

# AGENDA



**MEETING VENUE:**

**Council Chamber Council Offices,  
Priory Road, Spalding**

Contact: Democratic Services  
Direct Dial: 01775 764626  
e-mail: demservices@sholland.gov.uk  
Date: 18 February 2020

Dear Councillor,

A meeting of the **DISTRICT COUNCIL** will be held in the **Council Chamber, Council Offices, Priory Road, Spalding** on **Wednesday, 26 February 2020**, commencing at **6.30 pm** at which your attendance is requested.

Yours faithfully,

Anna Graves  
Chief Executive

(Quorum:13)

## AGENDA

1. Apologies for absence.
2. Minutes (Pages 5 - 12)  
To sign as a correct record the minutes of the meeting held on 22 January 2020 (copy enclosed).
3. Declaration of Interests.  
(Where a Councillor has a Disclosable Pecuniary Interest the Councillor must declare the interest to the meeting and leave the room without participating in any discussion or making a statement on the item, except where a Councillor is permitted to remain as a result of a grant of dispensation.)
4. Chairman's Announcements.
5. Announcements by Leader and Members of the Cabinet.
6. Questions asked on notice under Standing Order 6
7. Questions asked without notice under Standing Order 7

8. Committee Minutes  
To receive the minutes of the following Committees and Panels:-
- a) Joint Performance Monitoring Panel and Policy Development Panel - 14 January 2020 (Pages 13 - 18)
  - b) Planning Committee - 15 January 2020 (Pages 19 - 22)
  - c) Governance and Audit Committee - 16 January 2020 (Pages 23 - 32)
  - d) Performance Development Panel - 21 January 2020 (Pages 33 - 38)
  - e) Performance Monitoring Panel - 29 January 2020 (Pages 39 - 52)
9. Key Decision Plan  
To receive the current Key Decision Plan (copy enclosed). (Pages 53 - 56)
10. Final Budget, Medium Term Plan and Capital Strategy (To Follow)  
To consider the Final General Fund and Housing Revenue Account 2020/21 revenue and capital estimates and the Final Financial Medium Term Plan (report of the Portfolio Holder for Finance and the Executive Director Commercialisation (S151) enclosed).
- (Please note that in accordance with The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, a recorded vote will be taken on recommendations concerning Final Budget, Medium Term Plan and Capital and Treasury Strategy.)*
11. Council Tax Setting 2020/21. (To Follow)  
To set the amounts for Council Tax 2020/21 for each valuation band and in each part of the District (Report of the Portfolio Holder, Finance and Executive Director, Commercialisation (S151) enclosed).
- (Please note that in accordance with The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, a recorded vote will be taken on each Budget decision).*
12. Corporate Plan Refresh 2020-2023 (Pages 57 - 80)  
To present the proposed amendments to Corporate Plan for the period 2020-2023 to Council for formal adoption (Report of the Executive Director of Strategy and Governance enclosed).
13. Pay Policy Statement 2020/21 (Pages 81 - 94)  
To seek approval of the Pay Policy Statement (Report of the Portfolio Holder, Governance and Customer and Executive Director, Strategy and Governance enclosed).
14. Report from Outside Bodies (Pages 95 - 100)  
To receive the Health Scrutiny Committee for Lincolnshire report (report by Councillor G Scalese enclosed).

15. Nominations for Committees and other Seats and Proposed Changes to the Constitution.  
To receive, from political groups, nominations for any changes to Committees and other seats and to consider any proposed changes to the Constitution.
16. Any other items which the Chairman decides are urgent

NOTE: No other business is permitted unless by reason of special circumstances, which shall be specified in the minutes, the Chairman is of the opinion that the items(s) should be considered as a matter of urgency.

17. Exclusion of the Press and Public  
To consider that, under section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business of the ground that it involves the likely disclosure of exempt information as defined in paragraph 1,2,3 & 4 of Schedule 12 (A) of the Act.
18. Contracts & Procurement Officer Post  
To amend the establishment in order to make permanent the current temporary post of Contracts and Procurement (Report of the Deputy Leader of the Council, Portfolio Holder, Growth and Commercialisation and Executive Director of Strategy and Governance enclosed).

(Pages  
101 -  
106)

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Minutes of a meeting of the **SOUTH HOLLAND DISTRICT COUNCIL** held in the Council Chamber, Council Offices, Priory Road, Spalding, on Wednesday, 22 January 2020 at 6.30 pm.

## PRESENT

F Biggadike (Chairman)  
P A Redgate (Vice-Chairman)

B Alcock	H Drury	G P Scalese
J R Astill	R Gambba-Jones	M D Seymour
J Avery	R A Gibson	S-A Slade
A C Beal	R Grocock	E J Sneath
H J W Bingham	M Hasan	G J Taylor
M D Booth	C J Lawton	A C Tennant
C J T H Brewis	J D McLean	J Tyrrell
P E Coupland	A M Newton	S C Walsh
A C Cronin	N H Pepper	D J Wilkinson
T A Carter	J L Reynolds	A R Woolf
A Casson	G T D Rudkin	C N Worth

Apologies for absence were received from or on behalf of Councillors J L King and G A Porter,

In Attendance: Councillors , Shared Executive Director Commercialisation (S151)

### 88. APOLOGIES FOR ABSENCE.

### 89. MINUTES

#### DECISION:

That the minutes of the meeting held on 27 November 2019 and 17 December 2019 be signed as a correct record.

#### COMMENT:

Minutes of the meeting held on 27 November 2019 – Holbeach and Spalding Town Improvement Works. Councillor Alcock asked the Deputy Leader to ensure that the commitment to encourage Parish Councils to build up evidence by doing retails studies would not be lost.

The Executive Manager of Governance/Monitoring Officer advised this would be picked up as an action.

### 90. DECLARATION OF INTERESTS.

Action By

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There were none.

**91. CHAIRMAN'S ANNOUNCEMENTS.**

There were none.

**92. ANNOUNCEMENTS BY LEADER AND MEMBERS OF THE CABINET.**

Councillor Lawton announced confirmation of a successful bid of over £14000 to the Cold Weather Fund.

**93. QUESTIONS ASKED ON NOTICE UNDER STANDING ORDER 6**

There were none.

**94. QUESTIONS ASKED WITHOUT NOTICE UNDER STANDING ORDER 7**

**Question to: Deputy Leader of the Council**

**Question from: Councillor Alcock**

**Subject: Vacant retail premises**

Councillor Alcock asked the Deputy Leader whether SHDC was in contact with companies or letting agencies when retail premises become vacant with a view to the possibility of short term leases in order to encourage new businesses.

Councillor Worth agreed that SHDC will look into this and engage local members involvement, particularly in Holbeach. SHDC recognises that this is a difficult time for retail and will provide support to local businesses with rate relief which many businesses are unaware of.

**95. COMMITTEE MINUTES**

- a) Policy Development Panel - 6 November 2019

**DECISION:**

That the minutes be received.

- b) Performance Monitoring Panel - 12 November 2019

**DECISION:**

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22 January 2020

That the minutes be received.

- c) Planning Committee - 13 November 2019

**DECISION:**

That the minutes be received.

- d) Governance and Audit Committee - 14 November 2019

**DECISION:**

That the minutes be received.

- e) Planning Committee - 18 December 2019

**DECISION:**

That the minutes be received.

**96. REPORT FROM CABINET MEETING HELD ON 3 DECEMBER 2019**

Consideration was given to the report of the Cabinet which sought approval for the Cabinet's recommendations:

- a) Local Council Tax Support Scheme 2020/21 – To seek Cabinet decision on the final proposals for the 2020/21 Council Tax Support scheme, to be presented to Council for approval on 22 January 2020 (Cabinet minute 58/19) (Cabinet agenda item 9)

**DECISION:**

- 1) That the scheme be updated and harmonised as appropriate to the DWP welfare reforms in Housing Benefit and the prescribed scheme for pensioners for 2020/21 and future years;
- 2) That a link to the award of Universal Credit be introduced, removing the need for customers to make a separate application for Council Tax Support;
- 3) That a £15 weekly (£65 monthly) tolerance rule for Universal Credit customer change in earnings be introduced; and
- 4) That the delegation be agreed to the Executive Director Commercialisation in consultation with the Portfolio Holder for Finance, to approve the final scheme policy

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22 January 2020

in line with the report.

**97. KEY DECISION PLAN**

**DECISION:**

That the Key Decision Plan be received.

**98. INDEPENDENT REMUNERATION PANEL**

The Council considered the report of the Independent Remuneration Panel setting out its recommendations for allowances for 2019-2023.

Members considered the recommendations put before them and decided that it was not appropriate to take an increase in their remuneration in the current financial climate.

**DECISION:**

- 1) That the Council freezes allowances at their current rates.
- 2) That the Council continues to review changes to roles and responsibilities undertaken by Councillors. Should there be significant changes, the Council will request the Independent Remuneration Panel to consider the impact of any such changes on Councillor Allowances.

**99. POLLING PLACE REVIEW**

Consideration was given to the report of the Returning Officer and Director of Place to agree the recommendations following the review of Polling Districts and Polling Places within the South Holland Council area.

**DECISION(S):**

- 1) To adopt the Polling Districts and Polling Places as listed in Appendix 1 to this report, which include the following changes: -
  - a. The creation of four new Polling Districts in Holbeach Town Parish Ward, HT1, HT2, HT3 and HT4 which replace existing Polling Districts SHD1, SHD2, SHD3 and SHD4, attached at Appendix 3;

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- b. The creation of four new Polling Districts in Spalding Wygate Ward, SWG1, SWG2, SWG3 and SWG4 which replace the existing Polling Districts STD1, STD2 and STD3, attached at Appendix 2;
- 2) To note that, by law, the location of Polling Stations is the responsibility of the Returning Officer and to note the locations determined by the Returning Officer as listed in Appendix 1 to this report, which includes the following changes: -
- a. To relocate the Polling Station for Polling District SDE Fleet South Parish from Giggles Galore to Gedney Hill Village Hall;
  - b. To relocate the Polling Station for Polling District SGD2 Holbeach Hurn Parish from Holbeach Tigers Social Club to Holbeach Primary School, Boston Road;
  - c. To relocate the Polling Station for Polling District SGD4 Holbeach Hurn Parish from Holbeach Bank Academy to Holbeach Bank Pavillion, Holbeach Bank Playing Field;
  - d. To relocate the Polling Station for Polling District SHD3 Holbeach Town Parish from the Womans Institute Hall to the Reading Rooms, Holbeach; (Note: Woman's Institute Hall to remain as polling station for Polling District HT2);
  - e. To relocate the Polling Station for Polling District SHD4 Holbeach Town Parish from Holbeach Community Centre to Holbeach Primary School, Boston Road (Note: Holbeach Community Centre to remain as polling station for Polling District HT1);
  - f. To relocate the Polling Station for Polling District SPD5 Spalding Monkshouse from Leiden Fields to Bromley Hall, Bourne Road;
  - g. To relocate the Polling Station for Polling District SWG3 Spalding Wygate from Spalding Primary School, Woolram Wygate to Wygate Park Academy;
  - h. To create a new Polling District SWG4 Spalding Wygate and new Polling Station at Wygate Park

**SOUTH HOLLAND DISTRICT COUNCIL -**  
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Academy.

**100. REPORTS FROM OUTSIDE BODIES**

Consideration was given to the report of Councillor Scalese to provide South Holland District Council with an update following the latest meeting of the Health Scrutiny for Lincolnshire Committee.

**DECISION:**

- 1) That the report be noted.

**101. NOMINATIONS FOR COMMITTEES AND OTHER SEATS AND PROPOSED CHANGES TO THE CONSTITUTION.**

Notice of a Conservative group change to the membership of Planning Committee was received. Councillor Reynolds would be replaced on the Committee by Councillor Beal.

**DECISION:**

That the changes to the membership of the Planning Committee be noted and updated.

**102. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT**

There were none.

**103. EXCLUSION OF THE PRESS AND PUBLIC**

**DECISION:**

That, under section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12(A) of the Act.

**104. RESTRICTED MINUTE OF COUNCIL MEETING HELD ON 27 NOVEMBER 2019**

Restricted Minute of Council Meeting held on 27 November 2019. To sign as a correct record Restricted Minute number 81 of the meeting of South Holland District Council held on 27 November.

**DECISION:**

**SOUTH HOLLAND DISTRICT COUNCIL -**  
22 January 2020

That the restricted minute of the Council Meeting held on 27  
November 2019 be agreed.

(The meeting ended at 7.10 pm)

(End of minutes)

(a)

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Minutes of a meeting of the **JOINT PERFORMANCE MONITORING PANEL AND POLICY DEVELOPMENT PANEL** held in the Council Chamber, Council Offices, Priory Road, Spalding, on Tuesday, 14 January 2020 at 6.30 pm.

## PRESENT

B Alcock	J L King	R A Gibson
J R Astill	J D McLean	N H Pepper
M D Booth	J L Reynolds	P A Redgate
C J T H Brewis	A R Woolf	S C Walsh
H Drury	J Avery	M Hasan
R Grocock	A C Beal	A M Newton

Apologies for absence were received from or on behalf of Councillors F Biggadike, S-A Slade, E J Sneath, A C Tennant, A C Cronin, G P Scalese, D J Wilkinson and G T D Rudkin

In Attendance: Executive Director, Commercialisation (S151), Strategic Finance & Compliance Manager, Head of Financial Services and Head of Finance (Interim).

### 5. ELECTION OF CHAIRMAN

Councillor B Alcock was elected as Chairman for the duration of this meeting.

### 6. APOLOGIES FOR ABSENCE

### 7. DECLARATION OF INTERESTS

There were none.

### 8. DRAFT BUDGET, MEDIUM TERM PLAN AND CAPITAL STRATEGY (FOR CONSULTATION).

Consideration was given to the report of the Portfolio Holder for Finance and the Executive Director Commercialisation (S151) which asked the Joint Panel to consider and scrutinise the Draft General Fund, Housing Revenue and Capital Programme Budgets and the Draft Financial Medium Term Plan.

The Joint Panel was provided with a presentation by the Executive Director Commercialisation which covered the following areas – Revenue Budget and the Medium Term Financial Plan

Action By

**JOINT PERFORMANCE MONITORING  
PANEL AND POLICY DEVELOPMENT  
PANEL - 14 January 2020**

(MTRP); the Housing Revenue Account (HRA); Capital; the General Fund Capital Programme; HRA Capital and Reserves. It also highlighted key challenges, the future and key dates in the progression of the budget to its consideration by the Council in February 2020.

Following consideration of the report and the presentation, the following issues were raised:

- Would it be possible for references to drainage board levies to be renamed precepts in order to remove them from district expenditure?
  - The Executive Director Commercialisation agreed to look at that with regard to terminology.
- What impact will the business rates changes and fair funding decision on the Council?
  - Currently the Authority has limited information regarding this matter which could have a major impact if funding was directed towards counties, resulting in a knock on effect to business rate distribution for example. With regard to the second part of the question, they are intrinsically bound together so the Authority are expecting an announcement regarding a programme of activities in the Spring.
- How is Council Tax calculated into the budget for current and future housing developments and if there was a year where 800 properties were completed, would this reflect in the Council Tax base?
  - The Authority prudently looks at historical trends of delivery irrespective of planning applications. Historically we are starting to over-perform which is why there is a modest increase of 1.6 to 2% growth on Council Tax base to reflect the uplift in terms of completions. Planning Service is regularly monitoring completions to track these figures which are consistently maintaining that level, but only based on delivery on the ground rather than approved applications. Median figures are used on the collection fund and business rate fund in order to track relatively smoothly throughout years of good and bad. If 800 properties were built it would create a collection fund surplus in the following year however the authority hypothecates forward to take these scenarios into account with the collection fund going into surplus or deficit dependent on performance.

