

AGENDA



- Committee - **JOINT PERFORMANCE MONITORING PANEL AND POLICY DEVELOPMENT PANEL**
- Date & Time - Wednesday, 11 October 2023 at 6.00 pm
- Venue - Council Chamber, Council Offices, Priory Road, Spalding

Membership of the Joint Performance Monitoring Panel and Policy Development Panel:

Councillors: B Alcock, D Ashby, J Avery, P Barnes, A C Beal, M D Booth, C J T H Brewis, N Chapman, S Chauhan, L J Eldridge, M Geaney, A Harrison, M Hasan, S Hutchinson, J L Reynolds, J Le Sage, M Le Sage, I Sheard, S-A Slade, T Sneath, J Whitbourn, D J Wilkinson and A R Woolf

Quorum 9.

Persons attending the meeting are requested to turn mobile telephones to silent mode

Democratic Services
Council Offices, Priory Road
Spalding, Lincs PE11 2XE

Date: 3 October 2023

AGENDA

1. Election of Chairman
2. Apologies for absence
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. LGA Corporate Peer Challenge report and action plan - (Pages 3 - 44)
To receive the findings of the Peer Challenge and provide feedback on the Council's proposed action plan (report of the Assistant Director – Corporate enclosed).
5. Sub-regional Strategy for the South & East Lincolnshire Councils Partnership - (Pages 45 - 50)
To seek comments on the emerging South & East Lincolnshire Councils Partnership Sub-regional Strategy (report of the Assistant Director – Corporate enclosed).

Appendix A to follow.
6. Overview and Scrutiny Annual Report 2022/2023 - (Pages 51 - 64)
To note the Overview and Scrutiny Annual Report 2022/2023 prior to its presentation at Council (report of the Assistant Director – Governance enclosed).
7. Any other items which the Chairman decides are urgent



REPORT TO:	Joint meeting of Performance Monitoring Panel and Policy Development Panel
DATE:	11 October 2023
SUBJECT:	LGA Corporate Peer Challenge report and action plan
PURPOSE:	To receive the findings of the Peer Challenge and provide feedback on the Council's proposed action plan
PORTFOLIO HOLDER:	Councillor Nick Worth, Leader of the Council
REPORT OF:	James Gilbert, Assistant Director - Corporate
REPORT AUTHOR:	James Gilbert, Assistant Director - Corporate
WARD(S) AFFECTED:	None

SUMMARY

In July 2023, South Holland District Council welcomed Peers from the Local Government Association (LGA) to undertake a Corporate Peer Challenge.

This report brings forward the findings from the Corporate Peer Challenge (Appendix A) and the Council's proposed action plan for scrutiny (Appendix B).

RECOMMENDATIONS

1. To note the Corporate Peer Challenge findings (Appendix A).
2. To provide feedback on the proposed action plan at Appendix B.
3. To note the update on the Housing Peer Review recommendations (Appendix C).

REASONS FOR RECOMMENDATIONS

To provide an opportunity for scrutiny of the action plan prior to it being presented to Cabinet.

OTHER OPTIONS CONSIDERED

None

1. Report

- 1.1** In early 2023, South Holland District Council (SHDC) was approached by the Local Government Association (LGA) with a view to confirming timescales for the next Corporate Peer Challenge for the Council. Councils undergo a Peer Challenge from the LGA every few years to support their improvement and development.
- 1.2** The SHDC Corporate Peer Challenge took place between 18 July 2023 and 20 July 2023, with Peers on site at Priory Road each day.
- 1.3** The Peer Challenge process involved Peers – both Councillors and Officers – from other Councils visiting SHDC to meet with Partners, Councillors and Officers, to form a rounded view of the Council’s position on the following themes:
- Local priorities and outcomes
 - Organisational and place leadership
 - Governance and culture
 - Financial planning and management
 - Capacity for improvement
 - The Council’s approach to physical asset
 - Corporate Strategy and Cultural Change
- 1.4** In advance of the Challenge a detailed evidence base and position statement were submitted to the LGA to support the process. This provided pre-reading for the Peers to enable them to hit the ground running when on site.
- 1.5** The findings and recommendations from the Corporate Peer Challenge are attached at Appendix A.
- 1.6** The proposed action plan in response to the recommendations is attached at Appendix B.
- 1.7** The joint meeting of Performance Monitoring Panel and Policy Development Panel is asked to note the findings and provide its feedback on the action plan.
- 1.8** In 2022, South Holland District Council hosted a pilot Peer Challenge specifically focused on its Housing Revenue Account. The report and recommendations were subsequently published, and the report shared with Members. As the recent Corporate Peer Challenge has referred to the Housing Peer Challenge, the action plan and progress in delivering the actions identified in the Housing Peer Challenge has been appended to this report (Appendix C) for information.

EXPECTED BENEFITS TO THE PARTNERSHIP

The Peer Challenge was specifically SHDC focused, however, learning from the Challenge will be used Partnership-wide.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

As set out in 'Expected Benefits to the Partnership'

CORPORATE PRIORITIES

This impacts all corporate priorities.

STAFFING

Capacity, including staffing capacity, was considered by the Peers during the Challenge.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

None

DATA PROTECTION

None

FINANCIAL

Financial position and capacity were considered by the Peers during the Challenge.

RISK MANAGEMENT

Risk Management was considered by the Peers during the Challenge.

STAKEHOLDER / CONSULTATION / TIMESCALES

The Peer Challenge process involved discussions with internal and external audiences to shape the findings.

REPUTATION

None

CONTRACTS

None

CRIME AND DISORDER

None

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

Equality, Diversity, and Inclusion are matters identified within the Peer Review feedback.

HEALTH AND WELL BEING

None

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

MISSIONS	
This paper contributes to the follow Missions outlined in the Government’s Levelling Up White paper.	
Living Standards	By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
Research and Development	By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
Transport Infrastructure	By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
Digital Connectivity	By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
Education	By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.
Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
Wellbeing	By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
Pride in Place	By 2030, pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.
Housing	By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government’s ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.
Crime	By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.
Local Leadership	By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

ACRONYMS

- SHDC – South Holland District Council
- LGA – Local Government Association

APPENDICES

Appendices are listed below and attached to the back of the report: -

APPENDIX A	Peer Challenge findings
APPENDIX B	Corporate Peer Challenge Action Plan
APPENDIX C	2022 Housing Peer Challenge action plan

BACKGROUND PAPERS

None

CHRONOLOGICAL HISTORY OF THIS REPORT

None

REPORT APPROVAL

Report author:	James Gilbert, Assistant Director - Corporate
Signed off by:	James Gilbert, Assistant Director - Corporate
Approved for publication:	Councillor Nick Worth, Leader of the Council

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LGA Corporate Peer Challenge

South Holland District Council

18 July 2023 – 20 July 2023

Feedback report





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1. Executive summary

South Holland District Council (SHDC) is embarking on a new four-year electoral term with a new Leader and Cabinet. They have inevitably brought a different approach and new priorities, including a focus on “getting the basics right”. This direction of travel is becoming understood and is welcomed across the authority. Whilst SHDC aspires to be ambitious - and there are examples of innovative practice – a strong focus on ‘doing the fundamentals well’ will be necessary to ensure there are solid foundations from which to build on the Council’s ambitions.

Taking steps to strengthen aspects of SHDC’s governance – both informal and formal - will be integral to creating these foundations. As part of these building blocks, undertaking a review of SHDC’s constitution to streamline and strengthen decision making would enable the Council to operate with more agility. In 2022 SHDC opted to take part in a pilot Social Housing Management Peer Review. Priority should also be given to developing a standalone action plan to address the recommendations, including urgently improving the rigour of its approach to social landlord housing compliance data, assurance, and reporting. Currently, the actions are embedded in the Annual Delivery Plan.

The Peer Team heard that SHDC is a proactive partner and positive place to work with a committed, talented workforce who are proud of their Council and their district. There is wide recognition of the positive value which the South and East Lincolnshire Councils Partnership (SELCP or ‘the Partnership’) has brought to SHDC. There is nevertheless uncertainty within the workforce as to what the Partnership means for them. Timely communication of the future direction of the Partnership - along with development of a service-wide Target Operating Model - will be important to allay this and support transformation.

