

Minutes of a meeting of the **PERFORMANCE MONITORING PANEL** held in the Meeting Room 1, Council Offices, Priory Road, Spalding, on Tuesday, 19 March 2024 at 6.30 pm.

**PRESENT**

M D Booth (Vice-Chairman, in the Chair)

C J T H Brewis  
S Chauhan  
M Geaney

S Hutchinson  
J L Reynolds  
G P Scalese

D J Wilkinson  
A R Woolf

In Attendance: The Assistant Director – Strategic Growth and Development, the Business Intelligence and Change Manager, and the Democratic Services Officer.

Apologies for absence were received from or on behalf of Councillors B Alcock, P Barnes, N Chapman, L J Eldridge, A Harrison and S-A Slade

**63 MINUTES**

Members noted a discrepancy with the attendance for the Performance Monitoring Panel meeting held on 23 January 2024

**AGREED:**

- a) That the minutes of the 23 January 2024 Performance Monitoring Panel meeting be signed by the Chairman as a correct record, with amended attendance.
- b) That the minutes of the 25 January 2024 Joint Performance Monitoring Panel and Policy Development Panel meeting be signed by the Chairman as a correct record.

**64 ACTIONS**

Consideration was given to the actions which arose at the 23 January 2024 Performance Monitoring Panel meeting, and the tracking of outstanding actions.

**Action**  
**By**

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- Members referred to action 54. 23/24 in respect of the Primary Health Care Provision item and expressed disappointment that responses to a number of member queries, which arose at the 23 January 2024 meeting, had not been received.
  - The Assistant Director – Strategic Growth and Development would follow up the issue with the Lincolnshire Integrated Health Board representatives.

**AGREED:**

That the responses to actions be noted.

**65 DECLARATION OF INTERESTS.**

There were none.

**66 QUESTIONS ASKED UNDER STANDING ORDER 6**

There were none.

**67 TRACKING OF RECOMMENDATIONS**

There were none.

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

There were none.

**69 KEY DECISION PLAN**

Consideration was given to the Key Decision Plan dated 8 March 2024.

**AGREED:**

That the Key Decision Plan be noted.

**70 Q3 PERFORMANCE REPORT 23-24**

Consideration was given to the report of the Assistant Director – Corporate which provided an update on how the Council was performing for the period 1 October 2023 to 31 December 2023.

The Business Intelligence and Change Manager introduced the

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report and highlighted the following areas where performance challenges had been identified:

- Homelessness at prevention stage:
  - A decrease in performance in this area was attributed to a surge in cases during quarter 3 which had impacted the capacity to open cases at prevention stage; in total 120 cases had been recorded, of which 37 were at prevention;
  - Work was taking place with partners, such the Citizens Advice Bureau, to increase engagement around prevention; and
  - A detailed communication plan around homelessness prevention was being put together which would be shared with the Committee when available.
- Customer Contact:
  - Performance remained stable and was either on or slightly below target in most cases;
  - A Customer Contact Board, akin to a working group, had been established to scrutinise data and performance in detail. Membership of the board included: the Business Intelligence and Change Manager, the Head of Customer Contact, the Assistant Director – Corporate, the Head of PSPS, the Head of ICT, the Communications Manager, and the three responsible Portfolio Holders at each Council. The following key areas of focus had been identified:
    - A review of the council website which aimed to improve the customer digital experience and reduce the volume of calls;
    - A communication piece was required to improve the signposting of specific queries to partners as appropriate, such as Lincolnshire County Council for street lighting, in order to reduce unnecessary calls to SHDC;
    - The implementation of online forms would be accelerated for high traffic areas; and
    - A Housing Repairs self-serve tool was currently in a test phase and was planned to be launched during April 2024.
- Governance:
  - Whilst both 'Freedom of Information requests responded to within statutory deadlines' and 'responses to Corporate Complaints within corporately set timescales' were below target for the quarter, a Section 113 arrangement from December 2023 had led to improvements, with 100 per cent

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response rates.

- Planning and Strategic Infrastructure:
  - The clearance of older cases had led to an increase in the percentage of all Planning Decisions that were subject to extensions of time (EOT). A strategy to implement a stricter approach to application delays was indicated within the report.
- Financial Indicators:
  - An underperformance of Car Parking income received against budget for quarter 3 had prompted plans to install new parking machines by the end of March 2024. In addition, a new car parking fee structure from 8 April 2024 would include a 'Commuter and Shopper pass' with an aim to boost revenue generation.
- Industrial Units:
  - Two Industrial Units had become vacant during quarter 3. Both had been advertised and one had received interest, however, at the current time, the market for office space was not deemed to be strong. All other units across the district were let.