**JOINT PERFORMANCE MONITORING  
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PANEL - 14 January 2020**

- The Authority's current stance on business rates is on the basis that districts would keep business rates in order to encourage businesses to move to the area. How do we predict and balance business rates with opening and closure of businesses?
  - When the idea was originally put forward it was to achieve 100% retention. The Authority is at 50% retention or 75% retention in the pilots so can only speculate as to what the final proposition will be. Regarding the second question, the majority of smaller businesses will be receiving 100% relief, the larger businesses will not cause an impact due to their size and their void allowance only being for a short space of time so landlords will still be liable for business rates and therefore keen to find a new tenant.
- Is internal borrowing more attractive than PWLB borrowing due to the increase of 1% in the interest rate?
  - It is a far more effective way of borrowing over the shorter term. Longer term borrowing would be better aimed at taking advantage of cheaper interest rates available on long term loans.
- With regard to seeking additional security and challenges on accessing capital resources; several members are hopeful that replacement and refurbishment of leisure facilities could be part of the medium term financial plan?
  - The Place Manager is overseeing consideration of these opportunities, which will need to be built into the MTFs as more detail becomes available.
- With regard to major projects and taking into account that Works Public Loan Board isn't the cheapest to go to for funding, where else could funding be sought?
  - The Authority would consider the Mutual or other parties looking to set up bonds but would take expert advice before taking decisions to members.
- On the point of needing to be able to fund revenue repayment costs (interest payment and capital payment) do both need to come out of the revenue account or could one come out of capital account?
  - This matter would depend on how they were financed. If the Authority had capital receipts, this can be taken out of the project and borrowing requirements could be

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PANEL - 14 January 2020**

reduced. The residual borrowing requirement would have to be financed in principle and interest from the revenue account.

Members commented that if the Authority was looking at keeping existing businesses and attracting new ones, when business look to relocate, the attractiveness of the local facilities will make a difference. Officers confirmed that the Authority is working to put project management in place for this purpose which will include ensuring the appropriate expertise is available in order to maximise any new government initiatives which may arise.

Members requested clarification of Council Tax Base figures. Officers advised there was a Council tax increase of £241,000 which consist of 2 elements; an extra £4.95 proposed increase on the properties across the total tax base generating £141,000 plus tax from the additional 561 properties which is approximately £100,000 equalling a total of £241,000.

- Could the £232,000 HRA budgeted rent loss figure be improved?
  - Officers advised that this figure is an allowance and if there are improvements they will be seen as an overachievement in terms of income so the Authority is assuming an extent of bad debt which may not materialise. HRA is generally doing better than that.
- When Crease Drove starts can officers provide assurances regarding timescales of delivery?
  - Officers advised that the situation was similar to HRA where the Authority provided additional resources and will look to do same in the property area. Sourcing additional resources was successful in housing but has proved to be more difficult on the property side and the Authority would be exploring a variety of options on how to get expertise in those areas.
- Where are agency and consultancy costs shown?
  - Officers advised that this depends which sort it is. Agency costs are within employees and are all budgeted for as part of normal business as usual. Supplies and Services cover specialist consultants which depends if costs are budgeted for or an additional requirement (usually). There are funds set aside for development of a project which will cover these costs.

**JOINT PERFORMANCE MONITORING  
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PANEL - 14 January 2020**

- As tenants on Universal Credit are now personally responsible for paying their rent (instead of rent being received directly from Housing Benefit to the Authority), will Universal Credit increase in line with rental increase? Also, will tenants be served with notice of rent increase and what will the policy be if there is resistance from tenants to any increases?
  - Officers agreed to ask the service to provide a written answer.

Members commented that housing stock should include smaller accommodation (1 bed) in order to meet demand and that the Authority should be able to anticipate resource problems of this type. Officers advised that the Authority may need to build these types of properties if the market is not bringing appropriate stock forward and that there will be discussions with the team around additional resources being in place.

- As there is a £2m underspend regarding repairs and maintenance, should the Authority be seeking to invest the money built up in HRA account (which is tenants' money) on repairs and maintenance as well as purchasing new stock? In the HRA revenue accounts capital programme, roof and gutters have been added where they weren't before.
  - Officers advised that more detail would be required from relevant teams and questions will be posed to Housing.
- Can officers advise what the whole pension cost is for the Authority?
  - The whole cost covers all employee related expenses in employers contributions for pensions and National Insurance. Contributions we make to the fund are in 2 tranches: 1) Fixed percentage employer's contribution sum of £1,041,000 on our gross pay bill of approximately £6m. 2) A lump sum top up of £744,000. The total paid out in pension contributions by the Authority is approximately £1.8m.
- Is the Authority prepared for any unforeseen issues regarding Business Rates and Fair Funding?
  - Significant shifts in business rate support to District

**JOINT PERFORMANCE MONITORING  
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PANEL - 14 January 2020**

Councils will be extremely challenging.

- Would it be possible for the Authority to use Right to Buy funds on reduction of debt in order to avert losing those funds to central government?
  - Officers advised that the Authority would look at all options.
- Would it be possible for the Authority to start charging for pre-application advice, which is currently offered as a free service?
  - Officers advised that members could consider this if they wish.

Members thanked the team for making the report clear and concise. They felt that they had learnt something and enjoyed the presentation.

**ACTIONS**

Officers will provide information regarding costs relating to leisure facilities repair and renewal.

Officers agreed to ask the service to provide a written answer regarding whether tenants on Universal Credit will receive increases in line with rental increases and what the policy will be regarding resistance from tenants to any increases.

Officers agreed to refer questions to Housing regarding repairs and maintenance to existing stock and to provide an explanation regarding figures for replacement kitchens and bathrooms.

**9. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT**

There were none.

(The meeting ended at 8.00 pm)

(End of minutes)

Minutes of a meeting of the **PLANNING COMMITTEE** held in the Council Chamber, Council Offices, Priory Road, Spalding, on Wednesday, 15 January 2020 at 6.30 pm.

## PRESENT

R Gamba-Jones (Chairman)  
J Avery (Vice-Chairman)

B Alcock  
C J T H Brewis  
F Biggadike  
H J W Bingham

P E Coupland  
H Drury  
R Grocock  
C J Lawton

J L Reynolds  
M D Seymour  
A C Tennant  
J Tyrrell

In Attendance: Development Manager, Planning and Building Control Manager, Senior Planning Lawyer and Democratic Services Officer.

### 79. **APOLOGIES FOR ABSENCE.**

There were no apologies.

In relation to Item 5 on the agenda Councillors Casson, Woolf were in attendance as ward members and did not have voting rights.

In relation to Item 7 on the agenda Councillor Beal was in attendance as a ward member and did not have voting rights.

### 80. **MINUTES**

Consideration was given to the minutes of the meeting of the Planning Committee held on 18 December 2019.

#### **AGREED:**

That the minutes be signed as a correct record.

*(Moved by Councillor Seymour, Seconded by Councillor Drury)*

### 81. **DECLARATION OF INTERESTS.**

Councillors Avery and Bingham stated that they did not have a Disclosable Pecuniary Interest in application HH14-0029-19 but in the interests of transparency they wished it to be noted that they knew the applicant as they are in the same industry.

### 82. **QUESTIONS ASKED UNDER THE COUNCIL'S CONSTITUTION (STANDING ORDERS).**

There were none.

**PLANNING COMMITTEE - 15 January 2020**

**83. H13-1215-18**

**Planning No. and Applicant**

H13-1215-18 Larkfleet Homes

**Proposal**

Full application for the erection of 86 dwellings and associated works at Land north of Roman Road, Moulton Chapel, Spalding.

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at [www.sholland.gov.uk](http://www.sholland.gov.uk) for a limited period of time following which the recording could be made available by request, in line with the Democratic Services Privacy Notice.

**AGREED:**

That planning permission be granted subject to:

- 1) An archaeological evaluation first being carried out to the satisfaction of Lincolnshire Archaeology;
- 2) The applicant entering into a Section 106 obligation relating to affordable housing and a financial contribution to cater for extra NHS and education capacity;
- 3) Those conditions listed at Section 9.0 of this report plus any additional archaeological conditions required.
- 4) Submitted details in relation to conditions 10 and 12 refuse collection points and management responsibilities to be referred to Chairman Panel once information is received.

Supporter – Hannah Guy (Applicant)

*(Moved by Councillor Drury, Seconded by Councillor Biggadike)*

*Councillor Brewis requested that his vote was recorded.*

*Councillors Casson and Woolf left the Chamber at 19.50pm*

**PLANNING COMMITTEE - 15 January 2020**

84. **H14-0029-19**

**Planning No. and Applicant**

H14-0029-19 E M Cole (Farms) Ltd

**Proposal**

Full application for use of land to site 4 static caravans for seasonal workers at Small Drove Lane, West Pinchbeck, Spalding.

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at [www.sholland.gov.uk](http://www.sholland.gov.uk) for a limited period of time following which the recording could be made available by request, in line with the Democratic Services Privacy Notice.

**AGREED:**

That a 3 year temporary Permission be granted subject to those Conditions listed at Section 9.0 of the report.

*(Moved by Councillor Avery, Seconded by Councillor Tyrrell)*

85. **H23-1012-19**

**Planning No. and Applicant**

H23-1012-19 Mr M Coles

**Proposal**

Full application for erection of one detached bungalow at Land off Green Bank, Whaplode Drove.

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at [www.sholland.gov.uk](http://www.sholland.gov.uk) for a limited period of time following which the recording could be made available by request, in line with the Democratic Services Privacy Notice.

**AGREED:**

That Planning Permission be granted subject to the conditions set out in Section 9.0 of the report.

*(Moved by Councillor Seymour, Seconded by Councillor Drury)*

**PLANNING COMMITTEE - 15 January 2020**

**86. PLANNING APPEALS**

Members considered the report of the Development Manager which provided an update on recent Appeal Decisions.

**AGREED:**

That the report be noted.

**87. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT.**

There were none.

(The meeting ended at 8.12 pm)

(End of minutes)

Minutes of a meeting of the **GOVERNANCE AND AUDIT COMMITTEE** held in Meeting Room 1, Council Offices, Priory Road, Spalding, on Thursday, 16 January 2020 at 4.00 pm.

## PRESENT

E J Sneath (Chairman)  
J L Reynolds (Vice-Chairman)

C J T H Brewis  
A M Newton

P A Redgate  
M D Seymour

S C Walsh

In Attendance: A R Riglar (Ernst & Young), F Haywood (Internal Audit Manager, Eastern Internal Audit Services), the Executive Director Commercialisation (S151), the Strategic Finance and Compliance Manager, the Finance Manager Treasury, the Head of Finance, the Finance Control Manager, the Housing Landlord Services Manager and the Democratic Services Officer.

In attendance: Councillor P Coupland and The Press

### Action By

## 29. DECLARATION OF INTERESTS

With regard to agenda item 4 (ISA 260 Report 2018/19), the following Declarations of Interest were received:

- Councillors Sneath and Coupland informed the Committee that they did not have a Disclosable Pecuniary Interest, but in the interest of transparency, they wished to declare that they were Directors of Welland Homes.

With regard to agenda item 6 (Grant Claims 2018/19), the following Declaration of Interest was received:

- Councillor Newton informed the Committee that she did not have a Disclosable Pecuniary Interest, but in the interest of transparency, she wished to declare that she was a Director of PSPS.

## 30. MINUTES

At the first bullet point within minute number 27 (Quarter 2 2019-20 Risk Report), it was stated that the first word 'Member' should be 'Officer', and that the sentence should therefore read 'Officers commented that the Business Continuity Plan had been signed off at the last meeting, but that it was not available on the website'.

The minutes of the meeting of the Governance and Audit Committee held on 14 November 2019 were signed by the Chairman as a correct record.

**GOVERNANCE AND AUDIT COMMITTEE -**

16 January 2020

**31. ISA 260 REPORT 2018/19**

Consideration was given to Ernst and Young's report to those charged with governance (ISA260) for 2018/19. The report summarised the Auditor's preliminary audit conclusion in relation to the audit of South Holland District Council for 2018/19.

The report had been substantially completed and, subject to concluding the outstanding matters listed under 'Status of the audit' within the Executive Summary to the report, Ernst and Young expected to issue an unqualified audit opinion on the financial statements in the form at Section 3. There were also no matters to report on the Authority's arrangements to secure economy, efficiency and effectiveness in its use of resources.

**AGREED:**

That the ISA 260 Report for 2018/19 be noted.

**32. ANNUAL GOVERNANCE STATEMENT AND AUDITED 2018/19 FINANCIAL STATEMENTS**

Consideration was given to the report of the Executive Director Commercialisation (S151 Officer) which sought approval for the Annual governance Statement for inclusion with the Council's published Financial Statements, and approval of the Audited Financial Statements 2018/19 for publication.

It was noted that this report should have been presented to the Committee in June/July the previous year however, due to the issues with completion of the external audit, as noted at previous meetings, this had not been possible. This delay was not unique to South Holland District Council, and all other authorities were in the same position.

Members asked whether the next audit would be completed more promptly. The officer from EY stated the issues faced that had resulted in the delay were not specific to them, as this was an industry-wide problem. Although there was a statutory requirement to publish the financial statements by 31 July, they did not need to be audited by this date. Members wished it to be recorded that they were not happy with the delay.

**AGREED:**

- a) That the Financial Statements 2018/19, taking note of the adjustments made in the redrafted financial statement

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(Appendix A) be approved;

- b) That the Section 151 Officer be authorised to approve any amendments, if required, after the committee date and prior to the official signing of the Accounts;
- c) That the Annual Governance Statement 2018/19 be approved; and
- d) That the Letter of Representation at Appendix B to the report be signed by the Section 151 Officer and the Chairman of the Governance and Audit Committee, on the Committee's behalf.

(Councillor Redgate joined the meeting during discussion of the above item.)

(The Finance Control Manager and the Manager - Government and Public Sector, UK&I Assurance – Ernst and Young) left the meeting following discussion of the above item.)

**33. GRANT CLAIMS 2018/19**

Consideration was given to the report for the Housing Benefit Subsidy claim form for the year ended 31 March 2019. The report was produced by KPMG, who continued to the auditor for the subsidy.

Members questioned whether the sampling error rate, in excess of 10%, was acceptable, and what action plan was to be put in place. Officers advised that they would liaise with KPMG regarding this, and that they be requested to attend the next meeting to provide this information. A response on processing issues would also be sought from PSPS, as part of the full response, along with data on how sampling was undertaken, which would assist members in understanding the issue.

