

Progress against deliverables in the Corporate Plan

Ref	Theme	Priority	Deliverable	SLT Sponsor	Delivery date	Status	Revised Delivery date
SHAP - 1	Sustainable approach...	Work with communities to develop Kingston's new Local Plan which will guide and manage future development to 2041, ensuring high quality, good design, supporting infrastructure, and affordable housing.	Wide public engagement in the future growth and development of the borough; Phase 1 issues and options consultation.	Director of Place	December 2019	Complete	
SHAP - 2	Sustainable approach...	Work with local residents to bring forward the redevelopment of the Cambridge Road Estate, increasing the number of social rented homes and providing new replacement homes, open spaces and new community facilities for existing residents.	Work with existing residents, the local community and development partner to bring forward a comprehensive plan for the Cambridge Road Estate regeneration, with independent advice available to residents.	Director of Place	December 2019	In progress	February 2020
SHAP - 3	Sustainable approach...	Work with local residents to bring forward the redevelopment of the Cambridge Road Estate, increasing the number of social rented homes and providing new replacement homes, open spaces and new community facilities for existing residents.	Hold a fair resident ballot at the Cambridge Road Estate that enshrines best practice techniques and guidance in engagement and consultation to apply to other RBK major regeneration opportunity sites.	Director of Place	December 2019	In progress	March 2020
SHAP - 4	Sustainable approach...	Make effective use of council-owned land to deliver as many affordable homes as possible across the borough.	Undertake feasibility and agree a regeneration programme of RBK owned sites and opportunities with support of the Mayor to deliver new homes, especially affordable.	Director of Place	June 2020	In progress	
SHAP - 5	Sustainable approach...	Make effective use of council-owned land to deliver as many affordable homes as possible across the borough.	Develop and deliver council affordable homes programme with the support of the Mayor to help meet local needs.	Director of Place	April 2023	In progress	

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SHAP - 6	Sustainable approach...	Make effective use of council-owned land to deliver as many affordable homes as possible across the borough.	Build 1,000 new homes by 2022	Director of Place	December 2020 (first home)	In progress	
SHAP - 7	Sustainable approach...	Ensure that all development schemes are well designed in their context and the character of the area, creating a sense of pride and place.	Design codes prepared alongside the Local Plan	Director of Place	March 2022	In progress	
SHAP - 8	Sustainable approach...	Actively manage our property portfolio to drive up value, increase income where desirable and improve services for our residents.	Invest in new commercial property and invest in new property projects, to create additional income to support the regeneration of local areas.	Director of Place	May 2021	In progress	
SHAP - 9	Sustainable approach...	Actively manage our property portfolio to drive up value, increase income where desirable and improve services for our residents.	With public sector partners, identify opportunities where our property and land can be shared and re-developed to reduce our overheads and improve customer outcomes and services.	Director of Place	Ongoing	In progress	April 2020
SHAP - 10	Sustainable approach...	Actively manage our property portfolio to drive up value, increase income where desirable and improve services for our residents.	Review the council's operational property estate and its management to reduce costs and ensure that the way in which it is used supports the council's priorities. The review will also look at the energy efficiency of operational assets.	Director of Place	December 2019	In progress	April 2020
SHAP - 11	Sustainable approach...	Actively manage our property portfolio to drive up value, increase income where desirable and improve services for our residents.	Review the community element of the property estate to create a sustainable approach and maximise social value outcomes.	Director of Place	December 2019	In progress	
SHAP - 12	Sustainable approach...	Make best use of our Housing Revenue Account assets and resources, maximise our income and spend wisely, to provide modern, high quality services and support for our tenants and leaseholders and enable us to develop new council	Design and implement a new asset management strategy which will ensure our existing homes are safely maintained, improved and developed.	Director of Place	December 2019	In progress	June 2020

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		homes.					
SHAP - 13	Sustainable approach...	Make best use of our Housing Revenue Account assets and resources, maximise our income and spend wisely, to provide modern, high quality services and support for our tenants and leaseholders and enable us to develop new council homes.	Deliver a programme of new council homes supported by GLA grant funding, working in partnership with both the public and private sector.	Director of Place	March 2023	In progress	
SHAP - 14	Sustainable approach...	Invest in the borough's essential infrastructure to support our growing population - schools; health, community and leisure facilities; roads and transport - with developers paying their fair share.	Develop a Kingston Leisure Asset Strategy and proposals for the future of council funded leisure centres.	Director of Place	March 2020	In progress	
SHAP - 15	Sustainable approach...	Invest in the borough's essential infrastructure to support our growing population - schools; health, community and leisure facilities; roads and transport - with developers paying their fair share.	Work with partners to develop a new 10-15 year strategy that ensures the resilience and vitality of Kingston town centre, to deliver a more diverse and sustainable economy.	Director of Place	October 2019	In progress	August 2020
SHAP - 16	Sustainable approach...	Make best use of our Housing Revenue Account assets and resources, maximise our income and spend wisely, to provide modern, high quality services and support for our tenants and leaseholders and enable us to develop new council homes.	Develop a new Housing Strategy which sets out the council's vision, aims and priorities for housing over the next five years. The Strategy will include all housing in the borough; privately owned housing, council housing, specialist housing for older people and student accommodation.	Director of Place Director of Adult Social Care & Health	March 2020	Behind/on hold	December 2020
SHAP - 17	Sustainable approach...	Work with communities to develop Kingston's new Local Plan which will guide and manage future development to 2041, ensuring high quality, good design, supporting infrastructure, and affordable housing.	Adoption of a new Local Plan	Director of Place	March 2022	Not started	