Through the SELCP, SHDC has achieved service transformation and savings delivery that would not have been possible working in isolation. There is nevertheless potential to achieve much more from transformation. Developing a Transformation Strategy and Programme would bring greater systemisation and strategic direction to unlock this. Within this, SHDC may want to consider reviewing its Waste Strategy to unlock potential efficiencies through a review of current operations and those which could arise from partnership opportunities.

Like many councils, SHDC faces medium term financial challenges with increasing demand, cost, and inflationary pressures. It has a circa £1m overspend from 2022/23 financial year, and cumulative £7,853k savings target over five-year period to 2027/28. To strengthen its ability to respond to these challenges, the Council should develop a robust plan for future Medium Term Financial Strategy (MTFS) savings, efficiencies, and income beyond 2023/24. At present SHDC's ability to ensure sound financial and risk management and drive transformation is being inhibited by the performance of its financial services arrangements. This is a cause for concern and needs to be resolved as an organisational priority.

The planned refresh of SHDC's Corporate Plan as part of SELCP's Sub-Regional Strategy is an exciting opportunity to drive the new administration's ambitions. High quality, people centred, public services is a clear priority for the Leader. It will therefore be important to bolster how data, insight and resident and community voices are used systematically to inform future strategy, policy, and service developments. Developing alongside this, a clear place narrative - with a supporting Economic Strategy – will articulate a powerful vision for SHDC which councillors, staff and partners can get behind and promote.

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the Peer Team's key recommendations to the council:

2.1 Develop and communicate a clear place narrative and Vision for South Holland, aligned to an Economic Strategy and Inward Investment Plan.

This would strengthen SHDC's place shaping influence and provide a framework through which to deliver this.

2.2 Develop a robust plan for delivering the savings within the Medium-Term Financial Strategy, which is supported by a Savings Tracker with regular Senior Leadership Team and Cabinet oversight.

This will strengthen financial planning and support delivery of savings beyond 2023/24.

2.3 Urgently address the financial planning and management performance of financial service arrangements and ensure Public Sector Partnership Services Ltd (PSPSL) acts as an enabler of wider transformation for SHDC and the SELCP.

Resolving this will be key to SHDC ensuring sound financial and risk management, and its ability to drive transformation.

2.4 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.

This is necessary to provide assurance that SHDC is compliant with regulatory standards, as well as meeting future measures within the Charter for Social Housing Residents.

2.5 Review South Holland District Council's constitution to consider greater delegations, and where appropriate, consistency and alignment with other SELCP authorities.

This will support efficient and timely decision making enabling SHDC to act with more agility.

2.6 Working with fellow SELCP authorities, develop and clearly communicate a service-wide Target Operating Model.

This should include design principles for the SELCP to provide the strategic direction for the service review programme and address capacity to support delivery of priorities.

2.7 Develop a Transformation Strategy and Programme - which is clearly communicated and understood throughout the organisation - and align adequate strategic and operational resources to support.

This will enable SHDC to identify, exploit and track delivery of transformation opportunities more systematically.

2.8 Undertake a review of SHDC's Waste Strategy.

This will be important to meet future demand, respond to future legislation, and identify potential efficiency and partnership opportunities.

2.9 Strengthen how the voice of residents and communities systematically inform future service delivery and unlock the potential of the voluntary community sector.

Systematically routing in service user and community views would strengthen SHDC's intelligence on – and ability to respond to - service performance and community needs.

3. Summary of the peer challenge approach

3.1 The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Claire Hamilton, Chief Executive, Dacorum Borough Council
- Cllr Spencer Flower, Leader of the Council, Dorset Council, Conservative
- Cllr Jim McKenna, Cornwall Council Member, Independent
- Richard Block, Chief Operating Officer, Colchester City Council
- Sarah Bennett, Director of Customer & Data Insight, Rochford District Council and Brentwood Borough Council
- Charlotte Maguire, Policy Adviser, Local Government Association
- Frances Marshall, Senior Regional Adviser, Local Government Association

3.2 Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

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?
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 challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a 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?

In addition to these questions, the council asked the peer team to provide feedback on Assets, Corporate Strategy and Cultural Change.

3.3 The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent three days onsite at South Holland District Council, during which they:

- Gathered information and views from 38 meetings, in addition to further research and reading.
- Spoke to more than 75 people including a range of council staff together with members and external stakeholders.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members.

4. Feedback

4.1 Local priorities and outcomes

The new Leader has a clear focus on 'getting the basics right' to deliver efficient and high quality services for residents. This priority is becoming widely understood throughout the organisation. There are some good examples of strong performance, such as securing inward investment with Home Upgrade Grant and Levelling Up Funding for Castle Sports Complex. Great pride was evident around the future improvements to Castle Sports Health Hub and local markets which offer real potential to drive regeneration for the community. Conversely, there are also areas - such as [household waste recycling rates](#) and [homelessness prevention](#) - that SHDC or external benchmarking have identified as opportunities to improve performance on.

There is a robust internal performance framework - which is continually evolving and actively being strengthened. Refining the performance framework to reflect new priorities within the emerging Sub-regional Strategy will be important. Expanding SHDC's breadth of external benchmarking would also be beneficial to give greater insight into 'what good looks like' and how SHDC's performance compares to comparable authorities. The inclusion of high-risk areas within the regular performance reports - such as Housing Revenue Account and General Fund compliance, Public Sector Partnership Services Ltd (PSPSL) performance – would enable greater understanding and transparency about performance. This would in turn support the delivery of outcomes for the council.

The Digital Strategy sets out aspirations to maximise use of intelligence through establishing an Intelligence Hub and Data Repository. This appears to be a long-term ambition, with limited evidence of data and insight currently being used to shape improvement or enhance decision making. More advanced analytical and predictive capabilities will be important to deepen and systemise how the Council uses data and insight to underpin service improvements and policy development. Taking time to reflect on whether there is sufficient capacity to deliver on this priority would be beneficial.

SHDC takes a proactive approach to partnership working to leverage collective resources to deliver on its priorities. This can be seen in forming the SELCP, as well

as through positive collaboration with Lincolnshire County Council on shared priorities from the Food Enterprise Zone (FEZ) through to devolution. SHDC is progressing projects designed to deliver on the Council's Net Zero targets, such as its activities around improving the energy efficiency of domestic properties. More however needs to be done to embed its Climate Change Strategy objectives into organisational priorities which can then be planned for and delivered. This would be achieved by developing an action plan and enhancing different services' understanding of their role in delivering its outputs. This would bring the Climate Change Strategy 'to life' and ensure it is widely understood and that progress on delivery is monitored.

The Peer Team heard that SHDC has got the interests of its place at its heart. It was less clear however how the organisation consistently seeks to understand the views of its communities, or that there is an adequate organisational awareness of Equality, Diversity and Inclusion (EDI) in its widest sense. This did not come through strongly in workforce focused activities or within service delivery plans. Adopting an overarching community engagement strategy – with the voluntary community sector (VCS) as a central tenet - could systemise and deepen SHDC's approach to community engagement. This would enable SHDC to understand the needs and aspirations of its residents more fully as well as unlock community capacity to support shared goals. Ensuring resident, community, and local stakeholder views shape the Partnership Sub-regional Strategy will also be integral to its success. Consideration should be given to whether the current timetable allows for this meaningful input. There should also be a renewed focus on EDI, led by the Senior Leadership Team with support from HR colleagues.

4.2 Organisational and place leadership

SHDC has experienced many years of stable political leadership. This has ably steered the Council through many changes, challenges and allowed it to seize opportunities. Embarking on - and smooth transition to - the SELCP is a notable example of this. Since May 2023, the introduction of a new Leader and Cabinet has inevitably brought with it a new direction and approach. By its very nature, change brings with it opportunities for innovation as well as fresh perspectives which can be harnessed as the Council builds its ambition. The new administration's priorities and

approach are being understood and welcomed across the organisation and now would be a good time to articulate this more widely. Communicating a concise number of commitments reflecting the new Cabinet's key priorities to all levels of the organisation and external partners would help galvanise them behind this vision.