SK

**AGREED:**

- a) That the Grant Claims 2018/19 report, provided by KPMG be noted; and
- b) That members questions regarding sampling error rate be addressed at the next meeting of the Committee, as discussed.

**34. TREASURY MANAGEMENT STRATEGY STATEMENT, MINIMUM REVENUE PROVISION POLICY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2020/21**

## GOVERNANCE AND AUDIT COMMITTEE -

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Consideration was given to the report of the Portfolio Holder for Finance and the Executive Director Commercialisation (S151) which provided pre-decision scrutiny to the strategy being proposed.

CIPFA defined Treasury Management as: 'The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks'.

The Council was required to set out its Treasury Management Strategy Statement, Minimum Revenue Provision Policy and Annual Investment Strategy for the forthcoming year. These outlined the Council's strategy for borrowing and its policies for managing its investments and for giving priority to the security and liquidity of those investments. The Authority's strategy statements for 2020/21 were attached at Appendix B to the report. The strategy statements covered:

- Reporting requirements
- Capital prudential indicators 2020/21 to 2023/24
- The borrowing requirement
- The MRP policy
- The use of the Council's resources and the investment position
- Prudential and Treasury Indicators
- Treasury limits in force which would limit the treasury risk and activities of the Council
- Prospects for interest rates
- The borrowing strategy
- Policy on borrowing in advance of need
- Debt rescheduling
- The investment policy
- Creditworthiness policy
- Country limits
- Investment strategy

Members considered the information within the report, which was explained in further detail by the Finance Manager Treasury (PSPSL).

There was some discussion regarding predictions, what the impact would be on the expected return on investments, and how quickly this could be changed? Officers responded that if there was sufficient time prior to Council Tax setting report, any

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changes would be made. Once the Council Tax had been set, returns on council money would be monitored, with a profile of expected returns, and this would be reported back to the Committee as part of its monitoring report.

**AGREED:**

That the report be noted.

**35. AUDIT PLAN PROGRESS REPORT 2019-20**

Consideration was given to the report of the Head of Internal Audit, which examined the progress made between 5 November 2019 and 6 January 2020 in relation to the completion of the Annual Internal Audit Plan for 2019/20.

The Governance and Audit Committee received updates on progress made against the annual internal audit plan. The report formed part of the overall reporting requirements to assist the Council in discharging its responsibilities in relation to the internal audit activity.

The Public Sector Internal Audit Standards required the Chief Audit Executive to report to the Governance and Audit Committee the performance of internal audit relative to its agreed plan, including any significant risk exposures and control issues. The frequency of reporting at South Holland was to each meeting. To comply with the above requirements, the report identified:

- Any significant changes to the approved Audit Plan;
- Progress made in delivering the agreed audits for the year;
- Any significant outcomes arising from those audits; and
- Performance measures to date

The Committee was advised that details of progress made in delivering the agreed audit work, and the outcomes arising from the auditor's work was detailed within the report.

Since the last report to the Committee in November 2019, there had been no significant changes to the Annual Internal Audit Plan, agreed in March 2019.

During the period covered by the report, Internal Audit Services had issued one final report – Corporate Performance (Reasonable).

**AGREED:**

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That the report be noted.

**36. FOLLOW UP REPORT ON INTERNAL AUDIT RECOMMENDATIONS**

Consideration was given to the report of the Head of Internal Audit, which provided members with the position on the progress made by management in implementing agreed Internal Audit recommendations as at 6 January 2020.

In 2017/18, a total of 85 recommendations were raised by both internal audit providers. Of those, 81 had been implemented by management, 4 were outstanding (1 urgent and 3 important). The management responses in relation to the outstanding urgent and important outstanding recommendations could be seen in Appendix 2 of the report.

In 2018/19, a total of 76 recommendations had been raised by both internal audit providers. Of these, 56 had been completed and 11 (1 urgent, 4 important and 6 needing attention) were overdue. A total of 9 recommendations were not yet due. The management responses in relation to the outstanding important recommendations could be seen in Appendix 3 of the report.

In 2019/20, a total of 42 recommendations had been raised so far. Of these, 15 had been completed and 3 were outstanding (1 urgent, 2 needing attention). A total of 24 were not yet due.

At the last meeting, auditors had suggested that the Committee may wish to consider any areas that had urgent recommendations that had been outstanding for some time, by requesting that relevant managers be invited to the next meeting of the Committee. In this respect, the Housing Landlord Manager was in attendance to provide an update on work that was being undertaken to address the recommendations within the Private Sector Housing audit. The main points were:

- A number of urgent outstanding actions had been completed. Two areas of work were being focusing on to bring forward and conclude – 1) there were a number of policy recommendations (e.g. empty homes, financial assistance, home improvement loans) to be brought forward over next few months; and 2) there were a number of system upgrade changes to be undertaken.
- Work was underway to build the system into the servers – the initial testing phase would take place soon, with first tranche of work online in early February.

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With regard to the Asset Management action regarding leases, originally to be reviewed by October 2019, with a revised date of March 2020, members asked whether this new target would be met. Officers responded that it was likely that this target would be met, and that this should be reflected within the follow up report to the next committee. Officers were liaising regularly with the department and were satisfied at the progress being made.

### **AGREED:**

That the information detailed within the report be noted.

## **37. GOVERNANCE AND AUDIT COMMITTEE SELF ASSESSMENT**

The Committee noted that the Chartered Institute for Public Finance and Accountancy (CIPFA) document on “audit committees – practical guidance for local authorities and police” set out the guidance on the function and operation of audit committees. It represented CIPFA’s view of best practice and incorporated the position statement previously issued. The guidance stated “the purpose of an audit committee is to provide those charged with governance independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and annual governance processes”.

The Section 151 Officer had overarching responsibility for discharging the requirement for sound financial management, and to be truly effective required an audit committee to provide support and challenge.

Good audit committees were characterised by; balanced, objective, independent knowledgeable and properly trained Members, a membership that was supportive of good governance principles, a strong independently minded chair, an unbiased attitude and the ability to challenge when required.

It was therefore good practice for audit committees to complete a regular self-assessment exercise against a checklist, to be satisfied that the Committee is performing effectively.

In addition, the Public Sector Internal Audit Standards also called for the audit committee to assess their remit and effectiveness, in relation to Purpose, Authority and Responsibility, to facilitate the work of the Committee. The Committee carried out self-assessment exercises on a regular basis.

After the Committee meeting held on 14 November 2019, the

## **GOVERNANCE AND AUDIT COMMITTEE -**

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Chair and Vice Chair of the Committee carried out a self-assessment, facilitated by the Internal Audit Manager. The results of this were provided in Appendix 1 to the report, and the Committee was invited to consider the information, and the following points were raised:

- Was the role and purpose of the audit committee understood and accepted across the authority?
  - It was felt that more could be done in this area, and that training could help.
- Had the membership of the committee been assessed against the core knowledge and skills framework and found to be satisfactory? How could this position be met?
  - Auditors responded that this concerned knowledge and understanding of the Council and how it operated. Information could be circulated to members to provide support in this area.
- Did the Committee report directly to the full authority?
  - Members were advised that annual report on the work of the Committee had been produced for a number of years, and that this was presented to a meeting of full Council.
- With regard to question 9 – 'has the audit committee considered the wider areas identified in CIPFA's position statement and whether it would be appropriate for the committee to undertake them?', was this question appropriate, and was there training regarding this area that the Committee would benefit from?
  - Auditors responded that there were some areas that the Committee was not required to undertake. Information could be sent to the Committee which would be of use – 1) CIPFA Position Statement on Audit Committees; and 2) Knowledge and Skills Matrix.

### **AGREED:**

That the information detailed within the report be noted.

## **38. GOVERNANCE AND AUDIT COMMITTEE WORK PROGRAMME**

Consideration was given to the report of the Executive Manager, Governance (Deputy Monitoring Officer), which set out the Work Programme of the Governance and Audit Committee.

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**AGREED:**

That the report and content of the Work Programme be noted.

**39. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT.**

There were no urgent items.

(The meeting ended at 5.20 pm)

(End of minutes)

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Minutes of a meeting of the **POLICY DEVELOPMENT PANEL** held in the Meeting Room 1, Council Offices, Priory Road, Spalding, on Tuesday, 21 January 2020 at 6.30 pm.

**PRESENT**

A R Woolf (Chairman)  
J D McLean (Vice-Chairman)

J R Astill  
F Biggadike  
M D Booth  
H Drury

R A Gibson  
J L King  
A M Newton  
P A Redgate

J L Reynolds  
E J Sneath  
S C Walsh

In Attendance: Councillors , IT Manager (Shared) and ICT Manager

Apologies for absence were received from or on behalf of Councillors M Hasan, G T D Rudkin and S-A Slade

**43. APOLOGIES FOR ABSENCE**

Notification had been received that Councillor A M Newton was replacing Councillor M Hasan for this meeting only.

**44. MINUTES**

Consideration was given to the minutes of the Policy Development Panel meeting held on 6 November 2019.

**AGREED:**

That the minutes be signed as a correct record.

**45. DECLARATION OF INTERESTS.**

Councillor Newton informed the meeting that in relation to agenda item 9, in the interests of transparency, she was a Director of PSPS.

**46. QUESTIONS ASKED UNDER STANDING ORDER 6**

There were no questions asked under Standing Order 6.

**47. TRACKING OF RECOMMENDATIONS**

There were none.

Action By

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**48. ITEMS REFERRED FROM THE PERFORMANCE MONITORING PANEL**

There were no items referred from the Performance Monitoring Panel.

**49. KEY DECISION PLAN**

Consideration was given to the Key Decision Plan dated 8 January 2020.

**AGREED:**

That the Key Decision Plan be noted.

**50. POLICY REGISTER**

The Panel gave consideration to the Policy Register dated 7 January 2020.

<1>Members were advised that work on the Asset Management Strategy was almost complete, and that officers would attend the next Panel meeting to provide an update.

**AGREED:**

That the Policy Register be noted.

**51. INFORMATION SECURITY FRAMEWORK AND POLICIES**

Consideration was given to the report of the Portfolio Holder Governance and Customer, which sought member feedback and comments on a new Information Security Framework, which aimed to ensure that a robust and secure ICT service was provided to the Council through its delivery partner, PSPS. Feedback on the Employee Access Policy, in particular, was sought as this would cover not only employees, but also members.

The following issues were raised:

- User Access Policy – a member appendix would be helpful as members and officers were covered by different codes.
- Members were not employees, but elected Councillors. Guidance was required that was specific to them.
- The document currently addressed all users however, some sections may be more appropriate to different audiences. Better signposting was required.

RB

SB, JT

**POLICY DEVELOPMENT PANEL - 21**

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- Members requested that a condensed version of the policy, specifically addressing members and their requirements, be produced.
- The document, as it related to officers, was generally felt to be good.
- In response to whether members could use their devices for private work, officers confirmed that this was acceptable, but that care was required around personal data while using the devices. Although this issue fell slightly out of the remit of the policies under discussion, specific, relevant guidance could be produced for members, to include useful information such as safe ways to use IT and use of Council devices. However, the main focus should still be on Council data, management and safe usage.
- Members asked whether, with regard to resourcing of non copyright material/ images, there was a way for this to be sourced safely. Officers confirmed that there was a brand guide that the Council could use, but that this detail would need to be confirmed. This information could also be included in any member guidance.
- How would adherence to the policy be verified, and would there be any training available? Officers advised that there is on-line training available for staff. Training could also be made available to members and consideration would be given to the best way in which this training could be delivered. Training would need to be provided for members of the current administration, and would then be delivered to all members following District Council elections.
- Signing up to the policies ensured that all users had received guidance and were aware of issues around information security, to support them in carrying out their role as a councillor, safely and securely.
- Where legislation changed, training would be provided where appropriate.

**<1>AGREED:**

- a) That the contents of the report, together with the attached Information Security Framework be noted and be supported;
- b) That a condensed version of the document, pertinent to member requirements, be recommended; and
- c) That training to members to support the information provided within the document be recommended.

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**52. POLICY DEVELOPMENT PANEL WORK PROGRAMME**

The Panel considered a report by the Executive Manager Governance, which set out the work programme of the Panel. The work programme consisted of two sections, the first setting out the dates of future panel meetings along with proposed items for consideration, and the second setting out Task Groups that had been identified by the Panel.

CM

Members considered the report, and the following issues arose:

- Members were advised that the Planning Design Task Group would be holding its first meeting on 28 January 2020.
- There was a debate regarding the Community Infrastructure Levy (CIL) Task Group, and whether it should be a Task Group in its own right, or whether it should be combined with the Planning Design Task Group. Agreement was reached that both task groups should remain separate however, they should both run at the same time and their findings feed in to the Supplementary Planning Document, which was currently being drafted by officers.
- The Community Infrastructure Levy (CIL) and Supplementary Planning Document (SPD) Task Group should be re-named the Community Infrastructure Levy (CIL) Task Group.
- Membership of the Task Group would be Councillors Drury, McLean and Woolf. Councillor Avery was also suggested as a member and, as he was not at the meeting, his agreement would be sought.
- Appendix A of the report stated that the Panel would consider the Long Term Empty Homes draft strategy when it was available. Members requested that a timeframe for consideration of the strategy be sought, and the item programmed into the Panel's Work Programme at the appropriate time.

**<1>AGREED:**

- a) That the Work Programme be noted;
- b) The work commence on the CIL Task Group, independently but alongside the Planning Design Task Group, with both Task Groups' recommendations feeding into the Supplementary Planning Document;
- c) That the CIL Task Group be composed of Councillors Drury, McLean and Woolf, and that Councillor Avery be asked to confirm if he also wished to be a member of the Task Group; and

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- d) That confirmation of a timeframe for the Long Term Empty Homes draft strategy be sought, and the item be programmed into the Panel's Work Programme accordingly.

**53. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT.**

There were no urgent items.

(The meeting ended at 8.11 pm)

(End of minutes)

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Minutes of a meeting of the **PERFORMANCE MONITORING PANEL** held in Meeting Room 1, Council Offices, Priory Road, Spalding, on Wednesday, 29 January 2020 at 6.30 pm.

PRESENT

B Alcock (Chairman)  
M D Booth (Vice-Chairman)

J R Astill  
A C Beal  
A C Cronin

R Grocock  
J L King  
N H Pepper  
P A Redgate

G P Scalese  
S C Walsh  
D J Wilkinson  
A M Newton

In Attendance: Councillor T A Carter, the Executive Director Strategy and Governance, the Executive Manager Information, the Executive Manager for People and Innovation, the Head of ICT and Digital, the Head of Customer Contact, the Place Manager, Environmental Services Manager, the Housing Landlord Services Manager and Senior Change, Innovation and Performance Business Partner, the Property Asset Services Manager, the Community Safety and Enforcement Manager, the Principal Planning Officer and the Democratic Services Officer.

Apologies for absence were received from or on behalf of Councillors C J T H Brewis and A C Tennant.

**38    APOLOGIES FOR ABSENCE.**

Notification had been received that Councillor A M Newton was replacing Councillor C J T H Brewis for this meeting only.

**39    MINUTES**

Consideration was given to the minutes of the meeting of the Performance Monitoring Panel held on 12 November 2019.

