

REVISED AGENDA



- Committee - **PERFORMANCE MONITORING PANEL**
- Date & Time - Tuesday, 20 May 2025 at 6.30 pm
- Venue - Meeting Room 1, Council Offices, Priory Road, Spalding

Membership of the Performance Monitoring Panel:

Councillors: B Alcock (Chairman), M D Booth (Vice-Chairman), C J T H Brewis, N Chapman, S Chauhan, L J Eldridge, M Geaney, S Hutchinson, J King, J L Reynolds, G P Scalese, I Sheard and A R Woolf

Substitute members on the Performance Monitoring Panel may be appointed only from members who are not on the Cabinet. Substitutions apply for individual meetings only.

Quorum: 5

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

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

Date: 15/05/2025

Please ask for Democratic Services: Telephone 01775 764693
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AGENDA

- 1 Apologies for absence.
- 2 Minutes - (Pages 5 - 24)
To sign as a correct record the minutes of the Performance Monitoring Panel meeting held on 12 March 2025 (enclosed).
- 3 Actions - (Pages 25 - 30)
An update on actions that arose at the 12 March 2025 Performance Monitoring Panel meeting and the tracking of outstanding actions (enclosed).
- 4 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.
- 5 Questions asked under Standing Order 6
- 6 Tracking of Recommendations -
To consider responses of the Cabinet to reports of the Panel.
- 7 Items referred from the Policy Development Panel.
- 8 Key Decision Plan - (Pages 31 - 36)
To note the current Key Decision Plan
- 9 Q4 Performance Report 24-25 - (Pages 37 - 84)
To provide an update on how the Council is performing for the period 1 January 2025 to 31 March 2025 (report of the Assistant Director – Corporate enclosed).
- 10 Housing Landlord Service – Performance of damp, condensation and mould case management - (Pages 85 - 98)
To consider how the Housing Landlord Service is performing in its response to damp, condensation and mould for 2024-2025 (report of the Director of Communities enclosed).
- 11 Housing Landlord Service – Responsive Repairs and Planned Maintenance Performance - (Pages 99 - 112)
To consider how the Housing Landlord Service is performing on responsive repairs and planned maintenance (report of the Director of Communities enclosed).
- 12 Housing Landlord Service - Compliance Assurance - (Pages 113 - 126)
To consider how the Housing Landlord Service is performing against key statutory compliance measures (report of the Director of Communities enclosed).

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| 13 | Tenant Satisfaction Measures 2024/25 -
To update the Performance Monitoring Panel of the 2024/2025 Tenant Satisfaction Measure outcomes (report of the Director of Communities enclosed). | (Pages
127 -
150) |
| 14 | Housing - Annual Complaints Performance and Service Improvement Report 2024/2025 -
To consider the Performance of Housing Complaints for 2024/2025 and provide feedback for consideration by the Cabinet (report of the Director of Communities enclosed). | (Pages
151 -
210) |
| 15 | Refuse and Recycling Sacks -
Further information to follow. | (To
Follow) |
| 16 | Performance Monitoring Panel Work Programme -
To set out the Work Programme of the Performance Monitoring Panel (report of the Assistant Director – Governance enclosed). | (Pages
211 -
218) |
| 17 | South Holland Centre Financial Information -
To present the South Holland Centre budget (report of the Assistant Director – Communities and Housing Services enclosed). | (Pages
219 -
224) |
| 18 | Any other items which the Chairman decides are urgent - | |

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

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| 19 | To consider resolving that, under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph Paragraph 3 of Part 1 of Schedule 12A of the Act. | |
| 20 | South Holland Centre Financial Information -
To consider the exempt appendix to agenda item 16 (Appendix 1 enclosed). | (Pages
225 -
228) |

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Minutes of a meeting of the **PERFORMANCE MONITORING PANEL** held in the Meeting Room 1, Council Offices, Priory Road, Spalding, on Wednesday, 12 March 2025 at 6.30 pm.

PRESENT

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

P Barnes
C J T H Brewis
N Chapman
S Chauhan

L J Eldridge
M Geaney
S Hutchinson
J L Reynolds

G P Scalese
S-A Slade
A R Woolf

In Attendance: The Assistant Director - Strategic Growth and Development, the Assistant Director - Regulatory, the Assistant Director - Housing, the Housing Property and Repairs Manager, the Portfolio Holder for Public Protection, the Portfolio Holder for Strategic and Operational Housing and the Democratic Services Officer.

Apologies for absence were received from the Business Intelligence and Change Manager and the Head of Finance – Client (PSPS).

60 **MINUTES**

AGREED:

- a) That both the public minutes (at agenda item 2a) and the restricted minute (at agenda item 19) of the Performance Monitoring Panel meeting held on 11 December 2024, be signed by the Chairman as a correct record; and
- b) That the minutes of the Joint Performance Monitoring Panel and Policy Development Panel meeting held on 21 January 2025 be signed by the Chairman as a correct record.

61 **ACTIONS**

AGREED:

That the responses to actions be noted.

62 **DECLARATION OF INTERESTS.**

Action By

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There were none

63 QUESTIONS ASKED UNDER STANDING ORDER 6

There were none

64 TRACKING OF RECOMMENDATIONS

There were none.

65 ITEMS REFERRED FROM THE POLICY DEVELOPMENT PANEL.

There were none.

66 KEY DECISION PLAN

Consideration was given to the Key Decision Plan dated 4 March 2025.

In respect of the decision 'Destination Lincolnshire Local Visitor Economy Partnership Destination Management Plan and SELCP Destination Management Plan':

Members stated that the commencement of the Performance Monitoring Panel Visitor Economy/Tourism Task group, formed at the 22 May 2024 meeting, had been postponed pending the wider committee's satisfaction with the contents of the 'Destination Lincolnshire Local Visitor Economy Partnership Destination Management Plan and SELCP Destination Management Plan' report, prior to the decision being made at a meeting of the Cabinet on 10 June 2025. Although the item was to be scrutinised by the Policy Development Panel, the Leader of the Council had agreed with the request that the report also be presented to the Performance Monitoring Panel for scrutiny prior to the decision being made. The request was also noted by the Chairman of the Policy Development Panel who was present at the current meeting in his capacity as committee member of the Performance Monitoring Panel.

AGREED:

That the Key Decision Plan be noted.

67 Q3 PERFORMANCE REPORT 2024/25

Consideration was given to the report of the Assistant Director – Corporate which provided an update on how the Council had

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performed for the period 1 October 2024 to 31 December 2024.

The Assistant Director – Strategic Growth and Development presented the report to members on behalf of the Business Intelligence and Change Manager who had given his apologies, and the following points were highlighted:

- Performance had improved since the Q2 position with 81% of performance metrics in a positive position for Q3;
- Performance under pressure included:
 - Homelessness prevention;
 - Recycling contamination and composting;
 - Corporate complaints;
 - Business rates collection;
 - Housing benefits speed of processing; and
 - Average answer rates for Revenues and Benefits.

Members considered the report and made the following comments:

- Members were concerned by the negative performance trend relating to the homelessness prevention duty. Were sufficient resources in place to ensure that improvements were possible.
 - The Portfolio Holder for Strategic and Operational Housing, who was in attendance at the meeting for items 11, 12 and 13, responded that:
 - 50% of prevention cases were domestic abuse cases where the council had little or no notice period to act prior to the prevention duty being required;
 - A recent service review had concluded that the council's ambitious target for prevention had resulted in a distorted impression of achievements and progress made and that the council had performed well when benchmarked against average regional and national performances;
 - The service review report was also extremely supportive of the work undertaken by the homelessness team and the current Homelessness Reduction and Housing Solution Manager had made significant improvements and progress within the service area;
 - The Portfolio Holder had recognised the need for extra resource. A service review, which had resulted in the creation of a Life Skills Officer post to assist individuals to improve

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- their position, had recently been agreed at Full Council; and
 - Prevention work would also involve working with the private sector.
 - Members welcomed the response which had provided a greater context for the 'underperformance' (red) status of the Prevention Duty performance indicator. Members suggested that such explanations be provided within future reports to provide a greater understanding of the performance information to satisfy the panel. The Portfolio Holder agreed that more information was required for future reports.
- Members were concerned by the underperformance of the percentage of household waste collected for recycling and composting and agreed that a recommendation go forward from the committee that improved publicity be provided to educate the public of the issue including the financial implications to the council of contaminated recyclable waste.
- Members requested an explanation of the performance regarding the following:
 - 'Percentage of Corporate Complaints responded to within corporately set timescales': what are the challenges and what is being done to resolve the challenges;
 - 'Housing Benefit Changes speed of processing (Year to Date)': with clarification within future reports of the unit being reported (days?);
 - 'Revenue and Benefits answer rate': members requested assurance of how the underperformance was being addressed.; and
 - 'Number of Business registered via Grants4Growth' where data had not been provided for the report.
- Members were concerned by the increased number of rough sleepers from 16 in Q1 to 24 in Q3. Members noted that a hostel did not exist in South Holland and queried who held the responsibilities to ensure that people were not sleeping on the streets.
 - The Portfolio Holder for Strategic and Operational Housing responded that :
 - The number of rough sleepers had increased in South Holland and across the country;
 - The new Life Skills Officer would be key to break the cycle of homelessness where the

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- council had a duty to assist;
 - Where the council did not owe a duty to a rough sleeper, outreach support was provided by Change4Lincs. Where an individual did not have a 'right to remain', repatriation support was available;
 - For a local authority, a balance prevailed regarding duty, humanity and financial implications;
 - The service review had enabled the provision of increased SHDC outreach resource to further the engagement with rough sleepers;
 - Regarding the provision of overnight accommodation:
 - The council worked closely with Framework Housing Association which offered a supported living element for people in Lincolnshire;
 - The Lighthouse Project Spalding offered housing support on a local basis;
 - Viability assessments were carried out by hostel providers (such as charities) regarding the sustainability of hostel provision in any given area. It may be the case that a greater need existed in other areas; and
 - Networks across the county were continuously looking for opportunities and solutions.
-
- Members queried the accuracy of the number of Anti-Social Behaviour cases opened and closed, reported as one and zero respectively. The number of community triggers was also queried. Members looked forward to the Crime and Disorder Partnership update due at the July 2025 meeting.
 - Members requested that the column titles be brought forward to every page of the report.
 - Members requested an explanation for the increase in the 'Digital services taken up' whilst a corresponding fall in the number of 'website visitors' was also reported.

AGREED:

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- a) That the performance report be noted; and
- b) That improved publicity be provided to the public regarding the financial implications of contaminated recyclable waste.

68 JOINT SCRUTINY OF THE PARTNERSHIP ENVIRO CRIME ENFORCEMENT CONTRACT

Consideration was given to the report of the Partnership Scrutiny Task Group which asked the Performance Monitoring Panel to receive the Task Group's report and recommendations following scrutiny of the Partnership Enviro Crime Enforcement Contract.

The Chairman of the Partnership Task Group, Councillor E Mossop (East Lindsey District Council), and the Scrutiny and Policy Officer attended virtually to present the report. The item was also supported by attendance at the meeting from the Assistant Director – Regulatory and the SHDC Portfolio Holder for Public Protection.

Councillor Mossop introduced the report and highlighted the following main points:

- Members of the task group had been drawn from across the partnership area with the majority of appointed members attending every session;
- Appointed members were thanked for their input and major contributions had been received from SHDC Performance Monitoring Panel members Cllr Barnes and Cllr Woolf;
- The report of the Task and Finish was at Appendix A which outlined the following:
 - Participants: including Task Group membership, officers, the contractor (Kingdom) and other guest witnesses;
 - Background and context: notably that the partnership contract agreed in 2022 had grown from an existing Enviro Crime contract set up by Boston Borough Council and to this effect, members acknowledged that Boston Borough Council had taken a lead and key role;
 - Key facts and information of the contract;
 - Research and evidence gathering;
 - Task Group review and analysis; and
 - Recommendations: including police support, community engagement, publicity, consistency of advice and working methods, level of Fixed Penalty Notices, improved use of covert CCTV and contract sustainability; and
- The agreed Project Scoping document was at Appendix B.

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Cllr Mossop summarised the task group's findings by stating that the contract had provided results however it was recognised that future improvements in performance could be achieved.

Task Group member Councillor Barnes stated that:

- The task group discussions had been in depth;
- Boston was leading the way with a dedicated officer to publicise the contract and an alignment of working practices would be beneficial to SHDC and ELDC;
- The Fixed Penalty Notices needed to align across districts; and
- The pairing up of contract workers limited the areas that could be patrolled and impacted negatively on rural areas. Nonetheless, Kingdom had confirmed that dual staffing was in place for safety reasons in South Holland as the police were not able to provide support should a problem be encountered.

Task Group member Councillor Andrew Woolf stated that:

- The aspect of whether councils were receiving 'best value' had been questioned;
- The high turnover of contract staff was identified and the challenges relating to the required tasks were acknowledged;
- Members had suggested that Kingdom provided job specific training for new employees rather than induction training being carried out by council staff;
- There was a requirement for the contract staff to be active and visible in the wider reaches of the district;
- The main findings were that:
 - Community education and engagement would lead to prevention;
 - That Boston had benefitted significantly from a dedicated individual. Could a resource be in place/shared with South Holland and East Lindsey?; and
 - Alignment of practices and charges needed to be in place for conformity across the partnership; and
- Gratitude was also expressed for Cllr Mossop for his excellent Chairing of the task group.

Members considered the report and made the following comments:

- Some members expressed agreement that the Fixed Penalty Notice charges for South Holland be aligned with

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Boston. It was anticipated that the impact of a maximum £1000 fine would serve as a deterrent for perpetrators and provide an incentive to Kingdom in respect of resources due to the financial arrangements of the contract.

- Members queried whether the task group were satisfied that fly tipping had been given prominence. Fly tipping had become a persistent problem and often resulted from perpetrators travelling to the district from outside of local authority boundaries. Were plans afoot to utilise covert surveillance and would this have any GDPR implications.
 - Councillor Mossop responded that:
 - The subject of fly tipping had been a strong investigation area for the task group;
 - Both Kingdom and council officers had reported that significant resources were required to deal with prevention and the identification of perpetrators; and
 - The task group had therefore stressed the need for community education and engagement, easy reporting systems and effective teams and had recommended a negotiation with Kingdom for increased support.
 - The Assistant Director – Regulatory responded that:
 - Assurance was given that fly tipping had been central to the scrutiny process and that the task group recommendations had reflected how the council could make improvements to detection and enforcement;
 - Fly tipping had reduced by 13 per cent over the course of the Kingdom contract to date however a sustained trend was sought to evidence the contract worth;
 - The recommendations from the task group were supported and would drive improvements;
 - Regarding covert surveillance, the council was required to demonstrate to the courts that the utilisation of covert surveillance was proportionate, and that prior to this, the utilisation of overt surveillance had been exhausted in the seeking of a resolution;
 - The required process to obtain magistrate approval prior to the utilisation of covert surveillance was resource intense. The task group had recommended that upon the Enviro Crime Enforcement contract renewal,

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- additional support from Kingdom be negotiated to assist with the judicial process for the undertaking of such covert surveillance activity;
 - The Portfolio Holder for Public Protection added that:
 - The positioning of cameras in rural locations posed challenges, nonetheless two overt cameras had acted as a deterrent to fly tipping activity;
 - Fly tip fines were to be increased however the application of a single Fixed Penalty Charge for fly tipping, in his view, did not proportionately distinguish between the size and circumstances of each case;
 - He had accompanied the Kingdom staff on rural patrols and confirmed that the contractors had not confined these to Spalding; and
 - The pairing up of Kingdom staff for patrols occurred mainly during training and prosecution activities.
- Members had received feedback from a resident who had been advised that a recording of a dog fouling incident had not been admissible as evidence towards a report. The resident had been advised that contact with the perpetrator had been required and a name and address obtained to be submitted with the report. This had acted as a disincentive for the reporting of further witnessed incidents.
 - The Assistant Director – Regulatory responded that:
 - Evidence and identification were needed for action to be taken and therefore a photo of the incident and a statement from the individual making the report would be admissible;
 - Engagement with relevant partners and the press could follow to assist with the identification of the offender; and
 - On the provision of details from the relevant ward member, the specific incident mentioned would be followed up outside of the meeting.
 - Members responded that this matter had stressed the importance of the task group recommendation 2 in respect of improved communication and engagement to assist with the reporting of enviro crimes to Councils.

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- Members stated that the opening hours of the Spalding Recycling Centre posed a potential issue in respect of fly tipping however there was recognition that the centre did not accept commercial waste.
- Members agreed to add a recommendation that the council ensured that sufficient resources be in place within the service to undertake the work outlined within the recommendations.

AGREED:

- a) That the report at Appendix A be noted;
- b) That the associated recommendations be agreed; and
- c) That an additional recommendation be included that the council ensured that sufficient resources were in place to undertake the recommendations.

69 HOUSING STOCK CONDITION SURVEY - INITIAL FINDINGS

Consideration was given to the report of the Assistant Director – Housing which asked the Performance Monitoring Panel to note the initial findings of housing stock condition surveys.

The Housing Property and Repairs Manager, the Assistant Director – Housing and the Portfolio Holder for Strategic and Operational Housing were in attendance for this item.

In addition, two representatives from the Regulator of Social Housing, Rachael Walsh and James Brookfield, observed the item via Teams.

The Housing Property and Repairs Manager introduced the report which included information relating to the following areas:

- Background, including that:
 - The Regulator of Social Housing had mandated, through approved Consumer Standards, that Registered Providers held an accurate evidenced-based understanding of the condition of their properties to ensure the provision of good quality, well maintained and safe homes for tenants; and
 - The services of a contractor had been procured to undertake comprehensive and detailed surveys of all residential council dwellings and associated assets within the HRA;

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- That 2133 properties had been surveyed, from a total of 3927 issued to the contractor. Since the report had been published, a further 281 surveys had been completed;
- Initial stock survey findings and survey representation by area are set out in the report;
- Decent Homes, the Housing, Health and Safety rating system and energy efficiency are all areas of focus within the surveys;
- The report highlighted the following themes: damp, condensation and mould (DCM); a proactive approach to identify issues was being taken;
- Fire safety;
- Energy Performance;
- Utilisation of data to inform planning and prioritisation of works;
- A future programme for assessing the condition of homes would need to be considered and agreed;
- Interim findings; and
- That a final report summarising the findings and next steps would be presented to the panel in due course.

Members considered the report and made the following comments:

- Members noted the report summary which stated that the Regulator for Social Housing adopted a co-regulatory approach. In this respect Councillors were held responsible for ensuring that the Council, in its role as a registered provider of social housing, was delivering the outcomes of consumer standards. Members stated that such responsibilities were usually held corporately, and that the approach taken by the regulator clearly alerted Councillors to their responsibilities.
- Members queried whether affordability was a factor regarding dealing with damp and mould.
 - The Housing Property and Repairs Manager responded that likely causes of damp and mould would be assessed. Any causation issues relating to the structure of the building would be addressed. In addition, the Cost Of Living team offered damp and mould prevention and remedial guidance to tenants.
- Members queried point 2 of the report regarding the procurement of MLCS3 to conduct stock condition surveys. Who were the company and on basis was the contract awarded?
 - The Housing Property and Repairs Manager

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responded that MLCS3 was an organisation which carried out stock condition surveys throughout the housing sector. With support from the procurement team, a full tender programme had been undertaken which had resulted in the awarding of the contract to MLCS3. The company were able to undertake the required activities of the Decent Homes Survey, Energy Efficiency Certificate assessment and the Housing Health and Safety Rating System (HHSRS) assessment.

- Members asked whether damp and mould issues were more prevalent in certain property types.
 - The Housing Property and Repairs Manager responded that detailed analysis of such data would be undertaken on the completion of the stock condition surveys and the findings reported to the committee.

- Members expressed concern that the stock condition surveys had identified category 1 hazards and queried the process which advised tenants how they could submit their own reports, 'easily and directly'. Any perceived stigma regarding damp and mould reporting needed to be removed.
 - The Housing Property and Repairs Manager responded that:
 - Tenants were encouraged to report damp and mould issues and reporting methods for all repairs were outlined in tenants' newsletters and on the SHDC website. An explanatory leaflet had also recently been circulated to tenants encouraging the timely reporting of repairs;
 - The breakdown of stigma to report was essential to ensure that all homes were safe. On this note, a communication piece to include the message 'it's okay to report' would be undertaken; and
 - A recent change had enabled damp and mould reports to be made easily and directly to the Damp and Mould team. This ensured cases were able to be triaged and appropriate action swiftly taken.
 - The Portfolio Holder for Strategic and Operational Housing added that:
 - The Independent Living Newsletter clearly detailed the direct reporting methods but also

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- included that support could be sought through a Housing Officer or Independent Living Officer who could make a report on behalf of the resident; and
 - Where damp and mould had been addressed, a follow-up review was undertaken with the tenant after a six-month period to assess the improvements. This was a relatively new initiative and therefore results awaited completion of the initial six-month period.
- Members queried the information they would be provided for performance monitoring purposes and whether sufficient financial and human resources were in place for the required duties to be undertaken.
 - The Housing Property and Repairs Manager responded that:
 - Regular reports would be coming back to the panel for monitoring purposes;
 - Although the undertaking of stock condition surveys was an ongoing cycle of work, the percentage of stock condition surveys completed at any one time could be reported. The data from the reports informed the priorities and strategy of the service over a rolling five-year period;
 - Regarding resources:
 - A budget had been allocated for the surveys to be undertaken, as per the tender process; and
 - Outcomes from the surveys were discharged through existing internal resources with support from contractors as required.
- A member highlighted examples in their ward where the housing repairs team had provided a swift and efficient service in dealing with damp and mould reports and the follow-up service was much welcomed.
- Members agreed that an additional recommendation be made to Cabinet which ensured that both financial and human resources be in place to undertake the required duties.

AGREED:

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- a) That the work underway to survey all residential council homes and associate assets be noted by the panel;
- b) That the feedback provided by the panel be noted; and
- c) That an additional recommendation be made to Cabinet that both financial and human resources needed to be in place to undertake the required duties.

70 HOUSING LANDLORD SERVICE - COMPLIANCE ASSURANCE

Consideration was given to the report of the Assistant Director – Housing which asked members to consider how the Housing Landlord Service was performing against key statutory compliance measures.

The Housing Property and Repairs Manager, the Assistant Director – Housing and the Portfolio Holder for Strategic and Operational Housing were in attendance for this item.

In addition, two representatives from the Regulator of Social Housing, Rachael Walsh and James Brookfield, observed the item via Teams.

The Housing Property and Repairs Manager introduced the report which included details relating to the following points:

- Background to the report; the report solely focussed on the relevant statutory compliance relating to the Housing Landlord Service.
- Key compliance measures;
- Annual reporting on compliance performance;
- Compliance position as of 31 January 2025;
- Asbestos management (communal areas);
- Gas safety;
- Legionella safety (communal areas);
- Electrical safety; a further five properties had received electrical safety checks since the report had been published with no changes to the reported remedial actions;
- Fire safety (communal areas);
- Passenger lift safety checks (communal areas);
- Damp, condensation and mould (DCM);
- Reinforced autoclaved aerated concrete (RAAC);
- Servicing of off-gas heating systems;
- Quality assurance; and

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- Keeping tenants informed.

Increased transparency and scrutiny of the Housing Landlord Service was underway, and as part of this, members would receive a Tenant Satisfaction report in May 2025 and compliance data, including remedial actions, on a six-monthly basis.

Members considered the report and made the following comments:

- Members noted that gas safety checks were undertaken annually and queried why electrical safety checks were only undertaken on a five-yearly basis.
 - The Housing Property and Repairs Manager responded that council properties were subject to a five-year periodical electrical safety check. In addition, a landlord safety check was carried out when there was a change of tenancy.
- Members queried how long the legionella safety checks had been overdue.
 - The Housing Property and Repairs Manager responded that the legionella assessment had identified three actions in September 2024. These had related to issues regarding 'access', specifically lighting and boardwalk in attic spaces and heavy loft hatches. A remedial action was incorporated into, and therefore awaited, the undertaking of major capital works.
- Members queried the reason for the 26 overdue electrical safety checks.
 - The Housing Property and Repairs Manager responded that all overdue cases had resulted from access issues. The team worked closely with the tenant and estate management team to secure access to carry out required tasks, with an injunction being pursued as a last resort. All overdue cases were at a certain point within the process to obtain access.
- Members requested information regarding the Housing Compliance Clinic.
 - The Housing Property and Repairs Manager responded that, the Housing Compliance Clinic, which comprised relevant senior managers including the Assistant Director for Housing and the Portfolio Holder, met monthly to scrutinise the performance

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metrics which were included within the report.

- Members referred to point 11.4 of the report which stated that the management of DCM was 'a complex challenge for the service' and responded that the council needed to ensure that sufficient financial and human resources were in place to enable the work to be undertaken and maintained.
- In respect of support for vulnerable persons, members queried the expected content and timeline for when the Equality, Diversion and Inclusion Strategy would be coming forward.
 - The Assistant Director Housing responded that the strategy was in draft form and was due to go forward to an upcoming Policy Development Panel meeting. The strategy was to take a broad approach to ensure that tenants had fair access to services.
- Members referred to point 9 of the report in respect of the 87 actions required 'within three months', and queried when the three-month deadline would elapse.
 - The Housing Property and Repairs Manager responded that the action must be commenced with three months of the receipt of the fire risk assessment. Although the deadline relating to the specific query was not known at the meeting, all actions had been commenced within the specified time period.

AGREED:

- a) That the Housing Landlord Service's performance against key statutory compliance measures be noted; and
- b) Performance Indicators were required so that the Performance Monitoring Panel could scrutinise performance against the compliance measures on an ongoing basis.

Cllr Slade left the meeting at the end of this item at 20:09

71 HOUSING LANDLORD SERVICE - RESPONSIVE REPAIRS AND PLANNED MAINTENANCE PERFORMANCE

Consideration was given to the report of the Assistant Director – Housing which asked members to consider how the Housing

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Landlord Service was performing on responsive repairs and planned maintenance.

The Housing Property and Repairs Manager, the Assistant Director – Housing and the Portfolio Holder for Strategic and Operational Housing were in attendance for this item.

In addition, two representatives from the Regulator of Social Housing, Rachael Walsh and James Brookfield, observed the item via Teams.

The report was introduced by the Housing Property and Repairs Manager, and included the following main areas:

- Background and approach to covering the repairs service;
- Responsive repairs: including the number of repairs completed to end of January 2025 by the in-house team and external contractors, and performance against target timeframes;
- Voids: including performance against the targets for void days;
- Planned repairs and maintenance: performance of the capital program had been identified as an area of priority;
- Benchmarking performance;
- Tenant satisfaction;
- Continuous improvement and learning;
- Tenant oversight;
- The link between the stock condition survey and the compliance information and how these informed service improvement and business planning.

Members considered the report and made the following comments:

- Members were encouraged by that 100 % of emergency repairs had been attended within target times but queried the target differential of 8 hours if reported within a working day to 4 hours if reported outside of office hours.
 - The Housing Property and Repairs Manager responded that the targets were a legacy issue from existing/previous policies however, alongside other targets, these would be reviewed as part of the transformational work.
- Members welcomed the improved voids performance and the results of the associated benchmarking exercise.
- Members queried when a void period commenced. Was

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this when the property was vacated or when the council was made aware that the property was to be vacated.

- The Housing Property and Repairs Manager responded that the property became void when the keys were handed back however preparatory work commenced during the 'notice to quit' stage.
- Members referred to the table at point 2.7 and queried the lower performance of external contractors.
 - The Housing Property and Repairs Manager responded that external contractors dealt with the more major repairs, such as roofing repairs. As such, these repairs often involved complex processes, such as the installation of scaffold, completion of which was beyond the control of the contractor. Nonetheless, the performance monitoring processes of external contractors was to be reviewed.
- Members referred to the improvements planned for 2025/26, outlined at point 7.6 of the report, and queried the human resource cost implications that would be required to undertake the work. A number of vacancies existed in key areas.
 - The Assistant Director – Housing responded that:
 - Three additional posts (a Tenant Engagement and Influence Lead, an Anti-social Behaviour Lead and a Data and Insight Lead) had been accounted for and were due to commence at the start of the 2025/26 financial year.;
 - The extension of the Housing Transformation Programme had been supported which included dedicated posts (a Housing Transformation Manager and two Housing Transformation Officers);
 - Some elements of work would be picked up under 'business as usual' arrangements of the service; and
 - A financial reset for the Housing Revenue Account (HRA) had been undertaken during 2024/25, and the reset budget figures had been carried forward to 2025/26 to ensure that resources were available as needs were identified.
 - The Portfolio Holder for Strategic and Operational Housing added that where additional resource needs were identified, such as for the complaints

PERFORMANCE MONITORING PANEL -

12 March 2025

work and the transformation programme, these had been addressed at the right time.

- Members referred to the Cabinet recommendations on page 161 of the agenda pack and queried whether the issue regarding maintenance for heating systems resulted from a common cause.
 - The Housing Property and Repairs Manager would investigate the query and report back to the committee.
- Members referred to table 4.7, and queried the 'not applicable' response to the number of projects planned for disabled aids and adaptations.
 - The Housing Property and Repairs Manager responded that 'disabled aids and adaptations' was a reactive programme and relied on applications being submitted to the Council.
- Members referred to point 4.7 of the report regarding the establishment of the Capital Programme Clinic and queried when this would be set up and who would be involved.
 - The Assistant Director – Housing responded that:
 - The Capital Programme Clinic was to be added to the existing governance arrangements of the Compliance Clinic which comprised:
 - The Assistant Director – Housing, as Chair;
 - The Portfolio Holder for Strategic and Operational Housing;
 - A representative from the Senior Leadership Team, which was expected to be the Director of Communities going forward; and
 - Relevant officers according to presented reports.
 - The inclusion of external contractor attendance at the Capital Programme Clinic was being considered;
 - The Terms of Reference for the Capital Programme Clinic was currently being drafted and the clinic was expected to be established within the next two months.
- Members stated that Performance Indicators were required so that the Performance Monitoring Panel could scrutinise performance against targets on an ongoing basis.

PERFORMANCE MONITORING PANEL -

12 March 2025

AGREED:

- a) That the Housing Landlord Service's performance in delivering responsive repairs and programmed maintenance be noted; and
- b) Performance Indicators were required so that the Performance Monitoring Panel could scrutinise performance against targets on an ongoing basis.

72 SOUTH HOLLAND CENTRE FINANCIAL INFORMATION

This item and associated agenda item 18 was deferred to the 20 May 2025 Performance Monitoring Panel meeting due to the absence of a representative from Finance (PSPS) to present the report to members at the current meeting.

73 ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

There were none.

74 PERFORMANCE MONITORING PANEL WORK PROGRAMME

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

AGREED:

That the Performance Monitoring Panel Work Programme be noted.