There is a stable Senior Leadership Team (SLT) and Corporate Management Team (CMT) which operate across all three SELCP sovereign authorities. This collective officer leadership team work closely and are supportive of each other. There are effective staff engagement mechanisms with regular communications from CEO and SLT which are well received, and effective staff networks in place. Identifying individual sponsors from this leadership cohort to champion key cross cutting priorities would help drive delivery across corporate imperatives such as transformation, assets, EDI and climate change.

SHDC has a track record of partnership working, with the SELCP and former joint arrangement with Breckland Council examples of this. There is a strong sense that SHDC has benefitted through the SELCP and is seeing results through different local, regional, and national priorities gaining traction. Examples of this include sharing of skills across the three authorities and attracting significant external investment from UKSPF to Rural England Prosperity funding. SHDC may wish to consider how it engages with wider systems partners to achieve outcomes for its residents through other partnerships as well as the SELCP.

External partners describe SHDC as a proactive, approachable, and enabling partner, with high calibre and approachable staff. Some partners did express concerns about the Council having reduced capacity and how this was impacting on them. If ambitions are to be realised, taking some time now to reflect on the Council's capacity to deliver would be a good investment, especially for its place agenda and capital projects.

SHDC's growth activities were widely commended, with the economic development and planning teams highlighted as 'go-to' enablers. The Council is seeking to be innovative around skills and energy, with the Food Enterprise Zone an impressive example of this. With a new administration and development of Sub-regional Strategy, now is an opportune time to clearly sets out the Council's narrative, vision, and priorities for its places through an overarching Place Strategy. This should be

done in tandem with developing an Economic Growth Strategy based on local and sub-regional economic data and insight. Engaging and communicating this compelling vision with stakeholders and communities at every opportunity will help garner buy-in and support the collective delivery of shared ambitions.

4.3 Assets

Alongside SELCP partners, the Council has developed a clear and concise Asset Management Strategy to enable informed and joined up decisions to be made about its assets. The Strategy sets out clear strategic objectives which will assist with the Strategic Asset Review that is underway. There is real ambition around the potential to maximise the use of assets, and a future-proofing approach is being taken. As part of this, a clear focus on the decarbonisation agenda within the programme going forward will be critical. The outcomes of the strategic asset review will be an essential contribution to the efficiencies and transformation required to support the MTFS. It will be important for SLT to have oversight and monitor asset compliance through regular reports and scrutiny as part of assurance processes.

The Peer Team heard that automation of reporting across SHDC's assets is currently inhibited by different IT systems. The plans that are underway to introduce a single property management system will be important to address this and enable greater efficiency and effectiveness. In order to ensure the Partnership can meet its ambitions, and get the best out of its asset base, it will be necessary to consider the resilience of the service to ensure there is the requisite technical capacity to support these priorities and projects.

4.4 Governance and culture

Staff, with whom the Peer Team spoke, talked about a positive organisational culture at SHDC. The role of the new Leader in actively fostering an open approach was one that was widely recognised and welcomed by councillors and officers. Similarly, councillor - officer relationships were reported as being in a healthy place following a reset at the local elections. Investing time now – with a new administration - in embedding these positive relationships and behaviours will support political and organisational leaders to actively champion the highest standards. The strength of

these member – officer relationships will also enable the Council to recognise and embrace its challenges and opportunities going forward.

The Council conducts scrutiny in its sovereign capacity, as well as having a joint SELCP approach to scrutiny on key issues. Joint scrutiny of public transport and the Digital Strategy were reported to have been particularly valuable. With the emerging Sub-regional Partnership Strategy, there will be an opportunity to refresh SHDC's scrutiny programme to reflect new areas of work. Cabinet Members expressed a desire to involve the wider councillor base earlier in the policy development process, and this is already underway. Reintroducing the Annual Scrutiny Report, which was last produced in 2018, will also further strengthen effective scrutiny.

An open and honest relationship between SHDC and its externally provided Internal Auditor was reported. SHDC should nevertheless consider bolstering the efficacy of its Audit and Governance Committee by having it chaired by an independent person.

Like all councils, SHDC's governance operates through both informal and formal governance mechanisms. As part of this there are weekly SLT meetings, which include a monthly session with a specific governance focus. These were highlighted as having helped strengthen working relationships between senior officers and the Cabinet. With the Council's governance structure largely unchanged since 2015, it would be timely to undertake a review of SHDC's overarching approach to decision making. Whilst steps have been taken to align elements within the Partnership's three Constitutions - such as procurement - there would be benefits from going further. Taking steps to streamline and strengthen safeguards on decision-making would address inconsistencies that exist and speed up decisions. This could include further alignment with SHDC's constitution and those of SELCP partners, as well as reviewing Cabinet's decision-making powers. Considering the balance between items submitted to Full Council and those delegated to Cabinet and Head of Paid Service, as well as the number of times reports are taken through the Partnership's decision-making processes, would similarly strengthen organisational governance and help to improve efficacy.

Urgent action is required to strengthen governance around SHDC's social landlord and statutory responsibilities. At present the Council's current approach to compliance data, assurance, and reporting does not provide robust enough

assurance that it is fully and effectively meeting its obligations on tenant safety. This is not to make a judgement either way that it is or is not – rather that additional rigor is needed to provide this robust assurance. The following steps will be important so that SHDC can assure itself of this, and that its social landlord responsibilities are corporately owned through effective political and SLT oversight.

- Develop a standalone action plan in response to the 2022 Social Housing Management Peer Challenge will provide a framework through which to ensure action against the report's recommendations are delivered. Regular SLT and Scrutiny oversight will be important in monitoring delivery against these.
- Introduce as an urgent priority more comprehensive monthly compliance reporting and assurance, including regular review by SLT and Scrutiny.
- Undertake a data assurance exercise on compliance measures. This will provide assurance on the robustness of this compliance data.
- In addition to this it will be important to keep under review the new 2023/24 housing Key Performance Indicators (KPIs) to ensure they reflect all aspects of service delivery to tenants and leaseholders and the risks associated with managing a Housing Revenue Account (HRA).
- Lastly, developing a Housing Strategy in partnership with stakeholders and residents will help align housing service plans to wider aspirations for SHDC's people and places and the future measures within the Charter for Social Housing Residents.

4.5 Financial planning and management

The SELCP has brought SHDC financial savings through the restructuring of senior management. Further savings from planned service reviews are forecast as 6.5% of controllable expenditure. The Council has also had notable success in securing additional funding from national government due to successful lobbying by the SELCP relating to Internal Drainage Board (IDB) funding.

Nevertheless, like many authorities, SHDC faces financial challenges. With increasing demand, cost, and inflationary pressures, the Council has a savings target of £885k in 2023/24 and £1.5m for 2024/25. This is against the backdrop of a circa

£1m deficit in the 2022/23 Revenue Outturn report. The fact that this was un-forecast – due to issues with reliability of financial data provided by PSPSL - is a concern.

SHDC's financial challenges are well understood by the Section 151 Officer who is leading on the organisational response. As part of this, an Innovation, Transformation and Efficiency Board has been established to oversee the organisation's response. It was not apparent to the Peer Team how widely understood SHDC's financial position is across the organisation. Developing a shared corporate understanding of the cause of the deficit and fostering wider ownership of the budget at the strategic level will be critical to managing and achieving a balanced budget in 2023/24 and beyond.

SHDC's MTFS sets out clear assumptions over five years. Savings plans beyond 2023/24 - including what needs to be done to tackle the budget gap of £7.85m by 2027/28 - are yet to be articulated clearly. Articulating a robust plan for future MTFS savings, efficiencies, and income plan beyond 2023/24 is needed. The planned review of fees and charges will also provide an opportunity to support financial resilience by maximising income and considering how technology can support this. The Capital Programme Management resources also need to be agreed upon and put in place.