The Business Intelligence and Change Manager stated that positive performance had been experienced at the South Holland Centre where a sharp increase in ticket sales was attained in quarter 3 compared to quarter 2. The increase was largely attributed to Christmas pantomime and events.

Members considered the report and update and made the following comments:

- Members stated that outcomes and status updates relating to fly-tipping reports were not communicated to those making a report. Consequently, further contact needed to be made by the reporter in order to obtain details of any action taken but it was felt that updates needed to be instigated by the council. Lincolnshire County Council's 'Fix My Street' was cited as a good example where automatic updates were sent to those who had submitted a report and members queried whether the same software could be utilised by SHDC for wider issues mentioned. Members also asked whether Kingdom could access the council's systems in order to make updates to reports.
  - The Business Intelligence and Change Manager responded that:
    - The fly-tipping 'chase enquiry' cited would be relayed to the relevant Assistant Director; and
    - The software enquiry and access to council

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systems by Kingdom would be investigated and any update reported back to the Committee.

- Members expressed gratitude to the Wombles for their work around the district and also to officers who had encouraged private landowners to clear a fly-tip on a particular privately owned site.
- Members requested that headings on the Performance Report be carried through to each page of the report so that the data was understandable.
  - The Business Intelligence and Change Manager would amend future iterations of the report as requested.
- Members noted the percentage of planning decisions that were subject to EOT and queried the 'underperformance' of 38.60 per cent achieved against a target of 30 per cent.
  - The Business Intelligence and Change Manager responded that the performance indicator was an 'aim to minimise' target and performance therefore needed to be below 30 per cent to be on target. This would be made clearer in future iterations.
- Members stated that central Government had intentions to remove EOTs and change the system of measurement, and therefore it was requested that the Panel receive information regarding the number of Planning applications likely to be determined without any extension of time.
  - The Business Intelligence and Change Manager responded that the number of Planning applications both with and without EOT was planned to be included in the Performance Report with effect from quarter 1 2024/2025.
- Members referred to the performance of 'Homelessness at prevention' and queried how the council planned to widen the prevention message to people across the district. Members were concerned that those who found themselves in a difficult situation may not have the means to access messages digitally.
  - The Business Intelligence and Change Manager responded that:
    - The Homelessness team was well resourced, fully operational, and effective; the Performance Indicator (PI) which measured cases relating to 'not becoming homeless at

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- It was acknowledged that a wider piece of strategic work was required in respect of communication and education in order to reduce cases presenting at relief stage; a statement was currently awaited in respect of a wider strategic piece of work in this area.
- Members referred to the 8 'number of verified rough sleepers', and in light of the recent Rough Sleeper Count, questioned whether this was an accurate figure. In addition, members asked whether the stated 8 people had refused assistance.
  - The Business Intelligence and Change Manager responded that:
    - The figure of 8 was considered to be correct however this would be investigated in light of member comments; the definition of the PI being measured would also be clarified as this may be accountable for any perceived differences.
  - The Assistant Director – Strategic Growth and Development responded that the definition of 'verified rough sleepers' included both those who refused or accepted assistance.
- Members noted the PI which measured the 'number of long-term empty properties brought back into use through council support and intervention' had remained at zero throughout all comparison periods noted within the report. Members asked for the purpose of the PI and sought clarification of the procedures that ward members could take regarding this matter.
  - The Business Intelligence and Change Manager responded that whilst resources had been diverted to dealing with homelessness, it was understood that an officer may be recruited to deal with long-term empty properties going forward and that this would be clarified; and
  - The Assistant Director – Strategic Growth and Development confirmed that the PI related solely to private properties.

### **AGREED:**

That the contents of the report be noted.

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Consideration was given to the Peer Review Action Tracker Update which provided members with an action plan progress update in respect of the South Holland District Council Peer Review.