(The meeting ended at 8.26 pm)

(End of minutes)

ACTIONS

<u>ACTIONS FROM THE PERFORMANCE MONITORING PANEL MEETING HELD ON 12 March 2025</u>			
MINUTE NO.		ITEM	RESPONSIBLE OFFICER
67. 24/25		<u>Q3 PERFORMANCE REPORT 2024/25</u>	
✓	(a)	<p>Greater context and narrative was required for all ‘underperformance’ (red) areas so that members had a better understanding of the reasons for the data.</p> <p>UPDATE: The performance team will ensure this is picked up going forward, more detailed narrative, particular around under-performing areas will be included in future reports.</p>	Corey Gooch
*	(b)	<p>Members were concerned by the underperformance of the percentage of household waste collected for recycling and composting and agreed that a recommendation go forward from the committee that improved publicity be provided to educate the public of the issue including the financial implications to the council of contaminated recyclable waste.</p> <p>UPDATE: This recommendation will be communicated to the PFH for Waste.</p>	Corey Gooch (via)
✓	(c)	<p>Members requested an explanation of the performance of ‘Percentage of Corporate Complaints responded to within corporately set timescales’. What are the challenges and what is being done to resolve the challenges.</p> <p>UPDATE: This was due to a particular challenge for one particular service area, the service area at the time was experiencing vacancies and resource challenges, this has since been resolved.</p>	Corey Gooch (via)
✓	(d)	<p>Members requested an explanation of the performance of Housing Benefit Changes speed of processing (Year to date) and how this was being addressed.</p> <p>UPDATE: Speed of processing performance has been challenging, and continues to be, due to the volume of work the service is receiving. Despite the continued migration to Universal Credit reducing the Housing Benefit caseload, we continue to deal with pensioner case load, and the complex temporary and supported accommodation cases that remain on housing benefit. Improved performance in quarter 4 has been supported by the fact we</p>	Sharon Hammond

ACTIONS

		receive information from the DWP, ahead of the new financial year, to uprate all Housing Benefit claims receiving a DWP income along with rent information from Landlords. The high volume and bulk updating of this information has a positive impact on this KPI.	
✓	(e)	<p>Members requested an explanation of the performance regarding 'number of businesses registered via Grants4Growth which had not been provided for the report.</p> <p>UPDATE: The 24/25 programme finished in Q3, so there is no data to report at present. The 25/26 programme will begin in May so data collection will resume in Q1 reporting.</p>	Corey Gooch (via)
✓	(f)	<p>Members queried the accuracy of the number of Anti-Social Behaviour cases opened and closed, reported as one and zero respectively. The number of community triggers was also queried.</p> <p>UPDATE: The Community Safety and Enforcement Team use a database to record all reports of anti-social behaviour. Any contact by the public is logged as a 'report' on the system and if the behaviour is suggested to be continuing and not a one off, diary sheets will be issued. A diary sheet is a log of further incidents which asks for details such as date and time of incident, nature of incident, along with any witness details or police incident numbers. A copy of a diary sheet can be found here Anti-social behaviour - South Holland District Council Diary sheets provide officers with the detail needed to determine initial action that can be taken, along with the details to discuss with any alleged perpetrator. There are many reports received by the team but only those where diary sheets are returned and action can be taken, result in a case. Should the panel require numbers of Reports in addition to number of cases this can be accommodated.</p> <p>The Community Trigger (now known as a Case Review) allows victims of persistent Anti-Social Behaviour to request a formal independent review of their case. The details of how to apply for a Case Review is available on the SHDC website Anti-Social Behaviour Case Review - South Holland District Council. Officers at the Council promote the use of this review process along with all other agencies involved in Anti-Social Behaviour, including victim support. The following thresholds need to be met for a Case Review request to be accepted: The victim has reported three separate, but related incidents to either the district council, police, or registered housing provider within the preceding 6-months to the application and the ASB persists OR A senior manager (district council Community Safety Manager/Police</p>	Dee Bedford

ACTIONS

		Inspector) within the authority decides that an ASB Case Review is necessary to safeguard a vulnerable victim of ASB.	
✓	(g)	Members requested that the column titles be brought forward to every page of the report. UPDATE: This will be noted and amended for reports going forward.	Corey Gooch
✓	(h)	Members requested an explanation for the increase in the 'Digital services taken up' whilst a corresponding fall in the number of 'website visitors' was also reported. UPDATE: The increase in 'Digital services taken up' alongside a fall in 'website visitors' is difficult to gauge exactly but can often be attributed to several factors: 1. Improved User Experience: Enhanced digital services may have led to better user satisfaction and retention, encouraging existing users to engage more deeply without needing to revisit the website frequently. 2. Mobile App Usage: A shift towards mobile app usage could result in fewer website visits while still increasing overall digital service engagement. 3. Targeted Marketing: Effective targeted marketing campaigns might have successfully converted Corey Gooch (via) visitors into regular users of digital services, reducing the need for repeated website visits. 4. Direct Access: Users might be accessing digital services directly through links or bookmarks, bypassing the main website.	Corey Gooch (via)
69. 24/25		<u>HOUSING STOCK CONDITION SURVEY – INITIAL FINDINGS</u>	
*	(a)	Members asked whether damp and mould issues were more prevalent in certain property types. MINUTED MEETING RESPONSE: Detailed analysis of such data would be undertaken on the completion of the stock condition surveys and the findings reported to the committee. UPDATE: Stock Condition survey data programme completion set for Q2 of 25/26 so analysis will take place following that completion, the results of this piece of work can be brought forward in future reports.	Chris Mycock
✓	(b)	'It's Okay to report' DCM communications to be sent to tenants to break down any perceived stigma. UPDATE:	Chris Mycock

✓ = completed, * = in hand, x = outstanding

ACTIONS

		Specific section on DCM, including on how to report and the importance of reporting so we can help will be added to our Annual Report that gets sent to all tenants in Q2.	
71. 24/25		<u>HOUSING LANDLORD SERVICE - RESPONSIVE REPAIRS AND PLANNED MAINTENANCE PERFORMANCE</u>	
✓		<p>Members referred to the Cabinet recommendations on page 161 of the agenda pack and queried whether the issue regarding maintenance for heating systems resulted from a common cause.</p> <p>MINUTED MEETING RESPONSE</p> <p>The Housing Property and Repairs Manager would investigate the query and report back to the committee.</p> <p>UPDATE: A run through the maintenance reports identified no specific common themes.</p>	Chris Mycock

		<u>OUTSTANDING ACTIONS FROM PREVIOUS PERFORMANCE MONITORING PANEL MEETINGS</u>	
15. 24/25		<u>23 JULY 2024 ACTIONS</u>	
*		<p>Members referred to action 9(f) 24/25, and requested assurance that all eligible refunds had been ‘proactively’ processed in line with/and since the implementation of, the Planning Guarantee. Had an audit been undertaken for the period to assess whether any refunds were outstanding?</p> <p style="text-align: center;"><i>Action 9(f) 24/25: Members requested a figure be provided for how much the authority had paid back in Planning fees? Members would like to know how many pre-applications had been provided and was this considered successful?)</i></p> <p>UPDATE (emailed to members 30/7/24): To provide further clarity in respect of the financial implications: I can confirm from the information on record, that no planning fees have been returned by South Holland District Council during the four quarters of 2023/2024 due to performance, or due to delays in the determination of applications.</p>	Phil Norman

ACTIONS

		<p>In instances where applicants have made an additional payment amount that exceeds the planning fee required for their application, these additional fees have been refunded prior to the application being determined. However, the return of these partial payments is not as a result of performance, but solely relates to an initial overpayment by the applicant.</p> <p>When viewing returned payments in relation to extension of time, should an agreement to an extension of time exceed the timeframes set by the planning guarantee, the applicant is no longer entitled to a refund of their planning fee. During the four quarters (2023/2024), no payments were refunded as a result of exceeding the planning guarantee timeframes". The information requested regarding Planning Guarantees is not readily available. Officers will explore this further and revert in due course.</p> <p>UPDATE 24/9/24: Phil Norman as Assistant Director, is currently exploring the requests and queries further and has advised that this will be reported back in due course.</p> <p>Update 30/09/24: Timeline requested regarding feedback to the panel. Awaiting update.</p> <p>Update 4/11/24 & 2/12/24: Nothing further to report at this stage.</p> <p>UPDATE 03/03/25: A full and robust audit is a significant piece of work. A new Group Manager – Planning Support has very recently been appointed into post. They have been charged with exploring this issue further. Until such time as the work is scoped and begun it is not possible to provide a timeframe for conclusion.</p> <p>24/04/25: Nothing further to report.</p>	
47. 22/23		<p><u>29 NOVEMBER 2022</u> <u>INVESTIGATION OF NETWORK OUTAGE IMPACTING SHDC AND THE WIDER PARTNERSHIP IN SEPTEMBER 2022</u></p>	
*		<p>A report to come forward to the Panel detailing the results of the resiliency options investigation and subsequent action taken.</p> <p>UPDATE 6 April 2023: Since the previous report, the KCOM links contracts have been novated from LCC to the District Council. Options for a resilient link have been explored and the report is in draft. It is expected this will go through to ICT Strategy in the next month for review.</p> <p>UPDATE 7 June 2023:</p>	Jackie Wright

ACTIONS

		<p>The options for Internet resiliency have been explored and a paper is currently with Officers for consideration.</p> <p>UPDATE 25 July 2023: Report was considered by Strategy Board and has since been presented to PFH, who has asked for alternative options to be explored.</p> <p>UPDATE 25 October 2023: New resiliency options are being tabled with PFH 03/11/23.</p> <p>UPDATE 4 January 2024: Resiliency options were presented to PFH and option to install resilient link has been added to 24/25 revenue budget. Should it be approved budget, it should be noted this solution would still incur some downtime if initiated as the “switch over” would not be viable for less than 1/2 days outage due to the time to implement and repoint records. Therefore, services would need to plan for the initial outage through their BCP.</p> <p>UPDATE 23 April 2024: This recommendation was included in the revenue budget to 24/25 and was agreed at Full Council, therefore the work to implement has been started and will be scheduled as a project for delivery.</p> <p>UPDATE 19 Sept 2024: This is now scheduled for install in Q3/Q4 2024/25.</p> <p>UPDATE 16/1/25: Order has been placed with supplier and we are currently in the lead off time, awaiting installation date. Some works will need to be completed once this is in place to make the line active.</p> <p>UPDATE 6/5/25: Site survey completed, router installed, currently waiting on BT OpenReach to perform connectivity of supply.</p>	
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KEY DECISION PLAN

Issued – 12 May 2025

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

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

Telephone: 01775 764451 Email: demservices@sholland.gov.uk

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

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

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

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
Social Housing Decarbonisation Fund: Warm Homes Wave 3	To consider accepting a grant allocation and provide the necessary delegations to enable the grant to be spent and delivery to proceed.		Report and any relevant appendices	Portfolio Holder for Strategic and Operational Housing Not before 30th May 2025	Caroline Hannon, Head of Delivery Caroline.Hannon@sholland.gov.uk
Household Support Fund	To accept any potential funding allocation from Lincolnshire County Council as part of the Department of Work and Pension's Household Support Fund (7) 1 April 2025 - 30 March 2026 to deliver local scheme	N/A	Report and any relevant appendices	Leader Before 10th Jun 2025	Roxanne Warrick, Strategic Lead - Healthy Living, Wellbeing and Community Leadership roxanne.warrick@e-lindsey.gov.uk

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
<p><u>Portfolio Holder for Health & Wellbeing, Conservation & Heritage (Councillor Elizabeth Jane Sneath)</u></p> <p>Warm Homes - Local Grant</p>	<p>To gain member approval for the operational arrangements for the S&ELCP delivery of Warm Homes - Local Grant across the sub-region</p>		<p>Report and any relevant appendices</p>	<p>Cabinet 10 Jun 2025</p>	<p>Sarah Baker, Group Manager - Climate Change and Environment Sarah.Baker@e-lindsey.gov.uk</p>
<p><u>Portfolio Holder for Corporate, Governance, Communications and Environmental Services (Councillor Jim Astill)</u></p> <p>Waste services delivery model</p>	<p>To approve changes to the waste service to meet the Simpler Recycling requirements of the Environment Act 2021</p>		<p>Report and any relevant appendices</p>	<p>Cabinet 10 Jun 2025 South Holland District Council 23 Jul 2025</p>	<p>Victoria Burgess, Assistant Director - Neighbourhoods Victoria.Burgess@e-lindsey.gov.uk</p>

Page 3

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
<p><u>Leader (Councillor Charles Nicholas Worth)</u></p> <p>Destination Lincolnshire Local Visitor Economy Partnership Destination Management Plan and SELCP Destination Management Plan</p>	<p>Destination Lincolnshire are the defined Local Visitor Economy Partnership (LVEP) for the Lincolnshire and Rutland areas. As part of this they have created a Plan to 2033 to promote and co-ordinate the Visitor Economy. This Plan will cover and impact the South Holland District Council area. In addition, a Destination Management Plan has been produced for the Partnership area. These two documents together form a suite to support the visitor economy in the Partnership area from the local to the sub-regional. It is therefore proposed that the LVEP Destination Management Plan should be acknowledged and agreed by the Council and the SELCP Destination Management Plan agreed by the Council.</p>		<p>Report and any relevant appendices</p>	<p>Cabinet 16 Sep 2025</p>	<p>Debbie McLatch, Interim Consultant for Culture & Regeneration, Jon Hinde, Place Manager (Economic Growth) Debbie. McLatch@e-lindsey.gov.uk, Jon.Hinde@e-lindsey.gov.uk</p>
<p><u>Portfolio Holder for Partnerships (Councillor Charles Nicholas Worth)</u></p> <p>Land in Holbeach</p>	<p>To consider a decision in respect of land in Holbeach</p>		<p>Report and any relevant appendices</p>	<p>Leader Before 1 Oct 2025</p>	<p>Matthew Hogan, Assistant Director - Strategic Growth and Development Matthew.Hogan@sholland.gov.uk</p>

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
<p>Approval of the award and spend of funding from the UK Shared Prosperity Fund and Rural England Prosperity Fund 25/26</p>	<p>Decision to allocate grant funding from the UK Shared Prosperity Fund and the Rural Prosperity Fund for South Holland District, in line with the Programme's three core themes highlighted in the Prospectus (Communities and Place, Supporting Local Businesses, People and Skills). This item could cover multiple Key Decisions in relation to the above, for the period until the end date of the entire programme (end of March 2026)</p>	<p>Panel of relevant Officers in Economic Development, Portfolio Holder and where appropriate, Leader of the Council</p>	<p>Report and any relevant appendices</p>	<p>Portfolio Holder for Finance Before 31 Mar 2026</p>	<p>Saul Farrell, Senior Programme Manager - Local Growth and Grant Funding Saul.Farrell@sholland.gov.uk</p>

***Cabinet Membership**

Councillor C N Worth (Leader)
Councillor P Redgate (Deputy Leader)
Councillor J Astill (Portfolio Holder)
Councillor H Bingham (Portfolio Holder)
Councillor T Carter (Portfolio Holder)
Councillor A Casson (Portfolio Holder)
Councillor E Sneath (Portfolio Holder)
Councillor G J Taylor (Portfolio Holder)

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

Democratic Services, Council Offices, Priory Road, Spalding, Lincolnshire, PE11 2XE
Telephone: 01775 764451 Email: demservices@sholland.gov.uk



Report To: Performance Monitoring Panel

Date: Tuesday, 20 May 2025

Subject: Q4 Performance Report 24-25

Purpose: To provide an update on how the Council is performing for the period 1st January 2025 to 31st March 2025

Key Decision: No

Portfolio Holder: Cllr Jim Astill, Portfolio Holder for Corporate, Governance, Communications and Environmental Services

Report Of: James Gilbert, Assistant Director - Corporate

Report Author: Corey Gooch, Business Intelligence and Change Manager

Ward(s) Affected: *None*

Exempt Report: No

Summary

The Quarter 4 2024-25 Performance Report, detailed in Appendix A, provides Members, businesses, and residents with an overview of how the Council is performing against its key performance indicators.

Recommendations

That the contents of this report be noted.

Reasons for Recommendations

To ensure Council performance is properly scrutinised.

Other Options Considered

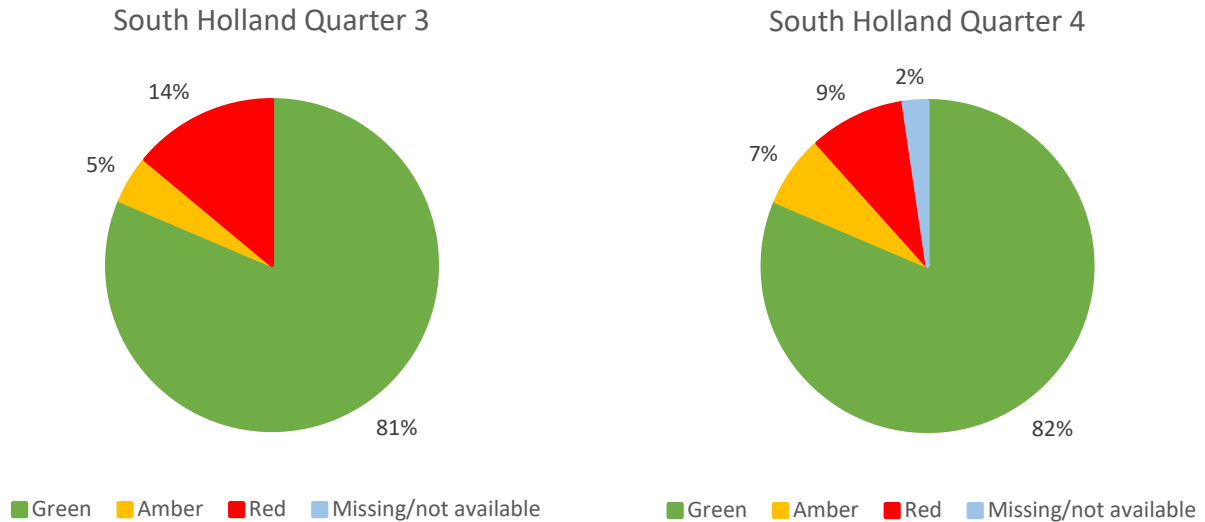
Not to monitor performance – this isn't recommended.

1. Background

- 1.1. This report provides Cabinet with an overview of the key performance indicators for the Council at the end of Quarter 4 (1st January 2025 to 31st March 2025)
- 1.2. The Performance Framework's role is to drive improvement in service delivery, and this includes ambitious targets that aim to stretch service delivery.
- 1.3. Whilst the Performance Framework is agreed across the South & East Lincolnshire Councils Partnership, each Council continues to scrutinise the performance of its own services on a quarterly basis.

2. Report

- 2.1 The SHDC Q4 Performance Report details areas of under-performance. Key areas to note are:
 - **Percentage of household waste collected for recycling and composting:** The percentage dropped to 28.79%, below the target of 45% Details for this indicator can be found on page 6 of the report.
 - **Percentage of corporate complaints responded to within corporately set timescales:** Only 58.82% of complaints were responded to within the set timescales, against a target of 95%. (Details for this indicator can be found on page 8 of the report)
 - **Percentage of subject requests responded to within statutory timescales:** The response rate was 66.67%, below the target of 100%. (Details for this indicator can be found on page 8 of the report)
 - **Average answer rate – Revenues & Benefits (PSPS):** The average answer rate was 66.76%, falling short of the target of 87% Details for this indicator can be found on page 12 of the report)
- 2.2 The pie charts below show the Quarter 4 outturn compared to the previous Quarter, Further details of these areas can be found in Appendix A of this report which underscores the council's efforts to address key issues while also pointing out areas requiring more focused strategies to meet targets and improve service delivery.



3. Conclusion

- 82% of the Council’s performance metrics present a positive position against targets.
- 7% are slightly below target.
- 9% are significantly under target.

It should, however, be noted that targets are set to help drive performance improvements as opposed to being easy goals to achieve.

Implications

South and East Lincolnshire Councils Partnership

The Performance Framework is partnership wide, some indicators feature data which is measured across the partnership and some indicators are sovereign to South Holland District Council

Corporate Priorities

The report presents progress monitoring of key performance indicators from the corporate priorities which highlight the areas of focus in Council delivery of services.

Staffing

The report contains information on Council’s performance which does convey some information relating to staffing.

Workforce Capacity Implications

None

Constitutional and Legal Implications

None

Data Protection

None

Financial

None

Risk Management

Performance issues may be subject to risk management measures to protect Council interests.

Stakeholder / Consultation / Timescales

None

Reputation

Performance issues can cause some reputational consequence. It is the purpose of this report to highlight performance issues at an early stage.

Contracts

The report contains information on Council's performance which does convey some information relating to contract matters.

Crime and Disorder

The report contains information on Council's performance which does convey some information relating to crime.

Equality and Diversity / Human Rights / Safeguarding

None

Health and Wellbeing

The report contains information on Council's performance which does convey some information relating to health and wellbeing.

Climate Change and Environment Impact Assessment

Not Undertaken

Acronyms

PSPS – Public Sector Partnerships Ltd
CTS – Council Tax Support
ICO – Information Commissioner’s Office
LGO - Local Government & Social Care Ombudsman

Appendices

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

Appendix 1 Q4 SHDC Performance report 24-25

Background Papers

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

Chronological History of this Report

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

Name of Body

Date

Report Approval

Report author:	Corey Gooch, Business Intelligence and Change Manager Corey.Gooch@sholland.gov.uk
Signed off by:	James Gilbert, Assistant Director - Corporate email
Approved for publication:	Jim Astill, Portfolio Holder for Corporate, Governance, Communications and Environmental Services (if required)

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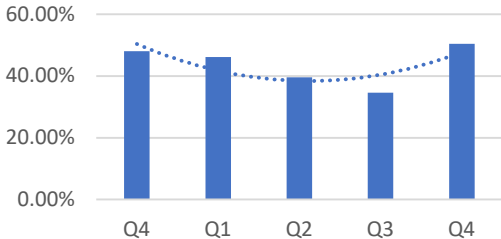
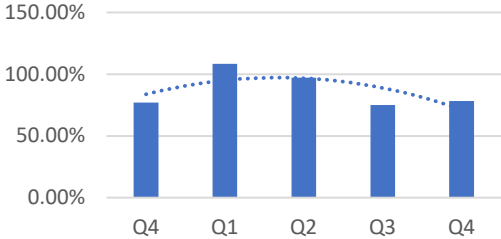
Performance Indicators with Targeted Performance Levels
Growth and Prosperity

Key Performance Indicators (KPIs)	AD						Target	Status	
		2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
Percentage of major planning applications determined within 13/16 weeks (or agreed extended period) - (In Quarter from 2024/25)	PN	93.48%	89.47%	94.12%	No Longer Reported	No Longer Reported	65%	N/A	
Percentage of minor planning applications determined within 8 weeks (or agreed extended period) - (In Quarter from 2024/25)	PN	92.57%	91.94%	87.04%	No Longer Reported	No Longer Reported	75%	N/A	
Percentage of other planning applications determined within 8 weeks (or agreed extended period) - (In Quarter from 2024/25)	PN	94.57%	88.57%	95.65%	No Longer Reported	No Longer Reported	75%	N/A	

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4	Target	Q4															
Percentage of major planning applications determined within 13/16 weeks (or agreed extended period) (MHCLG 12 Moth Rolling Period)	PN	Not Previously Reported	Not Previously Reported	Not Previously Reported	100.00%	100.00%	65%		<table border="1"> <caption>Percentage of major planning applications determined within 13/16 weeks</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>100.00%</td> </tr> <tr> <td>Q1</td> <td>Not Reported</td> </tr> <tr> <td>Q2</td> <td>Not Reported</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> <tr> <td>Target</td> <td>65%</td> </tr> </tbody> </table>	Quarter	Value	Q4	100.00%	Q1	Not Reported	Q2	Not Reported	Q3	100.00%	Q4	100.00%	Target	65%
Quarter	Value																						
Q4	100.00%																						
Q1	Not Reported																						
Q2	Not Reported																						
Q3	100.00%																						
Q4	100.00%																						
Target	65%																						
Percentage of non-major planning applications determined within 8 weeks (or agreed extended period) (MHCLG 12 Moth Rolling Period)	PN	Not Previously Reported	Not Previously Reported	Not Previously Reported	94.74%	94.64%	75%		<table border="1"> <caption>Percentage of non-major planning applications determined within 8 weeks</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>94.64%</td> </tr> <tr> <td>Q1</td> <td>Not Reported</td> </tr> <tr> <td>Q2</td> <td>Not Reported</td> </tr> <tr> <td>Q3</td> <td>94.74%</td> </tr> <tr> <td>Q4</td> <td>94.64%</td> </tr> <tr> <td>Target</td> <td>75%</td> </tr> </tbody> </table>	Quarter	Value	Q4	94.64%	Q1	Not Reported	Q2	Not Reported	Q3	94.74%	Q4	94.64%	Target	75%
Quarter	Value																						
Q4	94.64%																						
Q1	Not Reported																						
Q2	Not Reported																						
Q3	94.74%																						
Q4	94.64%																						
Target	75%																						
Land Charges - Average number of days taken to process Local Authority searches (working days)	CA	3.51	3.61	3.16	3.19	3.32	8		<table border="1"> <caption>Average number of days taken to process Local Authority searches</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>3.51</td> </tr> <tr> <td>Q1</td> <td>3.61</td> </tr> <tr> <td>Q2</td> <td>3.16</td> </tr> <tr> <td>Q3</td> <td>3.19</td> </tr> <tr> <td>Q4</td> <td>3.32</td> </tr> <tr> <td>Target</td> <td>8</td> </tr> </tbody> </table>	Quarter	Value	Q4	3.51	Q1	3.61	Q2	3.16	Q3	3.19	Q4	3.32	Target	8
Quarter	Value																						
Q4	3.51																						
Q1	3.61																						
Q2	3.16																						
Q3	3.19																						
Q4	3.32																						
Target	8																						
Percentage of major planning appeals allowed within the last 2 years (rolling period) against number of applications determined	PN	1.09%	1.01%	0.94%	3.19%	2.94%	10%		<table border="1"> <caption>Percentage of major planning appeals allowed within the last 2 years</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>2.94%</td> </tr> <tr> <td>Q1</td> <td>1.01%</td> </tr> <tr> <td>Q2</td> <td>0.94%</td> </tr> <tr> <td>Q3</td> <td>3.19%</td> </tr> <tr> <td>Q4</td> <td>1.09%</td> </tr> <tr> <td>Target</td> <td>10%</td> </tr> </tbody> </table>	Quarter	Value	Q4	2.94%	Q1	1.01%	Q2	0.94%	Q3	3.19%	Q4	1.09%	Target	10%
Quarter	Value																						
Q4	2.94%																						
Q1	1.01%																						
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Q3	3.19%																						
Q4	1.09%																						
Target	10%																						
<p>Commentary: Low percentage of allowed appeals on major developments - performance is well within target, no change since previous quarter. Showing good quality decision making; continue to monitor.</p>																							

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4	Target	Q4													
Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined	PN	0.80%	0.83%	0.97%	0.72%	0.85%	10%		<table border="1"> <caption>Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>0.80%</td> </tr> <tr> <td>Q1</td> <td>0.83%</td> </tr> <tr> <td>Q2</td> <td>0.97%</td> </tr> <tr> <td>Q3</td> <td>0.72%</td> </tr> <tr> <td>Q4</td> <td>0.85%</td> </tr> </tbody> </table>	Quarter	Percentage	Q4	0.80%	Q1	0.83%	Q2	0.97%	Q3	0.72%	Q4	0.85%
Quarter	Percentage																				
Q4	0.80%																				
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Q3	0.72%																				
Q4	0.85%																				
Commentary: Very low percentage of allowed appeals on non-major developments - performance in well within target. Showing good quality decision making.																					
Occupancy Rate at end of Quarter: Industrial Units	AF	100%	100.00%	100.00%	100.00%	98.08%	95.00%		<table border="1"> <caption>Occupancy Rate at end of Quarter: Industrial Units</caption> <thead> <tr> <th>Quarter</th> <th>Occupancy Rate</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>100%</td> </tr> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>98.08%</td> </tr> </tbody> </table>	Quarter	Occupancy Rate	Q4	100%	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	98.08%
Quarter	Occupancy Rate																				
Q4	100%																				
Q1	100.00%																				
Q2	100.00%																				
Q3	100.00%																				
Q4	98.08%																				

Healthy Lives

Key Performance indicators (KPIs)							Target	Status	
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
Percentage of cases successfully opened whilst a customer remains in settled accommodation (Prevention Duty)	ES	48.00%	46.15%	39.53%	34.62%	50.46%	50%		
Commentary: The team have opened 109 homelessness cases during this quarter with 55 cases opened in Prevention. Significant focus has been given to ensuring the team are proactively encouraging people to come forward in the prevention stage. The performance will be closely monitored to ensure sustainability into the next quarter.									
Percentage of homelessness cases that were successfully resolved before a customer became homeless	ES	77.00%	108.33%	97.06%	75.00%	78.18%	50%		
Commentary: The team opened 55 homelessness cases, whilst 12 cases have had their Homeless duty come to the end. Again the team is highly focused in ensuring that they work with customers in their prevention phase to ensure any potential homelessness is resolved as promptly as possible.									

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4	Target	Q4	
Number of families with children placed into Bed & Breakfast (B&B) for more than 6 weeks	ES	0	0	0	0	0	0		<p>1 0.8 0.6 0.4 0.2 0</p> <p>Q4 Q1 Q2 Q3 Q4</p>
Commentary: SHDC utilise the Anglia Motel for Nightly paid accommodation which is deemed to not be classed as a B&B due to it having self contained style Accommodation. We also prioritise these cases into our own stock first.									

Safe and Resilient Communities

Key Performance indicators (KPIs)							Target	Status													
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25													
		Q4	Q1	Q2	Q3	Q4	Q4	Q4													
Food Safety – percentage of rateable food businesses with a rating of 3 (generally satisfactory) or above as a Percentage of the total number of rateable food businesses.	CA	99.00%	99.14%	99.14%	99.28%	98.99%	98%		<table border="1"> <caption>Food Safety Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>100.00%</td> </tr> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	Percentage	Q4	100.00%	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%
Quarter	Percentage																				
Q4	100.00%																				
Q1	100.00%																				
Q2	100.00%																				
Q3	100.00%																				
Q4	100.00%																				

Environment

Key Performance indicators (KPIs)							Target	Status										
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25										
		Q4	Q1	Q2	Q3	Q4	Q4	Q4										
Percentage of household waste collected for recycling and composting (OFLOG) (Annual)	VB	31.40%	36.52%	34.90%	28.79%	45%		<table border="1"> <caption>Household Waste Recycling and Composting Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2023/24</td> <td>31.40%</td> </tr> <tr> <td>Q2</td> <td>36.52%</td> </tr> <tr> <td>Q3</td> <td>34.90%</td> </tr> <tr> <td>Q4</td> <td>28.79%</td> </tr> </tbody> </table>	Period	Percentage	2023/24	31.40%	Q2	36.52%	Q3	34.90%	Q4	28.79%
Period	Percentage																	
2023/24	31.40%																	
Q2	36.52%																	
Q3	34.90%																	
Q4	28.79%																	

Commentary: Data is one quarter in arrears. Therefore, the 31.4% figure for Q4/Q1 represents the figure for year-end 2023/24. The other quarters are trend and fluctuate due to seasonality. The latest figure of 28.79% represents the figure for Q3 24/25. The annual figure will be reported next quarter.

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4	Target	Q4															
Percentage of recycling collected that is unable to be recycled (contamination) (OFLOG)	VB	24.32%	22.22%	18.21%	17.36%	Data Not Provided	14%		<table border="1"> <caption>Percentage of recycling contamination (OFLOG)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>24.32%</td> </tr> <tr> <td>Q1</td> <td>22.22%</td> </tr> <tr> <td>Q2</td> <td>18.21%</td> </tr> <tr> <td>Q3</td> <td>17.36%</td> </tr> <tr> <td>Q4</td> <td>Data Not Provided</td> </tr> <tr> <td>Target</td> <td>14%</td> </tr> </tbody> </table>	Quarter	Percentage	Q4	24.32%	Q1	22.22%	Q2	18.21%	Q3	17.36%	Q4	Data Not Provided	Target	14%
Quarter	Percentage																						
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Q1	22.22%																						
Q2	18.21%																						
Q3	17.36%																						
Q4	Data Not Provided																						
Target	14%																						
Percentage of fly-tips collected within 5 working days of being reported	VB	93.00%	96.98%	97.02%	95.47%	97.79%	95%		<table border="1"> <caption>Percentage of fly-tips collected within 5 working days</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>93.00%</td> </tr> <tr> <td>Q1</td> <td>96.98%</td> </tr> <tr> <td>Q2</td> <td>97.02%</td> </tr> <tr> <td>Q3</td> <td>95.47%</td> </tr> <tr> <td>Q4</td> <td>97.79%</td> </tr> <tr> <td>Target</td> <td>95%</td> </tr> </tbody> </table>	Quarter	Percentage	Q4	93.00%	Q1	96.98%	Q2	97.02%	Q3	95.47%	Q4	97.79%	Target	95%
Quarter	Percentage																						
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Q1	96.98%																						
Q2	97.02%																						
Q3	95.47%																						
Q4	97.79%																						
Target	95%																						
Percentage of waste collections that were successful first time	VB	99.84%	99.89%	99.89%	99.96%	99.82%	99.80%		<table border="1"> <caption>Percentage of waste collections successful first time</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>99.84%</td> </tr> <tr> <td>Q1</td> <td>99.89%</td> </tr> <tr> <td>Q2</td> <td>99.89%</td> </tr> <tr> <td>Q3</td> <td>99.96%</td> </tr> <tr> <td>Q4</td> <td>99.82%</td> </tr> <tr> <td>Target</td> <td>99.80%</td> </tr> </tbody> </table>	Quarter	Percentage	Q4	99.84%	Q1	99.89%	Q2	99.89%	Q3	99.96%	Q4	99.82%	Target	99.80%
Quarter	Percentage																						
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Q3	99.96%																						
Q4	99.82%																						
Target	99.80%																						

Efficiency and Effectiveness

Key Performance indicators (KPIs)							Target	Status													
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25													
		Q4	Q1	Q2	Q3	Q4	Target	Q4													
Percentage of corporate complaints responded to within corporately set timescales	JM	52.00%	81.82%	92.31%	53.85%	58.82%	95%		<table border="1"> <caption>Percentage of corporate complaints responded to within corporately set timescales</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>52.00%</td></tr> <tr><td>Q1</td><td>81.82%</td></tr> <tr><td>Q2</td><td>92.31%</td></tr> <tr><td>Q3</td><td>53.85%</td></tr> <tr><td>Q4</td><td>58.82%</td></tr> </tbody> </table>	Quarter	Percentage	Q4	52.00%	Q1	81.82%	Q2	92.31%	Q3	53.85%	Q4	58.82%
Quarter	Percentage																				
Q4	52.00%																				
Q1	81.82%																				
Q2	92.31%																				
Q3	53.85%																				
Q4	58.82%																				
Commentary: Complaints in one team were late due to team challenges. This team had 6 late responses - a new process is in place now in that team. There are a number of open outstanding complaints that are being reviewed now. The impact of the complaints Policy using the shared officers will become effective in Q1 25/26.																					
Percentage of subject requests responded to within statutory timescales	JM	75.00%	80.00%	100.00%	100.00%	66.67%	100%		<table border="1"> <caption>Percentage of subject requests responded to within statutory timescales</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>75.00%</td></tr> <tr><td>Q1</td><td>80.00%</td></tr> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> <tr><td>Q4</td><td>66.67%</td></tr> </tbody> </table>	Quarter	Percentage	Q4	75.00%	Q1	80.00%	Q2	100.00%	Q3	100.00%	Q4	66.67%
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Q4	75.00%																				
Q1	80.00%																				
Q2	100.00%																				
Q3	100.00%																				
Q4	66.67%																				
Commentary: To improve performance in respect to DSAR we have provided additional training to IG officers to initiate the work in redaction and delivery of DSAR going forward. Currently the work required to outsource any preparation and redaction would not be justified for such short numbers. The ICO is aware of these delays.																					
Percentage of information requests responded to within statutory timescales	JM	98.42%	94.17%	100.00%	97.79%	96.97%	95%		<table border="1"> <caption>Percentage of information requests responded to within statutory timescales</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>98.42%</td></tr> <tr><td>Q1</td><td>94.17%</td></tr> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>97.79%</td></tr> <tr><td>Q4</td><td>96.97%</td></tr> </tbody> </table>	Quarter	Percentage	Q4	98.42%	Q1	94.17%	Q2	100.00%	Q3	97.79%	Q4	96.97%
Quarter	Percentage																				
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Q4	96.97%																				

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4	Target	Q4	
Occupancy Rate at end of Quarter: Other investment property	AF	85.71%	91.66%	91.67%	100.00%	100.00%	97.00%		
Percentage of car parking income received against agreed annual budget – cumulative figure to end of successive quarters.	AF	83.95%	106.00%	107.16%	103.97%	104.66%	100.00%		
<p>Commentary: Car parking income in the quarter 3 was slightly up against the equal quarters cumulative budget target, at £294,686 against a budget of £377,100</p>									
Percentage of commercial rent received against agreed annual budget – cumulative figure to end of successive quarters.	AF	99.16%	100.00%	100.00%	100.00%	100.00%	100.00%		
LA Error rate (measured against estimated annual expenditure) (PSPS)	BA	Not Previously Reported	0.02%	0.05%	0.08%	0.11%	0.42%		

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4	Target	Q4	
Business Rate collection rate (Cumulative) (PSPS)	BA	94.63%	28.43%	55.61%	80.56%	97.30%	96.65%		
Council Tax collection rate (Cumulative) (PSPS)	BA	96.20%	28.63%	55.80%	82.56%	96.32%	96.36%		
Housing Benefit New Claims speed of processing (Year to Date) (PSPS)	BA	Not Previously Reported	31	25.5	24	23.5	25		
Housing Benefit Changes speed of processing (Year to Date) (PSPS)	BA	Not Previously Reported	10	9.5	12.67	10	12		

Commentary: Q4 performance within target. During Q4 we received a high volume of annual uprating and rent increases as part of the year end process.