SHDC's financial operational and reporting arrangements are a cause for concern. The Peer Team consistently heard that the performance of financial services arrangements - which are a joint endeavour between the Council and its financial service provider PSPSL - are impacting SHDC's ability to ensure sound financial and risk management and drive transformation. This included concerns around: governance, the reliability of financial data provided by PSPSL, implementation of finance systems, provision of support and timely information, and local government finance skills and expertise within PSPSL. Addressing these performance issues needs to be resolved as an organisational priority. Proactive measures have been taken by SHDC and PSPSL in response, including PSPSL commissioning a Chartered Institute of Public Finance and Accountancy (CIPFA) Review. PSPSL and SHDC need to work collectively on the outcomes of this review which will be critical to driving performance improvement. A major contributor to the issues faced has been recruitment and retention challenges within the finance service. The Council

needs to be satisfied that the required improvements are being made so it has confidence in being able to provide sound financial and risk management.

4.6 Capacity for improvement

It was apparent that SHDC have committed, loyal, and motivated staff who are recognised internally and by external partners as an asset. The Partnership's focus on recruitment, retention, and future talent development from within its workforce is a strength and instrumental in helping the Council recruit and retain high-calibre staff. The Future Leaders Programme is widely praised by SHDC staff and this practice of 'growing own talent' has been commended externally. Staff welcome the flexible approach to hybrid working and feeling trusted to manage their time, however they also reported wanting greater support in relation to their mental health and for social activities.

There is uncertainty within the workforce stemming from the gradual pace - and lack of clarity around - future service reviews across the SELCP and inconsistencies around employment terms and conditions. Service manager level staff are particularly experiencing challenges around uncertainty, complexity, and capacity. Timely communication of the future direction of the Partnership - along with what this means for staff - will be important to allay this. Equally important will be working with SELCP partners to establish and communicate a service-wide Target Operating Model. E.g. a blueprint for the future organisation design. This should include design principles for the Partnership and look to address the issues different levels of the workforce are experiencing, including capacity.

The SELCP has been transformative for SHDC with the introduction of a shared management team, and a number of service reviews undertaken. There is nevertheless potential to achieve much more from transformation for SHDC and the Partnership. To do so, it will be important to develop and communicate a single view of transformation with clearly articulated organisation design principles. A clearly defined Transformation Programme will provide strategic direction to identifying future opportunities, as well as rigor to tracking benefits, including financial savings. PPSL are key enablers to SHDC's transformation, therefore it will be important to ensure they understand their role and future expectations of them. The recently established Innovation, Transformation and Efficiency Board a great opportunity to

pull together these areas of work together.

One aspect the Council may wish to consider, which could have transformative potential, is conducting a review of its Waste Strategy. The Peer Team heard consistently that performance improvement and savings generation could be achieved by doing so. This could assist in meeting future demand, responding to future legislative changes that are coming, and identify potential efficiency and partnership opportunities. Such activity will take time, so it will be important to start as early as possible.

5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six-month check-in session, which provides space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Mark Edgell Principal Adviser for East Midlands is the main contact between your authority and the Local Government Association. Mark is available to discuss any further support the council requires. mark.edgell@local.gov.uk, August 2023.

Local Government Association Corporate Peer Challenge Action Plan

18 to 20 July, 2023

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

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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
1. Review SHDC's constitution to consider greater delegations, and where appropriate, consistency and alignment with other SELCP authorities.	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.	Paper taken to September 23 Partnership Stakeholder Board to outline opportunities the Partnership Councils may wish to consider. Several areas identified for further consideration.	Assistant Director - Governance	Ongoing	
	Consider whether the Governance and Audit Committee would benefit from increased Lay Member representation.		Assistant Director - Governance	January 2024	
2. Working with fellow SELCP authorities, develop and clearly communicate a service-wide Target Operating Model	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>Principles approved by Leadership Team:</p> <p>Strength - Reduce service risk and increase service resilience.</p> <p>Efficiency - Reduced costs and/or increased income.</p> <p>Learning - Build on best practice from within the sector – this means looking outside the Partnership as well as inside the Partnership.</p> <p>Community - Improve performance/outcomes for service users.</p> <p>Partnership - Seek to create service alignment across the South & East Lincolnshire Councils Partnership through an identified operating mode – Section 113, Goods and Services Acts, or via an external contract.</p>	Assistant Director – Corporate	November 2023	
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>Transformation initiatives will feed from the Annual Delivery Plan and Service Review processes.</p> <p>For each project in the Annual Delivery Plan its potential to generate either income or savings will be identified. Service Reviews will identify the same 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 is into development and the first draft will be ready for late October. This will include Service Reviews that are planned.</p> <p>A column has been added for savings/income.</p>	Assistant Director – Corporate	March 2024	

Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence	Lead	Timescale	Status
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>Concerns have been raised with PSPS by the s151 formally. PSPS has recruited more experienced resources to assist and have more recruitment underway with a focus on ensuring local government experience is added to the team.</p> <p>Regular meetings to take place between the s151 and the lead client officer for PSPS.</p>	<p>Letter to PSPS and response to be regularly monitored by the s151.</p> <p>Regular updates to be made on progress with resourcing within the service by the lead officer at PSPS for client services.</p>	Section 151 Officer / Chief Finance Officer	Ongoing	
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>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>Initiatives schedule has been developed and is being extended.</p> <p>A high level reviews of budgets/services has taken place to provide content for discussion with members.</p> <p>Regular reports to SLT and Cabinet are planned.</p>	Section 151 Officer	Ongoing	

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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 31</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.	Assistant Director - Housing	October 2023	
	c) Develop a Housing Strategy in partnership with stakeholders and residents	HRA to be included as a chapter in the overall Housing Strategy.	Assistant Director – Wellbeing and Community Leadership	Q3 24/25	
	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	Internal review to be undertaken with the Transformation and Innovation Team.	Assistant Director - Housing	Ongoing	
	e) Undertake a data assurance exercise on compliance measures	External assurance report to be commissioned to ensure data is robust and reliable.	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.		Assistant Director - Neighbourhoods	TBC	
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		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.		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.		Assistant Director - Corporate	February 2024	
	Adopt an updated Equalities, Diversity and Inclusion Policy and communicate the policy organisation-wide	Document being drafted by HR for adoption Partnership-wide.	Assistant Director – Corporate	February 2024	

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.	Can feed from Destination Management Plan work ongoing in wider-Lincolnshire	Assistant Director – Economic Growth	Q4 23/24	
	Develop and deliver an Economic Strategy and Inward Investment Plan for the sub-region	Will align to sub-regional strategy that is being developed.	Assistant Director – Strategic Growth and Development	Q4 23/24	

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Local Government Association Social Housing Peer Challenge- Action Plan

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) Theme– Set out a strategic vision for the social landlord service which sets out SHDC’s ambition, with tenants at the heart to drive delivery.</p>	N/A.	N/A.	Assistant Director-Housing	N/A.	N/A.
<p>2) Develop a Housing Strategy for the service and Delivery Plan.</p>	<p>Housing policies were considered priority for development and the following have recently been refreshed/adopted: Tenancy management, Estate management, Tenant Engagement framework, Complaints and Allocations.</p> <p>A wider Housing Strategy will be led as a cross directorate piece of work.</p> <p>A standalone Housing Strategy for the Housing Landlord service is in development.</p>	<p>Tenancy management, Estate management, Housing complaints and a Tenant Engagement framework have all been refreshed or adopted throughout 22/23.</p> <p>The Allocations Policy is scheduled for review in October 2023 and is currently on track.</p> <p>A wider Housing Strategy covering the strategic aims and needs of the district will be led by the Assistant Director for Strategic Growth and Development.</p> <p>A strategy for the Housing Landlord service is in development and will be considered before the end of 23/24.</p>	<p>Assistant Director-Housing</p> <p>Assistant Director-Strategic Growth and Development</p>	Ongoing	
<p>3) Articulate a clear Housing Revenue Account Business Plan with supporting narrative.</p>	<p>To be delivered in Q4 the Annual Delivery Plan for 23/24.</p> <p>Commission, review, and adoption of the plan have been assigned to responsible Officers through annual objective setting in 23/24.</p> <p>An RFQ has been drafted and is currently in review by relevant stakeholders to enable the required expertise to bring this work forward.</p>		Assistant Director-Housing	Ongoing	

Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence	Lead	Timescale	Status
4) Establish a shared organisational understanding of the acceptable minimum reserve level for the HRA to unlock resources to deliver against the shared strategic vision.	Position to be articulated as part of the HRA Business Plan work. The S151 Officer will be heavily engaged in approving financial aspects of the HRA Business Plan.		Assistant Director-Housing/ S151 Officer	Q4- 23/24	
5) Ensuring the Asset Management Strategy is a collective endeavour across the Council, informed by data and insight about current and future tenants needs.	An Asset Management Strategy has been drafted by the service using existing stock data and intelligence already held within the Housing Service. However, it is felt that the development of the HRA Business Plan will provide the Council with a view of longer-term opportunities which will enable larger strategic decisions to be factored into the Councils plans. Therefore, the Asset Management Strategy has been paused to ensure alignment to the HRA Business Plan once developed.		Housing Property Services Manager	Ongoing	
6) How the housing service can help deliver the objectives of wider strategies to which the Council has committed.	Delivery of energy efficiency works, especially the larger programme under the SHDF is considered to contribute to the wider Council objective of reducing carbon.	Works have been delivered under the GHG-LAD 1B & 2 schemes. Dedicated project resources have been recruited for the SHDF project which is currently on track with project milestones.	Housing Property Services Manager	Ongoing	

Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence of action taken	Lead Officer	Timescale	Status
7) Theme - Establish a service wide understanding of how to develop a tenant centred culture for South Holland to put tenants at the heart of future decisions.	N/A.	N/A.	Assistant Director- Housing	N/A.	N/A.
8) Co- designing this alongside tenants to reflect an approach that is right for the Council and its tenants. . Develop a Housing Strategy for the service and Delivery Plan.	The Council has commissioned a tenant census of all its residents. The purpose of the census is to gain up to date information about everyone living in our properties. Questions asked include how tenants like to communicate, how they would like to be engaged and how they may become involved in the future. The basis of this information will ensure the Council is able to proactively obtain tenant satisfaction data.	The tenant census work is now complete and achieved a 70% return. This data will be used to inform future decision making as the Council continues to prepare for proactive regulation. A Housing Landlord strategy has been drafted and will be brought forward as a catalyst to support agreed activity to enable the Council to demonstrate outcomes against new consumer standards.	Housing Services Manager/ Assistant Director- Housing	Ongoing	
9) Variety of mechanics to ensure that tenant voice is captured, helps inform service design and ensures an effective feedback loop to tenants.	Tenants have been involved in the design of recent policies, specifically complaints. This has enabled us to design a policy and compensation matrix to give redress specifically and promptly to tenants concerns or complaints.	The approved tenant engagement framework sets out the Council's approach to involving tenants.	Housing Services Manager	Ongoing	

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Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence	Lead	Timescale	Status
10) Further embracing digital technology and a range of communication channels reflecting expectations that tenants have a choice of how and when they access services.	Resource has been identified within the Transformation Team to focus on Housing Demand. Alongside reviewing customer demand, opportunities for digital enhancements will be progressed. This will include the role out of the online reporting for tenants wishing to arrange repairs.	Progress on delivering online repairs reporting is being tracked through the Customer Experience Board.	Housing Repairs Manager/ Business Intelligence and Change Manager	Q4- 23/24.	
11) Strengthening the Council's focus on equality, diversion and inclusion.	A refreshed data set from the commissioned tenant census will enable the service to accurately reflect the needs of all its tenants.	Following the recent tenant census work, a report is expected which will enable actions to be developed to ensure the Council is meeting the needs and delivering outcomes for all of its residents.	Housing Services Manager	Ongoing	
12) Reviewing services from the customers perspective to release capacity for continuous improvement on what matters to tenants.	Services are to be initially reviewed with Customer Contact. Tenants, especially those reporting repairs account for a significant number of calls into the service. This work has been delayed in starting due to PSPS embedding a new CRM system to enable effective data capture. Work will now be supported by resource in the Transformation Team.	Progress on delivering online repairs reporting is being tracked through the Customer Experience Board.	Assistant Director- Housing/ Housing Repairs Manager	Ongoing	
13) How tenant's voices regarding repairs service are heard and acted upon where appropriate.	A contract has been awarded to ARP to collect tenant satisfaction data. This will include a broad range of tenants selected at random.	TSM data gathering will take place throughout October 2023.	Housing Services Manager/Housing Repairs Manager	Q4- 23/24.	

Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence of action taken	Lead Officer	Timescale	Status
14) Theme- Strengthen governance to support effective decision making, performance oversight, challenge, and risk mitigation.	N/A.	N/A.	Assistant Director-Housing	N/A.	N/A.
15) Undertake a Governance review.	<p>A consultant has been commissioned as a sector expert to undertake a review of the Councils preparedness for the new consumer standards. This will include a focus on Governance arrangements.</p> <p>The work was scheduled to coincide with the new Portfolio Holder in Housing and the expected consultation window from the Regulator of Social Housing.</p>	A health check report for the service has now been received. Recommendations are being reviewed by SLT and the PFH and actions will be developed and implemented where required.	Assistant Director-Housing	Ongoing	
16) Fostering a corporate culture that places data and intelligence at the heart of decisions.	Conversations have taken place with the DCX- Corporate Development and the PFH regarding the need to engage resources to focus on data and intelligence. Subject to the approval of resources, focus will be given to the postholder to use data to help develop future work programmes and influence asset investment.		Assistant Director-Housing	Ongoing	

Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence	Lead	Timescale	Status
17) Investing in data collection and analysis of service performance and tenants satisfaction to meet the new regulation requirements.	Tenant census is complete, 70% return rate. Contract awarded to ARP to collect tenant satisfaction data on behalf of the Council throughout 23/24 ready for publication in April 2024.		Housing Services Manager	Q4- 23/24	
18) Promote key drivers and aims of Charter for Social Housing Residents with tenants, elected members, staff and partners to increase awareness and participation.	Presentations have been offered to all Members for general awareness as well as targeted sessions for specific feedback/knowledge. Briefings have been provided to all Senior Managers including SLT. Tenants have been engaging in shaping recent policy development, together with focus groups looking at service redesign. The framework for engaging tenants has been formalised and adopted by the Council. The Council seeks to adopt an open for business culture with partners and other departments.	Presentations provided by the Housing Team are shared with follow up questions articulated in writing to enable those who were unable to attend to gain insight into matters discussed.	Assistant Direct Housing	Ongoing	
19) Address organisational silos where they exist to promote effective cooperation and collaboration to best serve tenants and the Council.	Regular joint working continues between the Housing and Community Safety Team. There have been several recent examples where the Community Safety Team have led on legal action to support and protect tenants. The recent realignment of political portfolios to include Housing and Community Safety is considered to have strengthened this relationship.		All Housing Managers	Ongoing	

Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence	Lead	Timescale	Status
20) Prioritise addressing capacity and resilience issues within the Neighbourhood Housing Team to support staff wellbeing and optimise outcomes for the tenants they support.	<p>At the time of the challenge the structure of the team included 1x Housing Services Manager and 8x Neighbourhood Housing Officers.</p> <p>The current structure includes, 1x Housing Services Manager, 1x Senior Housing Officer, 8x Neighbourhood Housing Officers and 2x Cost of Living Response Officers, dedicated to supporting tenants.</p>	Current staffing levels are being maintained.	Housing Services Manager	Complete	
21) Review current voids lettings standard and approach to improve tenants experiences, unlock productivity savings and future proof the current homes.	A desktop review of the Councils void standard has been undertaken. Initial findings suggest that the standard of Councils properties is not out of sync with other providers. However, the Council recognise that some tenants may benefit from an enhanced standard. The Sheltered Housing project therefore includes scope to revise the void standard for Sheltered Housing. The standard in general needs properties will be kept under review.		Housing Repairs Manager	Complete	
22) Invigorate efforts to support net zero and energy efficiency within the housing stock to meet national carbon reduction targets, future proof homes and mitigate fuel poverty.	Building on the success of the GHG LAD 1B and 2, the Council submitted a successful bid to the SHDF for £3.5m of match funding to continue the energy efficiency works to Council Homes.	The Council have secured a further £3.5m along with two dedicated Officer resources to deliver net zero and energy efficiency works.	Housing Property Services Manager	Complete	
23) Develop an under-occupancy policy to optimise best use of stock for current and future tenants.	Revised Allocations Policy updated to give increased status to tenants under occupying who wish to downsize. Tenant census to capture property size and occupancy to inform future targeted work on tenants who under occupy properties.	Allocations Policy Tenant Census outcomes report	Housing Services Manager	Ongoing	