**AGREED:**

That the minutes of the meeting of the Performance Monitoring Panel held on 12 November 2019 were signed by the Chairman as a correct record.

**40    DECLARATION OF INTERESTS.**

Councillor Newton informed the Panel that although she did not have a Disclosable Pecuniary Interest, in the interests of transparency she wished it to be recorded that she was a Director

Action By

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of PSPS.

**41 QUESTIONS ASKED UNDER STANDING ORDER 6**

There were none.

**42 TRACKING OF RECOMMENDATIONS**

There were none.

**43 KEY DECISION PLAN**

Consideration was given to the Key Decision Plan issued on 8 January 2020.

**AGREED:**

That the Key Decision Plan issued on 8 January 2020 be noted.

**44 ITEMS REFERRED FROM THE POLICY DEVELOPMENT PANEL.**

There were none.

**45 DIGITAL WORK PROGRAMME PROGRESS UPDATE**

With the agreement of the Chairman, this item was moved forward on the agenda for consideration.

Officers provided members with a presentation which provided an update on the Digital Work Programme, which would affect all sections of the Council. It covered the following areas:

SHDC's digital ambition; Digital recruitment; Environmental Services - Digital ambition, including Programme Status; Tenants' Online Handbook and Tenants' Portal, including Programme Status; GIS Mapping; Scan stations and payments machines; Details on customer contact; SHDC Digital Pipeline Status; and Information on Customer Contact – Analog v Digital.

Members considered the information provided within the presentation, and the following issues arose:

Digital ambition/Digital recruitment

- Members understood that implementation was not as far advanced as it should be and asked for an explanation.

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- Officers responded that the digital programme had experienced some delays due to recruitment challenges, but with a digital team and dedicated programme management now in place, the programme was fully under way. Given the challenges appointing to posts within the digital team, the authority was looking at ways to improve the way in which recruitment was undertaken, with the assistance of the Human Resources and Communications departments, and this was now beginning to bear fruit.
- Members noted the response, and requested that any recruitment issues be reported back to the Panel.
- With regard to SHDC's web platform, members asked how the current status compared to market leaders.
  - Officers advised that the GOSS platform was used, and that this was an industry standard used by many other councils. The authority worked with them a great deal, and it was trying to streamline processes alongside GOSS.

### Environmental Services

- Members commented that it was clear that, moving forward, more customer contact with the authority would be undertaken through digital means. However, there was still a need to retain current systems to provide a means of contact for those that chose not to interact digitally, or who had poor Wi-Fi connectivity.
  - Officers confirmed that new technology would run alongside existing, more traditional contact channels such as phone and face-to-face enquiries.
- Members asked how savings could be quantified?
  - Officers advised that in the first two months, 1200 jobs were dealt with via tablets, and as more data became available, so the opportunity to quantify savings would increase.
- Members questioned whether savings could be achieved if digital improvements making it easier for the customer to make contact with the council increased demand – would savings due to internal efficiency be lost by customer contact in other ways? This question would need answering at a later

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date, when more data was available.

- Members asked what the effect on productivity would be?
  - Officers commented that early intervention could prevent some issues becoming bigger problems. Productivity could be considered in the future, when the system had been in operation for longer.

### Progress to date

- Members commented that it would be useful to have a more detailed report with regard to progress, to show whether projects were on track or not.
- Members also stated that reporting had to be open and honest around areas where performance was poor, but also areas of success should be identified.
  - The Portfolio Holder commented that tasks within the work programme would be changeable, due to commitments, and that this should be borne in mind when considering progress.

### Tenants online handbook and portal

- Members observed that some areas of the district had difficulty in accessing a good Broadband service. It was vital that the authority looked at its infrastructure, how it would move forward in this respect, and that necessary resources were allocated where necessary.
  - Officers were aware of connectivity issues, and stated that the online provision was an additional offer to residents, which would run alongside existing streams. However, issues with Broadband and infrastructure were part of the remit going forward, and work was being undertaken in this area.
- Members commented that the Tenants' Portal was very easy to use.
- Members asked whether, with regard to the tenant reporting system, customer services had access to the Northgate system?
  - Officers advised that there was limited viewable

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access however, work would be undertaken with the expansion of Northgate which is set to amalgamate existing systems the within the Housing department. Northgate can be fully integrated with the Goss platform which will give access to the Customer Services Team. Housing Landlord Services Manager to provide broader end to end service.

- 
- Members responded that this issue should be looked at with some urgency, as it had been a problem for some time.

### Reporting and Direction

- Members requested that updates be provided to the Panel on a six-monthly basis for the duration of the programme.

### Scan stations etc.

- Members requested that information on the proportion of total transactions (transactions compared to previous usage) be provided.
- Members commented on the geographical location of the scan stations – currently these were only sited in Spalding. Were outlying areas missing out, and could the facility be expanded further.
  - Officers responded that the machines could be rolled out however, there were verification policies in place for the machines in Spalding which meant that a member of staff needed to be available to verify information before scanning can be done. This would need to be considered if the machines were to be made available more widely.

Sarah  
Barsby

### Customer contacts

- Members commented that over a number of years, there had been changes in the way face-to-face and phone contact services had been provided. Going forward, any changes to customer contact needed to be open and justifiable with regard to why they were being proposed, and members wished to be kept informed.
- Members asked whether there would be a move towards an android or iOS app?
  - Officers advised that this was currently not the case. All sites were currently easy to find and accessible through mobile phones, and there was therefore no

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current need to introduce an app.

Customer Contact Analog v Digital

- Members commented that a percentage, rather than numbers for this information would be more useful.

**AGREED:**

- a) That the presentation, and the information provided be noted; and
- b) That further information be provided to the Panel in due course, as identified during the discussion.

**46 Q3 2019-20 PERFORMANCE OVERVIEW REPORT**

Consideration was given to the report of the Portfolio Holder for Governance and Customer which provided an update on how the Council was performing for the period 1 October 2019 to 31 December 2019.

The Quarter 3 2019-20 Performance Report detailed in Appendix A aimed to provide members, businesses and residents with an overview of how the Council was performing against a number of key strategic indicators, These indicators included the delivery of frontline services, financial performance and progress made towards achieving the overarching aims and objectives of the Council, as set out in the Corporate Plan. In addition, the covering report highlighted areas of improved and high performance and also where performance was challenging.

Areas of success included:

- Continued strong performance from the customer Contact Centre;
- A significant number of flytips reported within the district;
- The Council's digital online presence continued to improve

It was noted that under areas for improvement, the net income of EHC at the end of quarter 3 was under the amount forecasted at the start of the financial year. This had been attributed to increased marketing and costs relating to the recent re-brand. The team hoped to convert a number of leads resulting from the recent marketing campaign into quarter 4, and it was anticipated that the income position could be recovered before the financial year end.

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The Panel considered the report, and the following issues were raised:

- Members noted that after a period of improved sickness performance, that the statistics for the current quarter had worsened. It was important that this downward trend should not continue. Commentary on the causes for the quarterly performance was requested, to understand the reason for any downturn.
- With regard to Economic Growth, members questioned what 'new homes enabled' was.
  - Officers replied that this was indicator represented the number of new homes delivered in district that the authority had enabled through direct intervention.
- Members asked how broad the authority's intervention was - more commentary on this was required.
- With regard to data on Information and Feedback, members questioned why, when the number of complaints and FOIs had decreased, had the response time had gone up.
  - Officers responded it was likely that this reflected the complexity of some complaints, but that further clarity would be sought.
- With regard to insulation levels, members questioned what percentage of housing stock met the decent homes standard. Was this an indicator?
  - Officers responded that insulation levels were not included within the decent homes standards. However, the authority was planning on installing increased insulation in its housing stock.
- Members requested more information on this issue.
- Members also stated that, with regard to energy efficiency, officers need to ensuring that all housing stock was as energy efficient as they could be, and that a policy be adopted in this regard.
- With regard to fly tipping, members were advised that the Council could not attend ones that were on private land. The performance figures only reflected the fly tips that the Council could attend.
  - Members responded that data needed to include the number of fly tipping incidents reported, and that it should reflect the numbers that the Council could actually deal with. All reports should be included so that a true picture could be seen.

Corey  
Gooch

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- Members also requested information on the cost of recovery (officer time, external expenses etc).
- Officers replied that this was available, and that there was an industry standard of the cost of clearing each fly tip.
- With regard to houses in temporary accommodation, members requested that trends on these figures be provided.

**AGREED:**

- a) That the content of the report be noted; and
- b) That officers note comments raised by members during the discussion, and feed back information as requested.

(Councillor A Newton left the meeting following discussion of the above item.)

**47 EMPTY HOMES**

Members agreed that issues regarding Empty Homes had been addressed in the previous minute.

**48 REVIEW OF IMPLEMENTED PLANNING DECISIONS**

Consideration was given to the report of the Executive Director Place which asked the Panel to consider the updated record on findings from the tour of sites which had been undertaken as part of the review of implemented planning decisions.

Members commented that it was a generic report but hoped that it would prove useful to the Planning Committee and the Planning Team. Many of the points raised were appropriate for many sites, and not only the ones that had been visited.

It was agreed that the report be presented to the next meeting of the Planning Committee for their consideration.

**AGREED:**

That the report be presented to the next meeting of the Planning Committee for their consideration.

**49 INDUSTRIAL UNIT UPDATE**

Consideration was given to the report of the Executive Director Place which provided members with an update on the current use of industrial sites. The Panel had requested an overview of the

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current position, including information on their current use. The Panel was advised that a Lettings Policy was to be considered at the next meeting of the Policy Development Panel, after which it would be presented to the Cabinet.

Members considered the information within the report, and the following issues arose:

- Members commented that it was good to see that a local agent would be managing the lettings, and asked how this decision had been made.
  - Officers responded that they had been selected from the approved list of suppliers. Members requested that they be provided with information on how the decision had been made.
  
- Members asked whether any leases had been allowed to lapse, and whether there were any issues with sub-letting.
  - Officers responded that they were in the process of ensuring that all tenants had an up to date lease, and that all tenants were being served with new heads of terms.
  
- Members commented on the current state of some industrial units, that there had been poor management, and that this needed to improve.
  - Officers responded that a serious piece of work looking at these issues was well underway. Consideration was being given to levying service charges to assist with the upkeep of surrounding space. Members responded that there were a number of commercially sensitive issues regarding industrial units and that the authority had neglected this area. It was agreed that a further report to update on progress be presented to the Panel in six months time.

Anita  
Goddard-  
Gill

**AGREED:**

- a) That the report be noted; and
  
- b) That a further update report be provided to the Panel in six months time.

**50 PUBLIC TOILET REPORTS**

Consideration was given to the report of the Executive Director Place and the Portfolio Holder for Communities and Facilities

**PERFORMANCE MONITORING PANEL -**

29 January 2020

which provided an update on the progress of feasibility works concerning the replacement or refurbishment of public toilets.

Following work undertaken by the Public Toilets Task Group, a final report had been presented to the Cabinet and its recommendations had been agreed. Option 2 had been agreed – to re-configure the current buildings to create individual cubicles which would reduce the potential for anti social behaviour, to include automatic locking doors, and to create a more modern and easy to clean facility.

Following a site visit to a facility in Wisbech, (operated by Fenland District Council), where the Healthmatic system had been installed, it became apparent that the authority had reported a number of issues that had arisen since the installation of the facilities approximately six years ago, and these were detailed within the report. A site visit to the Danfo option had not been made as the nearest location was Southend-on-Sea.

The report provided information on each of the options (Healthmatic, Danfo or refurbishment) for either 2 disabled units or 2 toilets and 1 disabled toilet.

The Panel considered the information, and the following points were raised:

- Members commented that the pods had been recommended as the best way forward however, it now appeared that they could develop problems and maintenance was complex – had the original recommendation been the right one?
- The Place Manager advised that she was a member of the Town Centre Programme Board which was looking at public toilet provision. A balance was required, and it was important to engage with wider stakeholders to discuss issues around public facilities, including toilets.
- The figures quoted within section 5.3.2 of the report were estimated, and more work was required before committing to such large amounts of expenditure.
- Members commented that it would be important to ensure that the cleaning regime that had been introduced was maintained, that that the facilities were kept in as good a state as possible.
- Members requested that once research had been undertaken, that the Panel be advised of the situation before final agreement was reached.

Anita  
Goddard-  
Gill

**PERFORMANCE MONITORING PANEL -**

29 January 2020

**AGREED:**

- a) That the report be noted; and
- b) That once further research on the options available had been undertaken, that the Panel be advised of the situation.

**51 PERFORMANCE MONITORING PANEL WORK PROGRAMME**

Consideration was given to the report of the Executive Manager Governance, which set out the Work Programme of the Performance Monitoring Panel. The Work Programme consisted of two separate sections, the first setting out the dates of the future Panel meetings along with proposed items for consideration, and the second setting out the Task Groups that had been identified by the Panel.

With regard to the Public Open Spaces Task Group, which was shortly due to start its work, members commented that information from the previous Task Group that had not concluded could be used to inform the way forward. This was to be provided to members of the Task Group prior to the first meeting, where the scope would be set.

**AGREED:**

- a) That the Work Programme provided by the Executive Manager Governance be noted; and
- b) That information from the previous Public Open Spaces Task Group be provided to members of the newly formed group, prior to the first meeting.

**52 UNTIDY SITES**

Members stated that they wished to discuss the report relating to untidy sites in detail, and it was therefore agreed that full consideration of the report be undertaken following exclusion of the press and public.

**53 ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT**

There were no urgent items.

**54 EXCLUSION OF PRESS AND PUBLIC**

Christine  
Morgan

**PERFORMANCE MONITORING PANEL -**

29 January 2020

**DECISION:**

That, under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 6 of part 1 of Schedule 12A of the Act.

**55 UNTIDY SITES**

Consideration was given to the report of the Executive Director Place which provided an update on untidy sites within the district, as requested by the Panel at its meeting on 12 November 2019.

Appendix A (exempt) detailed derelict building where the council held records where reports had been received from residents. It outlined the types of reports that had been received, the legislation that could be used if appropriate and proportionate, and what action was currently being taken, where recent reports had been received.

Officers currently had a cross departmental approach when dealing with derelict buildings. Work was currently underway to ensure officers had a clear process when dealing with reports relating to derelict buildings.

Members considered the information within the report, and the following issues were raised:

- Members asked where responsibility for the inspection of properties in a dangerous state lay.
  - Officers responded that Building Control undertook this role. They received reports in a number of ways – via the emergency telephone line, general enquiries and normal inspections. A record was made of when a building was inspected.
- Members asked whether the GIS system could be used to feed into the process to show all of the untidy sites.
  - Officers replied that the current system already allowed for these to be mapped.
- Members requested that they be sent a link to this.
- Councillor questioned whether the list at Appendix A was up to date, as some reports that members had made regarding specific sites were not included.