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4	Target	Q4	
Housing Benefit Overpayment Recovery rate (PSPS)	BA	Not Previously Reported	87.87%	98.99%	100.86%	113.05%	85.00%		
Percentage of contacts resolved at first contact – targeted. (PSPS)	PP	Not Previously Reported	82.89%	85.11%	85.65%	87.75%	80%		
<p>Complementary: Total contacts - 30,493 Cases logged - 62.13% (18,946) Service Requests - 25.62% (7,811) Transfer & Message - 12.25% (3736) - Council Tax (45.46%), Housing (19.32%), Benefits (12.53%) Levels of chase enquiry remains high at 13.75%, with service answer rate 23.49%, driving up transfer and message enquiries. Year End Target met at 86.27%.</p>									
Average answer rate – Customer Contact (PSPS)	PP	90.40%	86.84%	85.42%	91.71%	87.32%	80%		
<p>Commentary: Q4 target exceeded by 7.32%. Calls received (17,998), successful call backs (866). An increase in calls of 8.15% vs Q4 last year. Year End Target exceeded by 2.40% at 87.47%.</p>									

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4	Target	Q4													
Average answer rate – Revenues & Benefits (PSPS)	PP	94.58%	76.68%	77.15%	75.53%	66.76%	87%		<table border="1"> <caption>Average answer rate – Revenues & Benefits (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Answer Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>94.58%</td> </tr> <tr> <td>Q1</td> <td>76.68%</td> </tr> <tr> <td>Q2</td> <td>77.15%</td> </tr> <tr> <td>Q3</td> <td>75.53%</td> </tr> <tr> <td>Q4</td> <td>66.76%</td> </tr> </tbody> </table>	Quarter	Answer Rate (%)	Q4	94.58%	Q1	76.68%	Q2	77.15%	Q3	75.53%	Q4	66.76%
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<p>Commentary: In Quarter target not met by 13.24%. Calls received (8,658), successful call backs (2,089). 11.05% increase in calls vs Q4 last year. Call duration increased by 116 seconds vs Q4 last year. Customer behaviour changes have seen multiple repeat contacts (circa 40%), resulting in increased overall demand. Mitigation in place throughout Q4, including extended opening hours from November to March, with only a 0.64% take up rate. Call lines extended through annual billing, with much greater take up (327% increase vs last year). Impacts of increased calls relate to second home premium, CTS changes and general financial pressures that customers are facing. Year-end target not met by 8.62%. An increase in calls of 7.55% vs 23-24. Call duration increased by 54 seconds vs 23-24.</p>																					
Percentage of planned procurement work completed according to agreed response times and agreed timescales (By the PSPS procurement team)	JG	100.00%	100.00%	100.00%	100.00%	100.00%	100%		<table border="1"> <caption>Percentage of planned procurement work completed</caption> <thead> <tr> <th>Quarter</th> <th>Completion Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>100.00%</td> </tr> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	Completion Rate (%)	Q4	100.00%	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%
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Local to South Holland

Key Performance indicators (KPIs)							Target	Status													
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25													
		Q4	Q1	Q2	Q3	Q4	Target	Q4													
Proportion of homes for which all required gas safety checks have been carried out.	VC	Not Previously Reported	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	<table border="1"> <caption>Gas Safety Checks Completion</caption> <thead> <tr><th>Quarter</th><th>Completion %</th></tr> </thead> <tbody> <tr><td>Q1</td><td>100.00%</td></tr> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> <tr><td>Q4</td><td>100.00%</td></tr> </tbody> </table>	Quarter	Completion %	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%		
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Q4	100.00%																				
Proportion of homes for which an Electrical Installation Condition Report (EICR) has been carried out	VC	Not Previously Reported	99.30%	99.16%	99.07%	99.53%	100.00%	100.00%	<table border="1"> <caption>Electrical Installation Condition Report (EICR) Completion</caption> <thead> <tr><th>Quarter</th><th>Completion %</th></tr> </thead> <tbody> <tr><td>Q1</td><td>99.30%</td></tr> <tr><td>Q2</td><td>99.16%</td></tr> <tr><td>Q3</td><td>99.07%</td></tr> <tr><td>Q4</td><td>99.53%</td></tr> <tr><td>Target</td><td>100.00%</td></tr> </tbody> </table>	Quarter	Completion %	Q1	99.30%	Q2	99.16%	Q3	99.07%	Q4	99.53%	Target	100.00%
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Q4	99.53%																				
Target	100.00%																				
Commentary: Currently at 18 properties where we don't have a satisfactory EICR. All 18 properties are at different stages of the "no access" procedure.																					
Proportion of homes for which all required fire risk assessments have been carried out.	VC	Not Previously Reported	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	<table border="1"> <caption>Fire Risk Assessments Completion</caption> <thead> <tr><th>Quarter</th><th>Completion %</th></tr> </thead> <tbody> <tr><td>Q1</td><td>100.00%</td></tr> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> <tr><td>Q4</td><td>100.00%</td></tr> </tbody> </table>	Quarter	Completion %	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%		
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Q4	100.00%																				

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Key Performance Indicators		Q4	Q1	Q2	Q3	Q4	Target	Q4													
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	VC	Not Previously Reported	100.00%	100.00%	100.00%	100.00%	100.00%		<table border="1"> <caption>Asbestos Management Surveys</caption> <thead> <tr> <th>Quarter</th> <th>Completion Rate</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	Completion Rate	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%		
Quarter	Completion Rate																				
Q1	100.00%																				
Q2	100.00%																				
Q3	100.00%																				
Q4	100.00%																				
Proportion of homes for which all required legionella risk assessments have been carried out.	VC	Not Previously Reported	100.00%	100.00%	100.00%	100.00%	100.00%		<table border="1"> <caption>Legionella Risk Assessments</caption> <thead> <tr> <th>Quarter</th> <th>Completion Rate</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	Completion Rate	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%		
Quarter	Completion Rate																				
Q1	100.00%																				
Q2	100.00%																				
Q3	100.00%																				
Q4	100.00%																				
Average time to re-let a property excluding major works in the last quarter	VC	Not Previously Reported	25.55	25.44	25.23	24.94	28		<table border="1"> <caption>Average Time to Re-let</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>25.55</td> </tr> <tr> <td>Q2</td> <td>25.44</td> </tr> <tr> <td>Q3</td> <td>25.23</td> </tr> <tr> <td>Q4</td> <td>24.94</td> </tr> <tr> <td>Target</td> <td>28</td> </tr> </tbody> </table>	Quarter	Average Time (Days)	Q1	25.55	Q2	25.44	Q3	25.23	Q4	24.94	Target	28
Quarter	Average Time (Days)																				
Q1	25.55																				
Q2	25.44																				
Q3	25.23																				
Q4	24.94																				
Target	28																				
Gross rent arrears (including service charges) as a percentage of rent due for the reporting year. Note the following tenures are reported by exception on request: supported accommodation, garages, temporary accommodation and shared ownership.	VC	Not Previously Reported	2.25%	2.00%	2.81%	2.29%	4.00%		<table border="1"> <caption>Gross Rent Arrears</caption> <thead> <tr> <th>Quarter</th> <th>Percentage of Rent Due</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2.25%</td> </tr> <tr> <td>Q2</td> <td>2.00%</td> </tr> <tr> <td>Q3</td> <td>2.81%</td> </tr> <tr> <td>Q4</td> <td>2.29%</td> </tr> <tr> <td>Target</td> <td>4.00%</td> </tr> </tbody> </table>	Quarter	Percentage of Rent Due	Q1	2.25%	Q2	2.00%	Q3	2.81%	Q4	2.29%	Target	4.00%
Quarter	Percentage of Rent Due																				
Q1	2.25%																				
Q2	2.00%																				
Q3	2.81%																				
Q4	2.29%																				
Target	4.00%																				

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4	Target	Q4											
Proportion of homes for which all required communal passenger lift safety checks have been carried out.	VC	Not Previously Reported	100.00%	100.00%	100.00%	100.00%	100.00%		<table border="1"> <caption>Proportion of homes for which all required communal passenger lift safety checks have been carried out.</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%
Quarter	Percentage																		
Q1	100.00%																		
Q2	100.00%																		
Q3	100.00%																		
Q4	100.00%																		
Proportion of homes that do not meet the Decent Homes Standard.	VC	Not Previously Reported	2.23%	1.77%	1.77%	1.60%	2.00%		<table border="1"> <caption>Proportion of homes that do not meet the Decent Homes Standard.</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2.23%</td> </tr> <tr> <td>Q2</td> <td>1.77%</td> </tr> <tr> <td>Q3</td> <td>1.77%</td> </tr> <tr> <td>Q4</td> <td>1.60%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	2.23%	Q2	1.77%	Q3	1.77%	Q4	1.60%
Quarter	Percentage																		
Q1	2.23%																		
Q2	1.77%																		
Q3	1.77%																		
Q4	1.60%																		
Proportion of non-emergency responsive repairs completed within the landlord's target timescale - 28 days.	VC	Not Previously Reported	90.20%	91.10%	91.40%	91.30%	90.00%		<table border="1"> <caption>Proportion of non-emergency responsive repairs completed within the landlord's target timescale - 28 days.</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>90.20%</td> </tr> <tr> <td>Q2</td> <td>91.10%</td> </tr> <tr> <td>Q3</td> <td>91.40%</td> </tr> <tr> <td>Q4</td> <td>91.30%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	90.20%	Q2	91.10%	Q3	91.40%	Q4	91.30%
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Proportion of emergency responsive repairs completed within the landlord's target timescale	VC	Not Previously Reported	100.00%	100.00%	100.00%	100.00%	100.00%		<table border="1"> <caption>Proportion of emergency responsive repairs completed within the landlord's target timescale</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%
Quarter	Percentage																		
Q1	100.00%																		
Q2	100.00%																		
Q3	100.00%																		
Q4	100.00%																		

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4	Target	Q4											
Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales. (Cumulative)	VC	Not Previously Reported	100.00%	96.92%	97.37%	94.84%	95.00%		<table border="1"> <caption>Stage One Complaint Response Rates</caption> <thead> <tr> <th>Quarter</th> <th>Response Rate</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>96.92%</td> </tr> <tr> <td>Q3</td> <td>97.37%</td> </tr> <tr> <td>Q4</td> <td>94.84%</td> </tr> </tbody> </table>	Quarter	Response Rate	Q1	100.00%	Q2	96.92%	Q3	97.37%	Q4	94.84%
Quarter	Response Rate																		
Q1	100.00%																		
Q2	96.92%																		
Q3	97.37%																		
Q4	94.84%																		
<p>Commentary: 11 Complaints Non compliant. 4 Carried from previous report. 1 non-compliant in March due to investigating officer not responding in time - additional chase now implemented as part of process. 6 additional complaints non compliant due to administrative change in spreadsheet that causes calculation of due date to be incorrect -1 for Jan, 2 in Feb, 3 in March. Any changes to spreadsheet to now be signed off by Business Support Manager as Lead Officer. These were picked up through an in team audit.</p>																			
Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales. (Cumulative)	VC	Not Previously Reported	100.00%	100.00%	100.00%	100.00%	95.00%		<table border="1"> <caption>Stage Two Complaint Response Rates</caption> <thead> <tr> <th>Quarter</th> <th>Response Rate</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	Response Rate	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%
Quarter	Response Rate																		
Q1	100.00%																		
Q2	100.00%																		
Q3	100.00%																		
Q4	100.00%																		

Performance Indicators with Trend Only Data
Growth and Prosperity

Key Performance Indicators (KPIs)							Target	Status													
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25													
		Q4	Q1	Q2	Q3	Q4	Q4	Q4													
Percentage of decisions (major / minor / others) taken under delegation within period	PN	95.09%	92.72%	89.29%	98.45%	94.53%	Trend Only	Trend Only	<table border="1"> <caption>Percentage of decisions taken under delegation</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q4</td><td>95.09%</td></tr> <tr><td>Q1</td><td>92.72%</td></tr> <tr><td>Q2</td><td>89.29%</td></tr> <tr><td>Q3</td><td>98.45%</td></tr> <tr><td>Q4</td><td>94.53%</td></tr> </tbody> </table>	Quarter	Percentage	Q4	95.09%	Q1	92.72%	Q2	89.29%	Q3	98.45%	Q4	94.53%
Quarter	Percentage																				
Q4	95.09%																				
Q1	92.72%																				
Q2	89.29%																				
Q3	98.45%																				
Q4	94.53%																				
External funding bids submitted by the growth directorate	MD	Not Previously Reported	0	0	0	0	Trend Only	Trend Only	<table border="1"> <caption>External funding bids submitted</caption> <thead> <tr><th>Quarter</th><th>Bids</th></tr> </thead> <tbody> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>0</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>0</td></tr> </tbody> </table>	Quarter	Bids	Q1	0	Q2	0	Q3	0	Q4	0		
Quarter	Bids																				
Q1	0																				
Q2	0																				
Q3	0																				
Q4	0																				
Level of Private Sector Investment achieved	MD	Not Previously Reported	£0	£0	£0	£0	Trend Only	Trend Only	<table border="1"> <caption>Level of Private Sector Investment achieved</caption> <thead> <tr><th>Quarter</th><th>Investment</th></tr> </thead> <tbody> <tr><td>Q1</td><td>£0</td></tr> <tr><td>Q2</td><td>£0</td></tr> <tr><td>Q3</td><td>£0</td></tr> <tr><td>Q4</td><td>£0</td></tr> </tbody> </table>	Quarter	Investment	Q1	£0	Q2	£0	Q3	£0	Q4	£0		
Quarter	Investment																				
Q1	£0																				
Q2	£0																				
Q3	£0																				
Q4	£0																				

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4													
Value of Grants awarded via Grants4growth	MH	Not Previously Reported	£176,339	£91,051	£64,427	£0	Trend Only	Trend Only	<table border="1"> <caption>Value of Grants awarded via Grants4growth</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>176,339</td> </tr> <tr> <td>Q2</td> <td>91,051</td> </tr> <tr> <td>Q3</td> <td>64,427</td> </tr> <tr> <td>Q4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Value (£)	Q1	176,339	Q2	91,051	Q3	64,427	Q4	0
Quarter	Value (£)																		
Q1	176,339																		
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Q3	64,427																		
Q4	0																		
Number of Grants awarded via Grants4growth	MH	Not Previously Reported	13	11	11	0	Trend Only	Trend Only	<table border="1"> <caption>Number of Grants awarded via Grants4growth</caption> <thead> <tr> <th>Quarter</th> <th>Number of Grants</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>13</td> </tr> <tr> <td>Q2</td> <td>11</td> </tr> <tr> <td>Q3</td> <td>11</td> </tr> <tr> <td>Q4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Number of Grants	Q1	13	Q2	11	Q3	11	Q4	0
Quarter	Number of Grants																		
Q1	13																		
Q2	11																		
Q3	11																		
Q4	0																		
Number of Businesses assisted via Grants4growth	MH	Not Previously Reported	19	17	7	0	Trend Only	Trend Only	<table border="1"> <caption>Number of Businesses assisted via Grants4growth</caption> <thead> <tr> <th>Quarter</th> <th>Number of Businesses</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>19</td> </tr> <tr> <td>Q2</td> <td>17</td> </tr> <tr> <td>Q3</td> <td>7</td> </tr> <tr> <td>Q4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Number of Businesses	Q1	19	Q2	17	Q3	7	Q4	0
Quarter	Number of Businesses																		
Q1	19																		
Q2	17																		
Q3	7																		
Q4	0																		
Number of Business registered via Grants4growth	MH	Not Previously Reported	19	Data not provided	Data not provided	0	Trend Only	Trend Only	<table border="1"> <caption>Number of Business registered via Grants4growth</caption> <thead> <tr> <th>Quarter</th> <th>Number of Business</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>19</td> </tr> <tr> <td>Q2</td> <td>Data not provided</td> </tr> <tr> <td>Q3</td> <td>Data not provided</td> </tr> <tr> <td>Q4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Number of Business	Q1	19	Q2	Data not provided	Q3	Data not provided	Q4	0
Quarter	Number of Business																		
Q1	19																		
Q2	Data not provided																		
Q3	Data not provided																		
Q4	0																		

Commentary: Grants4Growth programme has ended for this year, and will begin again on the 12th May 2025.

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4															
Council run stall occupancy level (Markets)	PP	47.00%	46.80%	41.00%	55.00%	50.00%	Trend Only	Trend Only	<p>A bar chart illustrating the Council run stall occupancy level (Markets) over five quarters. The vertical axis (Y-axis) represents the percentage of occupancy, ranging from 0.00% to 100.00% in increments of 20.00%. The horizontal axis (X-axis) lists the quarters: Q4, Q1, Q2, Q3, and Q4. The data points are: Q4 (47.00%), Q1 (46.80%), Q2 (41.00%), Q3 (55.00%), and Q4 (50.00%). A dotted blue trend line connects the tops of the bars, showing a slight overall increase from the first Q4 to the second Q4.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Occupancy Level (%)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>47.00%</td> </tr> <tr> <td>Q1</td> <td>46.80%</td> </tr> <tr> <td>Q2</td> <td>41.00%</td> </tr> <tr> <td>Q3</td> <td>55.00%</td> </tr> <tr> <td>Q4</td> <td>50.00%</td> </tr> </tbody> </table>	Quarter	Occupancy Level (%)	Q4	47.00%	Q1	46.80%	Q2	41.00%	Q3	55.00%	Q4	50.00%
Quarter	Occupancy Level (%)																				
Q4	47.00%																				
Q1	46.80%																				
Q2	41.00%																				
Q3	55.00%																				
Q4	50.00%																				

Healthy Lives

Key Performance Indicators (KPIs)							Target	Status													
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25													
		Q4	Q1	Q2	Q3	Q4	Q4	Q4													
Visitor numbers / number of tickets sold, for leisure venues	PP	102,432	96,186	92,281	90,588	91,001	Trend Only	Trend Only	<table border="1"> <caption>Visitor numbers / number of tickets sold, for leisure venues</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>102,432</td> </tr> <tr> <td>Q1</td> <td>96,186</td> </tr> <tr> <td>Q2</td> <td>92,281</td> </tr> <tr> <td>Q3</td> <td>90,588</td> </tr> <tr> <td>Q4</td> <td>91,001</td> </tr> </tbody> </table>	Quarter	Value	Q4	102,432	Q1	96,186	Q2	92,281	Q3	90,588	Q4	91,001
Quarter	Value																				
Q4	102,432																				
Q1	96,186																				
Q2	92,281																				
Q3	90,588																				
Q4	91,001																				
Number of gym members	PP	1,519	1,485	1,431	1,376	982	Trend Only	Trend Only	<table border="1"> <caption>Number of gym members</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>1,519</td> </tr> <tr> <td>Q1</td> <td>1,485</td> </tr> <tr> <td>Q2</td> <td>1,431</td> </tr> <tr> <td>Q3</td> <td>1,376</td> </tr> <tr> <td>Q4</td> <td>982</td> </tr> </tbody> </table>	Quarter	Value	Q4	1,519	Q1	1,485	Q2	1,431	Q3	1,376	Q4	982
Quarter	Value																				
Q4	1,519																				
Q1	1,485																				
Q2	1,431																				
Q3	1,376																				
Q4	982																				
Visitor numbers – Castle Sports Complex	PP	35,780	29,565	26,287	25,629	30,508	Trend Only	Trend Only	<table border="1"> <caption>Visitor numbers – Castle Sports Complex</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>35,780</td> </tr> <tr> <td>Q1</td> <td>29,565</td> </tr> <tr> <td>Q2</td> <td>26,287</td> </tr> <tr> <td>Q3</td> <td>25,629</td> </tr> <tr> <td>Q4</td> <td>30,508</td> </tr> </tbody> </table>	Quarter	Value	Q4	35,780	Q1	29,565	Q2	26,287	Q3	25,629	Q4	30,508
Quarter	Value																				
Q4	35,780																				
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Q4	30,508																				

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4			
Visitor numbers – Castle Swimming Pool	PP	58,904	58,492	58,037	59,956	60,493	Trend Only	Trend Only	
Visitor Numbers – Peele Leisure Centre	PP	7,748	8,129	7,957	5,003	No Longer Reported	Trend Only	Trend Only	
<p>Commentary: On 7th December 2024 the lease between University Academy Of Long Sutton and South Holland District Council was terminated. The site is now operated by a 3rd Party working directly for the University Of Academy of Long Sutton. South Holland District Council no longer has involvement in this site.</p>									
Number of swims (Castle Swimming Pool)	PP	20,316	20,482	21,843	19,498	20,174	Trend Only	Trend Only	
Number of swimming lessons (Castle Swimming Pool)	PP	19,932	19,399	17,147	20,330	21,256	Trend Only	Trend Only	

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4															
Visitors to Ayscoughfee Hall Museum	PP	4,179	3,713	6,939	2,430	5,129	Trend Only	Trend Only	<table border="1"> <caption>Visitors to Ayscoughfee Hall Museum</caption> <thead> <tr> <th>Quarter</th> <th>Visitors</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>4,179</td> </tr> <tr> <td>Q1</td> <td>3,713</td> </tr> <tr> <td>Q2</td> <td>6,939</td> </tr> <tr> <td>Q3</td> <td>2,430</td> </tr> <tr> <td>Q4</td> <td>5,129</td> </tr> </tbody> </table>	Quarter	Visitors	Q4	4,179	Q1	3,713	Q2	6,939	Q3	2,430	Q4	5,129
Quarter	Visitors																				
Q4	4,179																				
Q1	3,713																				
Q2	6,939																				
Q3	2,430																				
Q4	5,129																				
<p>Commentary: Q4 included Ayscoughfee Enlightenment, an NPO-funded event over two days that saw over 1,500 attendees. A popular Feb half-term children's trail was successful, and will be repeated each half-term (not main school holidays). Q4 ticket sales show improvement against previous year Q4 sales - increase due to well attended live and cinema performances as well as a new dance school hire in February.</p>																					
South Holland Centre Ticket sales	PP	6,840	7,075	5,573	18,414	8,595	Trend Only	Trend Only	<table border="1"> <caption>South Holland Centre Ticket sales</caption> <thead> <tr> <th>Quarter</th> <th>Ticket Sales</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>6,840</td> </tr> <tr> <td>Q1</td> <td>7,075</td> </tr> <tr> <td>Q2</td> <td>5,573</td> </tr> <tr> <td>Q3</td> <td>18,414</td> </tr> <tr> <td>Q4</td> <td>8,595</td> </tr> </tbody> </table>	Quarter	Ticket Sales	Q4	6,840	Q1	7,075	Q2	5,573	Q3	18,414	Q4	8,595
Quarter	Ticket Sales																				
Q4	6,840																				
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Q3	18,414																				
Q4	8,595																				
Number of organisations supported with accessing funding	ES	Not Previously Reported	0	2	8	0	Trend Only	Trend Only	<table border="1"> <caption>Number of organisations supported with accessing funding</caption> <thead> <tr> <th>Quarter</th> <th>Number of Organisations</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>0</td> </tr> <tr> <td>Q1</td> <td>2</td> </tr> <tr> <td>Q2</td> <td>8</td> </tr> <tr> <td>Q3</td> <td>0</td> </tr> <tr> <td>Q4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Number of Organisations	Q4	0	Q1	2	Q2	8	Q3	0	Q4	0
Quarter	Number of Organisations																				
Q4	0																				
Q1	2																				
Q2	8																				
Q3	0																				
Q4	0																				

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4															
Number of verified rough sleepers	ES	8	16	17	24	11	Trend Only	Trend Only	<table border="1"> <caption>Number of verified rough sleepers</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>8</td> </tr> <tr> <td>Q1</td> <td>16</td> </tr> <tr> <td>Q2</td> <td>17</td> </tr> <tr> <td>Q3</td> <td>24</td> </tr> <tr> <td>Q4</td> <td>11</td> </tr> </tbody> </table>	Quarter	Count	Q4	8	Q1	16	Q2	17	Q3	24	Q4	11
Quarter	Count																				
Q4	8																				
Q1	16																				
Q2	17																				
Q3	24																				
Q4	11																				
<p>Commentary: Annual Snapshot for the year was conducted in this quarter and totalled 24 rough sleepers. The team have continued to engage and encourage people who are sleeping rough in our area to take appropriate support throughout this period. Of the 24 people sleeping rough in the district, 3 people have 'No Recourse to Public Funds', meaning there is limited support available. However, the team will continue to engage and encourage repatriation where appropriate. There is also a large number of people that are currently sofa surfing and rough sleeping intermittently. Whilst this is challenging in terms of engagement and visibility, the team continue to encourage people to come forward so advice may be given to break these repeat cycles.</p>																					
Number of new volunteers trained and supported	ES	Not Previously Reported	0	5	8	21	Trend Only	Trend Only	<table border="1"> <caption>Number of new volunteers trained and supported</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q2</td> <td>5</td> </tr> <tr> <td>Q3</td> <td>8</td> </tr> <tr> <td>Q4</td> <td>21</td> </tr> </tbody> </table>	Quarter	Count	Q2	5	Q3	8	Q4	21				
Quarter	Count																				
Q2	5																				
Q3	8																				
Q4	21																				
Number of properties improved through Council intervention	ES	9	10	3	10	1	Trend Only	Trend Only	<table border="1"> <caption>Number of properties improved through Council intervention</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>9</td> </tr> <tr> <td>Q1</td> <td>10</td> </tr> <tr> <td>Q2</td> <td>3</td> </tr> <tr> <td>Q3</td> <td>10</td> </tr> <tr> <td>Q4</td> <td>1</td> </tr> </tbody> </table>	Quarter	Count	Q4	9	Q1	10	Q2	3	Q3	10	Q4	1
Quarter	Count																				
Q4	9																				
Q1	10																				
Q2	3																				
Q3	10																				
Q4	1																				
<p>Commentary: Whilst two very experienced members of the team retired in March, two new officers have now been recruited and are quickly picking up duties to ensure performance returns to previous levels.</p>																					

Safe and Resilient Communities

Key Performance Indicators (KPIs)							Target	Status											
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25											
		Q4	Q1	Q2	Q3	Q4	Q4	Q4											
No of Council Anti-Social Behaviour cases opened	ES	Not Previously Reported	3	2	1	2	Trend Only	Trend Only	<table border="1"> <caption>No of Council Anti-Social Behaviour cases opened</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>3</td></tr> <tr><td>Q2</td><td>2</td></tr> <tr><td>Q3</td><td>1</td></tr> <tr><td>Q4</td><td>2</td></tr> </tbody> </table>	Quarter	Value	Q1	3	Q2	2	Q3	1	Q4	2
Quarter	Value																		
Q1	3																		
Q2	2																		
Q3	1																		
Q4	2																		
Commentary: When a report is made to the Council it is logged on an anti-social behaviour case management system. It is only when diary sheets are returned that this turned into a case. All other reports are dealt with via the 'reports' section of system and are therefore not included in this data set.																			
No of Council Anti-Social Behaviour cases closed	ES	Not Previously Reported	3	5	0	0	Trend Only	Trend Only	<table border="1"> <caption>No of Council Anti-Social Behaviour cases closed</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>3</td></tr> <tr><td>Q2</td><td>5</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>0</td></tr> </tbody> </table>	Quarter	Value	Q1	3	Q2	5	Q3	0	Q4	0
Quarter	Value																		
Q1	3																		
Q2	5																		
Q3	0																		
Q4	0																		
Commentary: When a report is made to the Council it is logged on an anti-social behaviour case management system. It is only when diary sheets are returned that this turned into a case. All other reports are dealt with via the 'reports' section of system and are therefore not included in this data set.																			
No of Community Triggers	ES	Not Previously Reported	1	2	1	0	Trend Only	Trend Only	<table border="1"> <caption>No of Community Triggers</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>1</td></tr> <tr><td>Q2</td><td>2</td></tr> <tr><td>Q3</td><td>1</td></tr> <tr><td>Q4</td><td>0</td></tr> </tbody> </table>	Quarter	Value	Q1	1	Q2	2	Q3	1	Q4	0
Quarter	Value																		
Q1	1																		
Q2	2																		
Q3	1																		
Q4	0																		

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4													
Number of Acceptable Behaviour Agreements (Community Safety)	ES	Not Previously Reported	0	0	1	0	Trend Only	Trend Only	<table border="1"> <caption>Number of Acceptable Behaviour Agreements</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q2</td><td>0</td></tr> <tr><td>Q3</td><td>1</td></tr> <tr><td>Q4</td><td>0</td></tr> </tbody> </table>	Quarter	Value	Q2	0	Q3	1	Q4	0		
Quarter	Value																		
Q2	0																		
Q3	1																		
Q4	0																		
Community Protection Notice Warnings (Community Safety)	ES	Not Previously Reported	1	3	0	1	Trend Only	Trend Only	<table border="1"> <caption>Community Protection Notice Warnings</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>1</td></tr> <tr><td>Q2</td><td>3</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>1</td></tr> </tbody> </table>	Quarter	Value	Q1	1	Q2	3	Q3	0	Q4	1
Quarter	Value																		
Q1	1																		
Q2	3																		
Q3	0																		
Q4	1																		
Community Protection Notices (Community Safety)	ES	Not Previously Reported	0	0	0	0	Trend Only	Trend Only	<table border="1"> <caption>Community Protection Notices</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>0</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>0</td></tr> </tbody> </table>	Quarter	Value	Q1	0	Q2	0	Q3	0	Q4	0
Quarter	Value																		
Q1	0																		
Q2	0																		
Q3	0																		
Q4	0																		
Number of injunctive actions/enforcement orders Number of civil injunctions / criminal behaviour orders (Community Safety)	ES	Not Previously Reported	0	0	0	1	Trend Only	Trend Only	<table border="1"> <caption>Number of injunctive actions/enforcement orders</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q2</td><td>0</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>1</td></tr> </tbody> </table>	Quarter	Value	Q2	0	Q3	0	Q4	1		
Quarter	Value																		
Q2	0																		
Q3	0																		
Q4	1																		

Environment

Key Performance Indicators (KPIs)							Target	Status													
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25													
		Q4	Q1	Q2	Q3	Q4	Q4	Q4													
Kingdom Contract: Number of Fixed Penalty Notices (FPNs) Issued - Litter (In quarter)	CA	246	154	124	371	435	Trend Only	Trend Only	<table border="1"> <caption>Litter FPNs Data</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q4</td><td>246</td></tr> <tr><td>Q1</td><td>154</td></tr> <tr><td>Q2</td><td>124</td></tr> <tr><td>Q3</td><td>371</td></tr> <tr><td>Q4</td><td>435</td></tr> </tbody> </table>	Quarter	Value	Q4	246	Q1	154	Q2	124	Q3	371	Q4	435
Quarter	Value																				
Q4	246																				
Q1	154																				
Q2	124																				
Q3	371																				
Q4	435																				
Kingdom Contract: Number of FPNs Issued - Fly Tipping (In quarter)	CA	38	3	17	11	8	Trend Only	Trend Only	<table border="1"> <caption>Fly Tipping FPNs Data</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q4</td><td>38</td></tr> <tr><td>Q1</td><td>3</td></tr> <tr><td>Q2</td><td>17</td></tr> <tr><td>Q3</td><td>11</td></tr> <tr><td>Q4</td><td>8</td></tr> </tbody> </table>	Quarter	Value	Q4	38	Q1	3	Q2	17	Q3	11	Q4	8
Quarter	Value																				
Q4	38																				
Q1	3																				
Q2	17																				
Q3	11																				
Q4	8																				
Kingdom Contract: Number of FPNs Issued - other (e.g. PSPO etc.) (In quarter)	CA	10	6	3	0	14	Trend Only	Trend Only	<table border="1"> <caption>Other FPNs Data</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q4</td><td>10</td></tr> <tr><td>Q1</td><td>6</td></tr> <tr><td>Q2</td><td>3</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>14</td></tr> </tbody> </table>	Quarter	Value	Q4	10	Q1	6	Q2	3	Q3	0	Q4	14
Quarter	Value																				
Q4	10																				
Q1	6																				
Q2	3																				
Q3	0																				
Q4	14																				
Commentary: PSPO for dog fouling adopted in November with agreement to begin with education and commence enforcement late Q4.																					

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4															
Kingdom Contract: Number FPNs paid (In quarter)	CA	162	87	76	240	261	Trend Only	Trend Only	<table border="1"> <caption>Kingdom Contract: Number FPNs paid (In quarter)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>162</td> </tr> <tr> <td>Q1</td> <td>87</td> </tr> <tr> <td>Q2</td> <td>76</td> </tr> <tr> <td>Q3</td> <td>240</td> </tr> <tr> <td>Q4</td> <td>261</td> </tr> </tbody> </table>	Quarter	Value	Q4	162	Q1	87	Q2	76	Q3	240	Q4	261
Quarter	Value																				
Q4	162																				
Q1	87																				
Q2	76																				
Q3	240																				
Q4	261																				
Kingdom Contract: Number FPNs Outstanding payment (In quarter)	CA	117	69	61	132	169	Trend Only	Trend Only	<table border="1"> <caption>Kingdom Contract: Number FPNs Outstanding payment (In quarter)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>117</td> </tr> <tr> <td>Q1</td> <td>69</td> </tr> <tr> <td>Q2</td> <td>61</td> </tr> <tr> <td>Q3</td> <td>132</td> </tr> <tr> <td>Q4</td> <td>169</td> </tr> </tbody> </table>	Quarter	Value	Q4	117	Q1	69	Q2	61	Q3	132	Q4	169
Quarter	Value																				
Q4	117																				
Q1	69																				
Q2	61																				
Q3	132																				
Q4	169																				
Kingdom Contract: Percentage payment rate (In quarter)	CA	58%	54%	55%	61%	60%	Trend Only	Trend Only	<table border="1"> <caption>Kingdom Contract: Percentage payment rate (In quarter)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>58%</td> </tr> <tr> <td>Q1</td> <td>54%</td> </tr> <tr> <td>Q2</td> <td>55%</td> </tr> <tr> <td>Q3</td> <td>61%</td> </tr> <tr> <td>Q4</td> <td>60%</td> </tr> </tbody> </table>	Quarter	Value	Q4	58%	Q1	54%	Q2	55%	Q3	61%	Q4	60%
Quarter	Value																				
Q4	58%																				
Q1	54%																				
Q2	55%																				
Q3	61%																				
Q4	60%																				
Kingdom Contract: Number of prosecutions completed to sentencing. (In quarter)	CA	18	35	37	35	9	Trend Only	Trend Only	<table border="1"> <caption>Kingdom Contract: Number of prosecutions completed to sentencing. (In quarter)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>18</td> </tr> <tr> <td>Q1</td> <td>35</td> </tr> <tr> <td>Q2</td> <td>37</td> </tr> <tr> <td>Q3</td> <td>35</td> </tr> <tr> <td>Q4</td> <td>9</td> </tr> </tbody> </table>	Quarter	Value	Q4	18	Q1	35	Q2	37	Q3	35	Q4	9
Quarter	Value																				
Q4	18																				
Q1	35																				
Q2	37																				
Q3	35																				
Q4	9																				

Efficiency and Effectiveness

Key Performance Indicators (KPIs)	AD						Target	Status									
		2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25									
		Q4	Q1	Q2	Q3	Q4	Q4	Q4									
Percentage of Partnership workforces (surveyed collectively) who said 'Yes' when asked if they felt valued at work	JG	76.00%	Reported Half Yearly in 2024/25	79.00%	Reported Half Yearly in 2024/25	84.80%	Trend Only	Trend Only	<table border="1" style="display: none;"> <caption>Bar Chart Data</caption> <thead> <tr> <th>Period</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>76.00%</td> </tr> <tr> <td>Q2</td> <td>79.00%</td> </tr> <tr> <td>Q4</td> <td>84.80%</td> </tr> </tbody> </table>	Period	Value (%)	Q4	76.00%	Q2	79.00%	Q4	84.80%
Period	Value (%)																
Q4	76.00%																
Q2	79.00%																
Q4	84.80%																
Commentary: This is a Partnership Performance Indicator, so one value is provided across the Partnership. The percentage value for SHDC only for this indicator is 81.5%. The SELCP average response has increased positively by nearly 6% since Q2 and 9% since Q4 23/24. The SHDC only response has decreased by 5% since Q2.																	
Percentage of the Partnership workforces (surveyed collectively) who said 'Yes' they feel there are opportunities in the Partnership to learn and develop their skills and expertise	JG	77.00%	Reported Half Yearly in 2024/26	86.00%	Reported Half Yearly in 2024/26	85.50%	Trend Only	Trend Only	<table border="1" style="display: none;"> <caption>Bar Chart Data</caption> <thead> <tr> <th>Period</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>77.00%</td> </tr> <tr> <td>Q2</td> <td>86.00%</td> </tr> <tr> <td>Q4</td> <td>85.50%</td> </tr> </tbody> </table>	Period	Value (%)	Q4	77.00%	Q2	86.00%	Q4	85.50%
Period	Value (%)																
Q4	77.00%																
Q2	86.00%																
Q4	85.50%																
Commentary: This is a Partnership Performance Indicator, so one value is provided across the Partnership. The percentage value for SHDC only for this indicator is 81.5%. The SELCP average response has decreased ever so slightly by 0.5% since Q2.																	