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REPORT TO:	Joint Policy Development Panel & Performance Monitoring Panel
DATE:	11 October
SUBJECT:	Sub-regional Strategy for the South & East Lincolnshire Councils Partnership
PURPOSE:	To seek comments on the emerging South & East Lincolnshire Councils Partnership Sub-regional Strategy
PORTFOLIO HOLDER:	Councillor Nick Worth – Leader of the Council
REPORT OF:	James Gilbert, Assistant Director - Corporate
REPORT AUTHOR:	Suzanne Rolfe, Group Manager – Insights and Transformation
WARD(S) AFFECTED:	All

SUMMARY

When the South & East Lincolnshire Councils Partnership formed, the Business Case identified opportunities for greater alignment and closer working on a range of strategic issues that are common for each Council area within the sub-region.

Each of the Councils existing Corporate Strategies are reaching the end of their life, or are due for review, and Councillors previously approved (via the Annual Delivery Plan) the development of a Sub-regional Strategy to replace the existing Corporate Strategies.

As well as identifying the sub-regional strategic priorities going forward, the proposed Strategy (Appendix A) also identifies specific priorities where these are a matter of importance to one sovereign Council within the Partnership.

Moving to a single Sub-regional Strategy further cements the positive joint working between the three Councils and positions the Partnership well for the future.

The emerging Strategy has been developed by officers in consultation with Members and consultation remains ongoing.

The purpose of bringing the proposed Strategy to scrutiny is to seek formal member input before it is finalised and brought forward for approval. Council is the decision maker.

RECOMMENDATIONS

- That the Committee provides its comments to support the development of the emerging South & East Lincolnshire Councils Partnership Sub-regional Strategy.

REASONS FOR RECOMMENDATIONS

The opportunity to align strategic priorities across the Councils through a single Sub-regional Strategy provides a Partnership platform to further realise the benefits of collaborative working.

Having the single Strategy would demonstrate to external partners our alignment in key areas and collective focus on addressing the issues of strategic importance to our sub-region. This will be particularly helpful when engaging with Government and funders.

Scrutiny is an important part of the governance arrangements across the Partnership Councils, so scrutiny input is required to support this Strategy's development.

OTHER OPTIONS CONSIDERED

Do nothing. It has already been agreed by Councillors, via the Annual Delivery Plan, that a Sub-regional Strategy for the Partnership should be developed. As such, this option was discounted.

1. REPORT

- 1.1. The Partnership Business Case identifies the issues of common importance and the opportunities that would be secured through the formation of the South & East Lincolnshire Councils Partnership.
- 1.2. Since the Partnership formed in 2021 the Councils have achieved a significant amount together – including external funding, financial efficiencies/savings, shared service opportunities and greater engagement with strategic partners. The collective voice of the Partnership has resulted in greater influence for our Councils with external partners at a regional and national level.
- 1.3. In the approved 23/24 Partnership Annual Delivery Plan, each Partnership Council supported the development of a Sub-regional Strategy. The Sub-regional Strategy would replace existing Corporate Strategies at each Council, which are either approaching the end of their life or are due for review.
- 1.4. The proposed Sub-regional Strategy – at Appendix A – builds on the Partnership business case and identifies priorities for the Partnership going forward and the outcomes that should be expected for the sub-region. The strategy, if approved, would guide the activities that are brought forward in the Partnership Annual Delivery Plan in future years.

2. EVIDENCE BASE/CONSULTATION

- 2.1. Engagement sessions have been held with Councillors and Corporate Management Team in August and September to feed in to the early draft structure and content.
- 2.2. We have looked at the previous priorities and plans, the Indices of Deprivation, data from the Partnership business case, the latest census data, the Lincolnshire Digital Health Toolkit ranking digital exclusion, the Levelling Up White Paper data and Office of Local Government (OFLOG) data to form the evidence base.
- 2.3. A first draft of the structure and indicative content of the document is attached at Appendix A.

2.4. The proposed priorities are:



2.5. Public and stakeholder consultation will take place in October to test the proposed priorities and outcomes. This will include consultation with businesses and with town and parish councils and with the wider workforce.

2.6. The next draft of that Strategy will then come forward to Cabinet on 7th November and to Council on 22nd November for sign off.

3. CONCLUSION

3.1. Scrutiny Committee is asked to provide its views on the matters raised in this report, recognising the importance of this document to sub-region and sovereign Councils.

EXPECTED BENEFITS TO THE PARTNERSHIP

As set out in the report.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

As set out in the report.

CORPORATE PRIORITIES

This Strategy would set the sub-regional priorities for the Partnership; and includes any sovereign Council specific priorities alongside.

STAFFING

None

CONSTITUTIONAL AND LEGAL IMPLICATIONS

None

DATA PROTECTION

None

FINANCIAL

There are no financial implications arising directly from this report. The Strategy will shape future service delivery and work programmes, which will feed through the annual budget at each Council or the wider decision-making process, as required.

RISK MANAGEMENT

None

STAKEHOLDER / CONSULTATION / TIMESCALES

As set out in Section 2 of the report.

REPUTATION

The move to a single Sub-regional Strategy would be positive for the reputation of the Partnership, particularly with external partners/funders.

CONTRACTS

There are no contract implications arising directly from this report.

CRIME AND DISORDER

There are no crime and disorder implications arising directly from this report. However, crime and disorder is a priority in the proposed Sub-regional Strategy.

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

There are no equality and diversity implications arising directly from this report.

HEALTH AND WELL BEING

There are no health and wellbeing implications arising directly from this report. However, health and wellbeing is a priority in the proposed Sub-regional Strategy.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

There are no Climate Change and Environmental implications arising directly from this report. However, Climate Change and Environmental matters are a priority in the proposed Sub-regional Strategy.

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

MISSIONS	
This paper contributes to the follow Missions outlined in the Government's Levelling Up White paper.	
Living Standards	By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
Research and Development	By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
Transport Infrastructure	By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
Digital Connectivity	By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.

Education	By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.
Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
Wellbeing	By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
Pride in Place	By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.
Housing	By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government's ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.
Crime	By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.
Local Leadership	By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

APPENDICES

Appendices are listed below and attached to the back of the report: -

APPENDIX A	Draft Partnership Sub-regional Strategy
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BACKGROUND PAPERS

Background papers used in the production of this report are listed below: -

Document title	Where the document can be viewed
Partnership Business Case	www.selcp.co.uk
Partnership Annual Delivery Plan	www.selcp.co.uk

CHRONOLOGICAL HISTORY OF THIS REPORT

Name of body	Date
N/A	

REPORT APPROVAL

Report author:	Suzanne Rolfe, Group Manager – Insights and Transformation
Signed off by:	James Gilbert – Assistant Director - Corporate
Approved for publication:	Councillor Nick Worth, Leader of the Council

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REPORT TO:	Joint Performance Monitoring Panel and Policy Development Panel
DATE:	Wednesday, 22 November 2023
SUBJECT:	Overview and Scrutiny Annual Report 2022/2023
PURPOSE:	To note the Overview and Scrutiny Annual Report 2022/2023 prior to its presentation at Council.
KEY DECISION:	N
PORTFOLIO HOLDER:	N/A
REPORT OF:	John Medler, Assistance Director Governance (Monitoring Officer)
REPORT AUTHOR:	Andrea Tait – Democratic Services Officer
WARD(S) AFFECTED:	None
EXEMPT REPORT?	N

SUMMARY

The SHDC Overview and Scrutiny Committees (Performance Monitoring Panel and Policy Development Panel) are required to report annually to Council on their work programme activities undertaken during the previous municipal year. Prior to the annual report being received by Council, the Overview and Scrutiny Annual Report 2022/2023 (**Appendix A**) is to be noted by the Joint Performance Monitoring Panel and Policy Development Panel.