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SHAP - 18	Sustainable approach...	Make best use of our Housing Revenue Account assets and resources, maximise our income and spend wisely, to provide modern, high quality services and support for our tenants and leaseholders and enable us to develop new council homes.	Develop a new HRA Business Plan and Financial Strategy for the Housing Revenue Account which reflects the recent changes to funding.	Director of Place	December 2019	Not started	September 2020
SHAP - 19	Sustainable approach...	Ensure that all development schemes are well designed in their context and the character of the area, creating a sense of pride and place.	Seek to ensure all new buildings have the highest level of energy efficiency with carbon offsetting during construction.	Director of Place	Ongoing	Closed - business as usual	
SHAP - 20	Safe borough...	Work with local partners and neighbouring boroughs to support people to develop the skills they need to enter employment.	As part of the South London Partnership, identify local skills priorities for Kingston via the SLP Skills & Employment Board and feed back to the Mayor of London ahead of the devolution of adult skills budgets to the GLA.	Director of Place Director of Corporate & Communities	October 2019	Complete	
SHAP - 21	Safe borough...	Create the environment for thriving local businesses across a range of sectors across the borough.	Develop and agree a programme that will support local business to thrive.	Director of Place	April 2020	In progress	
SHAP - 22	Safe borough...	Create the environment for thriving local businesses across a range of sectors across the borough.	Delivering flexible and affordable workspace for small business.	Director of Place	April 2020	In progress	Summer 2021
SHAP - 23	Safe borough...	Create the environment for thriving local businesses across a range of sectors across the borough.	Look to achieve a social enterprise borough status.	Director of Place	June 2020	Not started	
SHAP - 24	Safe borough...	Create the environment for thriving local businesses across a range of sectors	Establish a cross party member working group to support local business.	Director of Place	Sept 2019	Closed - revised	January 2020

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		across the borough.				decision	
SHAP - 25	Safe borough...	Effective, targeted support to our most vulnerable residents to enable them to fulfil their potential and improve the quality of their lives.	Prevent homelessness through early intervention and provision of advice on accommodation rights and housing options.	Director of Place	March 2020 and ongoing	In progress	
SHAP - 26	Safe borough...	Effective, targeted support to our most vulnerable residents to enable them to fulfil their potential and improve the quality of their lives.	Continue to maintain and develop a multi agency approach to reduce rough sleeping through the provision of outreach and accommodation services.	Director of Place	March 2020 and ongoing	In progress	
SHAP - 27	Changing council...	An open and transparent council, with accessible data and decisions which are subject to public debate and scrutiny.	Ensure that the speed and quality of decisions on planning applications protects the council's right to determine planning applications.	Director of Place	Ongoing	Complete	

New and amended deliverables

The table below lists new deliverables to be added to the corporate plan, along with amendments to existing deliverables

Ref	Theme	Priority	Current Deliverable	New Deliverable	SLT Sponsor	Delivery date
SHAP - 28	Sustainable approach...	Ensure that all development schemes are well designed in their context and the character of the area, creating a sense of pride and place.	Seek to ensure all new buildings have the highest level of energy efficiency with carbon offsetting during construction.	CLOSE - Business as usual	Director of Corporate and Communities / Director of Place	
SHAP - 29	Safe borough...	Create the environment for thriving local businesses across a range of sectors across the borough.	Create the environment for thriving local businesses across a range of sectors across the borough.	Another action "Develop and agree a programme that will support local business to thrive" demonstrates the approach for business and the cross-party working group was decided with members not to be the best approach to delivery	Director of Place	NA

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SHAP - 30	Safe borough...	Create the environment for thriving local businesses across a range of sectors across the borough.	Develop and agree a programme that will support local business to thrive	Develop and agree a programme that will support local business to thrive and enables SMEs to be part of the commissioning process	Director of Place	April 2021
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Key Performance Indicators

The table below lists those corporate key performance indicators that are relevant to the Community & Engagement Committee, following officer and portfolio holder review.

Ref	No.	Current KPI	New KPI	Status	Target / Tracker	Frequency
SHAP - 31	1	Number of residents engaged in estate regeneration linked to CRE	Remove	Remove	Target	Quarterly
SHAP - 32	10	Total housing units given planning permission	No change	Existing	Tracker	Annual
SHAP - 33	11	Number of homes delivered v. number of homes required over rolling 3 year period	No change	Existing	Target	Annual
SHAP - 34	20	% Fire Risk Assessments up to date (Council social housing)	No change	Existing	Target	Monthly
SHAP - 35	21	% Gas Safety Certification up to date (Council social housing)	No change	Existing	Target	Monthly
SHAP - 36	40	Households living in Temporary Accommodation	No change	Existing	Target	Quarterly
SHAP - 37	41	Homelessness Preventions (via housing options and partners)	No change	Existing	Target	Quarterly
SHAP - 38	52	Average general needs standard relet time (days)	No change	Existing	Target	Monthly
SHAP - 39	56	Secure a 5 year supply of land for housing development	No change	Existing	Target	Annual
SHAP - 40	12	Total affordable housing units delivered	No change	Existing	Target	Annual
SHAP - 41	58	Planning applications for major development within the statutory target, or any agreed extension	Process planning applications for major development within the statutory target, or any agreed extension	Change	Target	Quarterly

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SHAP - 42	59	Planning applications for householder development within the statutory target, or any agreed extension	Process planning applications for non-major development within the statutory target, or any agreed extension	Change	Target	Quarterly
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