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4			
Percentage of the Partnership workforces (surveyed collectively) who said 'Yes' they feel the Partnership recognises and supports positive mental health in the workplace	JG	78.00%	Reported Half Yearly in 2024/27	87.00%	Reported Half Yearly in 2024/27	86.30%	Trend Only	Trend Only	
<p>Commentary: This is a Partnership Performance Indicator, so one value is provided across the Partnership. The percentage value for SHDC only for this indicator is 87.7%. The SELCP average response has decreased ever so slightly by 0.7% in comparison to Q2.</p>									
Percentage of the Partnership workforces (surveyed collectively) who feel informed about the Partnership and what decisions it is making	JG	53.00%	Reported Half Yearly in 2024/28	60.00%	Reported Half Yearly in 2024/28	65.80%	Trend Only	Trend Only	
<p>Commentary: This is a Partnership Performance Indicator, so one value is provided across the Partnership. This staff poll question provides three response options; Yes, No or Sometimes. When Yes & Sometimes are combined the Partnership response increased to 98.2%. The percentage value for SHDC only for this indicator is 67.2% (increases to 98.5% when Yes and Sometimes responses are combined). The SELCP average response has increased by nearly 5% since Q2, and 12% in comparison to Q4 in 23/34. The SHDC only response has decreased ever so slightly by 0.8% since Q2, but has an increase of 7% in comparison to Q4 23/34.</p>									
Staff Turnover (Year to Date)	JG	13.40%	5.10%	5.15%	4.60%	4.70%	Trend Only	Trend Only	
<p>Commentary: A 1.5% increase in both non voluntary (inclusive of dismissals and cessation of fixed term contracts) and voluntary turnover which stands at 3.9%. In this period there were 4 employees retiring.</p>									

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4															
Voluntary Only Staff Turnover (In Quarter)	JG	2.73%	3.10%	3.30%	3.50%	3.90%	Trend Only	Trend Only	<table border="1"> <caption>Voluntary Only Staff Turnover (In Quarter)</caption> <thead> <tr><th>Quarter</th><th>Turnover (%)</th></tr> </thead> <tbody> <tr><td>Q4</td><td>2.73%</td></tr> <tr><td>Q1</td><td>3.10%</td></tr> <tr><td>Q2</td><td>3.30%</td></tr> <tr><td>Q3</td><td>3.50%</td></tr> <tr><td>Q4</td><td>3.90%</td></tr> </tbody> </table>	Quarter	Turnover (%)	Q4	2.73%	Q1	3.10%	Q2	3.30%	Q3	3.50%	Q4	3.90%
Quarter	Turnover (%)																				
Q4	2.73%																				
Q1	3.10%																				
Q2	3.30%																				
Q3	3.50%																				
Q4	3.90%																				
Number of working days lost to sickness per FTE (Year to Date)	JG	11.8	3.24	7.56	11.18	14.19	Trend Only	Trend Only	<table border="1"> <caption>Number of working days lost to sickness per FTE (Year to Date)</caption> <thead> <tr><th>Quarter</th><th>Days lost per FTE</th></tr> </thead> <tbody> <tr><td>Q4</td><td>11.8</td></tr> <tr><td>Q1</td><td>3.24</td></tr> <tr><td>Q2</td><td>7.56</td></tr> <tr><td>Q3</td><td>11.18</td></tr> <tr><td>Q4</td><td>14.19</td></tr> </tbody> </table>	Quarter	Days lost per FTE	Q4	11.8	Q1	3.24	Q2	7.56	Q3	11.18	Q4	14.19
Quarter	Days lost per FTE																				
Q4	11.8																				
Q1	3.24																				
Q2	7.56																				
Q3	11.18																				
Q4	14.19																				
<p>Commentary: Sickness levels for Q4 are the lowest they have been in 2024/25. The PSPS HR team continue to work with managers manage sickness absence and support employees back to work.</p>																					
External funding – a calculation of external Partnership funding received as a trend – showing quarter by quarter and including a breakdown by Council	JG	£0	£1,121,638	£335,000	£503,734	£73,235	Trend Only	Trend Only	<table border="1"> <caption>External funding</caption> <thead> <tr><th>Quarter</th><th>Funding (£)</th></tr> </thead> <tbody> <tr><td>Q4</td><td>£0</td></tr> <tr><td>Q1</td><td>£1,121,638</td></tr> <tr><td>Q2</td><td>£335,000</td></tr> <tr><td>Q3</td><td>£503,734</td></tr> <tr><td>Q4</td><td>£73,235</td></tr> </tbody> </table>	Quarter	Funding (£)	Q4	£0	Q1	£1,121,638	Q2	£335,000	Q3	£503,734	Q4	£73,235
Quarter	Funding (£)																				
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Q4	£73,235																				
Percentage of Ombudsman complaints upheld (OFLOG)	JM	Not Previously Reported	0	0	1	0	Trend Only	Trend Only	<table border="1"> <caption>Percentage of Ombudsman complaints upheld (OFLOG)</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>0</td></tr> <tr><td>Q3</td><td>1</td></tr> <tr><td>Q4</td><td>0</td></tr> </tbody> </table>	Quarter	Percentage	Q1	0	Q2	0	Q3	1	Q4	0		
Quarter	Percentage																				
Q1	0																				
Q2	0																				
Q3	1																				
Q4	0																				
<p>Commentary: 6 LGSCO Complaints logged in Q4. 5 the LGSCo will not investigate. 1 is premature as has not gone through Council Process.</p>																					

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4															
Number of upheld Ombudsman complaints per 100,000 population (OFLOG)	JM	Not Previously Reported	2	0	0	0	Trend Only	Trend Only	<table border="1"> <caption>Upheld Ombudsman Complaints</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q4</td><td>0</td></tr> <tr><td>Q1</td><td>2</td></tr> <tr><td>Q2</td><td>0</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>0</td></tr> </tbody> </table>	Quarter	Count	Q4	0	Q1	2	Q2	0	Q3	0	Q4	0
Quarter	Count																				
Q4	0																				
Q1	2																				
Q2	0																				
Q3	0																				
Q4	0																				
Number of instances where service areas have failed to notify the Data Protection Officer (DPO) promptly of any identified data breaches	JM	0	0	0	0	1	Trend Only	Trend Only	<table border="1"> <caption>Instances of DPO Notification Failure</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q4</td><td>0</td></tr> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>0</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>1</td></tr> </tbody> </table>	Quarter	Count	Q4	0	Q1	0	Q2	0	Q3	0	Q4	1
Quarter	Count																				
Q4	0																				
Q1	0																				
Q2	0																				
Q3	0																				
Q4	1																				
<p>Page 73</p> <p>Commentary: Only one late breach report - impact was low - so didn't need ICO reporting. Assurance that Council and PSPS are quickly reporting and seeking DPO support.</p>																					
Number of late reports not made available to the Democratic Services teams at agenda publication	JM	4	0	2	0	5	Trend Only	Trend Only	<table border="1"> <caption>Late Reports Not Available</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q4</td><td>4</td></tr> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>2</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>5</td></tr> </tbody> </table>	Quarter	Count	Q4	4	Q1	0	Q2	2	Q3	0	Q4	5
Quarter	Count																				
Q4	4																				
Q1	0																				
Q2	2																				
Q3	0																				
Q4	5																				
<p>Commentary: 4 of these were late Finance reports during and just after Budget setting process (Spalding Town Forum x 2, Cabinet and Joint PMP/PDP. One late service review appendix which required final sign off for Council meeting (covering report and other service reviews were on time).</p>																					

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4													
Repairs & Maintenance: Percentage committed spend against budget	AF	Data not provided	22.55%	47.91%	93.12%	108.04%	Trend Only	Trend Only	<table border="1"> <caption>Repairs & Maintenance: Percentage committed spend against budget</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>22.55%</td> </tr> <tr> <td>Q2</td> <td>47.91%</td> </tr> <tr> <td>Q3</td> <td>93.12%</td> </tr> <tr> <td>Q4</td> <td>108.04%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	22.55%	Q2	47.91%	Q3	93.12%	Q4	108.04%
Quarter	Percentage																		
Q1	22.55%																		
Q2	47.91%																		
Q3	93.12%																		
Q4	108.04%																		
<p>Commentary: Whilst the Q3 outturn appears high in comparison to the total budget; significant works have been effected at Priory Road; in respect of those works, £39,000 was still to be credited back to the programme from works undertaken for PSPS. Other works on Block will generate income, with those works having already secured additional rental income of £15,000 for 2025/26.</p>																			
Call Volumes	PP	Not Previously Reported	25,315	23,430	22,003	26,656	Trend Only	Trend Only	<table border="1"> <caption>Call Volumes</caption> <thead> <tr> <th>Quarter</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>25,315</td> </tr> <tr> <td>Q2</td> <td>23,430</td> </tr> <tr> <td>Q3</td> <td>22,003</td> </tr> <tr> <td>Q4</td> <td>26,656</td> </tr> </tbody> </table>	Quarter	Volume	Q1	25,315	Q2	23,430	Q3	22,003	Q4	26,656
Quarter	Volume																		
Q1	25,315																		
Q2	23,430																		
Q3	22,003																		
Q4	26,656																		
Average Call Duration - Customer Contact (Seconds) (PSPS)	PP	Not Previously Reported	312	323	293	294	Trend Only	Trend Only	<table border="1"> <caption>Average Call Duration - Customer Contact (Seconds) (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Duration (Seconds)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>312</td> </tr> <tr> <td>Q2</td> <td>323</td> </tr> <tr> <td>Q3</td> <td>293</td> </tr> <tr> <td>Q4</td> <td>294</td> </tr> </tbody> </table>	Quarter	Duration (Seconds)	Q1	312	Q2	323	Q3	293	Q4	294
Quarter	Duration (Seconds)																		
Q1	312																		
Q2	323																		
Q3	293																		
Q4	294																		
Average Call Duration - Revenue and Benefits (Seconds) (PSPS)	PP	Not Previously Reported	357	469	476	508	Trend Only	Trend Only	<table border="1"> <caption>Average Call Duration - Revenue and Benefits (Seconds) (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Duration (Seconds)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>357</td> </tr> <tr> <td>Q2</td> <td>469</td> </tr> <tr> <td>Q3</td> <td>476</td> </tr> <tr> <td>Q4</td> <td>508</td> </tr> </tbody> </table>	Quarter	Duration (Seconds)	Q1	357	Q2	469	Q3	476	Q4	508
Quarter	Duration (Seconds)																		
Q1	357																		
Q2	469																		
Q3	476																		
Q4	508																		

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4													
Average Speed of Answer - Customer Contact (Seconds) (PSPS)	PP	Not Previously Reported	173	196	107	155	Trend Only	Trend Only	<table border="1"> <caption>Average Speed of Answer - Customer Contact (Seconds) (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>173</td> </tr> <tr> <td>Q2</td> <td>196</td> </tr> <tr> <td>Q3</td> <td>107</td> </tr> <tr> <td>Q4</td> <td>155</td> </tr> </tbody> </table>	Quarter	Value	Q1	173	Q2	196	Q3	107	Q4	155
Quarter	Value																		
Q1	173																		
Q2	196																		
Q3	107																		
Q4	155																		
Average Speed of Answer - Revenue and Benefits (Seconds) (PSPS)	PP	Not Previously Reported	487	491	495	612	Trend Only	Trend Only	<table border="1"> <caption>Average Speed of Answer - Revenue and Benefits (Seconds) (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>487</td> </tr> <tr> <td>Q2</td> <td>491</td> </tr> <tr> <td>Q3</td> <td>495</td> </tr> <tr> <td>Q4</td> <td>612</td> </tr> </tbody> </table>	Quarter	Value	Q1	487	Q2	491	Q3	495	Q4	612
Quarter	Value																		
Q1	487																		
Q2	491																		
Q3	495																		
Q4	612																		
Number of Callbacks (PSPS)	PP	Not Previously Reported	1,789	1,984	1,726	2,955	Trend Only	Trend Only	<table border="1"> <caption>Number of Callbacks (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>1,789</td> </tr> <tr> <td>Q2</td> <td>1,984</td> </tr> <tr> <td>Q3</td> <td>1,726</td> </tr> <tr> <td>Q4</td> <td>2,955</td> </tr> </tbody> </table>	Quarter	Value	Q1	1,789	Q2	1,984	Q3	1,726	Q4	2,955
Quarter	Value																		
Q1	1,789																		
Q2	1,984																		
Q3	1,726																		
Q4	2,955																		
Digital services take up (services accessed online)	PP	Not Previously Reported	319	961	1,790	3,033	Trend Only	Trend Only	<table border="1"> <caption>Digital services take up (services accessed online)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>319</td> </tr> <tr> <td>Q2</td> <td>961</td> </tr> <tr> <td>Q3</td> <td>1,790</td> </tr> <tr> <td>Q4</td> <td>3,033</td> </tr> </tbody> </table>	Quarter	Value	Q1	319	Q2	961	Q3	1,790	Q4	3,033
Quarter	Value																		
Q1	319																		
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Q3	1,790																		
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Key Performance Indicators		Q4	Q1	Q2	Q3	Q4													
Website visitors (accessing website information)	PP	Not Previously Reported	152,970	160,707	85,037	193,000	Trend Only	Trend Only	<table border="1"> <caption>Website visitors (accessing website information)</caption> <thead> <tr> <th>Quarter</th> <th>Visitors</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>152,970</td> </tr> <tr> <td>Q2</td> <td>160,707</td> </tr> <tr> <td>Q3</td> <td>85,037</td> </tr> <tr> <td>Q4</td> <td>193,000</td> </tr> </tbody> </table>	Quarter	Visitors	Q1	152,970	Q2	160,707	Q3	85,037	Q4	193,000
Quarter	Visitors																		
Q1	152,970																		
Q2	160,707																		
Q3	85,037																		
Q4	193,000																		
Number of customers using webchat	PP	Not Previously Reported	241	1,783	1,711	2,375	Trend Only	Trend Only	<table border="1"> <caption>Number of customers using webchat</caption> <thead> <tr> <th>Quarter</th> <th>Customers</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>241</td> </tr> <tr> <td>Q2</td> <td>1,783</td> </tr> <tr> <td>Q3</td> <td>1,711</td> </tr> <tr> <td>Q4</td> <td>2,375</td> </tr> </tbody> </table>	Quarter	Customers	Q1	241	Q2	1,783	Q3	1,711	Q4	2,375
Quarter	Customers																		
Q1	241																		
Q2	1,783																		
Q3	1,711																		
Q4	2,375																		
Customer Contact Centre visits	PP	Not Previously Reported	3,566	3,416	3,566	3,489	Trend Only	Trend Only	<table border="1"> <caption>Customer Contact Centre visits</caption> <thead> <tr> <th>Quarter</th> <th>Visits</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>3,566</td> </tr> <tr> <td>Q2</td> <td>3,416</td> </tr> <tr> <td>Q3</td> <td>3,566</td> </tr> <tr> <td>Q4</td> <td>3,489</td> </tr> </tbody> </table>	Quarter	Visits	Q1	3,566	Q2	3,416	Q3	3,566	Q4	3,489
Quarter	Visits																		
Q1	3,566																		
Q2	3,416																		
Q3	3,566																		
Q4	3,489																		
Enquiries via email and social media	PP	Not Previously Reported	2,960	2,679	2,470	2,480	Trend Only	Trend Only	<table border="1"> <caption>Enquiries via email and social media</caption> <thead> <tr> <th>Quarter</th> <th>Enquiries</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2,960</td> </tr> <tr> <td>Q2</td> <td>2,679</td> </tr> <tr> <td>Q3</td> <td>2,470</td> </tr> <tr> <td>Q4</td> <td>2,480</td> </tr> </tbody> </table>	Quarter	Enquiries	Q1	2,960	Q2	2,679	Q3	2,470	Q4	2,480
Quarter	Enquiries																		
Q1	2,960																		
Q2	2,679																		
Q3	2,470																		
Q4	2,480																		

Commentary: 2,407 via email and 73 via social media.

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4													
Housing Benefit Caseload	BA	Not Previously Reported	2,023	1,917	1,816	1,734	Trend Only	Trend Only	<table border="1"> <caption>Housing Benefit Caseload</caption> <thead> <tr> <th>Quarter</th> <th>Caseload</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2,023</td> </tr> <tr> <td>Q2</td> <td>1,917</td> </tr> <tr> <td>Q3</td> <td>1,816</td> </tr> <tr> <td>Q4</td> <td>1,734</td> </tr> </tbody> </table>	Quarter	Caseload	Q1	2,023	Q2	1,917	Q3	1,816	Q4	1,734
Quarter	Caseload																		
Q1	2,023																		
Q2	1,917																		
Q3	1,816																		
Q4	1,734																		
Council Tax Support Caseload	BA	Not Previously Reported	3,124	3,237	3,299	3,395	Trend Only	Trend Only	<table border="1"> <caption>Council Tax Support Caseload</caption> <thead> <tr> <th>Quarter</th> <th>Caseload</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>3,124</td> </tr> <tr> <td>Q2</td> <td>3,237</td> </tr> <tr> <td>Q3</td> <td>3,299</td> </tr> <tr> <td>Q4</td> <td>3,395</td> </tr> </tbody> </table>	Quarter	Caseload	Q1	3,124	Q2	3,237	Q3	3,299	Q4	3,395
Quarter	Caseload																		
Q1	3,124																		
Q2	3,237																		
Q3	3,299																		
Q4	3,395																		
Business Rates RV	BA	Not Previously Reported	£65,834,876	£65,994,656	£66,449,454	£66,422,129	Trend Only	Trend Only	<table border="1"> <caption>Business Rates RV</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>65,834,876</td> </tr> <tr> <td>Q2</td> <td>65,994,656</td> </tr> <tr> <td>Q3</td> <td>66,449,454</td> </tr> <tr> <td>Q4</td> <td>66,422,129</td> </tr> </tbody> </table>	Quarter	Value (£)	Q1	65,834,876	Q2	65,994,656	Q3	66,449,454	Q4	66,422,129
Quarter	Value (£)																		
Q1	65,834,876																		
Q2	65,994,656																		
Q3	66,449,454																		
Q4	66,422,129																		
Business Rates Hereditaments	BA	Not Previously Reported	2,954	2,953	2,971	2,979	Trend Only	Trend Only	<table border="1"> <caption>Business Rates Hereditaments</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2,954</td> </tr> <tr> <td>Q2</td> <td>2,953</td> </tr> <tr> <td>Q3</td> <td>2,971</td> </tr> <tr> <td>Q4</td> <td>2,979</td> </tr> </tbody> </table>	Quarter	Count	Q1	2,954	Q2	2,953	Q3	2,971	Q4	2,979
Quarter	Count																		
Q1	2,954																		
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Key Performance Indicators		Q4	Q1	Q2	Q3	Q4													
Council Tax Banded Dwellings	BA	Not Previously Reported	44,401	44,522	44,743	44,791	Trend Only	Trend Only	<table border="1"> <caption>Council Tax Banded Dwellings</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>44,401</td></tr> <tr><td>Q2</td><td>44,522</td></tr> <tr><td>Q3</td><td>44,743</td></tr> <tr><td>Q4</td><td>44,791</td></tr> </tbody> </table>	Quarter	Value	Q1	44,401	Q2	44,522	Q3	44,743	Q4	44,791
Quarter	Value																		
Q1	44,401																		
Q2	44,522																		
Q3	44,743																		
Q4	44,791																		
Digital Services Take-Up	BA	Not Previously Reported	763	707	746	1,248	Trend Only	Trend Only	<table border="1"> <caption>Digital Services Take-Up</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>763</td></tr> <tr><td>Q2</td><td>707</td></tr> <tr><td>Q3</td><td>746</td></tr> <tr><td>Q4</td><td>1,248</td></tr> </tbody> </table>	Quarter	Value	Q1	763	Q2	707	Q3	746	Q4	1,248
Quarter	Value																		
Q1	763																		
Q2	707																		
Q3	746																		
Q4	1,248																		
Commentary: Change of Address for Council Tax = 131, Create Profile = 723, Direct Debit sign up = 243, eBilling sign up for Council Tax = 53, eBilling sign up for Business Rates = 3, PIN Requests = 84, Arrangements for Council Tax = 11.																			
Direct Debit Payments	BA	Not Previously Reported	96,499	97,044	96,985	51,213	Trend Only	Trend Only	<table border="1"> <caption>Direct Debit Payments</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>96,499</td></tr> <tr><td>Q2</td><td>97,044</td></tr> <tr><td>Q3</td><td>96,985</td></tr> <tr><td>Q4</td><td>51,213</td></tr> </tbody> </table>	Quarter	Value	Q1	96,499	Q2	97,044	Q3	96,985	Q4	51,213
Quarter	Value																		
Q1	96,499																		
Q2	97,044																		
Q3	96,985																		
Q4	51,213																		
Commentary: Council Tax = 50,093. NNDR = 1,120. Total = 51,213																			
CTS New Claims – Number of Decisions Made	BA	Not Previously Reported	697	581	479	547	Trend Only	Trend Only	<table border="1"> <caption>CTS New Claims – Number of Decisions Made</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>697</td></tr> <tr><td>Q2</td><td>581</td></tr> <tr><td>Q3</td><td>479</td></tr> <tr><td>Q4</td><td>547</td></tr> </tbody> </table>	Quarter	Value	Q1	697	Q2	581	Q3	479	Q4	547
Quarter	Value																		
Q1	697																		
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Q3	479																		
Q4	547																		

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4													
CTS Changes – Number of Decisions Made	BA	Not Previously Reported	2,941	1,425	1,424	6,574	Trend Only	Trend Only	<table border="1"> <caption>CTS Changes – Number of Decisions Made</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2,941</td> </tr> <tr> <td>Q2</td> <td>1,425</td> </tr> <tr> <td>Q3</td> <td>1,424</td> </tr> <tr> <td>Q4</td> <td>6,574</td> </tr> </tbody> </table>	Quarter	Value	Q1	2,941	Q2	1,425	Q3	1,424	Q4	6,574
Quarter	Value																		
Q1	2,941																		
Q2	1,425																		
Q3	1,424																		
Q4	6,574																		
<p>Commentary: High volume processed owing to annual upratings of DWP benefits and rent increases, some of which is automated by our systems.</p>																			
Discretionary Housing Payments (DHP) number of applications	BA	Not Previously Reported	87	64	89	87	Trend Only	Trend Only	<table border="1"> <caption>Discretionary Housing Payments (DHP) number of applications</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>87</td> </tr> <tr> <td>Q2</td> <td>64</td> </tr> <tr> <td>Q3</td> <td>89</td> </tr> <tr> <td>Q4</td> <td>87</td> </tr> </tbody> </table>	Quarter	Value	Q1	87	Q2	64	Q3	89	Q4	87
Quarter	Value																		
Q1	87																		
Q2	64																		
Q3	89																		
Q4	87																		
Discretionary Housing Payments (DHP) number of awards	BA	Not Previously Reported	49	36	37	48	Trend Only	Trend Only	<table border="1"> <caption>Discretionary Housing Payments (DHP) number of awards</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>49</td> </tr> <tr> <td>Q2</td> <td>36</td> </tr> <tr> <td>Q3</td> <td>37</td> </tr> <tr> <td>Q4</td> <td>48</td> </tr> </tbody> </table>	Quarter	Value	Q1	49	Q2	36	Q3	37	Q4	48
Quarter	Value																		
Q1	49																		
Q2	36																		
Q3	37																		
Q4	48																		
Discretionary Housing Payments (DHP) spend against Budget	BA	Not Previously Reported	33.98%	54.63%	79.48%	100.00%	Trend Only	Trend Only	<table border="1"> <caption>Discretionary Housing Payments (DHP) spend against Budget</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>33.98%</td> </tr> <tr> <td>Q2</td> <td>54.63%</td> </tr> <tr> <td>Q3</td> <td>79.48%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	Value	Q1	33.98%	Q2	54.63%	Q3	79.48%	Q4	100.00%
Quarter	Value																		
Q1	33.98%																		
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Q3	79.48%																		
Q4	100.00%																		

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4															
Procurement savings / benefits achieved (By the PSPS procurement team) In quarter	JG	£470,500	£13,925	£1,500	£8,300	£5,500	Trend Only	Trend Only	<table border="1"> <caption>Procurement Savings Data</caption> <thead> <tr> <th>Quarter</th> <th>Savings (£)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>£470,500</td> </tr> <tr> <td>Q1</td> <td>£13,925</td> </tr> <tr> <td>Q2</td> <td>£1,500</td> </tr> <tr> <td>Q3</td> <td>£8,300</td> </tr> <tr> <td>Q4</td> <td>£5,500</td> </tr> </tbody> </table>	Quarter	Savings (£)	Q4	£470,500	Q1	£13,925	Q2	£1,500	Q3	£8,300	Q4	£5,500
Quarter	Savings (£)																				
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Q1	£13,925																				
Q2	£1,500																				
Q3	£8,300																				
Q4	£5,500																				
SHDC - Review of the Health of Retail, Hospitality, and Leisure in Spalding Town - £2,500 saving realised from 3 quotes received - lowest cost met requirements, while saving cost vs the supplier who had initially been engaged in informal PME.(cost is also £3K below expected cost threshold for the procurement) Asbestos Surveys - c£3,000 for SHDC - Councils will now contract directly with the asbestos survey supplier. Cost of surveys reducing from £200 to £150.																					
Building Control market share	CA	Not Previously Reported	92.00%	82.00%	89.00%	88.00%	Trend Only	Trend Only	<table border="1"> <caption>Building Control Market Share Data</caption> <thead> <tr> <th>Quarter</th> <th>Market Share (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>92.00%</td> </tr> <tr> <td>Q2</td> <td>82.00%</td> </tr> <tr> <td>Q3</td> <td>89.00%</td> </tr> <tr> <td>Q4</td> <td>88.00%</td> </tr> </tbody> </table>	Quarter	Market Share (%)	Q1	92.00%	Q2	82.00%	Q3	89.00%	Q4	88.00%		
Quarter	Market Share (%)																				
Q1	92.00%																				
Q2	82.00%																				
Q3	89.00%																				
Q4	88.00%																				
Key Control Account Reconciliation (System, bank, payroll and suspense) reconciled monthly and signed off within 10 days of completion (In Quarter)	JG	Not Previously Reported	Not Previously Reported	100.00%	100.00%	100.00%	Trend Only	Trend Only	<table border="1"> <caption>Key Control Account Reconciliation Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	Percentage (%)	Q2	100.00%	Q3	100.00%	Q4	100.00%				
Quarter	Percentage (%)																				
Q2	100.00%																				
Q3	100.00%																				
Q4	100.00%																				

Local to South Holland

Key Performance Indicators (KPIs)	AD						Target	Status											
		2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25											
		Q4	Q1	Q2	Q3	Q4	Q4	Q4											
Number of damp, condensation and mould cases reported in the last quarter	VC	Not Previously Reported	58	38	95	90	Trend Only	Trend Only	<table border="1"> <caption>Damp, condensation and mould cases reported in the last quarter</caption> <thead> <tr> <th>Quarter</th> <th>Cases</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>58</td> </tr> <tr> <td>Q2</td> <td>38</td> </tr> <tr> <td>Q3</td> <td>95</td> </tr> <tr> <td>Q4</td> <td>90</td> </tr> </tbody> </table>	Quarter	Cases	Q1	58	Q2	38	Q3	95	Q4	90
Quarter	Cases																		
Q1	58																		
Q2	38																		
Q3	95																		
Q4	90																		
Number of households evicted in the last quarter	VC	Not Previously Reported	0	0	1	0	Trend Only	Trend Only	<table border="1"> <caption>Number of households evicted in the last quarter</caption> <thead> <tr> <th>Quarter</th> <th>Evictions</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0</td> </tr> <tr> <td>Q2</td> <td>0</td> </tr> <tr> <td>Q3</td> <td>1</td> </tr> <tr> <td>Q4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Evictions	Q1	0	Q2	0	Q3	1	Q4	0
Quarter	Evictions																		
Q1	0																		
Q2	0																		
Q3	1																		
Q4	0																		
Number of Right to Buy sales completed in the last quarter	VC	Not Previously Reported	1	3	4	2	Trend Only	Trend Only	<table border="1"> <caption>Number of Right to Buy sales completed in the last quarter</caption> <thead> <tr> <th>Quarter</th> <th>Sales</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>1</td> </tr> <tr> <td>Q2</td> <td>3</td> </tr> <tr> <td>Q3</td> <td>4</td> </tr> <tr> <td>Q4</td> <td>2</td> </tr> </tbody> </table>	Quarter	Sales	Q1	1	Q2	3	Q3	4	Q4	2
Quarter	Sales																		
Q1	1																		
Q2	3																		
Q3	4																		
Q4	2																		

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4													
Number of new properties completed in the last quarter	VC	Not Previously Reported	5	9	8	6	Trend Only	Trend Only	<table border="1"> <caption>Number of new properties completed in the last quarter</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>5</td> </tr> <tr> <td>Q2</td> <td>9</td> </tr> <tr> <td>Q3</td> <td>8</td> </tr> <tr> <td>Q4</td> <td>6</td> </tr> </tbody> </table>	Quarter	Value	Q1	5	Q2	9	Q3	8	Q4	6
Quarter	Value																		
Q1	5																		
Q2	9																		
Q3	8																		
Q4	6																		
Number of stage one complaints received per 1,000 homes. (Cumulative)	VC	Not Previously Reported	9.96	22.54	39.84	55.64	Trend Only	Trend Only	<table border="1"> <caption>Number of stage one complaints received per 1,000 homes (Cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>9.96</td> </tr> <tr> <td>Q2</td> <td>22.54</td> </tr> <tr> <td>Q3</td> <td>39.84</td> </tr> <tr> <td>Q4</td> <td>55.64</td> </tr> </tbody> </table>	Quarter	Value	Q1	9.96	Q2	22.54	Q3	39.84	Q4	55.64
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Q1	9.96																		
Q2	22.54																		
Q3	39.84																		
Q4	55.64																		
Number of stage two complaints received per 1,000 homes. (Cumulative)	VC	Not Previously Reported	1.57	2.88	4.72	7.58	Trend Only	Trend Only	<table border="1"> <caption>Number of stage two complaints received per 1,000 homes (Cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>1.57</td> </tr> <tr> <td>Q2</td> <td>2.88</td> </tr> <tr> <td>Q3</td> <td>4.72</td> </tr> <tr> <td>Q4</td> <td>7.58</td> </tr> </tbody> </table>	Quarter	Value	Q1	1.57	Q2	2.88	Q3	4.72	Q4	7.58
Quarter	Value																		
Q1	1.57																		
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Q3	4.72																		
Q4	7.58																		
Number of anti-social behaviour cases opened per 1,000 homes. (Cumulative)	VC	Not Previously Reported	5.50	12.84	24.64	26.85	Trend Only	Trend Only	<table border="1"> <caption>Number of anti-social behaviour cases opened per 1,000 homes (Cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>5.50</td> </tr> <tr> <td>Q2</td> <td>12.84</td> </tr> <tr> <td>Q3</td> <td>24.64</td> </tr> <tr> <td>Q4</td> <td>26.85</td> </tr> </tbody> </table>	Quarter	Value	Q1	5.50	Q2	12.84	Q3	24.64	Q4	26.85
Quarter	Value																		
Q1	5.50																		
Q2	12.84																		
Q3	24.64																		
Q4	26.85																		

Key Performance Indicators		Q4	Q1	Q2	Q3	Q4													
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes. (Cumulative)	VC	Not Previously Reported	0.00	0.00	0.26	0.26	Trend Only	Trend Only	<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of cases per 1,000 homes</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0.00</td> </tr> <tr> <td>Q2</td> <td>0.00</td> </tr> <tr> <td>Q3</td> <td>0.26</td> </tr> <tr> <td>Q4</td> <td>0.26</td> </tr> </tbody> </table>	Quarter	Number of cases per 1,000 homes	Q1	0.00	Q2	0.00	Q3	0.26	Q4	0.26
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Q1	0.00																		
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Q4	0.26																		

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Report To:	Performance Monitoring Panel
Date:	20 May 2025
Subject:	Housing Landlord Service – Performance of damp, condensation and mould case management
Purpose:	To consider how the Housing Landlord Service is performing in its response to damp, condensation and mould for 2024/25.
Key Decision:	No
Portfolio Holder:	Councillor Tracey Carter, Portfolio Holder of Strategic and Operational Housing
Report Of:	Jason King, Director of Communities
Report Author:	Chris Mycock, Housing and Property Services Manager
Ward(s) Affected:	All
Exempt Report:	No

Summary

Maintaining good quality, safe, warm and sustainable Council homes is a key priority for South Holland District Council. Everyone deserves to live in a home that is decent, safe and secure. Resolving cases of Damp, Condensation and Mould is a priority to ensure our tenants are safe in their homes.

Whilst this remains a challenging area, not only for South Holland District Council but across the sector as whole, this report provides an update and seeks to give assurance to Members on the Housing Landlord Service's performance in managing damp, condensation and mould cases.

Recommendations

1. That Performance Monitoring Panel considers the Housing Landlord Service's performance in managing cases of damp, condensation and mould and provides feedback to Cabinet.

2. That the Key Performance Indicators reported to Performance Monitoring Panel on damp, condensation and mould are revised for 2025/26 to the following:

- Number of damp, condensation and mould cases reported in the last quarter
- Number of live damp and mould cases as a percentage of stock
- Average number of days to fix damp and mould issues
- Percentage of inspections carried out within 14 working days.

Reasons for Recommendations

The purpose of this report is to provide assurance and confidence to Members that tenants are living in safe homes and that arrangements for managing cases of damp, condensation and mould are robust, with regular reviews and improvements implemented.

It is recommended that Key Performance Indicators reported to Performance Monitoring Panel regarding damp, condensation and mould are revised to allow benchmarking to be provided, to support the scrutiny of performance.

Other Options Considered

1. **Do nothing.** To not consider information presented regarding the performance in managing cases of damp, condensation and mould. This option is not recommended.
2. **Not to revise key performance indicators.** To continue to not consider performance with benchmarking. This option is not recommended.

1. Background

- 1.1 On 12 March 2025, a report on Housing Landlord Service Compliance Assurance was presented to the Performance Monitoring Panel, this report included a section on our year-to-date performance on managing damp, condensation and mould cases. It was recognised at that meeting that this area is a complex challenge for the Service, it was agreed therefore that a separate paper reporting on year-end performance would be brought forward to Members for scrutiny.
- 1.2 Following on from the report to March PMP, this report draws out the key areas of performance of the management of DCM cases for Members' attention and scrutiny.
- 1.3 Reports of DCM are received into the service in two ways:
 - Proactively – via our stock condition survey that is currently underway
 - Reactively – via calls from tenants, or reported by staff and contractors on site
- 1.4. The proactive cases that we received from our Stock Condition Survey, which include photographs, are submitted to us via a weekly report generated by the Stock Condition Surveyors. These cases are sent directly to our DCM team to be assessed for remedial actions to be arranged where needed.

- 1.5. Reactive reports of damp and mould that we receive generally come from our tenants calling us directly but also from housing officers carrying out site visits or other contractors on site that report it through to us. All these cases are assessed in line with our current policy and triage process by our dedicated DCM team.
- 1.6. A report will be brought to Members in July 2025 on the preparations towards delivering Awaab’s Law, which will shape our approach to managing future Damp and Mould Cases. The Council’s Housing Damp, Condensation and Mould policy will be updated to reflect the changes proposed within Awaab’s Law. The proposed performance indicators set out within the recommendation align with the current proposals within Awaab’s Law.