The Overview and Scrutiny Annual Report 2022/2023 is introduced by the Chairmen of both scrutiny panels and includes an overview of the following for 2022/2023: the role and function of scrutiny; committee memberships; Corporate Management support; meeting dates and summary of work undertaken by each Panel; scrutiny activities 'out and about' in the district; and joint scrutiny of areas of mutual interest across the S&ELCP region undertaken with scrutiny members from East Lindsey District Council and Boston Borough Council.

RECOMMENDATIONS

That members note the Overview and Scrutiny Annual Report 2022/2023 and recommend it to Council

REASONS FOR RECOMMENDATIONS

The report outlines work that was undertaken in the previous municipal year. Members have the opportunity to review the report prior to it being presented to Council on 22 November 2023.

OTHER OPTIONS CONSIDERED

None

1. BACKGROUND

- 1.1** The requirement for Overview and Scrutiny committees to report annually to Council on the work programme is stated at part 3 of SHDC's Constitution, at section D.
- 1.2** The emergence of the Covid-19 pandemic saw a pause in production of the report however this has now been reinstated and the report will continue to be produced annually.

2. REPORT

- 2.1** The report gives an overview of activities undertaken during the 2022/2023 municipal year by the Performance Monitoring Panel; the Policy Development Panel; the Joint Performance Monitoring Panel and Policy Development Panel; and the joint scrutiny undertaken by the S&ELCP.
- 2.2** The report does not serve to reproduce the reasons for scrutiny of items nor the outcome of discussions. The report can, however, serve as a signpost for interested parties to obtain further information from the SHDC website where agendas and approved minutes are published.

3. CONCLUSION

- 3.1** In presenting the information in the attached report, the work undertaken by South Holland District Council's Overview and Scrutiny committees during 2022/2023 is clearly defined.

4. EXPECTED BENEFITS TO THE PARTNERSHIP

- 4.1** The report outlines three topics of mutual strategic interest that have been scrutinised by joint partnership scrutiny task groups. The inclusion of this information highlights the joint scrutiny activity which has taken place for the benefit of the partnership, and which will continue into the following municipal year.

5. IMPLICATIONS

5.1 SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

- 5.1.1** None

5.2 CORPORATE PRIORITIES

- 5.2.1** None

5.3 STAFFING

5.3.1 None

5.4 CONSTITUTIONAL AND LEGAL IMPLICATIONS

5.4.1 None

5.5 DATA PROTECTION

5.5.1 None

5.6 FINANCIAL

5.6.1 None

5.7 RISK MANAGEMENT

5.7.1 None

5.8 STAKEHOLDER / CONSULTATION / TIMESCALES

5.8.1 The Chairmen of the Policy Development Panel and Performance Monitoring Panel have provided input to the report.

5.9 REPUTATION

5.9.1 None

5.10 CONTRACTS

5.10.1 None

5.11 CRIME AND DISORDER

5.11.1 None

5.12 EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

5.12.1 None

5.13 HEALTH AND WELL BEING

5.13.1 None

5.14 CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

5.14.1 None

5.15 LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

None

6. ACRONYMS

6.1 **SHDC** South Holland District Council

S&ELCP South and East Lincolnshire Councils Partnership

APPENDICES	
APPENDIX A	Overview and Scrutiny Annual Report 2022/2023
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BACKGROUND PAPERS

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report

CHRONOLOGICAL HISTORY OF THIS REPORT

A report on this item has not been previously considered by a Council body'

REPORT APPROVAL

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Overview and Scrutiny Annual Report 2022/2023



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The Role and Function of Scrutiny

Overview and Scrutiny is about improving performance and providing better services for local people.

During 2022/2023, most Council decisions were taken by a Cabinet of 10 members (including the Leader of the Council). The role of Overview and Scrutiny is to hold the Cabinet to account for its decisions, develop policy and monitor performance.

Whilst Overview and Scrutiny committees cannot compel change, their power of influence is through the making of recommendations based on reviews and investigation.

At South Holland District Council (SHDC), the scrutiny of existing and new policies is undertaken by the Policy Development Panel whilst the review of performance is the function of the Performance Monitoring Panel.

The Policy Development Panel and the Performance Monitoring Panel occasionally meet together as a joint panel to review and investigate issues of mutual/overlapping interest such as the scrutiny of the Council's proposed budget.

A framework for joint scrutiny activity across the South and East Lincolnshire Councils Partnership's (S&ELCP) three constituent authority areas, of South Holland, Boston and East Lindsey, has been developed to enable members to scrutinise matters of common strategic interest which would benefit from a partnership approach.

Introduction from the Chairman of the Performance Monitoring Panel

Over the past year, the Performance Monitoring Panel has continued its role as the authority's Critical Friend. The Panel receives regular reports and reviews the performance of the authority against a variety of performance indicators, feeding back advice as a result.

There have also been several joint panels held, together with Policy Development Panel, to consider subjects of common interest, like budget preparation.

As part of the partnership working with Boston and East Lindsey some joint scrutiny has been undertaken, including joint task groups.

Task Groups continue to be one of the most valuable parts of the panel's work and included the South Holland Centre with a variety of recommendations going forward to Cabinet. The panel will continue to monitor delivery of those recommendations.

During the last year of a Council term, it is always difficult to keep the enthusiasm of members to contribute particularly when the demands have been increased because of added workload due to the Partnership demands. However, I would like to thank, particularly my Vice Chairman Councillor Michael Booth for his total support, members of the panel, support officers, members and officers who have appeared before us for their assistance. A special thank you to members of the public who have assisted by giving evidence before task groups.

As one council term closes and a new one opens, only time will tell what the future holds for PMP.

Councillor Bryan Alcock
Performance Monitoring Panel Chairman



Introduction from the Chairman of the Policy Development Panel

A lot has changed since writing my last report, with the most notable change being the new Joint Partnership with Boston Borough and East Lindsey District Councils.

With this came the joint scrutiny across the partnership and in many cases aligning previously held sovereign Council policies with new policies brought together through the partnership. I am sure there is a cost saving to this, both to each Council and ultimately the taxpayer.

Joint Scrutiny has also brought the 3 authorities together by way of Task Groups.

With the introduction of the Joint Partnership, we now work with two Policy registers - one for the Partnership and one for SHDC as Sovereign Council. Prior to the partnership, we have held a proud record of being on top of our SHDC Policy register and making sure it is always current and up to date. This continues for SHDC own policies, but some have been delayed where there is alignment across the Partnership and will iron themselves out as the Partnership evolves.

We continue to work in partnership with our fellow Scrutiny members on the Performance Monitoring Panel and I thank the Chairman Councillor Bryan Alcock and Vice-Chairman Councillor Michael Booth for allowing us to work in a collective and positive manner. Similarly, a joint scrutiny panel Task Group to look at the South Holland Centre has been established and is currently still running.

In closing, I would like to offer my sincere thanks to my previous Vice-Chairman Glynis Scalese and new Vice-Chairman Cllr Laura Eldridge for their support, to Corey Gooch for keeping the Policy Registers updated, the officers for all the work they do behind the scenes and finally to members past and present in allowing me the honour to be Chairman. As we now have a new administration with several new members, I look forward to new ideas and the scrutiny process being used to maximum effect for the benefit of SHDC, its residents, and those included in the wider partnership.