**PERFORMANCE MONITORING PANEL -**

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- Officers responded that the list was up to date. However, work was currently underway to link up with where information was dealt with and how this was fed back to one central point. A centralised database would remedy the situation.
- Members stated that it would be useful to know what was holding up progress, as some of the properties had been in a poor state for a long time. What could the Council do with these properties?
- Members requested that a report be compiled, highlighting what options the authority had, how properties could be brought back into use, and providing an update on individual buildings, and that this report be presented to a meeting of the Panel as soon as possible.
- Members commented that they provided information on untidy sites, but were not then informed of actions and progress – information which they could then inform the public of.
  - Officers agreed that more information needed to be provided to members.

Dee  
Bedford

Members congratulated the Community Safety and Enforcement Manager on her efforts to date.

**AGREED:**

- a) That the report be noted; and
- b) That information be compiled, highlighting what options the authority had, how properties could be brought back into use, and providing an update on individual buildings, and that this report be presented to a meeting of the Panel at the earliest opportunity.

(The meeting ended at 9.20 pm)

(End of minutes)

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**KEY DECISION PLAN**

**Issued – 14 February 2020**

*Representations in respect of all the matters shown should be sent in writing, at least one week before the date or period the decision is likely to be made, to:*

*Democratic Services, Council Offices, Priory Road, Spalding, Lincolnshire, PE11 2XE  
Telephone: 01775 764451 Fax: 01775 711253 Email: [demservices@sholland.gov.uk](mailto:demservices@sholland.gov.uk)*

**The Key Decision Plan shows all Key decisions that the Council is likely to make over the next **twelve** months**

*The Key Decision Plan is updated on a rolling basis and shows the decisions that will be considered and the date when the decision is expected to be made. In accordance with the Council’s Constitution the DECISIONS detailed within this document, unless otherwise stated, come into force and may then be implemented on the expiry of a 5 working day call-in period from the date of publication of any decision.*

**Key decisions are:** “A decision which, in relation to an executive function, has a significant effect on communities in two or more Wards of the Council and / or is likely to result in the Authority incurring expenditure, generating income or making savings in any single financial year above the threshold of £75,000 in respect of revenue expenditure and £180,000 in respect of capital expenditure.”

**Significant decisions are:** 1. A decision made in connection with setting the Council Tax; 2. A decision to approve any matter relating to a Policy or Strategic Plan; 3. Any non-Executive decision which significantly affects the community in two or more wards or electoral divisions. Some of the decisions will be recommendations to full Council, particularly if they impact on the Budget and the Policy Framework (comprising of statutory plans and strategies)

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
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PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
<p>Portfolio Holder for Housing and Health</p> <p>Chimney repairs, repointing and removal Contract</p>	<p>For the Chimney repairs, repointing and removal including Pitched roof repairs to various council dwellings as identified in reaching the end of their lifespan, or the chimney is no longer required.</p>			<p>Housing Landlord Manager 28 Feb 2020</p>
<p>Portfolio Holder for Housing and Health</p> <p>Flat Roof replacement and repairs Contract</p>	<p>For the replacement of various types of flat roofs to Council Dwellings, outbuildings and garages, which have reached the end of their lifespan and require replacement or repairs.</p>			<p>Housing Landlord Manager 28 Feb 2020</p>
<p>Portfolio Holder for Housing and Health</p> <p>Contract for alarm monitoring service for sheltered housing</p>	<p>Contract with Tunstall for the provision of maintenance and telecare services for our Sheltered Housing alarm monitoring system</p>			<p>Executive Director - Place Not before 13th Mar 2020</p>

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Property acquisition to support Housing Options service delivery.	The authority is exploring the purchase of residential property to improve options to address housing need in the district.			Portfolio Holder for Housing and Health Before 31 Mar 2020
Portfolio Holder for Place  Daffodil Route Improvements	To provide an update on potential improvements to the Daffodil Route between Pinchbeck Road and Johnson Hospital utilising section 106 funding to improve health and well being opportunities			Cabinet 28 Apr 2020

**\*Cabinet Membership**

The Lord Porter of Spalding CBE (Leader)  
 Councillor C N Worth (Deputy Leader of the Council)  
 Councillor G J Taylor (Deputy Leader)  
 Councillor T Carter (Portfolio Holder)  
 Councillor A Casson (Portfolio Holder)  
 Councillor P E Coupland (Portfolio Holder)  
 Councillor R Gambba-Jones (Portfolio Holder)  
 Councillor C J Lawton (Portfolio Holder)

**If you have any comments or queries regarding any of the entries in the Key Decision Plan please contact:**

Democratic Services, Council Offices, Priory Road, Spalding, Lincolnshire, PE11 2XE  
Telephone: 01775 764451 Fax: 01775 711253 Email: [demservices@sholland.gov.uk](mailto:demservices@sholland.gov.uk)

## SOUTH HOLLAND DISTRICT COUNCIL

**Report of:** Executive Director of Strategy and Governance

**To:** South Holland District Council – 27<sup>th</sup> February 2020

**Author:** Greg Pearson – Senior Policy Advisor

**Subject:** Corporate Plan Refresh 2020-23

**Purpose:** To present the proposed amendments to Corporate Plan for the period 2020-2023 to Council for formal adoption.

### **Recommendation:**

- 1) That the contents of the report and its appendices are noted with Council proposing any amendments that they would wish to see.
- 2) That Council formally adopts the proposed amendments to the Corporate Plan for the period 2020-2023.

### **1.1 BACKGROUND**

1.2 The current Corporate Plan 2019-23 was adopted in February 2019 and will come to the end of its life in March 2023. As the plan has been in place for a year it is therefore timely to look at an annual refresh to ensure that the plan remains fit for purpose for the remainder of its life time.

1.3 Corporate planning is a key part of running a successful organisation and ensures:

- a. Everyone in the organisation is working to the same priorities, pulling in the same direction and clear about what they are trying to achieve
- b. It helps ensure that risks are effectively managed
- c. It provides a tool to measure performance, success and hold people to account
- d. It enables the organisation and its managers to plan resource and the budget more effectively

1.4 The Corporate Plan aims to sets the ambition for the organisation under four public facing themes and one internal theme which under-pin all the activities the Council undertakes. They are:

- a. Your Home (Public Facing)
- b. Your Place (Public Facing)
- c. Your Health (Public Facing)
- d. Your Opportunity (Public Facing)
- e. Your Council (Internal)

1.5 These themes will be supported by a series of Critical Activities which detail further what the Council will do to deliver the Corporate Plan which is set out under each theme. Delivery of these will be tracked through the Corporate Delivery Plan which will be developed in quarter 4 of this financial year. This will be underpinned by detailed Service/Team level delivery plans. Progress made against all of these will continue to be monitored through the monthly Performance Board meetings.

- 1.6 Appendix A of this report sets out the draft final version of the amended Corporate Plan. In addition to the proposed amendments a number of the images through the document have been reviewed and replaced. This was undertaken to ensure that the document promotes the Council in the best way possible.
- 1.7 Appendix B of this report sets out the proposed amendments to the Critical Activities for the next year. These have been developed through feedback from the Cabinet, Senior Management Engagement and Executive Management Team input.

## 2.1 **OPTIONS**

- 2.2 Do Nothing.
- 2.3 That the contents of the report and its appendices are considered, and that the Council put forward any suggested amendment and agree to adopt these for the remain period of this corporate plan's life (2020-2023).

## 3.1 **REASONS FOR RECOMMENDATION(S)**

- 3.2 To comply with the Policy Framework which requires that we have a Corporate Plan which sets out the Council's strategic vision.

## 4.1 **EXPECTED BENEFITS**

- 4.2 A clear direction for the Council is set for the upcoming financial year to assist with delivering the Corporate Plan.
- 4.3 Improved transparency and clearer objectives setting available to all employees in line with the Council's direction.

## 5.1 **IMPLICATIONS**

### 5.2 **Carbon Footprint / Environmental Issues**

- 5.2.1 The Corporate Plan sets out the strategic direction regarding environmental issues until 2023.

### 5.3 **Constitution & Legal**

- 5.3.1 The Corporate Plan forms part of the Council's Policy Framework and is therefore a requirement for the Council to comply with.

### 5.4 **Corporate Priorities**

- 5.4.1 The Corporate Plan will set out the Council's strategic priorities until 2023.

### 5.5 **Crime and Disorder**

- 5.5.1 The Corporate Plan sets out the Council's strategic direction regarding crime and disorder until 2023.

### 5.6 **Financial**

- 5.6.1 The Council's budget and medium term plan is fundamentally linked to the corporate plan and the budget supports delivery of that plan. The budget is set for one year at a time with indicative budgets set for future years over the medium term and these are revisited each year and can be adapted to meet the needs of an evolving corporate plan.

## 5.8 Health & Wellbeing

5.8.1 The Corporate Plan sets out the Council's strategic direction regarding health and wellbeing until 2023.

## 5.9 Reputation

5.9.1 Failure to deliver its strategic ambitions could lead to reputational risk for the Council, this is mitigated through a corporate risk that is closely monitored by the Executive Management team and reported to Governance and Audit Committee.

## 5.10 Risk Management

5.10.1 The monitoring of all risks relating to Council failing to deliver its corporate priorities are regularly monitored through the Council's internal Performance, Risk and Audit Board. Risk scores and mitigating actions are reported quarterly to Governance and Audit Committee ensure that they are being appropriately managed.

## 5.11 Safeguarding

5.11.1 The Corporate Plan sets out the Council's strategic direction regarding safeguarding of children and vulnerable adults until 2023.

## 5.12 Staffing

5.12.1 The Corporate Plan gives all staff a clear understanding of the strategic vision that the Council is working towards. It is linked to every action that officers undertake and delivery of the council's strategic vision and priorities is linked via the golden thread through to individual appraisal objectives.

## 6.1 WARDS/COMMUNITIES AFFECTED

6.2 N/A

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Background papers:- None

### Lead Contact Officer

Name and Post: Greg Pearson – Senior Policy Advisor  
Telephone Number: 07500-030900  
Email: greg.pearson@breckland-sholland.gov.uk

**Key Decision:** No

**Exempt Decision:** No

**This report refers to both Mandatory and Discretionary Services**

### Appendices attached to this report:

Appendix A Draft Amended Corporate Plan 2019-23  
Appendix B Proposed Amendments to Corporate Plan

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# South Holland Corporate Plan Refresh 2020-21

## Priority: YOUR HOME

CA#	"We will..."	Proposed Change by EMT	Rationale
CA01	Be a landlord of choice for our council housing tenants	Keep as is	
CA02	Work to prevent and mitigate homelessness, including by continuing to work with partners across Lincolnshire to deliver countywide solutions to rough sleeping	Keep as is	
CA03	Enable the effective planning and delivery of housing solutions to meet local needs and aspirations to ensure that our residents have access to a range of housing options in the district	Keep as is	
CA04	<b>Deliver new homes for our residents and provide a dividend to Council through our Welland Homes housing company</b>	Re-word	Cabinet requested to split the exist action into separate ones for Welland Homes and South Holland Homes.
CA05	<b>Use our Community interest Company South Holland Homes to protect community assets such as Moulton Park.</b>	NEW	Cabinet requested to split the exist action into separate ones for Welland Homes and South Holland Homes.
CA06	<b>Maintain our commitment to Council Housing by building new council home to replace those that have been lost</b>	Re-word	To reflect the council's commitment to put council house back in the HRA.
CA07	Work to support elderly people to live independently and in their own home, including working with partners to support the delivery a new 'extra care'	Keep as is	

	housing development in the district		
CA08	Ensure that our residents are enabled to live in high quality housing no matter the tenure	Keep as is	

## Priority: YOUR PLACE

CA#	"We will..."	Proposed Change by EMT	Rationale
CA09	<b>Lead, enable and embed the provision of a range of improved local community, cultural and art facilities that support the enhanced wellbeing of South Holland's communities</b>	Re-word	It was felt that Leisure was strategically important enough to warrant its own critical activity, therefore it is proposing to separate it from leisure and culture in the corporate plan.
CA10	<b>Lead the provision of contracted leisure facilities and explore options for future delivery to enhanced the wellbeing of South Holland's communities</b>	NEW	New proposed leisure critical activity.
CA11	Work together with partners, businesses and local communities to re-establish the Pride in South Holland programme to improve the quality of public spaces to be cleaner, greener and safer"	Keep as is	
CA12	Work with our partners such as Lincolnshire Community Safety Partnership and Parish Councils to reduce and prevent crime and anti-social behaviour, and protect the community and environment	Keep as is	
CA13	<b>Support Spalding and Holbeach to be attractive</b>	Re-word	To reflect the work, the council is undertaking around its two

	<b>places that people want to visit, live and work while supporting all other towns and villages in the district to meet the needs of their communities</b>		major town. Key projects such as the Town Improvement Plans and Future High Street Fund will feature as key deliverables in the delivery plan rather than being individual critical activities.
CA14	<b>Create further outdoor spaces and new woodlands to enhance the natural environment and to encourage our communities to have active lifestyles</b>	Re-word	To capture the council's commitment to creating new woodland.
CA15	To deliver substantial and continued growth as proposed through our Local Plan, in conjunction with our key partners	Keep as is	
CA16	Work with our key partners to ensure that the infrastructure required to support our community to grow and flourish, including key roads, rail, broadband and telecommunications, are planned for and delivered	Keep as is	
CA17	<b>Continue to engage with all Internal drainage boards in South Holland to ensure that the district is prevent from flooding and its importance to national food production is maintained.</b>	NEW	To capture the significant work in the district around water management and its importance to national food production.
CA18	<b>Support Parishes to deliver capital works and improvements through the new community reserve loan scheme</b>	NEW	To reflect the adoption on the scheme.

## Priority: YOUR HEALTH & WELLBEING

CA#	“We will...”	Proposed Change by EMT	Rationale
CA19	Ensure that our public protection services continues to enable our communities to remain healthy and safe through our regulatory activities including food safety, environmental protection and licensing	Keep as is	
CA20	<b>Target leisure facilities to provide a programme of activities to tackle obesity and inactivity in South Holland</b>	Re-word	To reflect that this is all leisure provision not just our contracted provider.
CA21	<b>Lead and support activities, partnerships and recommend interventions to help address key local health and wellbeing issues such as mental health, housing health and care and increasing physical activity</b>	Re-word	It is proposed to merge former CA17 and CA18 as they are similar.
CA22	<b>Support the delivery and development of Early Help collaborative working with partners and use shared resources earlier to prevent vulnerable people reaching to crisis point</b>	Re-word	To provide clarity around the benefits of prevention services and to highlight that it is in partnership.
CA23	<b>Proactively influence the Lincolnshire CCG Neighbourhood Team to ensure the best health outcomes for South Holland</b>	Re-word	To reflect the changing structure in the NHS and how we engage with them.
CA24	<b>Ensure our residents are given advice to help maximise their income and manage their debts</b>	Re-word	To reflect that a number of services deliver support around income maximisation and debt reduction.