2 Performance of managing proactive cases of damp, condensation and mould.

- 2.1 As of 31 March 2025, our Stock Condition Survey had reported a total of 555 cases of DCM to us. This has increased from the 381 cases reported to March PMP (as of 31 Jan 2025). This increase is reflective of the continued volume of Stock Condition Surveys being processed.
- 2.2 Each case is then triaged against our policy to enable tenant information to be included in prioritising the case, and remedial works are raised where required, our performance on the stock condition reports is below:

NUMBER OF CASES OF DCM IDENTIFIED FROM STOCK CONDITON SURVEY AS OF 31 MARCH 2025						
Total Cases	Triaged	No response	Further home surveys required	Work in Progress	Works in progress overdue (over 56 days)	Cases Closed
555	441	114	23	283	41	135

- 2.3 Where a case has no response from the tenant, it is entered into our no access process where continued phone call attempts are made, and letters are sent to the tenant to explain the need for us to follow up on the case and assist them.

3. Performance of managing reactive cases of damp, condensation and mould as of as at 31/3/2025.

- 3.1 During 24/25, 190 properties were reported to us by our tenants as having damp, condensation and mould. The table below sets out the progress the service has made in managing these cases.

NUMBER OF REACTIVE CASES OF REPORTED TO THE SERVICE AS OF 31 MARCH 2025							
Total Cases	Triaged	No response	No at Survey Stage	Work in Progress	Work in Progress overdue (56 days)	Cases under monitoring	Works Completed

190	178	12	22	24	3	9	123
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3.2 Cases that exceed the 56-day target fall into two themes, either:

- The remedial works required are identified as major, for example roofing works, drainage works or lowering external ground levels or;
- Cases where we have raised the remedial work and there has been no access for contractors or operatives or appointments have needed to be rearranged with tenants.

3.3 In all our no access cases, we work closely with both the tenant and Housing Services Team to ensure all reasonable steps are taken to undertake the work.

3.4 As per the recommendation within this report, the proposal is to add the following four KPIs to the statistical report for scrutiny at PMP on a quarterly basis:

- Number of damp, condensation and mould cases reported in the last quarter
- Number of live damp and mould cases as a percentage of stock
- Average number of days to fix damp and mould issues
- Percentage of inspections carried out within 14 working days.

3.5 To enable Members to gauge initial performance against these four indicators the table below sets out the performance as at 31/3/25.

DCM CASES REPORTED BETWEEN AS AT 31/3/25			
Number of DCM cases in last quarter	Number of live DCM cases as a % of the stock	Average Number of days to fix damp and mould issues	Percentage of cases inspected within target of 14 days
90	3.9%	30.9	84.6%

4.0 Benchmarking performance

4.1 The Council is a member of Housemark, the leading data and insight company for the UK housing sector. The table below summarises our position with benchmarking as at 31/3/25. Benchmarking data is not supplied for 24/25 until July 2025, however 23/24 benchmarking data has been included to provide an indication.

SHDC PERFORMANCE OF DAMP, CONDENSATION AND MOULD AS AT 31/3/2025 WITH BENCHMARKING			
Key performance indicator	SHDC 24/25	Housemark median 23/24	Variance
Percentage of live damp and mould cases as a percentage of stock	3.9%	2.68%	+1.22%
Average number of days to fix damp and mould issues	30.9 days	32 days	-1.1 days
Recurring damp and mould cases as a percentage of stock.	0.77%	0.88%	-0.11%

5. Conclusion

- 5.1. Tackling damp and mould remains a key priority for the service, the introduction of additional resources to enable us to react appropriately to the reports we receive, both reactive and proactive, highlights our commitment to strengthen our process and ensure resilience within the team to maintain and improve our performance in this area. The service will continue to focus on learning and improving and in ensuring it meets the requirements of Awaab's Law as the changes are announced.
- 5.2. The service will also continue to identify opportunities to improve through learning from complaints and satisfaction surveys and engaging with tenants as the new Tenant Forum is established.
- 5.3. A report will be brought to Members in July 2025 on the preparations towards delivering Awaab's Law. The Council's Housing Damp, Condensation and Mould policy will be updated to reflect the changes in approach. It is anticipated that ongoing reviews of this policy will be required until the final detail of Awaab's law is published.

Implications

South and East Lincolnshire Councils Partnership

This report provides assurance that South Holland District Council takes its responsibility as a landlord seriously and will mitigate against any potential reputational damage or negative impacts to tenants.

Corporate Priorities

This report will support the following South and East Lincolnshire Councils Partnership Sub-Regional Strategy priorities:

- Healthy Lives – Safe housing will lead to the better health of our tenants and everyone that stays or visits the properties.
- Safe and Resilient – Providing community confidence that our homes are well maintained.

Staffing

None.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

As a social housing landlord, we are required to meet the requirements of the Regulatory Standards set by the Regulator of Social Housing in accordance with the Social Housing (Regulation) Act 2023.

The forthcoming legislation (Awaab's Law) will set clearer and stronger laws requiring social landlords to investigate and repair hazards within specified timescales to ensure that tenants are living in safe homes. Although there are no firm details known yet, it is understood that if a landlord fails to meet the requirements of Awaab's Law, that the tenant can enforce this through their tenancy agreement.

Data Protection

None.

Financial

The financial position of the HRA is monitored through regular budget meetings, formally reported to Members through quarterly outturn reports. The Portfolio Holder receives updates at the Governance Clinic.

Due to the volume of cases identified by stock condition surveys, additional resources have been temporarily secured to support with assessing cases, surveying properties and ordering works, these resources have been costed and funded from within existing HRA budgets.

Risk Management

Managing DCM is a complex challenge for the Service. A risk has been added to the Risk Register regarding the Council's ability to deliver the requirements of Awaab's Law. In response to this, a separate paper will be brought forward to Members on the Council's preparedness to deliver Awaab's Law.

Stakeholder / Consultation / Timescales

The Portfolio Holder - Strategic and Operational Housing, the Director for Communities, Monitoring Officer and the S151 Officer have been consulted.

Reputation

Presenting an annual performance report to Members significantly enhances the Council's reputation by demonstrating a commitment to transparency and accountability. By openly sharing our compliance status, we build trust with stakeholders, including tenants and Members. This proactive approach reassures Members that potential risks are being managed effectively, boosting confidence in our operations. Additionally, demonstrating our adherence to regulations and ethical standards reinforces that we are a responsible social landlord.

Contracts

None.

Crime and Disorder

It is important for Housing Providers to ensure that statutory safety work is carried out to a high standard. Poorly performing landlords can be fined or prosecuted for failing to take the necessary measures to protect tenants and employees.

Equality and Diversity / Human Rights / Safeguarding

The Council is required to consider what adjustments it can reasonably make when carrying out work within a tenant's home to deal with disabilities or other issues arising. Such adjustments are considered on a case-by-case basis.

The Council is committed to making necessary adjustments such as providing additional assistance to meet the diverse needs of our tenants including when accessing their homes to complete repairs. This underscores the dedication of the Council to inclusivity and safety ensuring all tenants feel supported whilst essential safety work is carried out in their homes.

Health and Wellbeing

Registered providers are required to publish Tenant Satisfaction Measures (TSM) data, which includes compliance data. By clearly communicating our compliance with safety regulations, we ensure that tenants feel secure and confident in their homes.

All cases of damp, condensation and mould have been prioritised based on the severity of DCM in the property and household vulnerabilities, including the risk that DCM poses.

Officers are in regular contact with residents in their homes and can sometimes be first to identify damp and mould in a property. All Housing staff completed various levels of training regarding identifying DCM during 2023. Training was also held for new starters during 2024 along with the completion of Housing Ombudsman e-learning on DCM by all Officers during 2024.

Where tenants have concerns about heating their home and/or can't afford to do so, the Council's Cost of Living Support Team can offer support in accessing cheaper utility tariffs and budgeting assistance. In extenuating circumstances, Officers also have access to a Tenant Hardship Fund to help with clearing debt on meters (in conjunction with engaging with on-going support).

Climate Change and Environment Impact Assessment

Not undertaken.

Acronyms

TSM – Tenant Satisfaction Measures
DCM – Damp Condensation and Mould
RSH – Regulator of Social Housing

Appendices

Appendix 1 – Summary of Damp, condensation and mould performance for tenants.
Appendix 2 – Summary of approach to handling damp, condensation and mould

Background Papers

Document title

SHDC – Landlord Strategy 2024 -2026 and Transformation Programme for 2024-2026

Where the document can be viewed

[SHDC Housing Landlord Strategy 2024-2026.pdf](#)

Regulator of Social Housing - Safety and Quality Standard

[April 2024 - Safety and Quality Standard FINAL.pdf](#)

SHDC Housing Damp, Condensation and Mould policy

<https://www.sholland.gov.uk/Housing-policies>

Chronological History of this Report

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

Report Approval

Report author:

Chris Mycock, Housing Repairs and Property Services Manager cmycock@sholland.gov.uk

Signed off by:

Jason King, Director of Communities
Jasonking@sholland.gov.uk

Approved for publication:

Cllr Tracey Carter – Portfolio Holder for Strategic and Operational Housing

SHDC HOUSING LANDLORD SERVICE PERFORMANCE REPORT 2024/25: DAMP, CONDENSATION AND MOULD

Background

Maintaining good quality, safe, warm and sustainable Council homes is a key priority for South Holland District Council. Everyone deserves to live in a home that is decent, safe and secure.

In 2024, the Council adopted a new policy on responding to damp, condensation and mould in SHDC properties. A copy of the policy is available on our website at <https://www.sholland.gov.uk/Housing-policies>

Performance

The table below sets out how the Council performs on managing cases of damp, condensation and mould.

SHDC PERFORMANCE OF DAMP, CONDENSATION AND MOULD AS AT 31/3/2025	
Key performance indicator	SHDC
Percentage of open cases where we are investigating/repairing properties with damp, condensation and mould.	3.9%
Average number of days to fix the issue causing damp, condensation and mould.	30.9
Percentage of the council's homes where damp and mould has returned after the repair was completed.	0.77%

Continuously improving our performance

Due to the number of cases identified in 2024/2025, our focus has been on fixing damp and mould in individual properties. In 2025/2026, officers will use the data to find trends and themes of damp. To support us preventing it from happening.

We will review our arrangements during summer 2025 to ensure that we are meeting changes in legislation around damp, condensation and mould. Known as Awaab's law, phase one of the new changes comes into force in October, focussed on how we respond to emergency cases of damp, condensation and mould. Further information can be found at www.gov.uk/government/news/awaabs-law-to-force-landlords-to-fix-dangerous-homes

If you have damp or mould in your home

- Call 01775 761161. Phone lines are open Monday to Friday from 9am - 5pm.
- Email dcm@sholland.gov.uk providing as much information as possible (such as your name, address, contact telephone number and size and location of the damp or mould)

Please contact us as soon as possible.

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1. Background information to responding to Damp, Condensation and Mould

- 1.1 The Council has a dedicated DCM Coordinator focussed on triage of all reports of damp, condensation and mould. Provision is made within the Housing Repairs Team, supported by procured contracts, to carry out all remedial works. Cases are logged on NEC housing and monitored by the DCM Coordinator. Each damp and mould case is monitored for a period of six months following completion of identified remedial works. Once work is completed an inspection is carried out to at the home to ensure the works have been carried out satisfactorily and the resident is happy with the works completed, it is explained that should there be a reoccurrence the tenant is to contact us immediately, we then diarise for a follow on call six months after the completion of the works to check with the tenant that everything is still OK.
- 1.2 The Housing Repairs team are responsible for ensuring any works required are completed in a timely manner, including mould washes, specialist ventilation and repairs. Repairs for all works required are to be completed within 56 days of the works being authorised except for extensive repairs where the case will remain open and monitored until it reaches conclusion
- 1.3 All reactive reports of damp and mould that we receive are assessed into response time frames within 2 working days of any DCM report being made. The Council initially assesses DCM under the following categories:
- **Emergency** - Emergency visit for physical inspection within 24 hours to follow up initial telephone triage.
 - **Urgent** - Urgent response for physical inspection within three working days.
 - **Routine** – Routine response for physical inspection within five working days.
 - **Monitor** – Routine response for physical inspection within five working days but upon inspection there are no signs of DCM or no visible likely cause
- 1.5 In addition to the reactive process the Council has procured a contractor (MLCS3) to conduct stock condition surveys on all residential dwellings managed by the Council. Included within the Stock Condition Survey was an assessment of hazards under the Housing Health and Safety Rating System (HHSRS) assessments which include reports of DCM.
- 1.6 Due to the volume of cases identified by stock surveys, additional resources have been secured to support with assessing cases, surveying properties and ordering works. The following process has been adopted for case management, allowing the introduction of stock survey data cases into the programme of works:
- Severe cases reported by MLCS3

- Triaging of new cases reported direct to the Council by tenants
- Moderate cases reported by MLCS3, prioritised by tenant vulnerability and date of survey.
- Notable cases reported by MLCS3, prioritised by tenant vulnerability and date of survey – note that further analysis is required of these cases, as some cases have been reported as the ‘potential’ of DCM, rather than presence of DCM.

1.7 We record these cases separately from the reactive cases to enable us to effectively monitor the outputs from the HHSRS element of the Stock Condition Survey. The survey reports the presence of DCM to us within the three categories:

CATEGORIES AND DEFINITIONS DETERMINED BY MLCS3	
Severe	Excessive damp or mould noted to one or more rooms
Moderate	Minor damp or mould noted in more than one room
Slight	Minor damp or mould noted in one room

1.8 Cases that are identified as Severe as part of the survey are reported to us immediately, on the day of survey, for us to take appropriate action. The cases that are reported as moderate or slight then receive a further triage call in order for us to assess and assign an appropriate priority.

1.9 The resources within the DCM team were increased in March 2025 to enable us to undertake the triage and remedial works from the stock condition outputs.

1.10 Each case receives a triage call which examines the information provided from the stock condition survey and assesses this against the circumstances of the tenants in respect of vulnerabilities or health issues. This enables us to assign a priority to the case and take appropriate action. The table below details the outcomes to date of the cases identified via the Stock Condition Survey split by the two workstreams

2. Systemic analysis of the causes of damp, condensation and mould

2.1. Due to the volume of cases identified during 24/25, the focus has been on remedying the damp and mould in individual properties. The response to damp, condensation and mould is a complex matter of which varies between age of property, archetype, heating source, household composition and location. Officers intend to conduct systemic analysis of the data during 25/26 to identify trends to enable further proactive management.

3. Continuous Improvement in responding to and identifying damp, condensation and mould

3.1. A report will be brought to Members in July 2025 on the preparations towards delivering Awaab’s Law. The Council’s Housing Damp, Condensation and Mould policy will be updated to reflect the changes in approach. It is anticipated that ongoing reviews of this policy will be required until the final detail of Awaab’s law is published.

3.2. Registered providers should assess the condition of homes frequently enough and in sufficient depth to maintain assurance on their quality and safety. The Council recognises that up-to-date stock information is an essential foundation of being a responsible landlord. The current surveying programme will provide a complete snapshot at a point in time. However, the Council recognises that some homes will need to be surveyed more frequently than the minimum 5 yearly requirement set by the Regulator of Social Housing. Once analysis of archetypes is complete, a future surveying programme will be established. Factors such as a higher prevalence of damp, condensation and mould will be factors in identifying homes which may need to be surveyed more frequently.

4. Tenant feedback

4.1. During 24/25, the Council received 36 complaints regarding damp, condensation and mould. All complaints were handled through our complaints process and responded to accordingly. An analysis of themes identified that quality of service was the main reason for a complaint, secondary was a lack of satisfaction with the quality of work undertaken.

4.2. For each complaint a lessons learned document is completed and fed back to the appropriate officer or contractor, where complaints have arisen as a result of action or inaction from a contractor these are raised immediately with the contractor in question and also discussed at the prevailing monthly contractor meetings.

5. Keeping tenants informed

5.1. Tenants are kept informed about the safety of their home in a variety of ways including:

- Annual report providing an overall position on health and safety (Tenant Satisfaction Measures)
- Quarterly compliance performance statistics published on the tenant's section of the website www.sholland.gov.uk/about-your-landlord
- Tenant Satisfaction Measures published with national benchmarking at www.sholland.gov.uk/about-your-landlord

5.2. The Council is currently consulting tenants on a Tenant Engagement and Influence Strategy. We aim to develop a variety of engagement and influence opportunities during 2025/26 including establishing a Tenant Influence Panel to scrutinise our performance.

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Report To:	Performance Monitoring Panel
Date:	20 May 2025
Subject:	Housing Landlord Service – Responsive Repairs and Planned Maintenance Performance
Purpose:	To consider how the Housing Landlord Service is performing on responsive repairs and planned maintenance.
Key Decision:	No
Portfolio Holder:	Councillor Tracey Carter, Portfolio Holder for Strategic and Operational Housing
Report Of:	Jason King, Director of Communities
Report Author:	Chris Mycock, Housing Repairs and Property Services Manager
Ward(s) Affected:	All
Exempt Report:	No

Summary

Further to the in-year report to PMP in March 2025 on the key performance areas of our responsive repairs and planned maintenance services this report seeks to update Members on the year end performance for 24/25.

Recommendations

That Performance Monitoring Panel considers the Housing Landlord Service's performance in delivering responsive repairs and programmed maintenance and provides feedback to Cabinet.

Reasons for Recommendations

The purpose of this report is to provide assurance and confidence that the Housing Landlord Service's arrangements for responsive repairs and planned maintenance are robust and subject to ongoing review and improvement.

Other Options Considered

1. **Do nothing.** To not consider information presented regarding the performance of responsive repairs and planned maintenance. Cabinet is responsible for ensuring that the Council, in its role as a registered provider, is meeting the regulatory standards set. This option is not recommended.

1. Background

- 1.1 This report covers three areas of our repairs and maintenance operations:
 - **Responsive repairs:** Routine or emergency repairs in response to tenant reports or issues identified during home visits. Examples include fixing leaking pipes, broken windows, plasterwork, or electrical faults.
 - **Void repairs:** Repairs completed when a tenancy ends and before a new one begins, including safety checks and possible planned upgrades.
 - **Planned repairs and maintenance:** Scheduled maintenance and upgrades to ensure long-term property upkeep, such as kitchen, bathroom, heating, electrical upgrades, and roof replacements.
- 1.2 This report covers only the areas set out above and whilst there may be reference to aspects that overlap with matters of compliance, such as landlord safety certificates, this report excludes the reporting of compliance matters, which are addressed in a separate report.
- 1.3 The social housing regulatory regime, implemented through the introduction of Tenant Satisfaction Measures (TSMs), the Social Housing Regulation Act 2023 and new Consumer Standards, places greater emphasis on tenant safety, and brought about a range of new significant measures to improve the services provided to tenants by Registered Providers.
- 1.4 The Safety and Quality Standard states that Registered Providers must provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible.

2. Responsive Repairs

- 2.1 Responsive repairs are placed into one of two categories:

Emergency repairs	<p>Repairs that if not attended within our prescribed timeframes would:</p> <ul style="list-style-type: none">• Put people in danger• Make the property unsafe• Cause damage to the property that is costly to repair• Make existing damage worse• Create unreasonable risk, suffering or difficulty. <p>Examples include total loss of electrics, serious water leak, total loss of heating and hot water, unsecure property.</p> <p>Attended within eight hours if reported during the working day or four hours if reported outside of office hours.</p>
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Routine repairs	All other repairs that do not fall into the emergency category. Attended within 28 days. Examples include dripping taps, broken cupboard doors, minor, containable water leaks or damaged internal doors.
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- 2.2 Responsive repairs are reported through the in-house PSPSL Customer Contact Team who are trained to use our NEC Repairs Diagnostic Software system. An appointment is made and entered directly into the works scheduler at the point of the call, unless it is a complex or multi-person job, in which case it is referred through to the Repairs Logistics Officer to organise the repair directly with the tenant.
- 2.3 The majority of responsive repairs to Council owned homes are carried out by the Council's directly employed Housing Repairs team. The service is supported by various external contractors who either deal with specialised works not covered by our internal operatives, such as drains clearance, boiler repairs or roof repairs, or are used on a call-off basis at times of peaks in demand.
- 2.4 As of 31 March 2025, a total of 13329 repairs to properties had been undertaken since 1 April 2024:

VOLUME OF RESPONSIVE REPAIRS COMPLETED DURING 2024/25 AS OF 31/3/25				
Month	Housing Repairs Team	External Contractors		
		Drain repairs or unblocks	Heating Systems	Other
Apr	719	108	147	126
May	796	77	93	115
Jun	564	52	82	141
Jul	870	69	85	114
Aug	738	51	59	98
Sep	625	61	160	133
Oct	916	71	176	148
Nov	834	72	251	116
Dec	724	97	169	143
Jan	817	121	226	117
Feb	736	77	171	134
Mar	760	102	137	131
Total	9099	958	1756	1516

- 2.5 In line with data reported to monthly Housing Compliance Clinic, the Service is targeted to carry out 90% of routine repairs within 28 days.

PERFORMANCE OF ROUTINE REPAIRS DURING 2024/25 AS OF 31/3/25			
Month	% completed within target (28 days) –	% completed within target (28 days) – External Contractors	% completed within target (28 days) overall (in total)

	Housing Repairs Team		
Apr	90.1%	88.2%	89.5%
May	93.5%	91.9%	93.1%
Jun	91.1%	80.0%	87.5%
Jul	90.6%	89.6%	90.3%
Aug	94.6%	81.7%	91.8%
Sep	95.5%	91.0%	93.9%
Oct	94.3%	85.3%	91.6%
Nov	95.9%	86.2%	92.7%
Dec	94.8%	85.2%	91.5%
Jan	93.0%	88.1%	91.3%
Feb	94.8%	84.8%	91.4%
Mar	94.6%	80.81%	90.1%
Total	93.4%	86.7%	91.3%

- 2.6 The Council uses its in-house repairs team to deliver the majority of responsive repairs. However, there are certain responsive works where the Council employs the services of specialist contractors such as roofing works, glazing, blocked drains and heating repairs. Through proactive contract management, there have been some challenges identified with roofing and glazing response times where availability of contractor labour has also been required for delivery of planned replacement roofs and window upgrades.
- 2.7 The Council continues to work with its contractors to ensure timescales for responsive repairs are not adversely impacted; areas of focus to drive improvements include Key Performance Indicators being a standing agenda item for all contract meetings, specifications for contracts are now reviewed in line with the procurement framework prior to re-letting to ensure KPIs are clearly understood, we will continue to monitor performance of our contractors separately and report performance accordingly for oversight.
- 2.8 The emergency repairs provision is delivered both during normal working hours, where the calls are triaged by our PPSL Customer Contact centre as described above or via an Out of Hours call centre (managed by Lincolnshire County Council). This affords us 24 hour a day, 365 days a year provision. The Out of Hours call centre triage the call and if the call is assessed as an emergency a dedicated number is called that alerts the on-duty operative to attend.
- 2.9 As of 31 March 2025, the service had attended 671 emergency repairs.

EMERGENCY REPAIRS COMPLETED DURING 2024/25 AS OF 31/3/25				
Month	No. repairs attended <u>during</u> office hours	No. repairs attended <u>Out</u> of Hours	Total number of repairs attended	% of repairs attended within target times*
Apr	27	28	55	100%
May	30	33	63	100%
Jun	24	22	46	100%
Jul	22	33	55	100%
Aug	36	21	57	100%
Sep	32	19	51	100%

Oct	28	24	52	100%
Nov	46	25	71	100%
Dec	32	30	62	100%
Jan	36	25	61	100%
Feb	17	27	34	100%
Mar	34	30	64	100%
Total	313	260	573	100%

* Attended within eight hours if reported during the working day or four hours if reported outside of office hours.

- 2.10 The quick response time is crucial to ensuring tenant safety and prevent further damage to property. Emergency repairs typically include issues like severe leaks, loss of essential services (water, gas and electricity) or any other situation that poses an immediate risk to health and safety.
- 2.11 The Council closely monitors emergency repairs to ensure appropriate reporting and classification alongside adherence to performance timescales which are 4 hours out of hours and 8 hours during traditional office hours.
- 2.12 During 2024/25, the Service commenced reporting on “Works in Progress”. This Measure includes the total number of repairs ordered but not completed at the end of the benchmarking period. As of 31/3/25 our ‘works in progress’ equated to 690 repairs, or 6.50% of our total non-emergency repairs for the year, which is in line with Housemark nationally benchmarked data of 6.79%

3 Voids

- 3.1 When a property becomes void, an inspection is carried out to identify works that are required to bring the property in line with our minimum void standard, which is:
- Ensure that the property is safe and secure, wind and watertight.
 - Carry out an electrical safety check and ensure that all electrical switches and fittings are in place and are in safe working order.
 - Have gas safety checks carried out and CP12 gas certificate produced.
 - Ensure the property meets Decent Homes Standards.
 - Ensure the property is free of damp, condensation and mould
 - Ensure there is some form of heating and a source of hot water.
 - Have an electrical cooker and/or gas cooker point.
 - Have a working, clean and usable toilet, sink and bath or shower.
 - Ensure that all floors are safe, clean and able to accept floor coverings.
 - Make sure that all living areas are free from rubbish.
 - A full set of keys is available.
 - Remove any outside rubbish and arrange a trim/clear of the garden if needed.
 - Ensure the property is clean and tidy.
 - Ensure a valid EPC Certificate is available.
- 3.2 Work is scheduled in and carried out by the internal Voids Team, again supported by contractors where specialised work is required or times of peak demand.
- 3.3 The Service is targeted to complete voids within a 28-day period. The table below summarises performance excluding major works.

VOIDS PERFORMANCE FOR 2024/25 AS OF 31/3/25			
Month	Number of SHDC properties	Average number of void days (SHDC)	Housemark benchmarking: Average number of void days (nationally)
April	19	24.47	40.52
May	22	26.14	44.10
Jun	17	26.00	46.16
July	22	27.73	44.68
Aug	17	21.41	47.35
Sep	19	25.05	46.90
Oct	25	23.72	48.00
Nov	28	25.75	46.00
Dec	20	26.15	45.00
Jan	19	27.84	51.45
Feb	21	21.24	51.5
Mar	21	23.43	45.22
-	250 (total)	24.94 (average days)	46.4 (average days)

4. Planned Repairs and Maintenance

- 4.1. The planned repairs and maintenance programme is managed by the Property Services Team within the Housing Landlord Service. This team comprises qualified surveyors, technical administrators, and supervisors.
- 4.2. The Property Services Team oversees the contracts for major housing repairs and planned maintenance, which include:
- Kitchens and Bathroom Heating Systems
 - Smoke Alarms
 - Windows
 - Roof Replacement
 - Periodical Electrical Testing
 - Sewerage Treatment Works
 - External Painting and Repairs
 - General Maintenance
 - Energy performance assessments
 - Disabled Aids and Adaptations
- 4.3. The Decent Homes programme is part of the HRA Capital Programme and is planned for the year ahead, based on stock condition data including the age profile of the asset, lifestyle, cost, repair history and any decent home failures. As of 31/3/25, the Council had spent £4.39m of the £5m HRA Capital Programme.

DECENT HOMES PROGRAMMED WORKS PERFORMANCE DURING 2024/25 AS OF 31/3/2025		
Upgrade works	Number of works planned for 24/25	Number of works completed by 31/3/25
Kitchens	190	142
Bathrooms	50	29

Heating upgrades	227	221
Door and window upgrades	48	193*
Pitched roof replacement	39	23
Flat roof replacement	151	174**
Smoke alarm upgrades	478	312
External painting	367	260

*This figure is higher than programmed due to properties upgraded as part of works undertaken under the Social Housing Decarbonisation Fund Wave 2.1.

** This figure is higher than planned due to an in-year demand of reactive repairs where it was determined a replacement was more economically viable.

4.4 As reported to March PMP, we recognise that delivery of a robust Capital Programme is a key area of focus on improvement for us, the Housing Transformation Programme identified the need for a comprehensive review and improvement of the Property Services Team, including establishing a Capital Programme Clinic where Officers will be scrutinised on the performance and delivery of capital programme works. Works have begun in establishing the terms of reference to the Capital Programme Clinic and further progress on this will be reported in future reports.

4.5 Investment continues to improve the energy efficiency of properties through our Green Homes programme, with £7 million invested during 2024/25, supported by grant funding. Additionally, we have been successful in securing £11.4 million through our wave 3 submission which will be invested throughout 2025 to 2029 to further improve 615 of our homes.

5. Benchmarking performance

5.1. Oversight and reporting arrangements are detailed in the HRA Governance framework. The Council monitors the performance of the Service through reporting regularly to Housing Governance Clinic, Housing Compliance Clinic and Performance Monitoring Panel.

5.2. During 2024/25, the Service commenced reporting on an additional Tenant Satisfaction Measure, in anticipation of it becoming a mandatory submission by the Regulator of Social Housing, known as “Works in Progress”. This Measure includes the total number of repairs ordered but not completed at the end of the benchmarking period (including repairs that are within target timescales, as well as those that are outside of target).

5.3. As reported in March PMP reporting on repairs performance, Housemark conducted a cost mapping and performance exercise for the Council based on expenditure and performance during 2023/24. Our performance was compared against a peer group of Council landlords with less than 10,000 units, findings were as follows:

- Percentage of emergency repairs completed within target timescale were 100% for SHDC compared to the peer median of 95.72%.
- Percentage of non-emergency repairs completed within target timescale were 91% for SHDC compared to the peer median of 84.98%.
- Average void days of 27 days for SHDC compared with peer median of 59 days.

- Average time taken to complete repairs (in days) 10.1 for SHDC compared with a peer median of 16.

Our intention is to carry out this exercise again to benchmark our 24/25 data, results of which will be reported in future reports.

6. Tenant satisfaction

- 6.1. 2023/24 was the first year that Registered Providers completed Tenant Satisfaction Measures (TSMs). TSMs offer crucial insights into the Councils' performance as a Registered Provider. Utilising this data enables the Council to determine the most effective ways to enhance the services provided to its tenants. The table below sets out the repairs and programmed maintenance related questions. Full TSMs were scrutinised by Performance Monitoring Panel in December 2024 and are published on our tenant webpage [About us - South Holland District Council](#).

TSM PERCEPTION SURVEY DATA 23/24		
Survey question (set by Regulator of Social Housing)	SHDC	National Tenants Survey average
TP02 Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	69.9%	72%
TP03 Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair	61.9%	67%
TP04 Proportion of respondents who report that they are satisfied that their home is well maintained	71.4%	71%
TP05 Proportion of respondents who report that they are satisfied that their home is safe	85.7%	77%

- 6.2. We recognise the proportion of respondents who were dissatisfied with their repairs experience (TP02 and TP03) are areas for improvement and have employed an additional Housing Transformation Officer to enable us to bring forward a review of repairs delivery which is scheduled for 25/26 as part the Housing Transformation Programme.
- 6.3. Whilst Tenant Satisfaction Measures (TSMs) provide one source of tenant opinion, the Council recognises the need to go further. The Council is reengineering its tenant engagement offering and will introduce a series of focus groups, including one focused on repairs, to better understand and address tenant dissatisfaction.

7. Continuous Improvement and Learning

- 7.1. Improvements planned for 2025/26 – update from March PMP report

Service improvement planned		Timescale	Update
Re-categorising emergency	Moving them from the 'responsive repairs' category to 'emergency repairs'. Whilst this	Commencing 1 April 2025	Data has been separated out and will be

repairs (drainage and heating)	change will not impact on tenants (as contract timescales mean these items are already attended within our emergency call out timeframe), it will mean that performance reporting is more aligned, allowing greater scrutiny from Members and Officers.		reported from April.
MOT style approach to electrical safety checks	Bringing the process in line with workstreams on Gas compliance (and MOT's). Ensuring that all properties are inspected prior to the expiry of the current certificate.	Q1 25/26	Work in progress – on track
Housing Capital Programme Clinic	A monthly Clinic whereby Contract Managers will present contract management updates to the Portfolio Holder – Strategic and Operational Housing and Assistant Director-Housing. Providing additional levels of oversight and monitoring on the Capital Programme and associated contracts. This will enhance the contract management arrangements and transactional operating approach to support financial efficiencies to the HRA and better outcome for tenants.	Q1 25/26	Initial meetings taken place to establish Terms of Reference and Clinic format – on track
Online Repairs Reporting	Housing Landlord Services, in collaboration with the Corporate Transformation Team, is developing an online repairs reporting system for tenants, enhancing the options for tenants to report repairs. The service focuses on technical system capabilities, while the Customer Contact Team provides requirements for a seamless experience. The Corporate Transformation Team oversees the project, ensuring digital inclusion, and progress reports are presented at the Customer Summit.	Q2 25/26	Work continues on the Repairs Diagnostics tool and online tool with Northgate Software Systems – on track
Review of disabled aids and	A comprehensive review of the service with tenants and Occupational Therapy Teams.	Q3 2025/26	Scheduled for Q3

adaptations offer	(Including establishing a new policy, processes and improved working relationship with partners).		
Review of responsive repairs service offer	An enhanced service offer will be established, taking into account the diverse needs of our tenants. (This will include a review of the response timescales and involve collating customer satisfaction on a regular basis).	Q4 2025/26 (major project)	Major project in conjunction with our Transformational Team – on track
Asset Management Strategy and HRA Business Plan	Working with Savills to produce a HRA Business Plan, Capacity Analysis and Commentary, conducting HRA Investment Data Validation, and producing a HRA Business Plan Narrative and Asset Management Strategy. This work will be informed by up-to-date robust data from the latest stock condition survey information. The Asset Management Strategy will consider factors influencing demand levels and how works and services are specified.	For adoption Q4 2025/26 as part of budget setting for 26/27	Initial data analysis carried out; further meetings scheduled in Q1 – on track

8. Tenant oversight

- 8.1. Tenants have the opportunity to scrutinise the performance of our service by accessing detailed reports published on our website at [About us - South Holland District Council](#) (updated quarterly) and in our annual reports. These documents provide comprehensive insights into our operations and performance metrics.
- 8.2. Feedback from the Complaints Working Group is utilised to drive service improvements by identifying recurring issues, implementing targeted solutions, and continuously refining our processes to better meet tenant needs.
- 8.3. We recognise the need for more direct and tailored tenant involvement, particularly from general needs tenants. To this end, we are developing a robust Tenant Engagement and Influence Strategy aimed at introducing bespoke scrutiny groups. These groups will empower tenants to provide focused feedback and engage more deeply with our service improvement initiatives, ensuring their voices are heard and their needs are met.
- 8.4. In addition, we intend to conduct a service improvement programme during 2025/26, focussed on ensuring our services are accessible and meet the diverse needs of our tenants. This includes reviewing repair timescales and modernising the Service.

9. Conclusion

- 9.1. This report provides a comprehensive overview of the council's responsive repairs and planned maintenance activities. By addressing both reactive and proactive maintenance, we aim to ensure the long-term upkeep and safety of our housing stock. The performance data, benchmarking results, and service improvements outlined in this report demonstrate our commitment to delivering high-quality repair services and maintaining transparency with our tenants and Members.
- 9.2. Underspend of the capital programme has been an ongoing challenge. Establishing a Capital Programme Clinic and Transformation Programme workstreams is expected to support improvements during 2025/26.
- 9.3. The updated stock condition data for all properties, along with the adoption of an Asset Management Strategy in 2025/26, will inform robust financial planning.
- 9.4. The 2025/26 Housing Transformation Programme includes the on-going service improvements for repairs and maintenance:
 - Establishing ways for tenants to influence and scrutinise the performance of the Housing Landlord Service.
 - Ensuring our Repairs service meets the diverse needs of our tenants by reviewing work prioritisation and timescales with tenants.
 - Implementing an online reporting service for tenants to report repairs, in addition to the telephone.