Councillor Andrew Woolf
Policy Development Panel Chairman



Committee Memberships 2022 / 2023

Policy Development Panel

Cllr Andrew Woolf *Chairman*

Cllr Glynis Scalese *Vice Chairman*

Cllr James Avery

Cllr Allan Beal

Cllr Francis Biggadike

Cllr Henry Bingham

Cllr Michael Booth

Cllr Harry Drury

Cllr Rob Gibson

Cllr Manzur Hasan

Cllr Jack McLean

Cllr Paul Redgate

Cllr Joanne Reynolds

Cllr Graham Rudkin

Cllr Sally Slade

Cllr Simon Walsh

Performance Monitoring Panel

Cllr Bryan Alcock *Chairman*

Cllr Michael Booth *Vice Chairman*

Cllr Chris Brewis

Cllr Tracey Carter

Cllr Anthony Cronin

Cllr Harry Drury

Cllr Jane King

Cllr Jack McLean

Cllr Nigel Pepper

Cllr Paul Redgate

Cllr Glynis Scalese

Cllr Andrew Tennant

Cllr Jack Tyrrell

Cllr Simon Walsh

Cllr David Wilkinson

As the role of Scrutiny is to hold Cabinet to account, neither panel can include membership from the Cabinet.

Corporate Management Support

During 2022/2023, each committee was sponsored by a member of the Corporate Management Team to offer support on relevant matters as these arose.

Support for the Policy Development Panel was provided by :



Emily Spicer
Assistant Director
for Wellbeing and
Community Leadership

Support for the Performance Monitoring Panel was provided by :



Matthew Hogan
Assistant Director
for Strategic Growth
and Development

Committee Meetings and Summary of Work

Both committees have undertaken a full programme of work across the municipal year.

In addition to the consideration of standing items, such as upcoming Key Decisions, the Panels received reports and debated items which were relevant to their specific function.

Policy Development Panel

During 2022/2023, the Policy Development Panel met 5 times to review existing policies and assist in the shaping of new policies.

The Panel considered the SHDC and S&ELCP Policy Registers at each meeting and the following gives a brief summary of additional work activities undertaken during the year:

Policy Development Panel Meeting Dates	Items and Reports Considered
24 May 2022	<ul style="list-style-type: none"> • Review of HR Policies (Batch 1) including the Disciplinary Policy and Grievance Policy • Records Management Policy • Safeguarding Policy and Procedures
12 July 2022	<ul style="list-style-type: none"> • Review of HR Policies (Batch 2) including Managing Sickness Absence and Probation • Debt Management Policy • Sustainable Products Policy <i>N</i> • Draft SHDC Derelict and Untidy Sites Policy <i>N</i>
4 October 2022	<ul style="list-style-type: none"> • Charitable Street and House to House Collections Policies <i>N</i> • Review of HR Policies (Batch 3) including Maternity Policy and Adoption Policy • South and East Lincolnshire Community Safety Strategy <i>N</i> • Draft Lincolnshire Homelessness Strategy • Graffiti and Street Art Management Policy 2022 <i>N</i>
13 December 2022	<ul style="list-style-type: none"> • Review of HR Policies (Batches 4 &5) • Draft S&ELCP Asset Management Strategy 2023-2028 • Spalding Cemetery • Draft Litter and Fly-Tipping Engagement and Enforcement Strategy <i>N</i> • Housing Comments, Compliments, Complaints and Compensation Policy <i>N</i>
28 February 2023	<ul style="list-style-type: none"> • Spalding Cemetery • Health and Wellbeing Strategy <i>N</i> • Industrial Units Letting Policy • Housing Tenancy Management Policy

N = New Policy

Committee Meetings and Summary of Work

Performance Monitoring Panel

During 2022/2023, the Performance Monitoring Panel met 5 times to review performance and receive requested updates. The meeting held on 14 September 2022 was adjourned following the death of Her Majesty the Queen Elizabeth II and reconvened on 19 October 2022

The following outlines the programme of work activities during the year:

Performance Monitoring Panel Meeting Dates	Items and Reports Considered
15 June 2022	<ul style="list-style-type: none"> • Q4 Council Performance 2021/2022 • Waste Collection Services from Private Roadways • Public Conveniences Refurbishment • Corporate Enforcement • Crime and Disorder • Q4 Swimming Pool and Leisure Facilities Task Group 2021/2022 • Annual Joint Scrutiny Task Group for the S&ELCP
14 September 2022	<ul style="list-style-type: none"> • Meeting adjourned
19 October 2022	<ul style="list-style-type: none"> • Q1 Council Performance 2022/2023 • Animal Welfare Inspections • Q1 Swimming Pool and Leisure Facilities Task Group 2022/2023
29 November 2022	<ul style="list-style-type: none"> • Q2 Council Performance 2022/2023 • Workforce Development Strategy • Review of Implemented Planning Decisions • Marketing and Renovation of Industrial Units • South Holland Centre Action Plan • Sir Halley Stewart Planning Field Task Group • Investigation of network outage impacting SHDC and the wider Partnership in September 2022
24 January 2023	<ul style="list-style-type: none"> • Crime and Disorder • Review of Implemented Planning Decisions • Economic Development and Inward Investment
14 March 2023	<ul style="list-style-type: none"> • Q3 Council Performance 2022/2023 • Q2 & Q3 Swimming Pool and Leisure Facilities Task Group 2022/2023 • Sustainable Products Policy Monitoring Measures • Joint Scrutiny of Public Transport in the S&ELCP area

Budget Scrutiny



Examining the Council's proposed budget is one of the most important roles that Overview and Scrutiny undertakes. In January 2023, the Performance Monitoring Panel and Policy Development Panel held a joint meeting to look at the Budget Overview 2023/2024 and Draft Budget.

Scrutiny councillors considered the report of the Deputy Chief Executive Corporate Development and made a number of recommendations for consideration prior to the budget being presented to the Council for approval.

Other items considered by the Joint Panel

During the 2022/2023 municipal year, the Performance Monitoring Panel and Policy Development Panel also met jointly to consider the South Holland Centre Task Group Final Report and the Draft Partnership Digital Strategy and ICT Roadmap.



Scrutiny activity is not limited to committee meetings. Over the last year or so, scrutiny committee members have visited a number of sites around the district to obtain first-hand experience of issues being scrutinised in order to make informed recommendations.

Review of Implemented Planning Decisions Tour



A function of the Performance Monitoring Panel is to 'revisit a number of implemented planning decisions' so that the quality of Planning decisions and development can be assessed.

During October 2022, members of the Panel visited 9 such sites across the district, of which 7 were residential and 2 were commercial.

The Panel reported 10 positive aspects and suggested 23 areas for improvement. These were then considered by the Planning Committee.

Shadowing Police Officer Shifts

In Spring 2022, members of the Performance Monitoring Panel and Policy Development Panel shadowed Police Officer shifts around the district, in order to obtain a better understanding of their work and challenges.

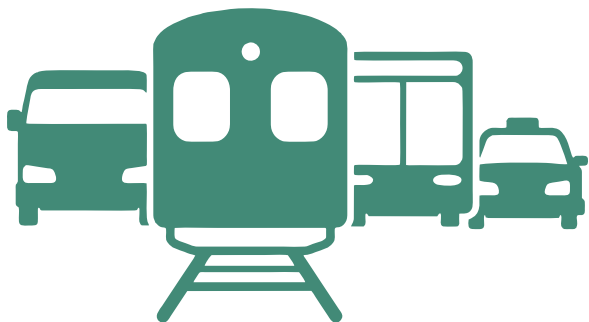
Task Groups and Site Visits

The following site visits were undertaken by members of Task Groups which had been set up to review and examine issues in greater depth:

- A 'front of house' and 'behind the scenes' tour of the South Holland Centre to inform the work of the South Holland Centre Task Group.
- A tour of the facilities of the Sir Halley Stewart Playing Field site to assist with the understanding of issues and help to shape the recommendations of the Sir Halley Stewart Playing Field Task Group.
- A tour of a potential site to help identify the suitable positioning of a Street Art wall.

Partnership Scrutiny

In addition to SHDC Task Group activities, representatives from the two scrutiny Panels met with their counterparts from Boston Borough Council and East Lindsey District Council to jointly investigate the following areas of mutual interest across the S&ELCP region:



- ▶ Public Transport
- ▶ The South and East Lincolnshire Councils Partnership (S&ELCP)
- ▶ The draft S&ELCP Digital Strategy and ICT Roadmap

For more information of issues covered by the Overview and Scrutiny Panels, please visit the Committees and Democracy page of the SHDC website:
www.sholland.gov.uk/councilelections

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