<b>Delete</b>	Provide advice and recommend interventions to help improve the health and wellbeing of the district's residents, communities and workforce	<b>Delete</b>	It is proposed to merge former CA17 and CA18 as they are similar.
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## Priority: YOUR OPPORTUNITY

CA#	"We will..."	Proposed Change by EMT	Rationale
CA25	Proactively work with partners to identify and optimise funding opportunities that will draw resources into our district to support our plans for substantial and continued growth	Keep as is	
CA26	Work in partnership across the public and private sector to retain and build on the key business sector strengths within South Holland, whilst also working proactively to attract new inward investment that can bring further prosperity to our district	Keep as is	
CA27	Work in partnership with key partners in the education sector, including Spalding College, to ensure that both businesses and residents have access to the necessary skills to support economy growth and prosperity	Keep as is	
CA28	Continue to deliver a clear "open for business" approach across all Council services that promotes and supports business growth	Keep as is	
CA29	Continue to deliver a full range of services and initiatives that support our businesses, including our Grants4Growth	Keep as is	

	programme		
CA30	Stimulate further growth, productivity and prosperity in the food sector through the delivery of a Food Enterprise Zone in Holbeach	Keep as is	

## Internal Priority: OUR COUNCIL

CA#	“We will...”	Proposed Change by EMT	Rationale
CA31	Ensure that our services are digitally enabled, efficient and meet the expectations of our changing community whilst not excluding those that are unable to interact in that way	Keep as is	
CA32	Ensure that our staff have the skills needed to drive the organisation forwards and meet the expectations of our residents and how they wish to interact with us	Keep as is	
CA33	<b>Ensure that national policies relating to modern slavery and the safeguarding of vulnerable children and adults are embedded effectively throughout all aspects of our services</b>	Re-word	To capture our organisational responsibilities around modern slavery.
CA34	Continue to ensure that our regulatory and statutory services remain fully compliant with all current and emerging legislation	Keep as is	
CA35	Continue to strengthen our commercial approach which will secure our financial position by identifying income generation opportunities and efficiencies through trading and sharing	Keep as is	

CA36	Maximise the returns generate by the Council's commercial and operational assets	Keep as is	
CA37	<b>Help shape, influence and respond to emerging national policy to ensure that we maximise the opportunity for South Holland</b>	Re-word	To clarify that this about responding to nation policy changes such as Brexit.
CA38	<b>Ensure the delivery of social value, cost effectiveness and high quality service provision through a robust approach to procurement and contracts management</b>	Re-word	To better reflect the council's strategic commissioning intentions.
CA39	Keep residents, businesses, and partners informed about council services and latest opportunities through clear and effective communications	Keep as is	
<b>Delete</b>	Continue to work effectively with all our partners to deliver significant benefits to the communities of South Holland	<b>Delete</b>	Duplication of other critical activities.

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# South Holland District Council Corporate Plan 2019-23

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# Introduction

## Welcome to South Holland District Council's Corporate Plan 2019 - 2023

### Our Strategic vision is:

*South Holland: 'A Place of Prosperity, Wellbeing and Opportunity for All'*

- Page 20
- ▶ South Holland District Council's Corporate Plan 2019 - 2023 is the Council's vision for the district and its priorities for this period.
  - ▶ Our Corporate Plan sets out how we will work with our partners and the community to ensure that South Holland continues to be a place that people choose to live, work, visit and enjoy.
  - ▶ It is informed by what we know about the area and identifies how we will achieve our long-term vision, what our key priorities are and how we will deliver our services.

### Our Priorities



## Our Ambition & Narrative

# South Holland: A Place of Prosperity, Wellbeing and Opportunity for All

- ▶ We are a council firmly rooted in our rural community. Elected members work closely alongside officers, to deliver cost-effective core services that are valued by the community, such as weekly waste collections and access to quality housing for all, in a district that is safe and where both people and businesses can reach their full potential.
- ▶ One of our main focuses is around providing good-quality housing that everyone in our community can call their home. We do this by working with private developers to unlock land for a mix of housing or through our own housing stock, giving residents access to well-maintained, affordable properties that meet their needs. We will deliver homes in a managed way through our Local Plan which, when adopted, will be our blueprint up to 2036.
- ▶ We deliver cost-effective core services by reducing costs or raising money by being more commercially-minded in how we work. We also work closely with other organisations to deliver services, bring them together, or apply for national and regional funding to help with local projects - for example, helping secure £12m of funding to improve transport infrastructure to support housing and employment growth.
- ▶ We have a reputation for managing our money well - something we are really proud of - it means we can reinvest in our services: for example, our extended garden waste collection scheme and improved ways to pay bills or contact us online. Being good with our money also means we can help keep Council Tax as low as possible.
- ▶ To deliver services to our communities we have staff who are motivated and ambitious. As many of them live in the district, they are proud and passionate about the positive impact their work has. An example of this is how our staff support and safeguard our most vulnerable residents. By working with our partners, we can focus on those most vulnerable and refer the most extreme cases to the right agencies for extra help and support.
- ▶ One of our aims is to be more of a business partner to businesses, either those based in the district or those looking to relocate into the district. Whether it is guiding them through the planning process or help getting access to grants, we look at ways of connecting businesses together to create a vibrant district economy that benefits everyone. We have a key role in helping to enhance and modernise skills across the district to ensure that our residents benefit from improved wages. As an employer, we are committed to skills improvement and work experience by offering apprenticeships, a graduate scheme, and work experience placements for school and university students.
- ▶ Our aspirations for the future are clear: we want to meet the continuing needs of our residents, young and old, by providing good-quality homes in a district which attracts businesses who, with our help, can provide long-term employment opportunities for all - now and in the future. We also aspire to generate more money by taking a more commercial approach to the way we work - meaning that we will be less reliant on Government funding in the future. We do this so that we can continue to deliver the discretionary services that support our community to improve their health and wellbeing. Many other councils are cutting these as they can no longer afford them.



*Gary Porter*  
**Gary Porter**  
 Leader



*Anna Graves*  
**Anna Graves**  
 Chief Executive

## Our District

### Our District

- ▶ Surrounded by wide open countryside, the district of South Holland encompasses the flat fenlands of South East Lincolnshire, characterised by big skies and fertile land that was reclaimed from the sea over many centuries.
- ▶ Once renowned for its tulip industry, it is now recognised nationally as the hub of the UK agriculture, food manufacturing and logistics sectors. South Holland is a welcoming place of thriving local communities offering great schools, a quality of life well above the national average and broad ranges of high quality family and starter homes. It is a district with a unique history and an exciting future.

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Our traditional market towns and villages retain the historic character that is unique to Lincolnshire. Our proud heritage, stretching back to Roman times, is displayed for all to see, from historic windmills to our modern day flower industry, with the fens and drains in between. The main towns and population centres of Spalding, Crowland, Holbeach, Donington, Long Sutton and Sutton Bridge all feature strong community identities and activities, matched by thriving business and industry.

- ▶ The population is expanding healthily there are now 92,500 residents in the area with estimates that the population will reach 105,400 by 2041.
- ▶ The continued success of major industries such as agriculture, horticulture, food processing, packaging and distribution, together with related commercial support services, is testament to the skills base, education and support for entrepreneurs. This success is reflected in an increasing demand for high quality housing, commercial developments and business support facilities. South Holland District Council is at the forefront of innovative schemes to develop high quality affordable homes for purchase, shared ownership and rent.



# Priority **Your Home**

## *“We will...”*

Be a landlord of choice for our council housing tenants

Work to prevent and mitigate homelessness, including continuing to work with partners across Lincolnshire to deliver countywide solutions to rough sleeping

Enable effective planning and delivery of housing solutions to meet local needs and aspirations to ensure that our residents have access to a range of housing options in the district

Deliver new homes for our residents and provide a dividend to Council through our Welland Homes housing company

Use our Community interest Company South Holland Homes to protect community assets such as Moulton Park.

Maintain our commitment to Council Housing by building new council homes to replace those that have been lost

Work to support elderly people to live independently and in their own home, including working with partners to support the delivery of a new ‘extra care’ housing development in the district

Ensure that our residents are enabled to live in high quality housing no matter the tenure



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# Priority Your Place

## “We will...”

Lead, enable and embed the provision of a range of improved local community, cultural and art facilities that support the enhanced wellbeing of South Holland’s communities

Lead the provision of contracted leisure facilities and explore options for future delivery to enhance the wellbeing of South Holland’s communities

Work together with partners, businesses and local communities to re-establish the Pride in South Holland programme to improve the quality of public spaces to be cleaner, greener and safer

Work with our partners such as Lincolnshire Community Safety Partnership and Parish Councils to reduce and prevent crime and anti-social behaviour, and protect the community and environment

Support Spalding and Holbeach to be attractive places that people want to visit, live and work while supporting all other towns and villages in the district to meet the needs of their communities

Create further outdoor spaces and new woodlands to enhance the natural environment and to encourage our communities to have active lifestyles

Deliver substantial and continued growth as proposed through our Local Plan, in conjunction with our key partners

Work with our key partners to ensure that the infrastructure required to support our community to grow and flourish, including key roads, rail, broadband and telecommunications, are planned for and delivered

Continue to engage with all Internal drainage boards in South Holland to ensure that the district is prevented from flooding and its importance to national food production is maintained.

Support Parishes to deliver capital works and improvements through the new community reserve loan scheme

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# Priority **Your Health & Wellbeing**

## “We will...”

Ensure that our public protection services continue to enable our communities to remain healthy and safe through our regulatory activities, including food safety, environmental protection and licensing

Target leisure facilities to provide a programme of activities to tackle obesity and inactivity in South Holland

Lead and support activities, partnerships and recommend interventions to help address key local health and wellbeing issues such as mental health, housing health and care and increasing physical activity

Support the delivery and development of Early Help collaborative working with partners and use shared resources earlier to prevent vulnerable people reaching to crisis point

Proactively influence the Lincolnshire CCG Neighbourhood Team to ensure the best health outcomes for South Holland

Ensure our residents are given advice to help maximise their income and manage their debts

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# Priority **Your Opportunity**

## “We will...”

Proactively work with partners to identify and optimise funding opportunities that will draw resources into the district to support our plans for substantial and continued growth

Work in partnership across the public and private sector to retain and build on the key business sector strengths within South Holland, whilst also working proactively to attract new inward investment that will bring further prosperity to our district

Work in partnership with key partners in the education sector, including Spalding College, to ensure that both businesses and residents have access to the necessary skills to support economic growth and prosperity

Continue to deliver a clear “Open for Business” approach across all Council services that promotes and supports business growth

Continue to deliver a full range of services and initiatives that support our businesses, including our Grants4Growth programme

Stimulate further growth, productivity and prosperity in the food sector through the delivery of a Food Enterprise Zone in Holbeach



# Priority **Our Council**

## “We will...”

Ensure that our services are digitally enabled and efficient to meet the expectations of our changing communities whilst not excluding those who are not yet digitally enabled

Ensure that our staff have the skills needed to drive the organisation forward and meeting the changing expectations of our residents

Ensure that national policies relating to modern slavery and the safeguarding of vulnerable children and adults are embedded effectively throughout all aspects of our services

Continue to ensure that our regulatory and statutory services remain fully compliant with all current and emerging legislation

Continue to strengthen our commercial approach which will secure our financial position by identifying income generation opportunities and efficiencies through trading and sharing

Maximise the returns generated by the Council’s commercial and operational assets

Help shape, influence and respond to emerging national policy to ensure that we maximise the opportunity for South Holland

Ensure the delivery of social value, cost effectiveness and high quality service provision through a robust approach to procurement and contracts management

Keep residents, businesses, and partners informed about council services and latest opportunities through clear and effective communications

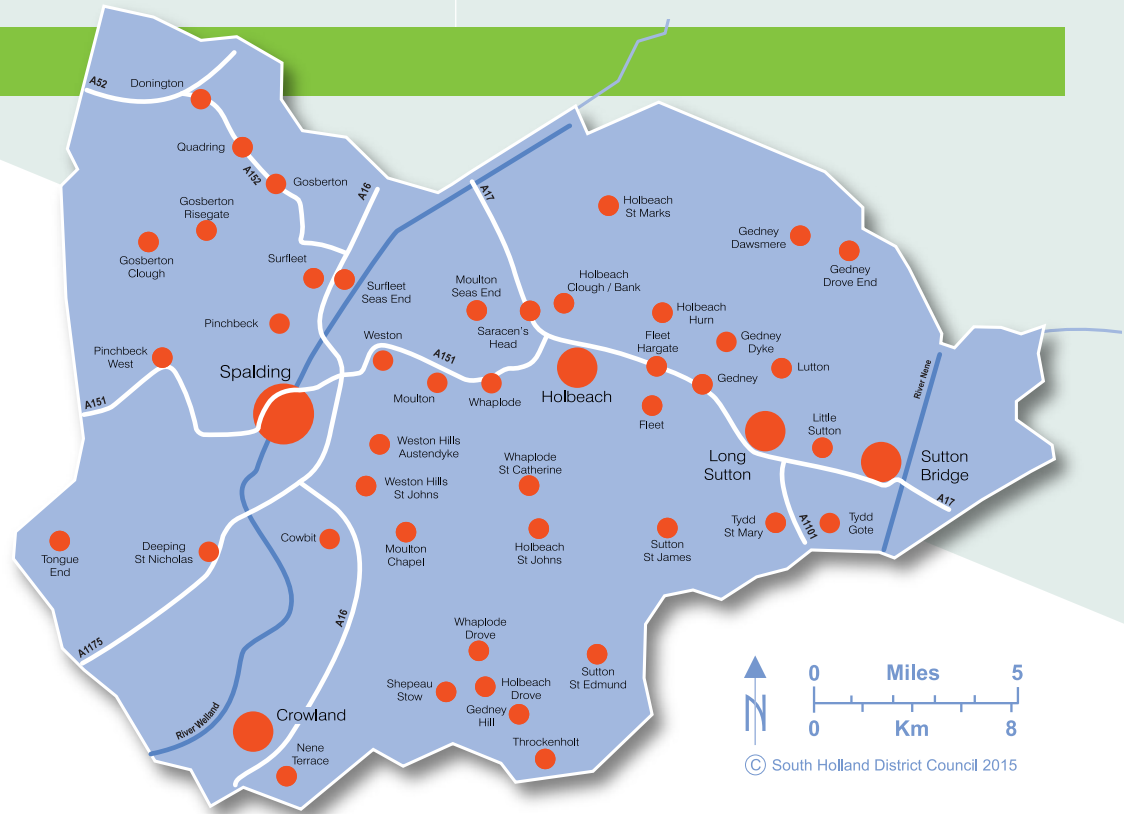
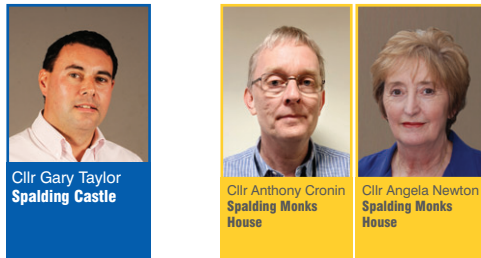
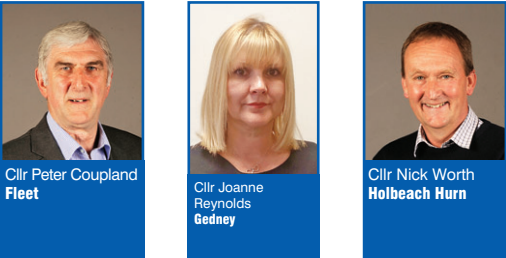


## Partnership Working

- ▶ South Holland District Council works in partnership with a number of different councils to deliver services, and the procurement of these services can be through either route depending on best fit.
- ▶ We have a strategic partnership with Breckland Council, our partner of choice, with whom we share our strategic management capacity. These officers oversee a number of shared services and corporate functions such as performance, risk and audit, contract management and procurement, client HR, IT and digital requirements. The senior team represent our council on our Lincolnshire partnerships with Health, Police and businesses.
- ▶ We work with East Lindsey District Council through our jointly owned company Public Sector Partnership Services Ltd (PSPS). This provides our councils with back office transactional services such as Finance, IT, Customer Service, Revenues and Benefits and operational HR.