Implications

South and East Lincolnshire Councils Partnership

This report provides assurance to the partnership that South Holland District Council takes its responsibility as a landlord seriously and will mitigate against any potential reputational damage or negative impacts to tenants.

Corporate Priorities

This report will support the following South and East Lincolnshire Councils Partnership Sub-Regional Strategy priorities:

- Healthy Lives – Safe housing stock will lead to the better health of our tenants and everyone that stays or visits the properties.
- Safe and Resilient – Providing community confidence that our homes are well maintained.

Staffing

None.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

None.

Data Protection

None.

Financial

The financial position of the HRA is monitored through regular budget meetings, formally reported to Members through quarterly outturn reports. The Portfolio Holder receives updates at the Governance Clinic. A full recast of the HRA budget was completed at Q1 for revenue and Q2 for capital to ensure sufficient financial resources are in place to fulfil all compliance requirements and complete all identified remedial actions.

Risk Management

Risk of managing a Direct Labour Organisation is monitored by the corporate risk register with Senior Leadership oversight and reporting to Members via Governance and Audit committee. [Governance and Audit Committee – Risk – Tuesday 19th November 2024](#)

Stakeholder / Consultation / Timescales

By regularly collecting and analysing feedback from tenants, the Council can identify areas for improvement and ensure that maintenance activities align with tenant needs and expectations. Engaging tenants through Tenant Satisfaction Measure surveys, and regular communication helps create a collaborative environment where tenants feel valued and heard, ultimately leading to higher satisfaction and better-maintained properties.

The Portfolio Holder - Strategic and Operational Housing and the Deputy Chief Executive (Corporate Development) and S151 Officer have been consulted. They continue to be regularly updated as Chair and Sponsor of the Housing Transformation and Improvement Programme Board.

An earlier version of this report was presented to Cabinet on 18 February 2025. To allow effective scrutiny of the performance, it was felt that Performance Monitoring Panel should be informed of Cabinets' views prior to scrutinising the performance. (A similar approach was adopted for the HRA Governance Framework).

Cabinet sought assurance from Officers around:

- The number of repairs and those overdue - further information added to report for Scrutiny to consider.
- The programme of maintenance for heating systems and why repairs peaked during winter months – further information added to report for Scrutiny to consider.
- Why the capital programme was underspent – further information added to report for Scrutiny to consider.

Reputation

This report demonstrates effective management and provides assurance to Members on the robustness of the data and processes underpinning its reported repairs and maintenance performance.

Contracts

None.

Crime and Disorder

None.

Equality and Diversity / Human Rights / Safeguarding

An Equality Impact Assessment has been completed on the access to the Housing Landlord Service. The impact assessment identified accessibility barriers to accessing the repairs and maintenance service. To mitigate this the Council has introduced and begun promoting reporting of repairs via email or using a BT text relay service.

Health and Wellbeing

By transparently sharing performance data with tenants and Members, the report demonstrates the Council's commitment to maintaining safe and healthy housing environments.

Climate Change and Environment Impact Assessment

Not undertaken.

Acronyms

KPI – Key performance indicator
PMP – Performance monitoring panel
D&B – Design and build
DLO – Direct labour organisation
PSPSL – Public sector partnership services limited
ARCH – Association of retained council housing
TPAS – Tenant participatory advisory services
CIH – Chartered institute of housing
SLT – Senior Leadership team.

Appendices

None.

Background Papers

Document title

RSH - Safety and Quality Standard
SHDC – HRA Governance Framework
SHDC - Housing Repairs and Fitness for Habitation Policy
SHDC – Landlord Strategy 2024 -2026 and Transformation Programme for 2024-2026

Where the document can be viewed

[Safety and Quality Standard - GOV.UK](#)
[HRA Governance Framework.pdf](#)
[Housing Repairs Policy.pdf](#)
[SHDC Housing Landlord Strategy 2024-2026.pdf](#)

Chronological History of this Report

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

Report Approval

Report author: Chris Mycock, Housing Repairs and Property Services Manager cmycock@sholland.gov.uk

Signed off by: Jason King, Director of Communities
Jasonking@sholland.gov.uk

Approved for publication: Cllr Tracey Carter – Portfolio Holder for Strategic and Operational Housing



Report To:	Performance Monitoring Panel
Date:	20 May 2025
Subject:	Housing Landlord Service - Compliance Assurance
Purpose:	To consider how the Housing Landlord Service is performing against key statutory compliance measures.
Key Decision:	No
Portfolio Holder:	Councillor Tracey Carter, Portfolio Holder of Strategic and Operational Housing
Report Of:	Jason King, Director of Communities
Report Author:	Chris Mycock, Housing and Property Services Manager
Ward(s) Affected:	All
Exempt Report:	No

Summary

Following on from the in-year report to PMP in March 2025 on Statutory Compliance within the Housing Landlord Service, this report seeks to update PMP with the year-end position in the compliance areas identified by the Regulator for Social Housing within the safety and quality standards.

Recommendations

That Performance Monitoring Panel considers the Housing Landlord Service's performance against key statutory compliance measures and provides feedback to Cabinet.

Reasons for Recommendations

The purpose of this report is to provide assurance and confidence to Members that tenants are living in safe homes and that arrangements for monitoring compliance areas are robust, with regular reviews and improvements implemented.

Other Options Considered

- 1. Do nothing.** To not consider information presented regarding the performance of statutory compliance. This option is not recommended.

1. Background

- 1.1 A report to PMP on 12th March 2025 set out the in-year position of our performance against the statutory safety requirements (including damp, condensation and mould), this report updates our performance against those measures as of the 3 March 2025 – year end position.
- 1.2 As previously reported the Council does not have any high-rise blocks of flats, nor does it face any significant risks related to RAAC or radon gas exposure. If there are any fundamental changes to these areas that are not currently an area of risk for the Council they will be included in future PMP reports.
- 1.3 The Safety and Quality Standard states that Registered Providers must:
 - identify and meet all legal requirements that relate to the health and safety of tenants in their homes and communal areas
 - ensure that all required actions arising from legally required health and safety assessments are carried out within appropriate timescales
 - ensure that the safety of tenants is considered in the design and delivery of landlord services, taking reasonable steps to mitigate any identified risks to tenants.

2. Key Compliance Measures

- 2.1. In support of these key themes of activity, the performance of the following items is reported to Housing Compliance Clinic. Additionally, key compliance performance data is reported to Senior Leadership Team, scrutinised by Performance Monitoring Panel and reported to Cabinet on a quarterly basis. Management of risks relating to compliance are recorded in the Operational Risk Register and Corporate Risk Register of which is presented on a quarterly basis to Senior Leadership Team and scrutinised by Governance and Audit.
- 2.2. To enhance scrutiny, benchmarking information, such as Housemark pulse data, is included with the reports. This benchmarking data supports scrutiny by providing a comparative analysis against sector standards, helping to identify areas for improvement. It is effectively used to ensure that performance metrics are not only met but also aligned with best practices, thereby driving continuous improvement.

3. Annual reporting on compliance performance

- 3.1. In line with our Housing Transformation Programme this year-end report on compliance supports the submission of Tenant Satisfaction Measure data to the Regulator of Social Housing in June 2025. Members are asked to note that

performance on damp, condensation and mould is included within the year-end reporting of compliance as this is actively monitored by the Compliance Clinic.

- 3.2. This report will be produced on an annual basis going forward, to allow scrutiny of data prior to submission to the Regulator of Social Housing. This information will also be published on the tenant section of our website.

4. Compliance position as of 31/1/2025

- 4.1. The tables below summarise the compliance position as of 31 March 2025 across the key compliance measures as well as the frequency of inspections or surveys as required. Each area is explored in more detail throughout the report

REQUIRED SAFETY CHECKS COMPLETED AS OF 31/3/25		
Compliance area	Percentage of safety checks complete	Frequency due
Asbestos management (Communal areas)	100%	Annually
Gas Safety (Communal areas)	100%	Annually
Gas safety (Dwellings)	100%	Annually
Legionella Safety (Communal areas)	100%	2 yearly
Electrical Safety (Communal areas)	100%	5 yearly
Electrical Safety (Dwellings)	99.54%	5 yearly
Fire Safety Risk Assessments (Communal areas)	100%	Annually
Passenger lift safety (Communal areas)	100%	Quarterly

- 4.2. Members will note from the data set out that with the exception of periodical electrical checks which is reported at 99.54% and equates to a total of 18 outstanding properties (details of which are set out in the Electrical Safety section of this report) the Housing Service is meeting the requirements for the statutory inspection regime across all areas of compliance.

5. Asbestos management (communal areas)

ASBESTOS MANAGEMENT PERFORMANCE POSITION AS OF 31/3/25	
100%	Asbestos management surveys/re-inspections carried out as required for communal areas.
0	Remedials recommended as part of 24/25 checks.

- 5.1. The Council is required to have an updated Asbestos Management Plan for each residential asset that has a communal area. Each area is required to be inspected annually to assess the condition of any asbestos containing materials and if required to action any remedial works that may be identified.
- 5.2. Following each annual inspection the Asbestos Management Plans are updated and signed off by the Housing Property and Repairs Manager, both the signing off of the

plans on an annual basis as well as any remedial actions identified are reported monthly to the Housing Compliance Clinic for oversight.

- 5.3. Presently there are no outstanding remedial actions associated with our Asbestos Management Plans and the schedule for the annual survey of each of the areas are set to be carried out throughout September 2025.

6. Gas safety

GAS SAFETY PERFORMANCE POSITION AS OF 31/3/25	
100%	Gas safety checks carried out on <u>communal</u> areas requiring them.
0	Remedials recommended as part of 24/25 <u>communal</u> checks
100%	Gas Safety checks carried out on <u>homes</u> requiring them.
0	Remedials recommended as part of 24/25 <u>home</u> checks

GAS SAFETY REMEDIALS AS OF 31/3/25	
0	Total number of remedials due (including any from previous years)
0	Remedials <u>overdue</u>

GAS SUPPLIES CAPPED AS OF 31/3/25	
10	Properties capped.
A risk-based approach is taken with capped properties. Where the Council is unable to obtain access, our 'no access' procedure is followed. These cases are supervised by the Housing Services Manager in conjunction with the Housing Repairs and Property Services Manager. Updates are provided monthly to Housing Compliance Clinic.	

- 6.1. The Council is required to carry out annual gas safety checks of all properties which contain a gas burning appliance. In addition, gas safety checks and a valid Gas Safety Certificate are required before each property is let.
- 6.2. Where the Council cannot gain access to a property to perform these checks, the gas supply is capped to ensure compliance with safety regulations, where no other option is deemed safe and reasonable and as reported within the in-year report to March PMP the capping of gas supplies is a last resort.
- 6.3. We continue to conduct checks up to two months before they are due (MOT style) to allow maximum opportunity to attend properties.
- 6.4. As of 31 March 2025 we had 10 properties which had the gas supply capped due to us being unable to carry out the service, all cases enter into our no access process and officers from both Property Services and Housing Management work together to resolve the, often complex, access issues. The performance in this area is reported monthly to our Compliance Clinic to ensure regular oversight.
- 6.5. Included within our cyclical programme of servicing heating systems are the off-gas heating systems throughout our stock, the table below reports on performance in this area.

OFF-GAS HEATING SYSTEM SERVICING PERFORMANCE POSITION AS OF 31/3/25
--

100%	Solid fuel heating systems serviced
0	Remedials recommended as part of 24/25 checks
100%	Air-source and ground source heating systems serviced
0	Remedials recommended as part of 24/25 checks
100%	Oil heating systems serviced
0	Remedials recommended as part of 24/25 checks
100%	LPG heating systems serviced
0	Remedials recommended as part of 24/25 checks
Note that storage heaters do not require annual heating system inspection but are checked as part of 5-year electrical safety checks.	
All properties are inspected annually for smoke alarm detectors and carbon monoxide, as appropriate. (Please note this includes properties with storage heaters).	

7. Legionella Safety (communal areas)

LEGIONELLA SAFETY PERFORMANCE POSITION AS OF 31/3/25	
100%	Legionella risk assessments carried out for properties requiring them.
3	Remedials recommended as part of 24/25 checks
LEGIONELLA SAFETY REMEDIALS AS OF 31/3/25	
3	Total number of remedials due (including any from previous years)
1	Remedials <u>overdue</u>

- 7.1. Statutory legislation requires weekly flushing of outlets in communal bathrooms and kitchens etc., plus temperature checks at nearest, intermediate, and furthest points from feed tanks or calorifiers in flat schemes (where communal water tanks or heating cylinders are present). These checks are carried out monthly to ensure compliance.
- 7.2. Additionally, the Council carries out risk assessments every 2 years via a procured contract, including sampling and cleaning of tanks in all flat schemes where there is a communal water source. All actions arising from these risk assessments are dealt with as they arise. Performance is reported to Housing Compliance Clinic.
- 7.3. As reported to March PMP the remaining action referenced above is in relation to loft hatch access at our Trinity Court scheme, as opposed to a direct risk associated with Legionella. This was identified as part of the annual risk assessment in carried out in April 2024. Works to resolve this action have been included in major works connected to fire compartmentation within the loft space at Trinity Court. This work has commenced with an anticipated completion in July.

8. Electrical Safety

ELECTRICAL SAFETY PERFORMANCE POSITION AS OF 31/3/25	
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100%	Electrical safety checks carried out on <u>communal</u> areas requiring them.
0	Remedials recommended as part of 24/25 <u>communal</u> checks.
99.54% (18 properties)	Electrical Safety checks carried out on <u>homes</u> requiring them.
0	Remedials recommended as part of 24/25 <u>home</u> checks

ELECTRICAL SAFETY REMEDIALS AS OF 31/3/25	
0	Total number of remedials due (including any from previous years)
	<ul style="list-style-type: none"> • C1 remedials due – 0 • C2 remedials due – 0

- 8.1. The Council carries out periodic electrical installation safety inspections on all housing stock, including communal landlord supplies every 5 years, in line with best practice. These safety checks are carried out by a qualified and accredited external contractor. As with our approach to gas safety, the electrical contractor must be accredited to a competency scheme, our current provider being accredited with NICEIC, and all relevant qualifications of their engineers are provided to us.
- 8.2. As of 31 March 2025 we had 18 properties for which we were unable to complete the periodical electrical check. All these cases are escalated through our 'no access' procedure, including ascertaining whether any additional support is required to gain access (due to household vulnerabilities) or whether enforcement action is necessary.
- 8.3. Ongoing supervision of these cases is undertaken by the Housing Services Manager in conjunction with the Housing Repairs and Property Services Manager and updates are provided to Housing Compliance Clinic on a monthly basis.

9. Fire Safety (communal areas)

- 9.1. Under Article 9 of the Regulatory Reform (Fire Safety) Order 2005 any scheme we have where there are areas of communal use are subject to an annual Fire Risk Assessment. The Council procures the services of independent and appropriately qualified contractors to carry out these assessments.

The following table summarises the actions identified in 24/25 Fire Risk Assessments. Actions are categorised under the following assessment criteria.

FIRE SAFETY ACTIONS IDENTIFIED IN 24/25 FIRE RISK ASSESSMENTS		
Category of action	Number of actions identified	Number of actions remaining
Immediate Action required	3	0
Action required within 28 days	30	0
Action required within three months	87	27
Ongoing management	17	4
Total	137	31

9.2. In addition to the above, as of 31 March there were two actions outstanding that relate to major capital works. Contractors are currently on site with mitigations in place to ensure tenants' safety. Works have been completed on the Nene Court Scheme and a further Fire Risk Assessment is scheduled in May to sign off on the completed works. Works on the final scheme are in progress with an anticipated completion date in July. Mitigations remain in place for both schemes until works have been signed off by the fire risk assessor.

9.3. The 27 remaining actions consist of 23 that relate to our Fire Door Replacement programme for which works have been instructed. The remaining four, which all have works scheduled in, are:

- Replacing a roller shutter within a community centre
- Installation of a fire warning beacon in a communal WC
- Replacement of furniture at a community centre
- Sectioning off an area underneath an external staircase to prevent items being stored

9.4. The PMP report in March reported our in-year position in relation to fire protection by way of smoke alarms. We remain at 100% and certificates of annual inspection continue to be supplied to us as part of our inspection contract. As of 31st March 2025, 100% of properties have a working smoke alarm and carbon monoxide detector, where required.

SMOKE ALARM INSPECTION AS OF 31/3/25	
100%	Annual inspection of Smoke Alarms
0	Remedials recommended as part of 24/25 checks.

10. Passenger lift safety checks (communal areas)

10.1. All lift servicing and safety work is carried out on a quarterly basis by suitably qualified engineers in accordance with the requirements of LOLER and manufacturers guidance on servicing.

PASSENGER LIFT SAFETY PERFORMANCE POSITION AS OF 31/3/25	
100% (3 lifts and 4 stairlifts)	Lift safety checks completed.
0	Remedials recommended as part of 24/25 checks.

PASSENGER LIFT SAFETY REMEDIALS DUE AS OF 31/3/25	
0	Remedials due (including any from previous years)

10.2. All servicing records and certificates are provided to us as part of the cyclical servicing programme.

11. Damp, Condensation and Mould (DCM)

11.1 The Council has a dedicated DCM Coordinator focussed on triage of all reports of damp, condensation and mould. Provision is made within the Housing Repairs Team, supported by procured contracts, to carry out all remedial works. Cases are logged

on NEC housing and monitored by the DCM Coordinator. All cases are reported at the monthly Housing Compliance Clinic to allow scrutiny and oversight regarding the progress made in effectively remedying these cases.

11.2 The tables below set out the number and category of reactive DCM cases reported to our DCM team, the percentage against our stock volumes and the performance against inspection targets and remedial works completed within target and the number of cases where remedial works have been completed.

DCM CASE MANAGENT BY PRIORITY 31/3/25		
Priority	Number of cases	Percentage Surveyed in Target
Emergency	12	100% (12 properties)
Urgent	117	60% (70 properties)
Routine	40	75% (30 Properties)
Monitor	9	100% (9 Properties)
No access	12	0% (0 Properties)
	Total	190

NUMBER OF CASES OF DCM IDENTIFIED DURING 24/25		
Reporting mechanism	Number of cases	Number as percentage of total stock (3857 units)
Reactive (cases reported by tenants, tenant representatives, Officers or contractors)	190	4.92%

DCM CASES REPORTED BETWEEN 1/10/24 AND 31/3/25			
Number of cases reported to SHDC	Percentage of cases inspected within target of 14 days	Number of cases closed	Percentage of remedial works completed within target (56 days)
190	84.6%	104	93%

11.1 The above data sets out that of the 190 cases reported reactively to us, we have carried out and signed off remedial works on 104 of those cases, there are a further 19 where works have been completed and have the sign off inspection scheduled in. Our survey rate is reported in line with our policy but then further detail is given on the measure against the survey rate set out in the impending Awaabs Law legislation.

11.2 In addition to the reactive reports the Council is currently undertaking a full Stock Condition Survey of all our properties. The specific inclusion of identification of hazards under the Housing, Health and Safety Rating System with the survey has enabled us to proactively identify 555 properties with DCM or a perceived risk of DCM. The table below breaks down those reports into the categories within the Stock Condition Data:

11.3 The categorisation of the Stock Condition survey and the breakdown of cases identified within those categories is as follows:

CATEGORIES AND DEFINITIONS DETERMINED BY MLCS3	
Severe	Excessive damp or mould noted to one or more rooms
Moderate	Minor damp or mould noted in more than one room
Slight	Minor damp or mould noted in one room

NUMBER OF CASES OF DCM IDENTIFIED FROM STOCK CONDITON SURVEY AS OF 31 MARCH 2025		
Reporting mechanism	Category	Number of cases
Proactive (identified as part of stock surveys)	Severe	11
	Moderate	202
	Slight	342
	Total	555

11.4 Any case that is identified within the severe category is reported directly to our DCM team on the day of survey. The 11 cases within this category have been attended and remedial works completed.

11.5 The cases that fall within the other two categories are further broken down into two workstreams. The cases raised as part of the initial 30% validated data return as of 31 Jan 2025 and then the cases reported weekly from 1st Feb 2025 onwards.

11.6 The resources within the DCM team were increased in March 2025 to enable us to undertake the triage and remedial works from the stock condition outputs.

11.7 Each case receives a triage call which examines the information provided from the stock condition survey and assesses this against the circumstances of the tenants in respect of vulnerabilities or health issues. This enables us to assign a priority to the case and take appropriate action. The table below details the outcomes to date of the cases identified via the Stock Condition Survey split by the two workstreams.

NUMBER OF CASES OF DCM IDENTIFIED FROM STOCK CONDITON SURVEY AS OF 31 MARCH 2025 (excludes the 11 Severe cases already closed)						
Total Cases	Triaged	No response	Desktop Survey complete	Further home survey required	Remedial works booked	Cases closed
373	318	55	246	23	123	76
171	112	59	n/a	0	66	44

11.8 Managing DCM is a complex challenge for the Service. A risk was recently added to the Risk Register regarding the Council's ability to deliver the requirements of Awaab's Law. In response to this, separate papers will be brought forward to Members on the Council's response to DCM and the preparedness to deliver Awaab's Law.

12. Quality Assurance

12.1. Gas Safety

12.2. The Council continues to commission a third-party Accredited Assessor to carry out a rolling quality assessment regime on a minimum of 10% of the work carried out by the Council's gas contractor. This gives us the assurance that the programme of works related to our cyclical service of gas heating systems accords with the legislative requirements.

12.3. Internal Audit

12.4. As reported within the in-year Compliance position report to PMP in March an Internal audit carried out in Q3 24/25 across all housing compliance measures confirmed that the Council has implemented effective governance and control improvements. These include establishing a governance framework, with clearly defined roles and responsibilities for council and contractor staff. Contract management processes have been strengthened with regular minuted meetings and action points enabling robust performance monitoring across key performance indicators (KPIs).

12.5. Governance & Audit received a reasonable assurance opinion from Internal Audit in January 2025 confirming housing compliance governance has improved. Robust controls and oversight were evidenced and continue to be developed.

12.6. In addition to the above and also as reported to March PMP the service undertook an internal exercise, branded as a "Compliance Away Day" on how the Service obtained compliance information in a real-life regulatory inspection scenario. This process was particularly focussed on ease of accessing evidence, whether there are any gaps in evidence and any single points of failure.

12.7. The exercise provided assurance to the Assistant Director – Housing as the Person Responsible for Compliance with the Consumer Standards and the Housing Repairs and Property Services Manager as the Lead Officer for Health and Safety. No material issues relating to non-compliance or potential non-compliance with delivering the Consumer Standards or Health and Safety requirements were identified as part of the exercise.

13. **Keeping tenants informed**

13.1. Tenants are kept informed about the safety of their home in a variety of ways including:

- Receiving copies of gas and electrical safety compliance certificates following inspection
- Annual report providing an overall position on health and safety (Tenant Satisfaction Measures)
- Quarterly compliance performance statistics published on the tenant's section of the website www.sholland.gov.uk/about-your-landlord
- Tenant Satisfaction Measures published with national benchmarking at www.sholland.gov.uk/about-your-landlord

15.2 The Council is currently consulting tenants on a Tenant Engagement and Influence Strategy. We aim to develop a variety of engagement and influence opportunities during 2025/26 including establishing a Tenant Influence Panel to scrutinise our performance.

14. Conclusion

14.1. This report sets out and explains the Council's approach to dealing with all matters relating to compliance and the discharging of our responsibility under the various legislation that governs our sector. Our ethos is to have the safety of our tenants at the centre of all we do by ensuring, as set out in this report, that any contractors or direct employees have the necessary training, qualifications and competencies in place.

14.2. Responding to damp, condensation and mould continues to be a challenge for the Service and therefore separate papers on the Council's response to DCM and the preparedness to deliver Awaab's Law is considered necessary to ensure appropriate oversight and scrutiny of this challenge, ensuring that tenants remain safe in their homes.

14.3. The report also sets out how our processes, systems and collection of necessary evidence through certification are appropriately scrutinised by both internal governance procedures and external validation partners to give the organisation assurance that the Council is operating compliantly and in accordance with the regulations in place for each element of compliance.

14.4. Finally, the report seeks to address the balance of carrying out testing and assessments to identify hazards as well as ensuring all identified remedial actions are completed within appropriate timescales.

Implications

South and East Lincolnshire Councils Partnership

This report provides assurance that South Holland District Council takes its responsibility as a landlord seriously and will mitigate against any potential reputational damage or negative impacts to tenants.

Corporate Priorities

This report will support the following South and East Lincolnshire Councils Partnership Sub-Regional Strategy priorities:

- Healthy Lives – Safe housing will lead to the better health of our tenants and everyone that stays or visits the properties.
- Safe and Resilient – Providing community confidence that our homes are well maintained.

Staffing

None.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

None.

Data Protection

None.

Financial

The financial position of the HRA is monitored through regular budget meetings, formally reported to Members through quarterly outturn reports. The Portfolio Holder receives updates at the Governance Clinic. A full recast of the HRA budget was completed at Q1 for revenue and Q2 for capital to ensure sufficient financial resources are in place to fulfil all compliance requirements and complete all identified remedial actions.

Risk Management

None.

Stakeholder / Consultation / Timescales

The Portfolio Holder - Strategic and Operational Housing and the Deputy Chief Executive (Corporate Development) and S151 Officer have been consulted. They continue to be regularly updated as Chair and Sponsor of the Housing Transformation and Improvement Programme Board.

An earlier version of this report was presented to Cabinet on 18 February 2025. To allow effective scrutiny of the performance, it was felt that Performance Monitoring Panel should be informed of Cabinets' views prior to scrutinising the performance. (A similar approach was adopted for the HRA Governance Framework).

Cabinet sought assurance from Officers around:

- robustness and reliability of data – further information added to report for Scrutiny to consider.
- keeping tenants informed about the safety of their home – further information added to report for Scrutiny to consider.
- data and timescales on overdue remedial actions – further information added to report for Scrutiny to consider.

Reputation

Presenting an annual compliance report to Members significantly enhances the Council's reputation by demonstrating a commitment to transparency and accountability. By openly sharing our compliance status, we build trust with stakeholders, including tenants and Members. This proactive approach reassures Members that potential risks are being managed effectively, boosting confidence in our operations. Additionally, demonstrating our adherence to regulations and ethical standards reinforces that we are a responsible social landlord.

Contracts

None.

Crime and Disorder

It is important for Housing Providers to ensure that statutory safety work is carried out to a high standard. Poorly performing landlords can be fined or prosecuted for failing to take the necessary measures to protect tenants and employees.

Equality and Diversity / Human Rights / Safeguarding

The Council is required to consider what adjustments it can reasonably make when carrying out work within a tenant's home to deal with disabilities or other issues arising. Such adjustments are considered on a case-by-case basis.

The Council is in the process of drafting a Vulnerable Persons and Reasonable Adjustments Policy which is designed to support tenants. The Council is committed to making necessary adjustments such as providing additional assistance to meet the diverse needs of our tenants including when accessing their homes to complete compliance checks. This will underscore the dedication of the Council to inclusivity and safety ensuring all tenants feel supported whilst essential safety work is carried out in their homes.

Health and Wellbeing

Registered providers are required to publish Tenant Satisfaction Measures (TSM) data, which includes compliance data. By clearly communicating our compliance with safety regulations, we ensure that tenants feel secure and confident in their homes.

Climate Change and Environment Impact Assessment

Not undertaken.

Acronyms

HHSRS - The Housing Health and Safety Rating System

TSM – Tenant Satisfaction Measures

DCM – Damp Condensation and Mould

RSH – Regulator of Social Housing

Appendices

None.

Background Papers

Document title

SHDC – HRA Governance Framework

SHDC – Landlord Strategy 2024 -2026 and Transformation Programme for 2024-2026

Regulator of Social Housing - Safety and Quality Standard

Where the document can be viewed

[HRA Governance Framework.pdf](#)

[SHDC Housing Landlord Strategy 2024-2026.pdf](#)

[April 2024 - Safety and Quality Standard FINAL.pdf](#)

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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Signed off by: Jason King, Director of Communities
Jasonking@sholland.gov.uk

Approved for publication: Cllr Tracey Carter – Portfolio Holder for Strategic and
Operational Housing



Report to:	Performance Monitoring Panel
Date:	20 th May 2025
Subject:	Tenant Satisfaction Measures 2024/2025
Purpose:	To update Performance Monitoring Panel of the 2024/2025 Tenant Satisfaction Measure outcomes
Key decision:	No
Portfolio Holder:	Portfolio Holder for Strategic and Operational Housing
Report of:	Jason King, Director of Communities
Report Author:	Sam Dicker, Business Support Manager
Ward(s) affected:	All Wards
Exempt report?	No

Summary

2024/25 is the second year that Registered Providers completed Tenant Satisfaction Measures (TSMs). This report presents the results for 2024/25. TSMs offer crucial insights into the Councils' performance as a Registered Provider. Utilising this data enables the Council to determine the most effective ways to enhance the services provided to its tenants.

Recommendations

1. That Performance Monitoring Panel note the contents of this report, and the results attached at Appendix 2 to this report.
2. Considers the report and provide comments for consideration by Cabinet

Reasons for recommendations

The Regulator of Social Housing is clear that Councillors are responsible for ensuring that the Council, in its role as a registered provider, is meeting the regulatory standards set. Performance and satisfaction data assists Councillors in scrutinising the service.

Other options considered

Do nothing – to not be informed of performance and tenant satisfaction. This option is not considered to be appropriate as the Regulator of Social Housing expects that Councillors have oversight and scrutiny of the service provided.

1. Background

- 1.1. The Transparency, Influence and Accountability Standard requires all Registered Providers of social housing to collect and report annually on their performance using a core set of defined measures known as Tenant Satisfaction Measures (TSMs). Introduced for 2023/24, the TSMs must meet requirements set by the Regulator of Social Housing.
- 1.2. The Measures provide tenants with greater transparency about their landlord's performance and support the Regulator in assessing a Registered Providers' ability to deliver a housing service that meets the consumer standards.
- 1.3. At the point of publishing this report, the Regulator's data was not available for the rest of the sector on results for 2024/2025, and so data has been benchmarked against the sector results for 2023/2024 for Local Authorities. We also compare our result from 2023/2024.
- 1.4. The Regulator allows landlords flexibility around how landlords conduct satisfaction surveys. Telephone surveys were considered a neutral method and provides consistency for comparison year on year.
- 1.5. Housemark's research has found that improvements to operational services will take around 18 months to filter through to better perception results. This means that any immediate work to enhance the customer experience may not show in TSMs until 2025/26. Housemark is the sector's data experts with membership consisting of over 200 Registered Providers, managing around 2.3 million properties – more than half of all social housing in England.

2. Tenant Satisfaction Measures

- 2.1. TSMs consist of 22 performance measures, covering five themes. Ten of these are measured by landlords directly, and 12 will be captured through Tenant Perception Surveys. The performance measures, including the survey questions, are prescribed by the Regulator and cannot be deviated from.
- 2.2. ARP Research completed the Tenant Perception Surveys on behalf of the Council in accordance with the Regulator's requirements during 2024. As per the Regulator's stipulations, 522 households were surveyed by telephone. In addition, 28 tenants with a preferred contact method of written communication were sent a paper copy, 2 of whom returned it. Appendix A sets out the summary of approach to the surveys and how we met the TSM survey requirements.
- 2.3. The Council will submit TSM data for 2024-25 to the Regulator by the 30th of June 2025. The data is summarised in this report and contained in full at Appendix B.
- 2.4. Submission of TSMs is required annually from landlords with more than 1,000 properties.

3. Tenant Perception Surveys

- 3.1. 74% of tenants surveyed were satisfied with the overall service received from the Council, showcasing a positive sentiment among the majority of respondents. Satisfaction across the sector has reduced drastically over the past few years, with Housemark reporting an average of 69.4% satisfaction.
- 3.2. Factors such as being kept informed, repairs service received in the last 12 months and approach to dealing with ASB emerged as key drivers of overall tenant satisfaction for the Council. While most tenants feel respected by their landlord, sector results reveal that expectations are not being met for communicating and listening. The survey emphasised the importance of effective communication and engagement between the Council and its tenants. While the majority of tenants expressed satisfaction with how they are treated and kept informed, there is an opportunity to further enhance these aspects to ensure that tenants feel valued and involved.
- 3.3. 86% of respondents felt safe in their homes compared with 76% across the sector. Whilst 73% were content with the repairs service received and 76% were satisfied with the time taken to complete repairs
- 3.4. 83% of tenants felt the Council treat tenants fairly and with respect. This is a strong score for the Council when compared to the sector reporting an average of 74% satisfaction. This result has fallen by 1% compared to last year's result of 84%.
- 3.5. Tenant perceptions of the Council's management of anti-social behaviour cases has increased from 50% for 2023/2024 to 69% of tenants reporting satisfaction with our approach to complaints of anti-social behaviour. Benchmarking results are at 54%, whilst this score has improved we anticipate this is a volatile measure that can fluctuate depending who is surveyed. An ASB Framework has been drafted setting out commitments to improve the service received by tenants regarding our handling of ASB complaints. This document has been produced in conjunction with the Community Safety Team and was presented to Scrutiny on 22/4/25. The document is now out to consultation with tenants, and will be reported to Cabinet on 8 July, subject to there being no fundamental changes since the document was presented to Scrutiny. An ASB Lead Officer role has been added to the establishment and is currently being recruited to.
- 3.6. Satisfaction with complaint handling has emerged as a significant issue across the sector, with last year's benchmarking at 29%. SHDC is for 2024/2025 reporting satisfaction of 34% for SHDC complaints handling processes, which is a 6% increase on the previous year. Notably, the results suggest that significantly more tenants believe they have made a complaint than have done so via the complaints process, of which is common across the sector. Recognising the importance of tenant feedback and the learnings this can bring, proactive steps have been taken to streamline processes and enhance responsiveness to tenant feedback.

4. Tenant Satisfaction Measure Management Information

- 4.1. The remaining ten TSMs report on the Council's performance in anti-social behaviour, complaints handling, repairs and maintenance, and the health and safety of homes.

- 4.2. Officers are pleased to report that performance for gas safety checks, fire risk assessments, asbestos management surveys, legionella risk assessments and communal passenger lift checks was 100%. This is comparable with the sector.
- 4.3. For 2024-2025 SHDC is reporting 1.6% of properties are consider non-decent compared to 2.5% for 2023-2024. Local Authority Housing Statistics published in November 2024 show that 9% of local authority homes did not meet the Decent Homes Standard. Stock surveys are currently being completed on all South Holland District Council properties, due for completion by the end of 2025/2026.
- 4.4. Complaint handling performance has improved drastically from 48.65% to 95.45%, with 94.84%% of stage one complaints responded to within Housing Ombudsman Service timescales, 100% of Stage 2 complaints have been responded to within the timescales. As per the Complaint Handling Code, steps have also been taken to ensure that dissatisfaction is being recorded correctly, with the Council reporting 55.65 complaints per 1,000 during 2024/2025 for stage 1 Complaints and 7.58 for Stage 2 Complaints, this equates to 242 complaints, evidencing this improvement, compared to 38 formal complaints for 2023/24.
- 4.5. ASB Cases have fallen slightly from 29.0 cases opened per 1000 properties to 26.85 for 2024/2025 and same for Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes from 0.5 to 0.26.
- 4.6. Performance of responsive repairs delivered within target has remained consistent with a return 91.3% compared to 91.0% in the previous year, our approach to undertake most repairs via our in-house repairs team, supported with external contracts where required has facilitated the stability of this performance. Emergency repairs continue to be attended at 100% with emergency calls prioritised to the inhouse team during the day and the two man out of hours call out team enabling us to maintain this level of performance

5. Conclusion

- 5.1. The insights from tenant perception surveys offer valuable intelligence into our performance and tenants' opinions regarding our services. We will continue to utilise this data to review areas where tenants feel improvements are most necessary as part of our Housing Transformation and Improvement Programme.
- 5.2. Management data continues to be reported to the Portfolio Holder for Strategic and Operational Housing and Director of Communities on a monthly basis, and Senior Officers and Performance Monitoring Panel on a quarterly basis. Quarterly we publish our management measures on our website.