The Business Intelligence and Change Manager relayed the update to members at the meeting by way of a presentation (which was to be appended to the minutes), and a verbal update which highlighted the following points:

- All recommendations from the SHDC Peer Review were listed on the tracker, and colour-coded according to their status, as follows: completed (grey), not started (not applicable), on plan (green), off plan but mitigation in place to get back on plan (amber), or off plan with no mitigation (red);
- A number of recommendations had been completed (grey) or were progressing according to the plan (green). The following amber recommendations with mitigations were discussed:
  - 'Review SHDC's Constitution to consider greater delegations, and where appropriate, consistency with other SELCP authorities': progress had been made and this recommendation would be brought back on track in July 2024 when it was to be considered at the Full Council meeting;
  - 'Launch Equalities, Diversity and Inclusion Training for members and officers': training would be launched in April 2025;
  - 'Develop and deliver a Place Strategy for the Partnership and sub-region and communicate the vision to stakeholders and communities': adoption had been re-scheduled for quarter 2 2024/2025; and
  - 'Develop and deliver an Economic Strategy and Inward Investment Plan for the sub-region': consideration by Cabinet had been rescheduled for quarter 1 2024/2025.
- A performance update would be presented to the Performance Monitoring Panel on a six-monthly basis

Members welcomed the update and did not raise any questions.

### **AGREED:**

That the Peer Review Action Tracker Update be noted by the Panel.

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**72 PERFORMANCE MONITORING PANEL WORK PROGRAMME**

Consideration was given to the report of the Assistant Director – Governance which set out the Work Programme of the Performance Monitoring Panel.

The Democratic Services Officer introduced the report and highlighted the following main points:

- Scheduled meetings of the Panel and expected items would be populated at Appendix A upon confirmation of SHDC's schedule of meetings for 2024/2025;
- A Special meeting regarding the South Holland Centre had been scheduled for 18 April 2024; and
- Appendix B detailed the Task Groups of the Panel.

**AGREED:**

That the Work Programme be noted by the Panel.

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

There were none.

(The meeting ended at 7.19 pm)

(End of minutes)



# Local Government Association Corporate Peer Challenge Action Plan

18 to 20 July, 2023

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# LGA Peer Review themes

1. **Local priorities and outcomes:** Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities and achieving improved outcomes for all its communities?
2. **Organisational and place leadership:** Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture:** Are there clear and robust governance arrangements? Is there a culture of respect, challenge and scrutiny?
4. **Financial planning and management:** Does the council have a clear understanding of its current financial position? Does the council have a strategy and a clear plan to address its financial challenges?
5. **Capacity for improvement:** Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?
6. **The Council's approach to physical asset** and property management, considering this through the lens of how this helps drive financial sustainability, deliver SHDC's ambitions people and place, and aligns to any potential future changes.
7. **Corporate Strategy and Cultural Change**

# Key messages

- The **new Leader and Cabinet** have brought a fresh focus and approach, which are being understood and welcomed across the organisation
- SHDC **aspires to be ambitious**, and there are some examples of innovative practice
- Nevertheless, a strong focus on the Leader’s priority to “**get the basics right**” will be necessary to ensure there are strong foundations to build ambition
- **Strengthening** informal and formal **governance** and investing further in **transformation, data, intelligence, and community insight** will be important building blocks to achieve this
- Similarly, articulating a clear **savings, efficiencies, and income plan beyond 2023/24** and taking steps to ensure PPSL operates as an **enabling service** for SHDC are important priorities
- The **financial operational and reporting arrangements** are a cause for concern and need to be addressed as a priority
- SHDC is seen as a positive place to work, with a **committed, talented workforce** who are proud to work here – there is a desire from staff for **clarity on the future direction of the Partnership**
- There is wide recognition of the **positive value the Partnership** has brought to SHDC – consider whether there is sufficient capacity and governance to deliver SHDC’s ambitions
- The emerging Partnership Strategy and new Cabinet present an opportune time to develop overarching **Place and Economic Strategies** articulating SHDC’s **narrative, ambition, and priorities** for its places and people

# Action Plan Monitoring arrangements

- Leadership Team (monthly governance meeting)
- Briefing to Leader of the Council each quarter
- Performance Monitoring Panel six monthly

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Action Status	
Completed	
Not started	NS
On plan	
Off plan but mitigation in place to get back on plan	
Off plan and no mitigation	

# Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence of action taken	Lead Officer	Timescale	Status
<p>1. Review SHDC’s constitution to consider greater delegations, and where appropriate, consistency and alignment with other SELCP authorities.</p>	<p>A review of the constitution Partnership-wide to be undertaken in line with the recommendation. This is a piece of work that will take some time to complete.</p>	<ol style="list-style-type: none"> <li>Budget process aligned some financial limits across the Partnership.</li> <li>Several areas identified for further consideration. In the process of commissioning legal support for the detailed work on the constitutions. Next stage of alignment due to be considered at July 2024 Council.</li> </ol>	<p>Assistant Director - Governance</p>	<p>May 2024</p>	
	<p>Consider whether the Governance and Audit Committee would benefit from increased Lay Member representation.</p>	<p>Agreed by Council. Went to G and A on 14 March to proceed recruitment.</p>	<p>Assistant Director - Governance</p>	<p>January 2024</p>	<p>COMPLETED</p>
<p>2. Working with fellow SELCP authorities, develop and clearly communicate a service-wide Target Operating Model.</p>	<p>Our existing approach to service reviews provides choice and flexibility and an appraisal of options. Rather than adopting a Target Operating Model, which we believe have limitations, we will establish principles to underpin all service reviews being undertaken and communicate these principles.</p>	<p><b>Principles approved by Leadership Team:</b>  <b>Strength</b> - Reduce service risk and increase service resilience.  <b>Efficiency</b> - Reduced costs and/or increased income.  <b>Learning</b> - Build on best practice from within the sector – this means looking outside the Partnership as well as inside the Partnership.  <b>Community</b> - Improve performance/outcomes for service users.  <b>Partnership</b> - Seek to create service alignment across the South &amp; East Lincolnshire Councils Partnership through an identified operating mode – Section 113, Goods and Services Acts, or via an external contract.</p>	<p>Assistant Director – Corporate</p>	<p>November 2023</p>	<p>COMPLETED</p>
<p>3. Develop a Transformation Strategy and Programme which is clearly communicated and understood throughout the organisation and align adequate strategic and operational resources to support.</p>	<p>Transformation initiatives will feed from the Annual Delivery Plan and Service Review processes.</p> <p>Service Reviews will identify the savings/efficiency/customer impact as and when they take place (identified in ADP). Planned savings/income will feed into the MTFs (action 5 in this plan).</p> <p>Additional opportunities above and beyond those in the ADP will be identified via the Efficiency and Innovation Board.</p>	<p>24/25 Annual Delivery Plan has been approved by Council. The timescales within the Plan are set based on known resourcing within services and those setting the timescales for each strand of work consider them achievable.</p> <p>The Plan has been widely shared internally and with partners.</p>	<p>Assistant Director – Corporate</p>	<p>March 2024</p>	<p>COMPLETED</p>

# Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence	Lead	Timescale	Status
<p>4. Urgently address the financial planning and management performance of financial service arrangements and ensure PSPSL acts as an enabler of wider transformation for SHDC and SELCP.</p>	<p>PSPS has recruited more experienced resource, which has strengthened their finance team and is resulting in improved financial management / performance. There is still work to do but positive direction of travel.</p> <p>Regular meetings take place between the s151 and the lead client officer for PSPS.</p>	<p>Head of Financial Services in place, along with 3 Senior Finance Managers (including one for SHDC).</p> <p>Monthly meetings with CFO (PSPS) and S151 to monitor progress.</p> <p>Roll out of 1/4ly financial management documentation moving towards completion. All Q3 reports prepared in line with reporting timelines.</p>	<p>Section 151 Officer / Chief Finance Officer</p>	<p>Ongoing</p>	
<p>5. Develop a robust plan for delivering the savings within the Medium-Term Financial Strategy, which is supported by a Savings Tracker with regular SLT and Cabinet oversight</p>	<p>This will flow from Action 3 and be incorporated into regular finance reporting cycle.</p> <p>Budget process is being enhanced to ensure a full review of all budgets and opportunities takes place. Savings plan been developed via Efficiency and Innovation Board.</p> <p>SLT and Cabinet oversight via Portfolio Briefings and Quarterly financial outturns.</p>	<p>Phase 1 savings - locked into budget for 24/25.</p> <p>Phase 2 savings - identified and being monitored monthly in conjunction with the Leader and Finance PFH. To be reported monthly to Leadership Team.</p> <p>Organisational capacity session has been arranged with all senior officers to consider how we ensure we have the capacity needed to deliver our work programme.</p> <p>Monthly Transformation Board meetings taking place to support transformation initiatives.</p>	<p>Section 151 Officer</p>	<p>Ongoing</p>	

# Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence	Lead	Timescale	Status
<p>6. Develop a standalone action plan to address the recommendations of SHDC's 2022 Social Housing Management Peer Challenge, including urgently addressing SHDC's social landlord housing compliance data and assurance approach, and reporting arrangements.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 69</p>	a) Develop a standalone action tracker for Housing Peer Review	Action tracker now in place.	Assistant Director - Housing	August 2023	COMPLETE
	b) Establish comprehensive monthly compliance reporting and assurance, with SLT and Scrutiny considering these reports on a regular basis. <i>As an example, this governance may include a Housing Board.</i>	Reporting in place.  Scrutiny will receive information on how the Council is performing as a landlord.	Assistant Director - Housing	September 2023	COMPLETE
	c) Develop a Housing Strategy in partnership with stakeholders and residents	Approved.	Assistant Director - Housing	Q3 24/25	COMPLETE
	d) Keep under review the new 2023/24 housing KPIs to ensure they reflect all aspects of service delivery to tenants and leaseholders and the risks associated with managing an HRA	<ol style="list-style-type: none"> <li>KPIs and reporting mechanisms to SLT and Members established including Housing Compliance Clinic with Portfolio Holder for Communities and Operational Housing and Deputy Chief Exec (Corporate Development).</li> <li>Risk Register and reporting mechanisms to SLT and Members established including Housing Governance Clinic with Portfolio Holder for Communities and Operational Housing and Deputy Chief Exec (Corporate Development).</li> </ol>	Assistant Director - Housing	Ongoing	COMPLETE
	e) Undertake a data assurance exercise on compliance measures	Internal Audit completed September 2023. HRA Transformation Board to determine whether additional audit is required.	Assistant Director - Housing	March 2024	

# Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence	Lead	Timescale	Status
7. Undertake a review of the Waste Strategy.	The council is signed up to the countywide Lincolnshire Waste Strategy. SHDC is reviewing service delivery to ensure it aligns with the Lincolnshire Waste Strategy. The options presented will identify how SHDC can improve service delivery to meet both the LWS action plan outcomes and the emerging requirements of the EA 2021. Any changes to service delivery will include learning from the services in place at BBC and ELDC and realise the opportunities in doing so.	Support has been engaged and kick off meeting has taken place.  Very large piece of work that looks at service delivery models.	Assistant Director - Neighbourhoods	Q1 25/26	
8. Strengthen how the voice of residents and communities systematically inform future service delivery and unlock the potential of voluntary community sector.	Adopt a Public Engagement Charter	This will be Partnership-wide. Timeline mapped. Going to next round of scrutiny committees before Cabinets.	Assistant Director - Corporate	Q1 2024/25	
	Develop a Voluntary and Community Strategy that strengthens the strategic relationship between the local voluntary and community sector and council.	Work has commenced.	Assistant Director – Wellbeing and Community Leadership	Q2 2024/25	
	Ensure that during policy, service and strategy development, consultation is considered at an early stage.	This will be underpinned by the Public Engagement Charter.	CMT/ Service Managers	Ongoing	
	Launch Equalities, Diversity and Inclusion Training for Members and Officers.	Will launch in April with a period of completion for officers and members.	Assistant Director - Corporate	February 2024	
	Adopt an updated Equalities, Diversity and Inclusion Policy and communicate the policy organisation-wide	Approved by Council on 29 <sup>th</sup> February.	Assistant Director – Corporate	February 2024	C



# Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence	Lead	Timescale	Status
9. Develop and communicate a clear place narrative and vision for South Holland, aligned to an economic strategy and inward investment plan	Develop and deliver a Place Strategy for the Partnership sub-region and communicate the vision to stakeholders and communities.	Destination Management Plan commissioned. Research is underway and is externally funded. Adoption will now be Q2 24/25.	Assistant Director – Economic Growth	Q4 23/24	
	Develop and deliver an Economic Strategy and Inward Investment Plan for the sub-region	Due to the committee timetable this will be considered in Q1 24/25 by Cabinet. The slippage is due to the scheduling of member engagement sessions.	Assistant Director – Strategic Growth and Development	Q4 23/24	

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