# Your Councillors



**We have 37 councillors representing 18 wards**

- The Conservative group, led by Cllr Gary Porter, holds the majority, with 24 seats.
- The Independent group, led by Cllr Angela Newton, holds 13 seats.

**Find out more**

To find out more about your councillors, including contact details and information about which committees they sit on, visit: [www.sholland.gov.uk/council/councillors](http://www.sholland.gov.uk/council/councillors)



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## SOUTH HOLLAND DISTRICT COUNCIL

**Report of:** Tracey Carter, Portfolio Holder, Governance and Customer  
Maxine O'Mahony, Executive Director Strategy & Governance

**To:** South Holland District Council, 26 February 2020

**Author:** Claire Burton, HR Manager (Spalding)

**Subject:** Pay Policy Statement 2020/21

**Purpose:** To seek approval of the Pay Policy Statement

### **Recommendation:**

1) That the Pay Policy Statement is approved.

### 1.0 **BACKGROUND**

- 1.1 Under section 38 of the Localism Act, a pay policy statement is required to be produced annually. This has been a requirement since 2012/13.
- 1.2 A pay policy statement for a financial year must set out the Authority's policies for the financial year relating to:
- the remuneration of chief officers
  - the remuneration of the lowest paid employees
  - the relationship between chief officers remuneration and that of other officers
- 1.3 The Pay Policy Statement is for financial year 2020/21 and can be seen in Appendix A.
- 1.4 The Pay Policy Statement for 2020/21 must be approved by Council hence the reason for this report. The Authority may amend the policy during the period that the policy covers.
- 1.5 The statement must include the authority's policies relating to:
- a) the level and elements of remuneration for each chief officer
  - b) remuneration of chief officers on recruitment
  - c) increases and additions to remuneration for each chief officer
  - d) the use of performance related pay for chief officers
  - e) the use of bonuses for chief officers
  - f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and
  - g) the publication of and access to information relating to remuneration of chief officers.

1.6 The term 'remuneration' covers:

- a) the chief officer's salary or, in the case of chief officers engaged by the authority under a contract for services
- b) payments made by the authority to the chief officers for those services
- c) any bonuses payable by the authority to the chief officers
- d) any charges, fees or allowances payable by the authority to the chief officers
- e) any benefits in kind to which the chief officers are entitled as a result of the chief officer's office or employment
- f) any increase in or enhancement of the chief officer's pension entitlement where the increase or enhancement is as a result of a resolution of the authority, and
- g) any amounts payable by the authority to the chief officers on the chief officers ceasing to hold office under or be employed by the authority, other than amounts that may be payable by virtue of any enactment.

1.7 The definition of chief officers (as set out in section 43(2)) is not limited to heads of paid service or statutory chief officers. It also includes those who report directly to the head of paid service or statutory chief officers (non-statutory chief officers) and to those who report directly to non-statutory chief officers.

1.8 A pay policy statement for a financial year may also set the Authority's policies for the financial year relating to the other terms and conditions applying to the authority's chief officers. The pay policy statement, once approved must be published on the Council's website as near to 31 March 2020 as possible.

1.9 This year the Pay Policy Statement also includes our Gender Pay Gap figure as at the 'snapshot date' of 31 March 2019. Our figure is -2.84% which is an improvement on last year at 1.5%. This essentially means that women's mean (average) pay is 2.84% higher than men's.

## **2.0 OPTIONS**

2.1 A Pay Policy Statement must be published. However, amendments may wish to be made to the Policies adopted.

## **3.0 REASONS FOR RECOMMENDATION**

3.1 To comply with the Localism Act 2011 requirements.

## **4.0 EXPECTED BENEFITS**

4.1 It is a legal requirement to ensure that a Local Authority has a published Pay Policy Statement.

## **5.0 IMPLICATIONS**

### **5.1 Carbon Footprint/Environmental Issues**

5.1.1 None

### **5.2 Constitution & Legal**

5.2.1 It is a legal requirement to ensure that the Authority has a Pay Policy Statement and that this is published as near to 31 March as possible.

### **5.3 Contracts**

5.3.1 None

### **5.4 Corporate Priorities**

5.4.1 The pay decisions are made with the intention of supporting the Councils' corporate priority of providing the right services, at the right time, in the right way by ensuring the recruitment of high calibre individuals are in place to help deliver the corporate vision.

### **5.5 Crime and Disorder**

5.5.1 None

### **5.6 Equality and Diversity/Human Rights**

5.6.1 The pay decisions made are fair, equitable and transparent.

### **5.7 Financial**

5.7.1. None

### **5.8 Health and Well-being**

5.8.1 None

### **5.9 Reputation**

5.9.1 None

### **5.10 Risk Management**

5.10.1 It is a legal requirement to ensure that the Authority has a Pay Policy Statement

and that this is published as near to 31 March as possible.

**5.11 Staffing**

5.11.1 None

**5.12 Stakeholders / Consultation / Timescales**

5.12.1 None necessary

**5.13 Transformation Programme**

5.13.1 None

**6.0 WARDS/COMMUNITIES AFFECTED**

6.1 It is the opinion of the Report Author that there are no areas within the community which will be affected by the recommendation

**7.0 ACRONYMS**

7.1 None used

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Background papers:- None

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**Lead Contact Officer**

Name and Post: Claire Burton, HR Manager PSPS  
Telephone Number: 01775 764458  
Email: claire.burton@pspsl.co.uk  
**Key Decision:** No

Appendices attached to this report:

Appendix A Pay Policy Statement 2020/21



## **Pay Policy Statement 2020/2021**

### **Status of this statement**

A pay policy statement is required to be produced annually under section 38 of the Localism Act. Regard is to be had to any guidance from the Secretary of State in producing this statement.

Any decision under powers delegated in the Council's Constitution with regard to remuneration to be taken during 2020/21 will be bound by and must comply with this Statement.

The HR Manager must be consulted prior to any decision impacting on remuneration where there is any question regarding compliance with the Statement.

### **Coverage**

This statement sets out the Council's policy with regards to:

- the remuneration of Chief Officers
- the remuneration of the lowest paid employees
- the relationship between Chief Officers remuneration and that of other officers

"Remuneration" for the purposes of this statement includes three elements:

- basic salary
- pension
- all other allowances arising from employment

The Council regards the following as its "Chief Officers":

- \* Chief Executive
- \* Executive Director: Strategy & Governance
- \* Executive Director: Commercialisation – Section 151 Officer

- \* Executive Director: Place

For the purpose of the pay policy statement the following posts will also be referred to as “Chief Officers”.

- \* Executive Manager Governance
- \* Executive Manager Information
- \* Executive Manager Growth
- \* Executive Manager People & Innovation
- \* Executive Manager Property & Development
- Place Manager

\* Chief Officer roles shared with Breckland District Council.

The employing body for the Chief Officer roles is Breckland District Council, excluding the Executive Manager Growth which is a South Holland District Council employed role.

In this policy statement the term “Chief Officers” refers to the Chief Executive and Executive/Senior Managers in that where there are any differences in terms of the policy it is between this group and all other employees.

## **The Policy for 2020/21**

### Objectives of the policy

(a) to ensure a capable and high performing workforce

In respect of the Chief Executive, Chief Officers and all other employees the Council’s policy is to set remuneration sufficient to attract and retain adequately experienced, trained and qualified individuals to deliver the Council’s priorities.

(b) simplicity, clarity and fairness between employees and between the Council and the community

The Council aims to be transparent on pay to its staff, prospective staff and the wider community.

(c) To differentiate between remuneration and other employee related expenses

The Council will meet or reimburse authorised travel, accommodation and subsistence costs for attendance at approved business meetings and training events. The Council does not regard such costs as remuneration but as non pay operational costs. This policy is applied consistently to the Chief Executive, Chief Officers and other employees.

## **Remuneration subject to national and local determination**

### **Pay bargaining**

The majority of Chief Officers are employed by Breckland Council and are paid on a Pay Progression Scheme with awards being set locally rather than in accordance with the National Joint Council Pay Spine. As the Chief Officers are shared, this allows the Council to share the salary related costs. Costs are charged to Breckland District Council and South Holland District Council on a 60/40 basis.

For all other staff, the Council's Pay bands were last increased in April 2019 with a further increase expected to be agreed later in the year and back dated to 1 April 2020 once the pay scales have been nationally agreed, as per the National Joint Council (NJC) Pay Scheme.

### **Car Allowances**

The Council pays car allowances for use of private vehicles on council business in accordance with the National Joint Council agreement on pay and conditions of service. The Council also operates a Shared Officer Travel Scheme applicable to some Chief Officers; qualifying Officers receive an alternative car allowance (replacing the standard Essential User Lump Sum) but retain the Standard Essential User mileage rates in operation at the time. The Current rates are:

	<b>Tier 1</b>	<b>Tier 2</b>	<b>Tier 3</b>
<b>Shared Officer Travel Scheme</b>			
Annual allowance	£3300	£3000	£2160
(monthly payment pro rata)	£275	£250	£180

<b>Essential User Rates</b>	<b>451 - 999cc</b>	<b>1000 - 1199cc</b>	<b>1200 &amp; Above *</b>
Lump sum per annum	£846	£963	£1,239
(Monthly payment pro rata)	£70.50	£80.25	£103.25
Per mile - first 8,500 miles	36.9p	40.9p	50.5p
Per mile - after 8,500 miles	13.7p	14.4p	16.4p
<b>Casual User Rates</b>			
Per mile - first 8,500 miles	46.9p	52.2p	65.0p
Per mile - after 8,500 miles	13.7p	14.4p	16.4p

\*Breckland employed Chief Officers only

### **Benefits**

The value of car allowances, car loans and private medical insurance are categorised as 'Benefits in Kind' and are subject to tax and National Insurance via the payroll and reported to HMRC via P11D. At the time of publication the estimated values of these benefits in kind for 2020/21 in respect of Chief Officers will be:

<b>Post</b>	<b>Benefit in Kind 2020/21 (estimated)</b>
Chief Executive	£3,300
Executive Director: Strategy & Governance	£3,300
Executive Director: Commercialisation	£3,300
Executive Director: Place	£3,300
Executive Manager Governance	£3,300
Executive Manager Information	£3,300
Executive Manager Growth	£3,754
Executive Manager People & Innovation	£3,300
Executive Manager Property & Development	£3,300
Place Manager	£1622

## **The Local Government Pension Scheme and policy with regard to the exercise of discretions**

Pension provision is an important part of the remuneration package.

All employees may join the local government pension scheme. The scheme is a statutory scheme with contributions from employees and from employers. For more comprehensive details of the local government pension scheme see:

<http://www.lgps2014.org/>

Neither the scheme nor the Council adopt different policies with regard to benefits for any category of employee: the same terms apply to the Chief Executive, Chief Officers and other staff.

The scheme provides for the exercise of discretion that allow for retirement benefits to be enhanced. The Council's published pension policy is to not enhance benefits for any of its employees. This policy statement reaffirms this in respect of Chief Officers and other employees.

The pension scheme provides for flexible retirement. It is the Council's policy to allow Flexible Retirement (where the business case permits) where no costs are payable by the employer. In applying the flexible retirement provision no distinction is made between Chief Officers and other employees.

## **Job Evaluation and Pay Bands**

Employees, covered by the National Joint Council (NJC) for Local Government Services, as set out in the 'Green Book' have their basic pay grade determined by a job evaluation scheme (using the Gauge system) which ensures that different jobs having the same value are paid at the same rate / within the same pay band. The "job score" determines the pay band for the post within which there is provision for progression by way of annual increments, until the top of the pay scale is reached. In the same way, SHDC Senior Managers' pay is based on their roles having being job evaluated using a bespoke job evaluation scheme held by the LGA (Local Government Association). The Senior Manager Pay grades have been set locally and agreed by Full Council, including consultation with the recognised Union.

The Chief Officer roles have been graded according to Breckland District Council's job evaluation scheme (the Inbucon scheme).

## **Allowances on appointment**

The Council's policy is to not pay any form of "signing on" fee or incentive payment when recruiting.

Where it is necessary for a newly appointed employee to relocate to take up appointment the Council may make a contribution towards relocation expenses.

The same policy applies to Chief Officers and other employees in that payment will be made against a range of allowable costs for items necessarily incurred in selling and buying a property and moving into the area.

Details of the full scheme can be found in the Council's Relocation Policy.

### **Termination payments**

#### Redundancy

The Council has a single redundancy scheme which applies to all employees without differentiation.

The redundancy payment is based on the length of continuous local government service which is used to determine a multiplier which is then applied to actual pay; the Council uses the Statutory Redundancy pay calculation method, but bases weekly pay on contractual pay rather than the capped statutory method. The maximum number of years' service taken into account is 20 and the resulting maximum potential payment is 30 weeks' pay for anyone aged 61 or older. Details of the full scheme can be found in the Council's Redundancy Policy.

#### Other termination

The Council does not provide further payment to employees leaving the Council's employment other than in respect of accrued leave which by agreement is untaken at the date of leaving, or other contractual entitlement.

The Council does however recognise that situations may arise, and where the need for expediency is such, that it may be in the best interests of the authority to make individual payments relating to termination of employment.

In such cases these will be approved in accordance with the Council's constitution.

### **Professional fees and subscriptions.**

The Council will meet the cost of employees' professional fees and/or subscriptions where these are relevant to the office or employment, and are included in HM Revenues & Customs 'List 3', in accordance with section 343 and 344 Income Tax (Earnings and Pensions) Act 2003. This applies to both Chief Officers and other staff.

### **Returning Officer Fees**

The Council's appointed Returning Officer receives a Returning Officer fee in respect of County, District and Parish Council Elections. The fee for undertaking this role in Lincolnshire is calculated in accordance with a formula approved annually by the Lincolnshire Chief Executives' Group, based on a recommendation by the County Electoral Officers' Group. Fees for conducting Parliamentary Elections are determined by way of a Statutory Instrument.

### **Setting Salaries**

For the post of Chief Executive:

the Council will set the starting salary by way of Full Council agreement, as per the Council's constitution. Where an independent recruitment partner is contracted to deal with the recruiting of a Chief Executive, advice will be taken as to an appropriate starting salary level.

For Chief Officer posts:

the Council's 'Joint Appointments and Disciplinary Committee' will agree the appointment of a Chief Officer as per the Council's constitution (Part 3, Section D - Delegations to Committees (Non-Executive functions)).