Implications

South and East Lincolnshire Councils Partnership

None.

Corporate Priorities

None. Improved use of data and information will contribute to the council's overall aims and objectives in the corporate plan around efficiency and effectiveness.

Staffing

None.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

All registered Providers of social housing are required to collect and report annually on their performance via the TSMs, under the Transparency, Influence and Accountability Standard of the regulatory standards for landlords. This regulatory framework was introduced by the Social Housing Regulation Act 2024.

Data Protection

None.

Financial

There are no direct financial implications arising from the decisions recommended in this report.

Risk Management

Failure to undertake and complete the survey would result in a non-compliance order from the Regulator.

Stakeholder / Consultation / Timescales

None. .

Reputation

Tenant perception surveys were perception based; a lower score may reflect on wider council services.

Contracts

None.

Crime and disorder

None.

Equality And Diversity/ Human Rights/ Safeguarding

The Regulator has undertaken an equality impact assessment to understand any potential impact on equalities of the TSM requirements – <https://www.gov.uk/government/consultations/consultationon-the-introduction-of-tenant-satisfactionmeasures/outcome/annex-8-tenant-satisfaction-measuresequality-impact-assessment-accessible> .

Health and Wellbeing

None.

Climate Change And Environmental Implications

None.

Acronyms

TSMs – Tenant Satisfaction Measures.

ASB – Anti-Social Behaviour

Appendices

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

Appendix A Summary of Approach TSM Survey 2024-2025

Appendix B Tenant Satisfaction Measure Results 2024/2025

Appendix C Equality Impact Assessment

Background Papers

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

Document title

Where the document can be viewed

Regulator of Social Housing - Consumer Standards	www.gov.uk/government/consultations/consultation-on-the-consumer-standards
Tenant Satisfaction Measures: Technical Requirements:	https://www.gov.uk/government/publications/tenant-satisfaction-measurestechnical-requirements
Tenant Satisfaction Measures: Tenant Survey Requirements:	https://www.gov.uk/government/publications/tenant-satisfactionmeasures-tenant-survey-requirements

Chronological History of This Report

None

Report Approval

Report author: Sam Dicker, Business Support Manager,
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Signed off by: Jason King, Director of Communities,
jasonking@sholland.gov.uk

Approved for publication: Councillor Tracey Carter, Portfolio Holder for
Strategic and Operational Housing

Appendix A - Summary of Approach TSM Survey 2024-2025

South Holland District Council

Overview

The survey was conducted by ARP Research between 28 November 2024 - 15 January 2025.

Responses

Overall, 524 LCRA (low cost rental accommodation) tenant households took part in the survey, which represents 14% of all tenant households, and the final results have an error margin of +/- 4.0% which meets the required TSM target.

Sampling

In the first stage of the survey, paper copies of the questionnaire were sent to the 28 households that prefer postal communication, 2 of whom returned it. A further 522 telephone interviews were then conducted using a quota sample with randomised number selection to ensure that the final dataset was representative of the population as whole. The quota categories were tenant age, stock type, patch, property type, property size and length of tenancy.

Fieldwork

A telephone methodology was chosen to ensure that the survey was as representative as possible without weighting, and to maintain comparability with the 2023-24 TSM survey results. It will also help to minimise survey fatigue over the long-term in the relatively small pool of potential respondents when compared to self-completion methods.

Population

The population for the survey was all 3,748 South Holland District Council LCRA households on 07 November 2024. None were removed from the sample frame.

Representativeness

The telephone interviews were completed to a quota sample with the final achieved total deemed to be representative of the population. The characteristics by which representativeness was determined were:

Stock

General needs
Sheltered
Other

Population	Achieved
72.2	71.9
27.1	27.3
0.7	0.8

Area

Patch 1 –
Donington
Quadring
Gosberton
Gosberton Clough
Gosberton Risegate
Gosberton Westhorpe
Surfleet

Patch 2 –
Pinchbeck
West Pinchbeck
Tongue End
Deeping St Nicholas
Pode Hole

Patch 3 –
Sutton Bridge
Little Sutton
Tydd
Tydd St Mary
Sutton St James

Patch 4 –
Holbeach

Patch 5 –
Long Sutton
Lutton
Gedney
Gedney Dyke
Gedney Drove End
Gedney Marsh

Patch 6 –
Crowland
Whaplode Drove
Holbeach Drove
Gedney Hill
Throckenholt
Sutton St Edmund

Patch 7 –
Cowbit
Moulton Chapel

Population	Achieved
13.0	13.2
12.2	12.2
12.3	12.4
12.5	12.4
12.4	12.2
12.3	12.6
13.3	13.2

Holbeach St Johns
 Weston Hills
 Whaplode St Catherines
 Holbeach Fen
 Moulton Eaugate
 Weston

Patch 8 –

Fleet
 Holbeach Hurn
 Holbeach Clough/Bank
 Holbeach St Marks
 Moulton Seas End
 Saracens Head
 Whaplode
 Moulton

12.0	11.8

**All patches cover Spalding*

Property type

Bungalow
 Flat
 House

Population	Achieved
44.1	45.6
7.4	5.5
48.5	48.9

Property size

One bed
 Two bed
 Three bed
 Four+ bed

Population	Achieved
21.8	22.3
39.9	40.1
37.8	37.0
0.5	0.6

Tenure length

Under 1 year
 1 - 2 years
 3 - 5 years
 6 - 10 years
 11 - 20 years
 21 years and over

Population	Achieved
7.2	7.9
14.3	14.5
15.3	13.8
21.8	19.2
22.7	23.8
18.8	20.7

Age

16 - 24 years
 25 - 34 years
 35 - 44 years
 45 - 54 years
 55 - 64 years
 65 - 74 years
 75 - 84 years

Population	Achieved
1.8	1.5
10.7	9.7
16.4	15.3
15.0	14.1
18.1	18.1
16.2	17.0
14.1	15.6

85 years and over

6.8	6.9
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No record

1.0	1.7
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APPENDIX B – TENANT SATISFACTION MEASURE RESULTS 2024/2025

PERCEPTION SURVEY RESULTS		SHDC 2023- 2024	Sector Benchmark 2023-2024	SHDC 2024-2025	Variance for SHDC year on year
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	73%	68%	74%	+1%
TP02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	70%	71%	73%	+3%
TP03	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	62%	66%	76%	+14%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained.	71%	67%	75%	+4
TP05	Proportion of respondents who report that they are satisfied that their home is safe.	86%	74%	86%	+/- 0%
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	60%	56%	65%	+5%
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	73%	67%	76%	+3%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	84%	74%	83%	-1%

PERCEPTION SURVEY RESULTS		SHDC 2023- 2024	Sector Benchmark 2023-2024	SHDC 2024-2025	Variance for SHDC year on year
TP09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	28%	29%	34%	+6%
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	67%	63%	81%	+14%
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	66%	60%	72%	+6%
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	50%	54%	69%	+19%

MANAGEMENT INFORMATION RESULTS		SHDC 2023-2024	SHDC 2024-2025	Variance
BS01	Proportion of homes for which all required gas safety checks have been carried out.	100.0%	100%	+/- 0%
BS02	Proportion of homes for which all required fire risk assessments have been carried out.	100.0%	100%	+/- 0%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100.0%	100%	+/- 0%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.	100.0%	100%	+/- 0%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	100.0%	100%	+/- 0%
NM01 (1)	Number of anti-social behaviour cases, opened per 1,000 homes.	29.0	26.5	-2.5
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	0.5	0.26	-0.24
RP01	Proportion of homes that do not meet the Decent Homes Standard.	2.5%	1.62%	-1.6%
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	91.0%	91.3%	+0.3%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale.	100.0%	100%	+/- 0%

MANAGEMENT INFORMATION RESULTS		SHDC 2023-2024	SHDC 2024-2025	Variance
CH01 (1)	Number of stage one complaints received per 1,000 homes.	9.7	55.64	+45.94
CH01 (2)	Number of stage two complaints received per 1,000 homes.	0.0	7.58	+7.58
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	48.6%	94.84%	+46.24%
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	0.0	100%	+100%

Equality Impact Assessment

Report title	Tenant Satisfaction Measures2024/2025
Completed by	Adel Gardner
Approved by	Sam Dicker
Date	12/8/2024

The following statements will help you decide whether an EIA is necessary:	Tick all that apply
Does it affect customers, colleagues or the wider community, and therefore potentially have an effect in terms of equality (for example, removing a service, workforce restructure, employment practices)	<input checked="" type="checkbox"/>
Could it result in a decision being made that would significantly affect how functions and services are delivered (for example, reducing a service or introducing a charge for a service)	<input type="checkbox"/>
Does it relate to a service that previous engagement has identified as being important to people	<input type="checkbox"/>
Does it, or could it in the future, affect different groups of people differently	<input checked="" type="checkbox"/>
Does it relate to a policy or service where there is significant potential for reducing inequalities or improving Outcomes	<input type="checkbox"/>
Have there been, or are there likely to be, any public concerns about the policy or proposal	<input type="checkbox"/>
Does it have an effect on how other organisations operate in terms of equality (i.e. commissioned services)	<input type="checkbox"/>

Section 3 Equality impacts

<p>Briefly explain what the policy/service/project aims to achieve</p>	<p>The aim of the Tenant Satisfaction survey is to allow tenants to have their say about their home, the services they receive, and how these could be improved in the future. This survey meets the requirements of The Regulator of Social Housing's guidance for tenant satisfaction measures (TSMs). All social landlords are required to report TSMs annually. In developing the TSMs the RSH were mindful of their duty to comply with the public sector equality duty under the Equality Act 2010. The regulator has set and defined 22 core performance measures referred to as TSMs. The regulator has set related requirements which registered providers will be expected to comply with, which are set out in: Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements.</p> <p>These include but are not limited to:</p> <ol style="list-style-type: none">a. TSMs must be reported on a registered group basis.b. All TSMs must be reported for either or both of two stock types: Low-Cost Rental Accommodation and Low-Cost Home Ownership.c. Providers must collect information and report on their performance against the TSMs annually to their tenants for their relevant social housing stock.d. The tenant perception measures (TP01-TP12) must be generated using data from perception surveys only.e. Perception surveys carried out by providers must include the question wording and response options as defined by the regulator.f. Providers that own 1,000 or more relevant social housing homes must carry out tenant perception surveys of the relevant tenant population at least annually. Providers that own fewer than 1,000 relevant social housing homes (small providers) must carry out perception surveys at
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	<p>least once every two years.</p> <p>g. Providers must publish a summary of their survey approach used to generate published tenant perception measures, alongside their data for the tenant perception measures.</p> <p>h. Providers must use an appropriate survey collection method considering factors such as likely response rate, cost, addressing barriers to participation, tenant profile, and the representativeness of responses.</p> <p>A telephone methodology was chosen to ensure that the survey was as representative as possible without weighting, and to maintain comparability with the 2023-24 TSM survey results. It</p>
<p>Have you undertaken consultation or involved people who are most likely to be affected or interested?</p> <p>Please include: data or community feedback, gaps in data, and how you intend to fill these gaps (where possible)</p>	<p>The majority of surveys are to be carried out by telephone however tenants who expressed a preference for postal communication will be provided a paper copy of the survey. The service provides clear information about the importance of the surveys and ensuring confidentiality.</p>
<p>Is there any evidence or research that demonstrates why some individuals or groups are, or are not, affected</p>	<p>Not applicable</p>

Characteristics	Positive and negative impact
Sex	The tenant census (2023) reported that 56% of residents in our properties are female (compared with 51% in South Holland (national census 2021).

	<p>Positive: no impact identified</p> <p>Negative: no impact identified</p> <p>Any mitigation required: none.</p>
<p>Age</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 144</p>	<p>The tenant census (2023) reported that the median age for tenants is 63 (52 in the national census for South Holland, 2021). The average age profile of residents in our properties is 48 (46 in the national census for South Holland, 2021).</p> <p>A large majority of 50-64 year olds (88%) and 65-74 year olds (75%) in England use the internet every day or almost every day, compared to under half (46%) of those aged 75+. Others use it less often, but among those aged 75+ more than two out of five (42%) do not use the internet. (Age UK briefing paper 2021). In South Holland 11.3% of residents are aged 75+.</p> <p>Age UK found that of the online activities carried out by people aged 75+ in England who were using only services, only one in four used the internet to find information on government services.</p> <p>Positive: Telephone surveys can be more accessible for older tenants who may not be as comfortable with digital technology. Older tenants may be more likely to respond to telephone surveys compared to online surveys, leading to a higher response rate at the first point of contact.</p> <p>Negative: none.</p> <p>Any mitigation required: The survey is carried out offline to not disadvantage anyone considered digitally challenged.</p>

The tenant census (2023) reported that 51% of tenants have a limiting disability and 40% of residents have a limiting disability, compared with 41% and 19% for South Holland respectively (national census 2021). Further to this, the tenant census recorded the type of disability:

Type of disability	Tenant census (%)	Number of tenants
Mobility issues	42	558
Mental health issues (incl anxiety & depression)	30	398
Stamina or breathing or fatigue conditions	29	385
Other significant medical condition	23	305
Dexterity (e.g. lifting or carrying objects or using a keyboard)	19	252
Hearing impairment	15	199
Memory issues	14	186
Visual impairment	9	119
Social or behavioural condition (e.g. ADHD or ASD)	8	106
Mobility issues (temporary)	7	93
Learning impairment	6	80
Speech impairment	3	40

In the Housing Ombudsman report on Attitudes, Rights and Respect, 58% of respondents considered themselves to have a disability, and 68% of those said their landlord had made reasonable adjustments for them, despite being asked. Many respondents referred specifically to the lack of aids and adaptations in their home, reflecting the EHS findings that over half of housing association tenants lack the adaptations they need.

Independent living officers have become aware of issues whereby tenants with disabilities such as visual impairment or hearing impairment are facing barriers when trying to access our services.

Positive: Enhanced accessibility conducting the survey via telephone can be more accessible for tenants

	<p>with various disabilities including visual impairments, who may find it challenging to complete online or paper surveys.</p> <p>Negative: none identified</p> <p>Any mitigation required: none.</p>
<p>Race</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 146</p>	<p>The tenant census (2023) reported that 8% of tenants are from BAME ethnic group consisting of 6.4% Other White (2.5% Polish, 1.4% Lithuanian, 1% Portuguese and Latvian). The 2021 census reported 9% BAME for South Holland, with 6.7% (4% Poland, 2.6% Lithuania and 1.5% Romania).</p> <p>In 2021, 0.6% of South Holland residents identified their ethnic group within the "Other" category ("Arab" or "Any other ethnic group"), up from 0.1% in 2011.</p> <p>Positive: none identified.</p> <p>Negative: Language barriers could pose a challenge if not addressed.</p> <p>Any mitigation required: Use professional translation services if requested by the tenants.</p>
<p>Religion or belief</p>	<p>We do not record data around religion or belief, however the National census reported 33% of South Holland residents reporting to have 'no religion; followed by 58.9% as Christian.</p> <p>Positive: none identified.</p> <p>Negative: none identified.</p> <p>Any mitigation required: none.</p>

Sexual orientation	<p>The tenant census (2023) reported that 1.7% of tenants who identify as LGBTQ+ sexual orientation, compared with 2.8% in South Holland (National Census 2021).</p> <p>Positive: none identified.</p> <p>Negative: none identified.</p> <p>Any mitigation required: none.</p>
Gender reassignment	<p>We do not collate data regarding gender reassignment.</p> <p>Positive: none identified.</p> <p>Negative: none identified.</p> <p>Any mitigation required: none.</p>
Pregnancy, maternity and paternity	<p>We do not collate data regarding pregnancy, maternity and paternity.</p> <p>Positive: none identified.</p> <p>Negative: none identified.</p> <p>Any mitigation required: none.</p>
Marriage and civil partnership	<p>The South Holland census recorded 49.2% of residents married or in a civil partnership.</p> <p><i>Note this is a protected characteristic in employment only.</i></p> <p>Positive: none identified.</p>

	<p>Negative: none identified.</p> <p>Any mitigation required: none.</p>
Rural isolation	<p>South Holland is a rural area spanning 74,238 hectares, with limited access to public transport.</p> <p>Positive: None identified Negative: None identified Any mitigation required: None identified</p>
Socio-economic factors	<p>The overall income deprivation score for South Holland is 10.3%. Exploring local income deprivation (ons.gov.uk) Of the 316 local authorities in England (excluding the Isles of Scilly), South Holland is ranked 174th most income-deprived. Sutton Bridge is among the 20% of most income-deprived neighbourhoods in England.</p> <p>Positive: Telephone surveys can reach tenants who may not have reliable internet access which could be as a result of socio-economic factors.</p> <p>Negative: none identified.</p> <p>Any mitigation required: none.</p>
Additional category: Carers	<p>We do not hold data around tenants with caring responsibilities. The national census reported that 4.25% of South Holland residents (aged 5 years and older) provided up to 19 hours unpaid care each week (2021). In 2021, just under 1 in 50 people (1.9%) reported providing between 20 and 49 hours of unpaid care each week. Census 2021 was undertaken during the coronavirus (COVID-19) pandemic. This may have influenced how people perceived and managed their provision of unpaid care, and therefore may have affected how people chose to respond.</p> <p>Positive: none identified.</p>

	<p>Negative: none identified.</p> <p>Any mitigation required: none.</p>
<p>Additional category: Domestic abuse and ASB victims</p>	<p>Our Tenant Satisfaction Measure figures reported 111 anti social behaviour cases during 23/24, with 2 relating to hate crime. 50% of residents surveyed reported being satisfied with our approach to handling complaints of ASB. The Crime Survey for England and Wales estimated that 2.1 million people aged 16 years and over (1.4 million women and 751,000 men) experienced domestic abuse in the year ending March 2023. During 2023/24, 17 households were housed in social housing following fleeing domestic abuse.</p> <p>Positive: none identified.</p> <p>Negative: none identified.</p> <p>Any mitigation required: none.</p>
<p>Overall, if there is a potential adverse impact after the mitigation, please state why and whether this is justifiable.</p>	<p>None identified.</p>
<p>How will you monitor this to ensure there is no adverse effect in the future?</p>	<p>Conduct an annual Equality Impact Assessment for the survey approach.</p>
<p>Outcome of EIA:</p>	<p>Continue with telephone surveys as the primary method for collection.</p>

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Report to:	Performance Monitoring Panel
Date:	20 th May 2025
Subject:	Housing - Annual Complaints Performance and Service Improvement Report 2024/2025
Purpose:	To consider the Performance of Housing Complaints for 2024/2025, and provide feedback for consideration by the Cabinet
Key decision:	No
Portfolio Holder:	Portfolio Holder for Strategic and Operational Housing
Report of:	Jason King, Director – Communities
Report Author:	Sam Dicker, Business Support Manager
Ward(s) affected:	All Wards
Exempt report?	No

Summary

The report provides an overview of the complaints received during 2024-2025, for services within the Housing Revenue Account. The Councils performance against the Housing Ombudsman Complaint Handling Code, in the form of the Annual Complaint Handling and Service Improvement Report.

Recommendations

1. That Performance Monitoring Panel reviews the contents of this report which includes the annual complaints performance and service improvement report for 2024/25 (as attached at Appendix 1) and the Housing Ombudsman self-assessment 2025 (as attached at Appendix 2) and provides feedback for consideration by the Cabinet.
2. Considers the report and provide comments for consideration by Cabinet.

Reasons for recommendations

It is a statutory requirement that the Council complies with the Housing Ombudsman Complaint Handling Code and the requirement to provide an annual submission, including an Annual Complaint Handling and Service Improvement Report and annual self-assessment.

Other options considered

Do nothing – If the Council does not complete its annual submission, a complaint handling failure order may be issued. If the Council fails to comply with this order a referral may be made to the governing body or Regulator of Social Housing. **Not recommended.**

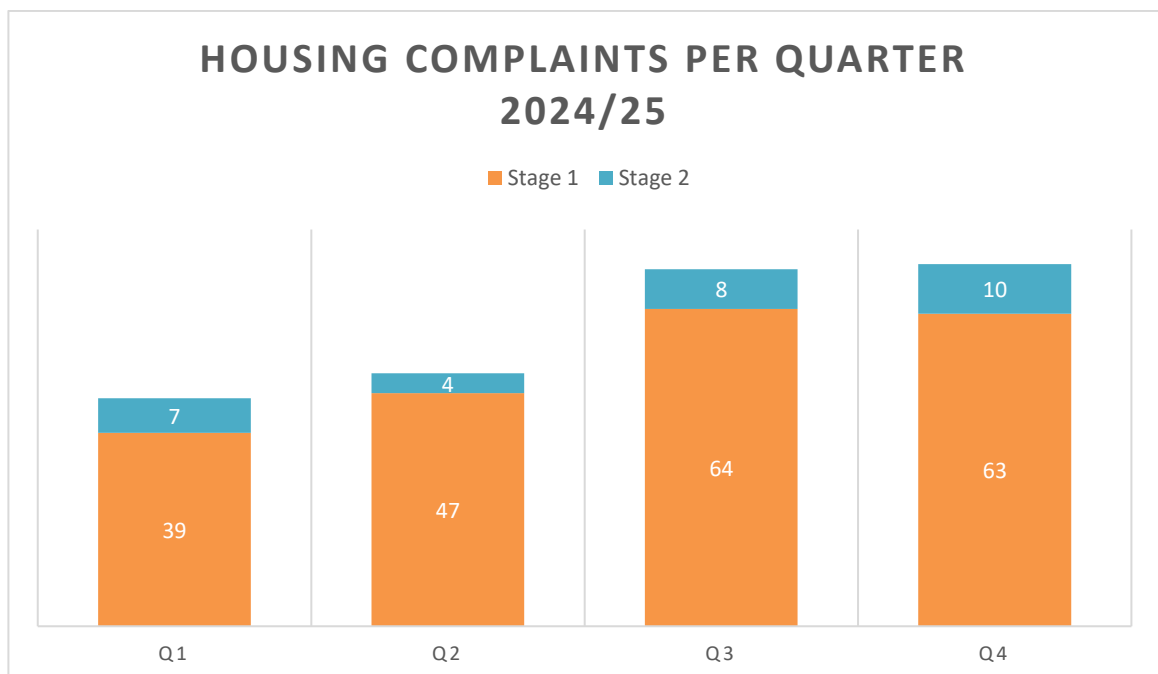
1. Background

- 1.1 The Social Housing (Regulation) Act 2023 empowered the Housing Ombudsman to issue a code of practice about the procedures members of the Scheme should have in place for considering complaints. The Housing Ombudsman has jurisdiction over complaints about social housing, including the Councils' role as a landlord.
- 1.2 Following a period of consultation, the Complaint Handling Code ('the Code') became a statutory requirement from the 1 April 2024, with the Housing Ombudsman having a duty to monitor compliance with the Code. Local Authority Landlords must ensure that their approach, policies, and processes are compliant with the HO Complaints Handling Code to ensure their complaint handling remains in line with its requirements.
- 1.3 In addition, The Regulator of Social Housing has, after a period of consultation published its revised set of consumer standards to deliver a 'well-governed social housing sector' which provides quality homes and services for tenants. The four revised standards are effective from the 1 April 2024 and all Registered Providers are expected to meet these standards.
- 1.4 The Transparency, Influence and Accountability Standard requires all Registered Providers to ensure complaints are addressed fairly, effectively and promptly. The Council also needs to demonstrate that there is sufficient information for tenants to make complaints. The Council also needs to demonstrate what lessons are being learnt from complaints to enable continuous improvement.
- 1.5 The Housing Ombudsman intends to monitor compliance with the Code by way of annual submission. This ensures all landlords provide information in a consistent way that allows effective analysis and insight into compliance with the Code. Submission of documents should be considered alongside the submission of evidence to the Regulator of Social Housing.
- 1.6 The Annual Submission, whilst not in a prescribed format must include the following:
 - The self-assessment against the Code.
 - The Annual Complaint Performance and Service Improvement Report.
 - The governing body's response to the report.
 - The complaints policy.

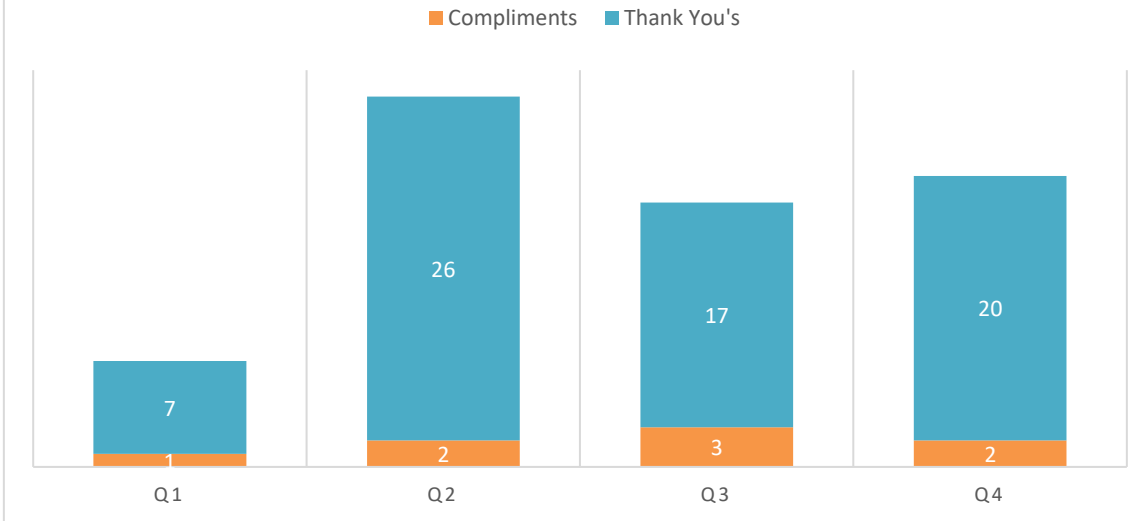
Alongside submission to the Housing Ombudsman, all the details must be published on the Councils website.

2. REPORT

- 2.1 The Report, which is attached at Appendix 1 provides analysis of the complaints and compliments received by services operated within the Housing Revenue Account for the period 2024-2025.
- 2.2 This report seeks to provide information on the performance of our complaint handling, within the HRA, in terms of the volume and timeliness of responses. In addition, the report seeks to identify themes and lessons learnt that drive service improvement.
- 2.3 Additionally, the self-assessment is annexed to this report. The report provides an explanation of the Council's performance against the Housing Ombudsman's Code. It also notes the performance against the Councils own Housing Compliments, Comments and Complaints Policy.
- 2.4 In summary the Councils services within the Housing Revenue Account received the following complaints
- 8 compliments
 - 70 thank you's
 - 213 Stage one Complaints
 - 29 Stage two Complaints
 - 1 Housing Ombudsman case



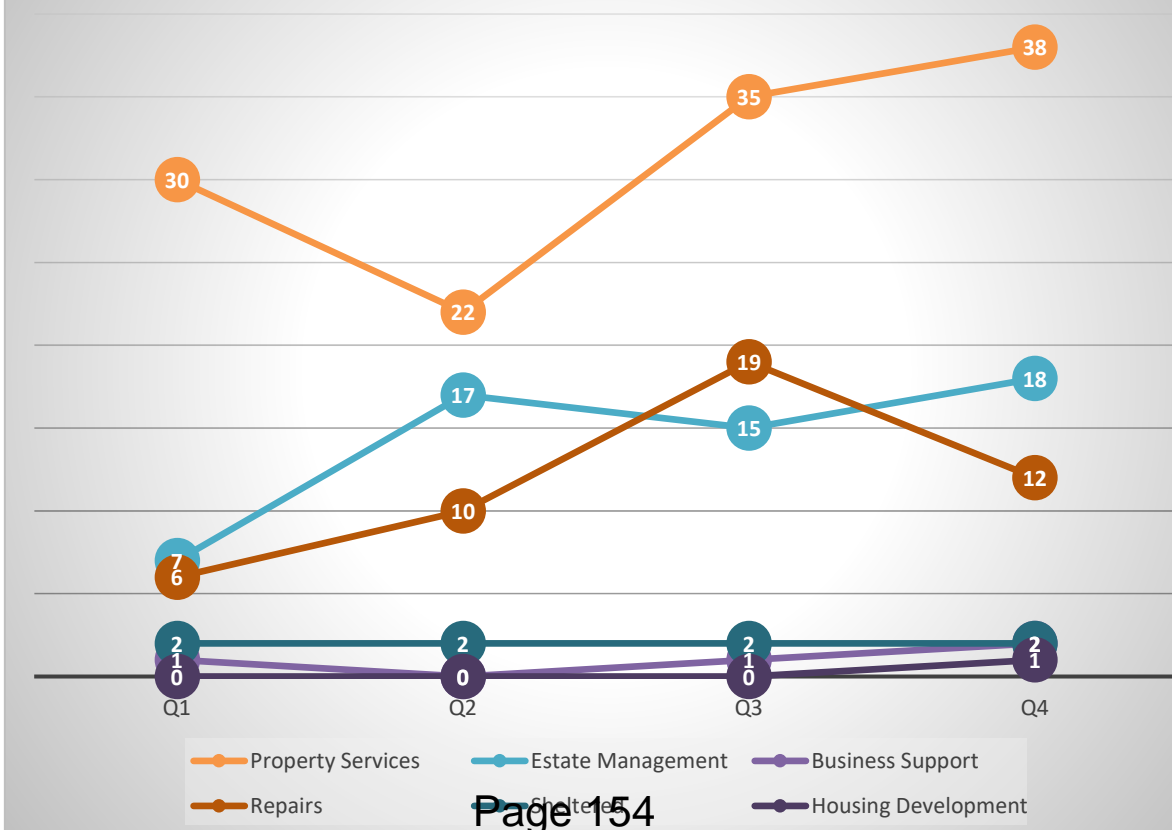
HOUSING COMPLIMENTS AND THANK YOU'S PER QUARTER 2024/25



2.5 Of the formal complaints received from customers in 2024/25, 125 of these relate to Property Services, followed by Estate Management with 57. Complaints relating to Property Services as a service area were 51.65% of total complaints received in Housing for 2024/25. The breakdown of these complaints by Service Area and themes is shown below. Variances in quarters follow increase in seasonal complaints such as ASB in summer months and Damp, condensation and mould over the colder months.

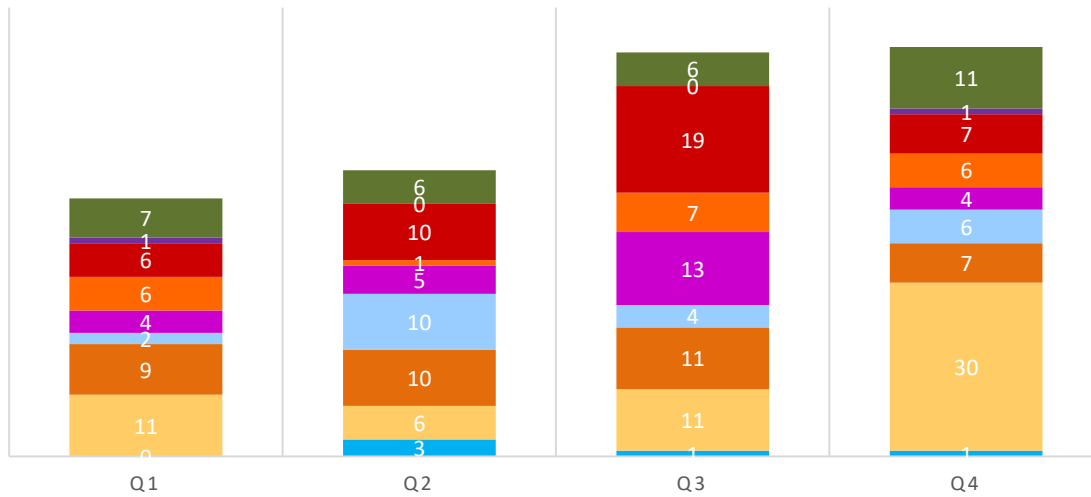
Note – Property Services handle planned maintenance and safety checks for homes, including upgrades to kitchens, bathrooms, heating systems, and annual checks for fire, Legionella, asbestos, gas, and electric safety. The repairs service addresses reactive maintenance, such as tenant-reported repairs.

Complaints By Service Area per Quarter



THEMES PER QUARTER 2024/5

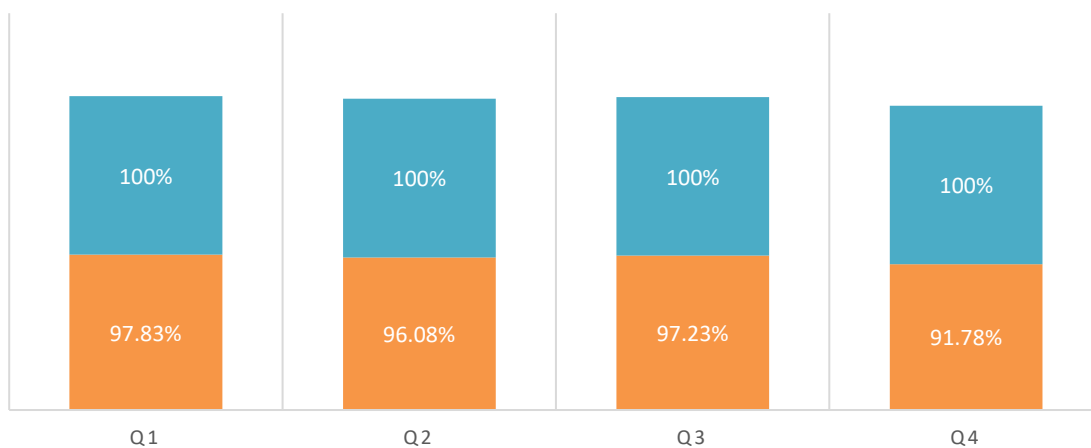
ASB Contractors DCM Estates Other Property Condition Repairs Right to Buy Staff



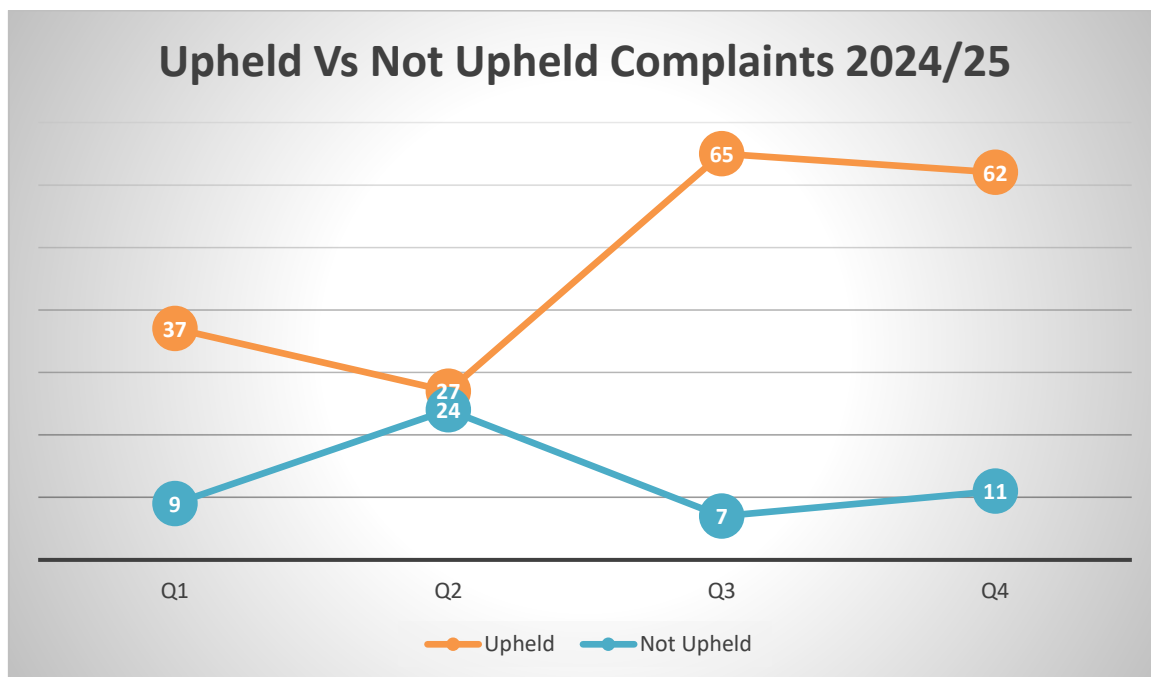
2.6 In 2024/25, the Housing department as landlord received 242 formal complaints from tenants, 213 of those were Stage 1, and 29 of those were escalated to Stage 2. During 2024/25 the Council responded to 94.84% of stage 1 complaints and 100% of all stage 2 complaints in the timescales set out in our policy as demonstrated in the graph below.