### **Pay ceilings**

For 2020/21 the basic pay ceiling for current employees, is the maximum of the respective pay band. The NJC pay bands and pay ranges for 2020/21 are as follows\*:

	Min	Max
<b>A</b>	£17364	£17364
<b>B</b>	£17711	£18426
<b>C</b>	£18426	£19171

D	£19171	£21166
E	£21166	£24799
F	£25295	£28785
G	£29636	£33799
H	£32878	£37849
I	£38813	£42683
J	£41675	£46725

*\*This information is subject to change as the 2020/21 NJC Pay Scales have not yet been agreed.*

For the Senior Managers, who are employed by SHDC, their pay grades from 2020/21 are:

	Min	Max
4	£37,849	£43,883
3	£43,662	£49,881
2	£51,000	£60,090
1	£58,144	£68,144

*\*This information is subject to change as the 2020/21 NJC Pay Scales have not yet been agreed.*

Staff employed under Apprenticeship Schemes are subject to the appropriate Apprentice rate in operation at that time.

### **Chief Officer Pay bands**

Chief Executive	Grade 1	** £111,295 to £136,807
Executive Director: Strategy & Governance	Grade 2	** £90,538 to £111,295
Executive Director Commercialisation – Section 151 Officer	Grade 2	** £90,538 to £111,295
Executive Director: Place	Grade 2	** £90,538 to £111,295
Executive Manager Governance	Grade 3b	** £59,920 to £73,658
Executive Manager Information	Grade 3b	** £59,920 to £73,658
Executive Manager Growth	Grade 3a	** £73,658 to £90,538
Executive Manager People & Innovation	Grade 3b	** £59,920 to £73,658
Executive Manager Property & Development	Grade 3a	** £73,658 to £90,538
Place Manager	Grade 1 (SH)	Δ£58,144 - £68,144

\*\* Salaries/salary related costs charged to Breckland District Council and South Holland District Council on a 60/40 basis.

*△This information is subject to change as the 2020/21 NJC Pay Scales have not been published yet.*

### **Pay floor**

The pay floor is the remuneration of the lowest paid employees. For the purpose of this statement “Lowest paid” is defined as the average pay of the 2% (5 individuals) of the Council’s employees, subject to the above pay scales, with the lowest full-time equivalent (FTE) annual salary.

As at 31 March 2020 this average was £17,433.

The Council will not pay basic pay less than the amount applicable to the bottom point of the Grade A pay band. Employees in this group will be entitled to all other benefits – fringe payments, car allowances, pension, relocation, redundancy as all other employees.

### **Pay multiples**

The council does not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts. The use of multiples cannot capture the complexities of a dynamic and highly varied workforce in terms of job content and skills required.

In terms of overall remuneration packages the Council’s principle is to differentiate by setting different levels of basic pay to reflect differences in responsibilities but not to differentiate on other allowances, benefits and payments it makes.

The relationship between remuneration of the highest paid officer in the Council, the Chief Executive, and the remuneration of the lowest paid employee (as defined in the ‘Pay Floor’ paragraph above), is within a 10:1 ratio.

### **Future appointments and interim arrangements**

In the event of a vacancy – Chief Executive, Chief Officer or other employee – the arrangements set out above will apply in respect of permanent appointments.

If the need arises to provide agency or interim cover the principle is to seek to cap the cost of that appointment at no more than that of the permanent

appointment taking into account additional employment costs – pension contributions, national insurance, paid leave etc. However, where necessary a higher “market rate” will be paid to secure a suitable individual and market rate will be established by reference to soft market testing, external advice and dialogue with peer authorities.

### **Publication and access to information**

The publication of and access to information relating to remuneration of Chief Officers will be set out in this document and published on the Council’s website.

### **Gender Pay Gap**

Employers with 250 employees or more are required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Specific Duties & Public Authorities) Regulations 2017. The regulations apply to all employers with 250 or more employees on the "snapshot" date. The "snapshot" date for the public sector is 31st March each year. Although SHDC employed less than 250 at the “snapshot” date, in the spirit of openness, we share the Gender Pay Gap at 31<sup>st</sup> March 2019 as being -2.84%. In other words this means that women’s mean (average) pay is 2.84% higher than men’s.

## SOUTH HOLLAND DISTRICT COUNCIL

**Report of:** Councillor Glynis P Scalese

**To:** South Holland District Council Wednesday, 26 February 2020

**(Author:** Councillor Glynis P Scalese)

**Subject** Health Scrutiny for Lincolnshire report

**Purpose:** To provide South Holland District Council with an update following the latest meeting of the Health Scrutiny for Lincolnshire Committee.

### **Recommendation:**

- 1) That the report be noted.

### **1.0 UPDATE OF CARE QUALITY COMMISSION (CQC) INSPECTION**

1.1 Not all services were inspected, but all sites were. The following services and hospitals were inspected:

- Urgent and emergency care at Lincoln and Pilgrim hospitals.
- Medical care at Lincoln and Pilgrim hospitals.
- Critical care at Lincoln and Pilgrim hospital.
- Maternity services at Lincoln and Pilgrim hospitals.
- Children and Young People services at Lincoln and Pilgrim hospitals.

1.2 The CQC found the Trust to have remained within an overall rating of requires improvement. Two of the four hospital locations are rated as good overall and following an improvement in the ratings of Pilgrim Hospital, two are as requires improvement.

1.3 The CQC report details a mix of positive improvements and current challenges for the Trust, many of which were identified within the Trust prior to inspection and formed part of the ongoing Quality and Safety Improvement Plan. The Trust is in the process of developing an Integrated Improvement Plan and is reviewing the process and structure through which this plan is owned, delivered and assured.

1.4 Overall the individual ratings for each hospitals are as follows:

- Lincoln County Hospital – Requires Improvement
- Pilgrim Hospital Boston – Requires Improvement
- Grantham and District Hospital – Requires Improvement
- County Hospital Louth – Good

## 2.0 **EXAMPLES OF OUTSTANDING PRACTICE**

2.1 In their inspection report CQC identified examples of outstanding practice and exemplary care across Lincolnshire services. This was recognised through the progress of Pilgrim Hospital where the overall rating moved from Inadequate to Requires Improvement.

## 3.0 **TRUST PROGRESS**

3.1 Critical care at both Lincoln and Pilgrim Hospital were identified as delivering exemplary care and teamwork. Bespoke care plans, patient follow up clinics and information for patients as areas where cited as example of how staff considered how they individualise and personalise care.

3.2 The maternity services who were congratulated by inspectors for the bereavement care and support given to women and families.

3.3 Older people's care praised for focus on dementia patients particularly the dignity campaign and the trusts development and utilisation of dementia practitioners.

3.4 Inspectors highlighted that most staff provided good care and treatment and worked well together for the benefit of patients. Most staff understood the vision and values and how to apply them in their work.

## 4.0 **ISSUES IDENTIFIED**

4.1 Urgent and emergency care at both Pilgrim Hospital and Lincoln Hospital was of significant concern.

4.2 Children and young people's services at Pilgrim Hospital remained inadequate.

4.3 CQC have imposed further conditions on the Trusts registration with regard to the emergency departments at both Lincoln, County and Pilgrim Hospital:

- Timely screening and treatment of patients attending the Emergency Department suspected of having Sepsis (Lincoln and Pilgrim Hospitals)
- Timely triage of all patients attending the Emergency Department (Lincoln and Pilgrim Hospitals)
- Ensuring the environment in the Emergency Department in which Children and Young people are cared for meets the national Facing the Future standards (Lincoln Hospital).

4.4 The new build for Pilgrim Hospital is expected for March 2023 with the £23 million spend authorised by Boris Johnson.

## 5.0 **NEXT STEPS**

5.1 Nursing levels at Pilgrim Hospital is a challenge as only half of the staff needed have been recruited and pressures this winter have been on all departments. By April it is hoped that staffing levels would have improved, but the full training program will take time.

5.2 The pressures this winter on all departments i.e., via patients calling for an ambulance instead of going to their GP or calling NHS 111, have put pressure on all departments and it has been hard to accommodate demands. New plans are to be introduced to make the services more successful, but this will be a challenge.

## 6.0 CHILD AND ADOLESCENT MENTAL HEALTH SERVICES

6.1 In line with national policy and working closely with colleagues at Lincolnshire County Council, NHS England and South West Lincolnshire Clinical Commissioning Group a new model of care pilot for Child and Adolescent Mental Health Services in Lincolnshire is being worked on. Under the new model of care, the vast majority of treatment would be given at home with the family of the young person, improving quality of care. The new model will be on a trial basis from April 2020 to October 2020.

6.2 Ash Villa particularly the availability of medical doctors to safely staff the unit. The difficult decision was taken to temporarily close the unit and bring forward the implementation of the new care model. Most of the staff working at Ash Villa commenced working on the new care model on 4 November 2019. Using their expertise to deliver the pilot at an earlier date than planned. Ash Villa, located in the centre of Lincolnshire (Rauceby near Sleaford), provided care to Lincolnshire Patients and generally had up to 50% beds occupied by non-Lincolnshire patients from elsewhere in East Midlands at any one time. The geographical location of Ash Villa provided a number of challenges as a stand-alone facility that is not located with any other medical health services, there is not a critical mass of staff to ensure an adequate team resource. Ash Villa does not meet some of the new quality standards.

6.3 The reason for piloting the new model of care is to improve the quality of care including access closer to home. Quality of care is improved through intensive home treatment being provided by highly skilled clinical teams, closer to home, with an additional 24/7 around the clock crisis response to young people requiring this. The sum of the new care model is to intervene early in the deterioration of a young person's mental health and provide a rapid response with treatment at home in order to prevent admission to hospital. If the young person did require a General Acute inpatient bed, the young person would need to travel to a suitable unit outside of Lincolnshire in the East Midlands provider network.

6.4 Lincolnshire Partnership NHS Foundation Trust is committed to a vision of providing care as close as possible to people homes. For people living with mental health problems their careers, friends and families, we are keen to explore new ways of working to build capacity in community teams and offer 24/7 community services. The new model is for Lincolnshire patients only.

## 7.0 OLDER ADULTS MENTAL HEALTH AND HOME TREATMENT TEAM

7.1 The Older Adult and Home Treatment Team was set up to service the temporary loss of Brant Ward, a functional mental health inpatient unit with 20 beds in order that a full refurbishment of the ward could take place. The new pilot became operational in October 2018 with its operational hours 8.00am to 8.00pm Monday to Friday and 10.00am to 6.00pm at the weekends and public holidays. The pilot has been very successful and was achieving excellent quality and financial outcomes.

- 7.2 The upgrade to Brant Ward at Witham Court in Lincoln to create single en-suite bedrooms and improve the ward living spaces is now complete and the ward is ready to reopen.
- 7.3 Lincolnshire Partnership NHS Foundation Trust is proposing to continue the current service model with one functional older adult mental health ward (Brant Ward, Lincoln). The Trust is proposing to transfer the in-patient ward, (Rochford Ward in Boston) to the Pilgrim Hospitals newly refurbished Brant Ward in Lincoln when it reopens in early 2020. Rochford Ward is not fit for purpose as it is on the first floor, which restricts patients' access to fresh air. It also has beds in dormitories, which is not conducive to mental health recovery and does not meet CQC standards for care environments. The change will mean that patients that need an inpatient bed will need to travel to Lincoln instead of travelling to Boston.
- 7.4 Rochford Ware, Boston will be temporarily closed with the staff working into that HTT model or in other services. There will be an additional HTT hub created in Boston to accommodate the community. The staff from Rochford Ward, Boston will be used to improve the upgraded service. Ward 12 at the Pilgrim Hospital for acute patients will be staying in the service.
- 7.5 Lincolnshire Partnership NHS Foundation Trust is committed to a vision of providing care as close as possible to people's homes. For people living with mental health problems, their careers, friends and families. The new Home Treatment Team is being trialled for 6 months. Patient feedback will be at a later date and a further report will be available in May 2020.

## 8.0 **COMMUNITY PAIN MANAGEMENT**

- 8.1 The four CCG's across Lincolnshire have commissioned a new Community Pain Management Service. The service went live on 1<sup>st</sup> April 2019. There were two discrete patient groups considered as part of the mobilising plan. The first patients who were receiving treated described as transition patients and new referrals. Connect Health have worked hard and diligently to address the mobilisation issues they have had to overcome during the transition of 6,000 patients as well as receiving an estimated 6,000 to 7,500 new referrals.

## 9.0 **CLINIC AVAILABILITY**

- 9.1 One of the key objectives of the new service was to improve access to patients bringing care closer to home. To date Connect have mobilised 14 clinic locations across the County, these locations have been chosen to ensure good coverage with some locations being mobilised as a direct result of patient feedback. These clinics include, Lincoln, Skegness, Gainsborough, Louth, Sleaford, Grantham, Spalding, Stamford, Mablethorpe, Boston and Market Deeping (NB County Hospital Louth and Star Lane Pain Clinic Stamford are new locations. Clinics started at these venues on 31 October and 28 November 2019 respectively.
- 9.2 Connect Health are working in collaboration with two partner organisations to deliver the injection pathway, In Health Pain Management (mobile injection facility) and BMI Lincoln (static hospital site). To date the mobile injection facility has been sited at the following locations:

- North Hykeham Health Centre, Lincoln
- Louth County Hospital
- Johnson Community Hospital, Spalding.

9.3 There are additional sites locations across other parts of the County, Grantham, Skegness, Sleaford and Boston. A further report will be made available at a later date.

## 10.0 **NHS DENTAL SERVICES OVERVIEW FOR LINCOLNSHIRE**

10.1 In Lincolnshire, there are 70 contracts providing NHS Dental services, 43 providing general dental services (9 of the contracts are restricted contracts, for example children under the age of 18 years old, 19 years old if in full-time education and/or exempt patients). There is 1 pilot contract which provides general detail services, 15 which provide general dental and orthodontic services, 5 providing orthodontic services, 5 providers who provide minor oral surgery services and 1 special care dentistry service provider.

## 11.0 **GENERAL DENTAL SERVICES PROCUREMENT**

11.1 A general dental services procurement process was undertaken in 2019 to commission 8 new Personal Dental Services Plus agreements across Lincolnshire and Leicestershire. Six out of eight lots were to commission general dental services in Lincolnshire.

11.2 Extended opening hours will provide routine and urgent dental care services between Monday to Friday 8am to 5pm with additional extended hours across sessions, e.g. minimum of two 1.5 hour sessions per week with early morning or evening and a Saturday morning 3.5 hours session per week if available within the premises defined opening hours.

11.3 NHS England and NHS Improvement (Midlands) is disappointed that no preferred bidders were identified for three lots in Lincolnshire, those being Mablethorpe, Johnson Community Hospital Spalding and Skegness/Spilsby.

11.4 Interim urgent dental care arrangements to enable patients in Spalding and surrounding areas to access urgent dental care have been extended until the end of March 2020 whilst the new general dental services to be delivered by the 8am to 8pm practice is established. There are no bidders at the moment for the Spalding Practice.

## 12.0 **ACRONYMS**

12.1 ULHT – United Lincolnshire Health Trust

12.2 NHS – National Health Service

12.3 CQC – Care Quality Commission

12.4 CCG – Clinical Commissioning Group

12.5 HTT – Home Treatment Team

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Background papers: -           None

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**Key Decision:**           N

**Exempt Decision:**       N

By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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