COMPLIANCE WITH THE HOUSING OMBUDSMAN CODE 2024/25

Stage 1 Stage 2



2.7 Of the 242 formal complaints received this year in Housing from tenants 191 of these have been upheld or partially upheld by the service. This equates to 78.93% of all housing complaints being upheld. This leaves 51 remaining complaints as not upheld. The amount of upheld vs not upheld complaints is demonstrated per quarter in the graph below. The spike of “not upheld” complaints in quarter 2 is in line with complaints in the Estate Management service area. Upon investigations it was found that policies and procedures had been followed.



2.8 During 2024/25 the Council’s Housing Team did a lot of work promoting our complaints service to tenants and encouraging them to complain if they needed to. As a service we try to resolve any complaints at the earliest opportunity.

Information about the Council’s Complaints Policy and process, and the ways in which complaints can be made is included on the Council’s website.

Information about making a complaint is on the Council’s main website.

The webpages include information on:

- Complaints policy and process including how to make complaint
- Referring to Ombudsman Services
- Access to corporate complaint forms

- How to raise regulatory concerns (housing) and designated officers for health and safety, and consumer standards (and their deputies).

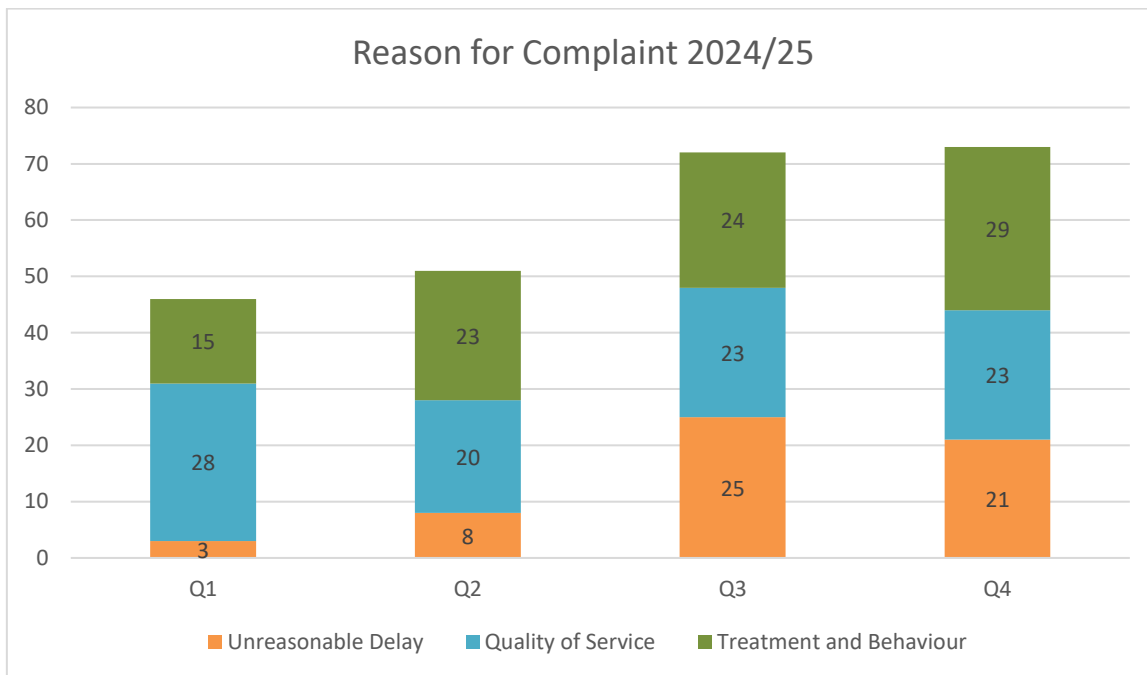
2.9 Analysis of Complaints Upheld

We have undertaken analysis of all complaints in Housing that have been upheld this year and these are set out below that specifically relate to our landlord function:

- **Improve Communication:** Many of the upheld complaints cite lack of communication as a reason for dissatisfaction. Implementing better communication protocols between staff and residents/customers as well as contractors can help manage expectations and keep both parties informed throughout the process. This may include updates on requests, clear explanations of procedures, and providing avenues for clients to easily reach out with concerns or inquiries.
- **Regular Monitoring and Feedback:** Establishing regular monitoring mechanisms to review tenant satisfaction can help identify issues early on and proactively address them. Additionally, seeking feedback from tenants about their experiences with repairs and communication can provide valuable insights for continuous improvements.
- **Enhanced Contractor Management:** Several complaints mention delays due to issues with contractors, such as cancellations or lack of commitment. Regular contractor meetings have been implemented to set out our expectation.
- **Streamline Repair Processes:** Complaints about delays in repairs highlight potential inefficiencies in repair processes. Conducting a thorough review of repair workflows, identifying bottlenecks, and implementing measures to streamline processes can help expedite repairs and reduce client dissatisfaction. We will look at the repairs customer journey with the team as part of the ongoing corporate customer journey review.

2.10 Why were these formal complaints made?

In terms of the 242 complaints received in 2024/25, there are three main themes as to why our customers were not satisfied with the service we provided and made a complaint to the Council. These are shown below with the quality of service being the main reason cited followed by treatment and behaviour towards tenants.



2.11 Service Improvements & Learnings following complaints

Issue	Resolution
1. <i>Contractors identified as a key theme for complaints</i>	In order to resolve this, regular meetings have been scheduled with Contractors to ensure works raised are completed in line with deadlines and tenants are always treated with respect and fairness
<i>Varying quality of complaint responses at Stage 1, leading to an increase of Stage 2 escalations</i>	The Lead Officer responsible for Complaints spot checks responses per 5 complaints to ensure that the quality of the contents is up to standard.
<i>No data available to see if complainants are satisfied with the complaint handling procedure</i>	A feedback survey is now sent to all tenants that submit a complaint, including questions that determine their satisfaction with the service provided, and whether they felt communication was sufficient throughout the process. Responses indicate that tenants feel listened to and treated with fairness and with respect, where tenants indicate that where they are dissatisfied that there is correlation in escalations to stage 2. We will continue to monitor responses.
<i>Stage 2 complaints increase due to actions agreed at Stage 1 not being followed up on</i>	An internal action tracker has been created to update with complaint-led actions, regularly monitored by managers.

<i>Increase of Complaints, Compliments and feedback received by Housing</i>	A dedicated Complaints Coordinator has been introduced as of December 2024 to manage administration and acknowledgement of complaints, compliments or feedback.
<i>Equality and Diversity of complaints not recorded</i>	The internal complaints procedure now includes the checking of vulnerabilities and reasonable adjustments, tracking nationality and ethnicity to identify barriers
Failings identified with current Aids and Adaptations process revealed through Stage 1 Complaint	Changes to the Aids and Adaptations process has been introduced based on key failings outlined in previous process, and taking into consideration tenant feedback. As part of the project the process is continuing to be developed.
Increase of DCM complaints received via housing complaints	Dedicated DCM Triage officer resource, with independent email and telephone number created so that tenants can directly report DCM through this channel. We have also improved our triage process with Customer Contact.
Survey results from tenants showing they felt a lack of communication throughout complaint process	Implemented additional phone calls to complainant before response is sent, and an implementation of a call prior to acknowledgement being sent to explain the complaint process and who will be their point of contact for the handling of the complaint
Tenants in Sheltered Housing raised they would like more support and presence at their sheltered sites	An independent living team was introduced to visit all new tenants to welcome them to sheltered housing, and provide them with up to date information of the service, and identify areas of support required.
Tenant feedback stated that some of the letters and correspondence sent out is confusing and have difficulty reading and interpreting letters	We are working closely with our tenants to ask for their assistance in proofing our letters and documents before we send them out. From this, we have made the complaint response letters more accessible based on the feedback we have received.
Tenants unsure of who their Housing Officer is	All Housing Officers are delivering contact leaflets giving tenant information on who and how to contact their Housing Officer.
Complaints from bereaved families about the lack of support and compassion during the process of handling the property of deceased council tenants <i>See appendix 4 for further information</i>	We engaged with affected families to understand their experiences. We implemented changes including allocating dedicated officers for regular communication, training staff in grief support, and providing comprehensive resources on our website. These measures aim to ensure a more empathetic and supportive approach for future bereaved families.

3. Conclusion

- 3.1. Housing Complaint numbers have risen from 2023/2024 (total of 38) to a total of 242, showing that the complaints process is more accessible in line with the Housing Ombudsman Complaint handling code
- 3.2. Compliance with the Complaint Handling Code Timescales is at 94.84% for Stage 1 and 100% for Stage 2. Where there is non-compliance with the code the reason is recorded, investigate and further steps are put in place to prevent re-occurrence.
- 3.3. We continue to develop service improvements and learnings from complaints. Investigating officers are required to fill out a post investigation forms that identifies improvements and learnings. These are presented to the Member Responsible for Complaints Quarterly to review.
- 3.4. It is a statutory requirement that the Council complies with the Housing Ombudsman Complaint Handling Code and its requirements to provide an annual submission. This should include an Annual Complaint Handling and Service Improvement Report and annual self-assessment and as such should be approved for publication.

Implications

South and East Lincolnshire Councils Partnership

None.

Corporate Priorities

None. Improved use of data and information will contribute to the council's overall aims and objectives in the corporate plan around efficiency and effectiveness.

Staffing

None.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

All registered Providers of social housing are required to collect and report annually on their performance via the TSMs, under the Transparency, Influence and Accountability Standard of the regulatory standards for landlords. This regulatory framework was introduced by the Social Housing Regulation Act 2024.

Data Protection

None.

Financial

There are no direct financial implications arising from the decisions recommended in this report.

Risk Management

If the Council does not complete its annual submission, a complaint handling failure order may be issued. If the Council fails to comply with this order a referral may be made to the governing body or Regulator of Social Housing.

Stakeholder / Consultation / Timescales

None

Reputation

Consultation has taken place with:

- Portfolio Holder for Strategic and Operational Housing

Contracts

None.

Crime and disorder

None.

Equality And Diversity/ Human Rights/ Safeguarding

Equality Impact Assessment completed 2024/2025 (Appendix C)

Health and Wellbeing

None.

Climate Change And Environmental Implications

None.

Acronyms

Appendices

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

Appendix 1	Annual Complaints Performance and Service Improvement Report
Appendix 2	Housing Ombudsman Self-Assessment 2025
Appendix 3	Equality Impact Assessment
Appendix 4	Case Study: Approach to handling bereavement

Background Papers

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

Document title

Where the document can be viewed

Housing Ombudsman Complaint
Handling Code April 2024

<https://www.housing-ombudsman.org.uk/landlords-info/complaint-handling-code/the-code-2024/>

Chronological History of This Report

None

Report Approval

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Approved for publication:

Councillor Tracey Carter, Portfolio Holder for
Strategic and Operational Housing



Annual Complaints Performance and Service Improvement Report

1st April 2024 – 31st March 2025

Response to the report from Cllr Tracey Carter – Member Responsible for Complaints (MRC)

I hope that you read the Annual complaints performance and service improvement report with interest and note the considerable work we have undertaken in the last 12 months.

Complaint numbers have increased, not due to increased dissatisfaction, but due to an immense shift in culture and attitude our department now has towards complaints. We welcome them, we encourage them, and we want to enact change and improvements based on them to prevent negative experiences for other tenants and residents. The complaints journey is now a more positive experience for you, and I want to ensure that you feel heard through every step of it.

Throughout the report, you will also see other improvements we have made to all departments within housing, such as repairs and maintenance. You will continue to see improvements across the service throughout our Transformation programme.

Please also take a look through the "You Said, We Did" section so you can see at a glance some of the specific changes we have implemented as a direct result of your feedback. This section highlights how your voices have translated into tangible improvements to our services.

Thank you to those who have complained and played your part in improving the service. Please continue to raise your issues and concerns so we can continue to make your service better for you.

Cllr Tracey Carter

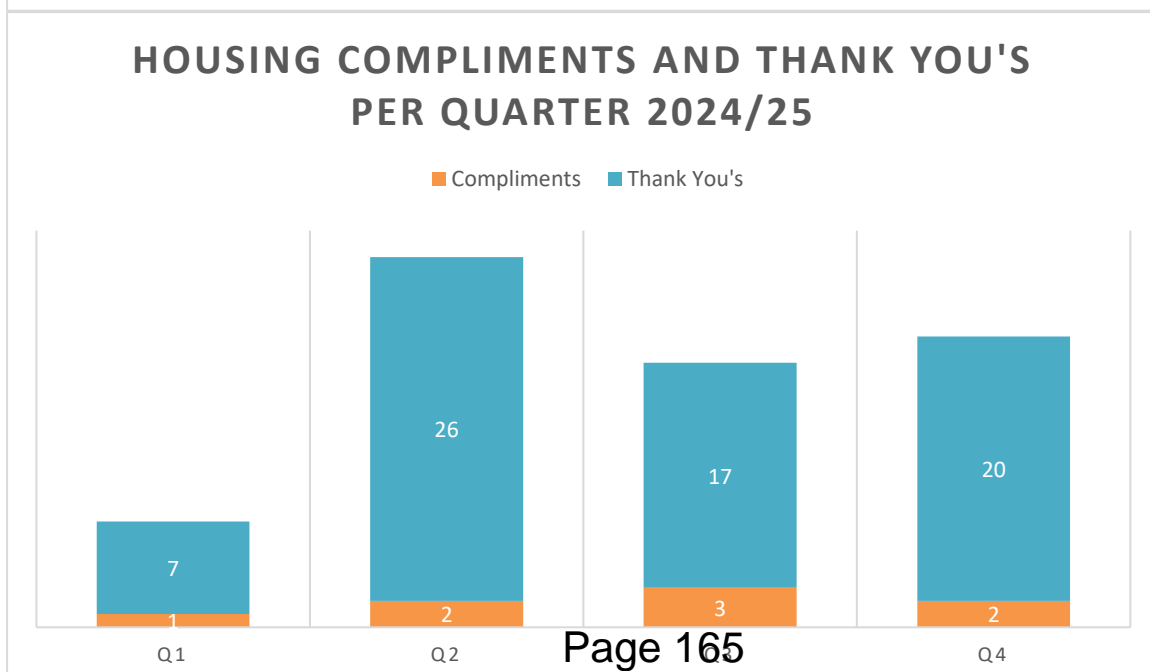
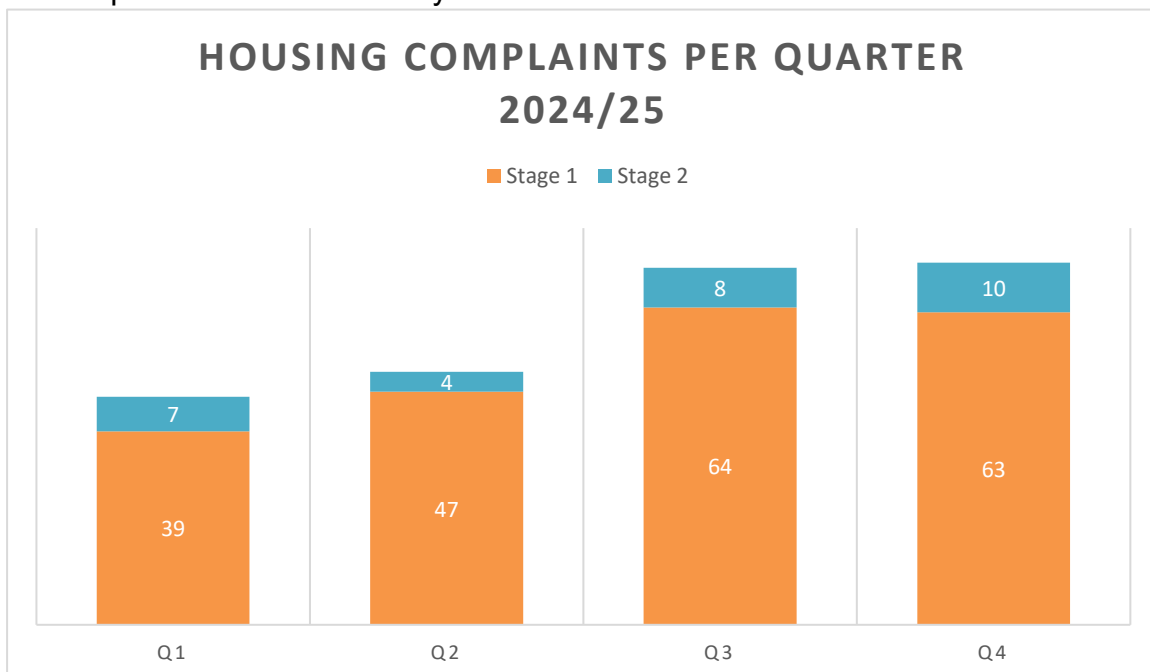
Portfolio Holder for Strategic and Operational Housing

2024/2025 Performance

South Holland District Council recognises that complaints are a valuable opportunity to gain feedback, learn and improve services. The Council is committed to providing a positive and proactive response to complaints and encourages feedback so that positive action can be taken.

The Complaints process comprises a two-stage internal process. Stage one complaints which are dealt with by Service Managers and stage two complaints where a Director or Assistant Director reviews the stage one response. Where a complainant remains dissatisfied with the Council's response, they can refer the matter for independent review by the Local Government and Social Care Ombudsman or Housing Ombudsman.

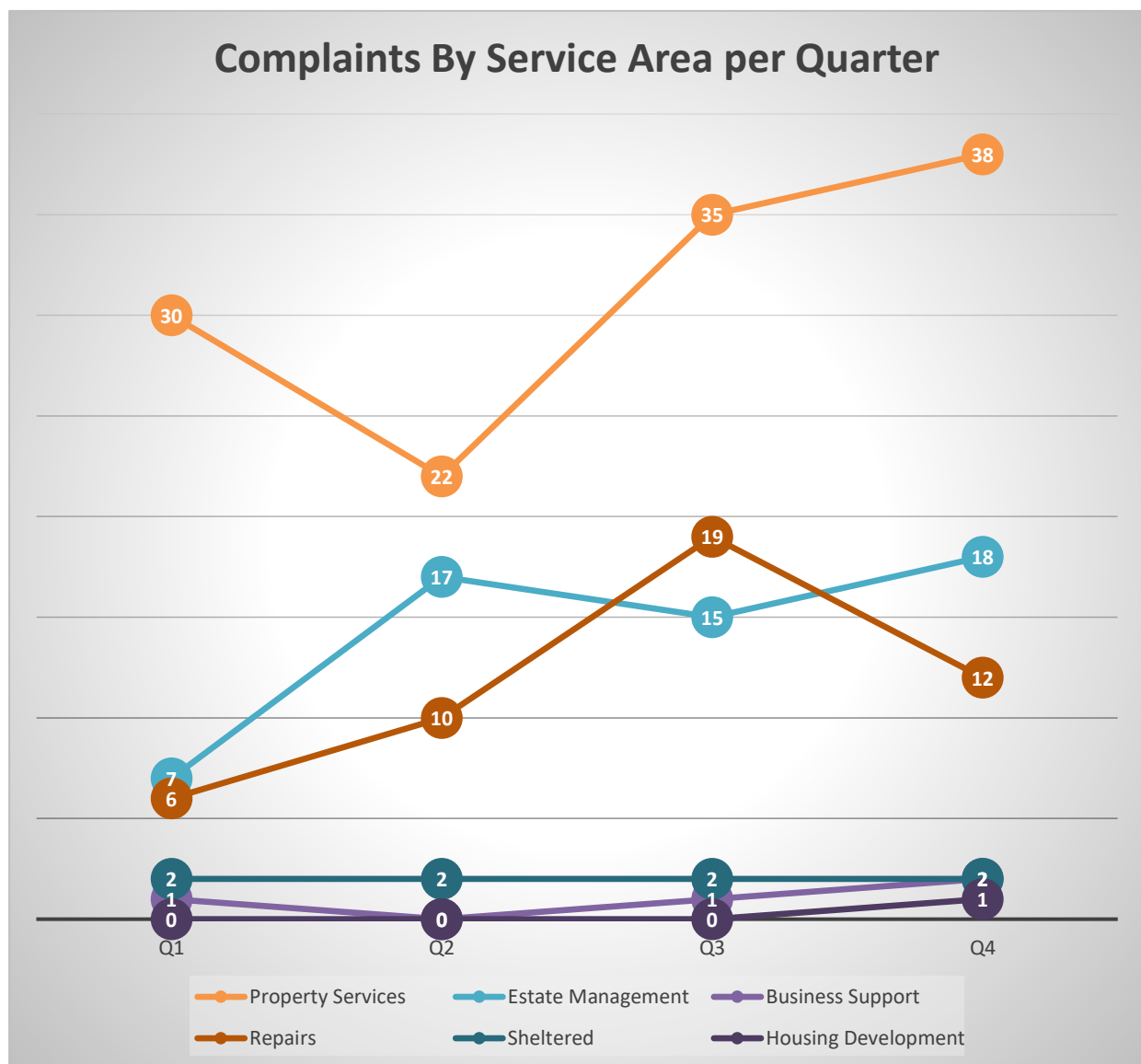
In 2024/25, the Housing department received 242 formal complaints from customers, 8 compliments and 70 thank you's.



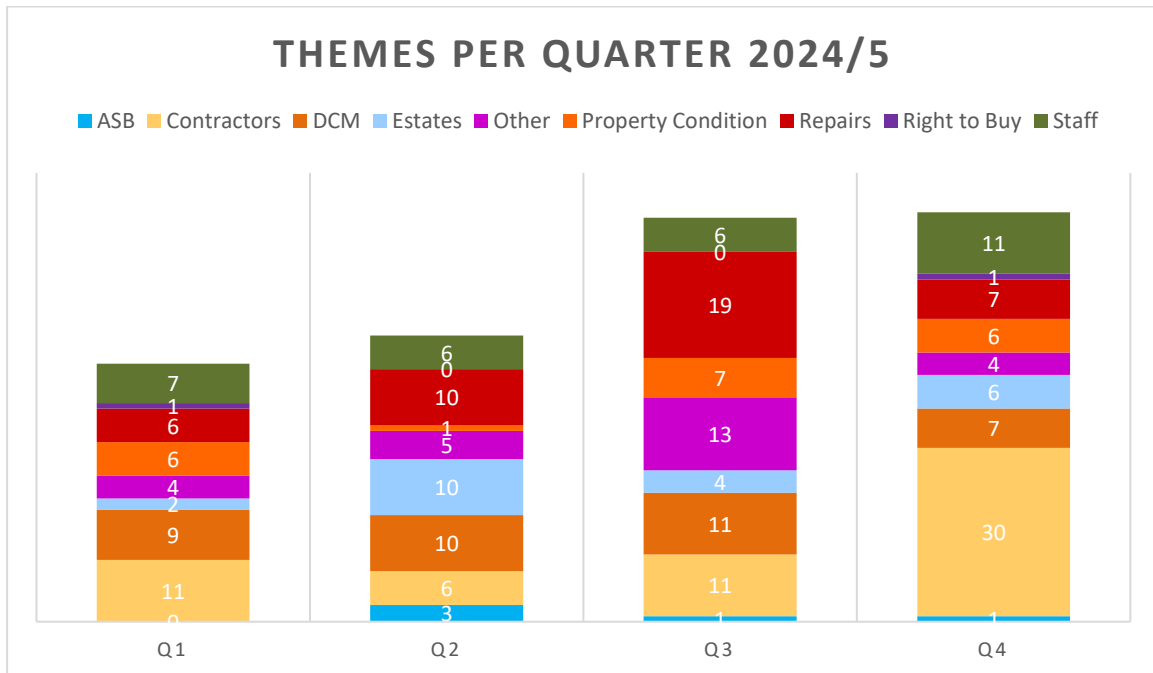
Complaints by Service Area

Of the formal complaints received from customers in 2024/25, 125 of these relate to Property Services, followed by Estate Management with 57. Complaints relating to Property Services as a service area were 51.65% of total complaints received in Housing for 2024/25. The breakdown of these complaints by Service Area is shown below.

Note – Property Services handle planned maintenance and safety checks for homes, including upgrades to kitchens, bathrooms, heating systems, and annual checks for fire, Legionella, asbestos, gas, and electric safety. The repairs service addresses reactive maintenance, such as tenant-reported repairs.



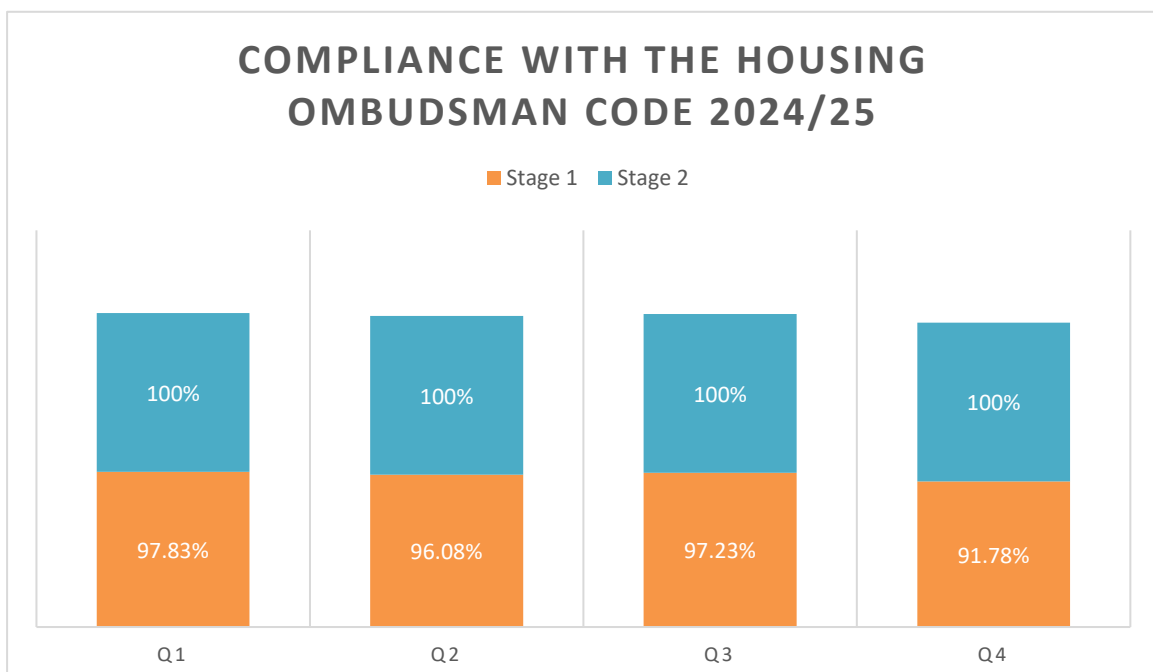
Theme Analysis of Housing Complaints



Compliance with the Housing Ombudsman Code

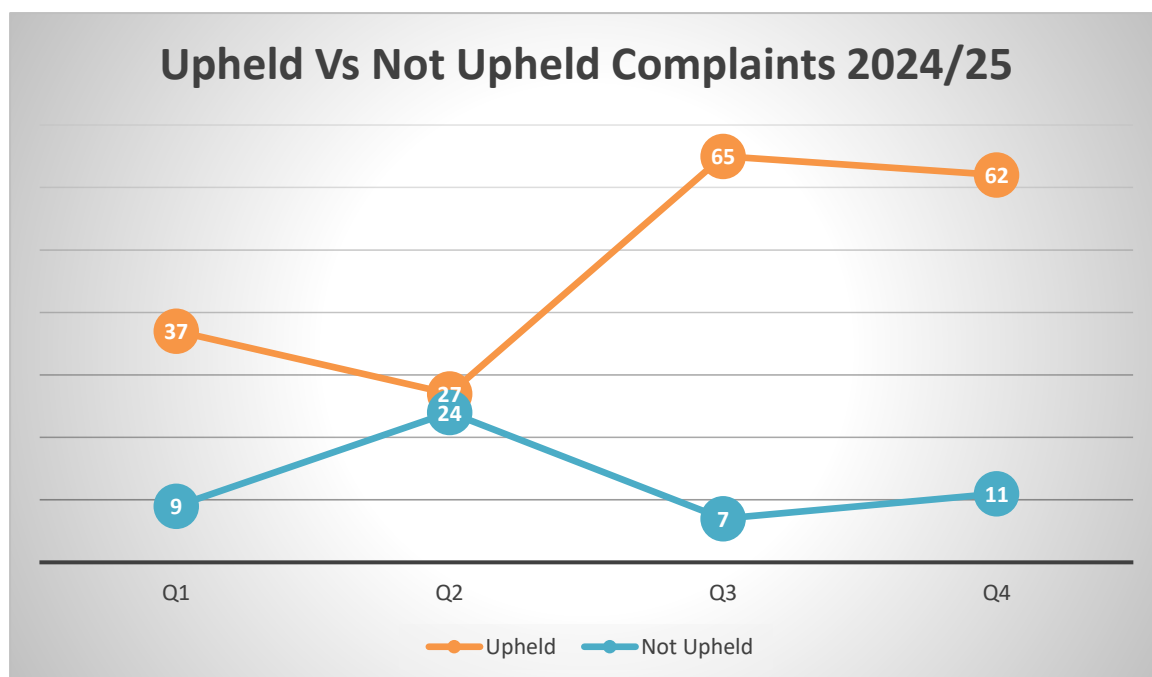
In 2024/25, the Housing department as landlord received 242 formal complaints from tenants, 213 of those were Stage 1, and 29 of those were escalated to Stage 2.

During 2024/25 the Council responded to 94.84% of stage 1 complaints and 100% of all stage 2 complaints in the timescales set out in our policy as demonstrated in the graph below.



Complaints upheld or partially upheld

Of the 242 formal complaints received this year in Housing from tenants 191 of these have been upheld or partially upheld by the service. This equates to 78.93% of all housing complaints being upheld. This leaves 51 remaining complaints as not upheld. The amount of upheld vs not upheld complaints is demonstrated per quarter in the graph below.



During 2024/25 the Council's Housing Team did a lot of work promoting our complaints service to tenants and encouraging them to complain if they needed to. As a service we try to resolve any complaints at the earliest opportunity.

Information about the Council's Complaints Policy and process, and the ways in which complaints can be made is included on the Council's website.

Information about making a complaint is on the Council's [main website](#).

The webpages include information on:

- Complaints policy and process including how to make complaint
- Referring to Ombudsman Services
- Access to corporate complaint forms
- How to raise regulatory concerns (housing) and designated officers for health and safety, and consumer standards (and their deputies).

Analysis of Complaints Upheld

We have undertaken analysis of all complaints in Housing that have been upheld this year and these are set out below that specifically relate to our landlord function:

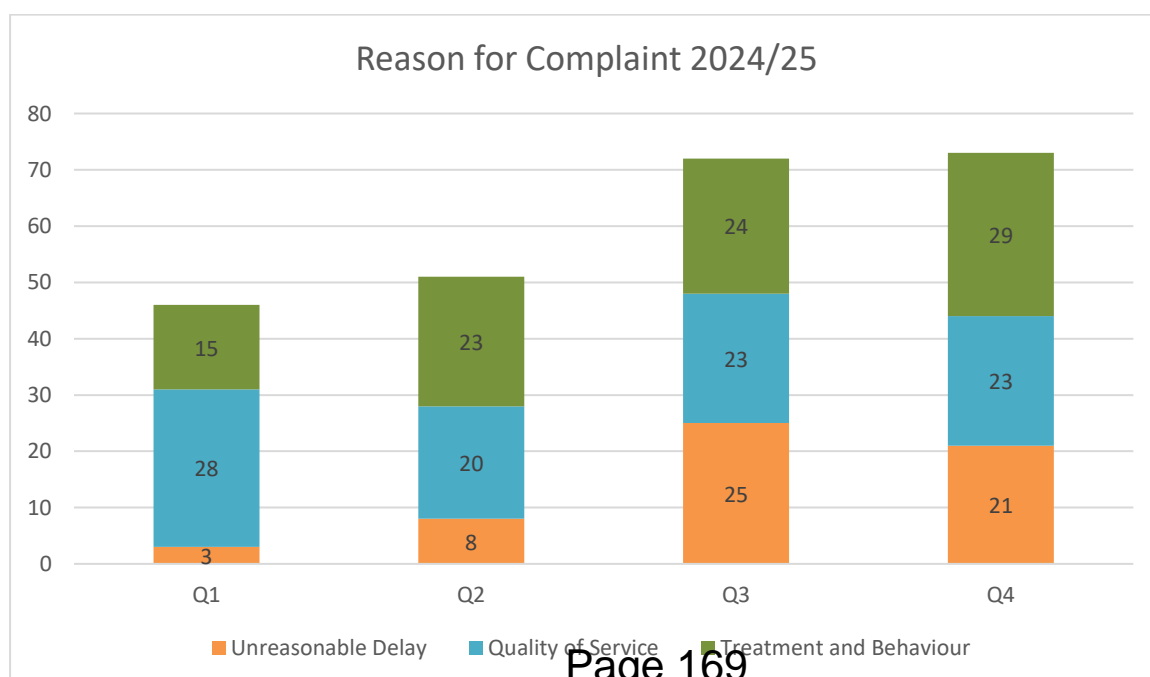
- **Improve Communication:** Many of the upheld complaints cite lack of

communication as a reason for dissatisfaction. Implementing better communication protocols between staff and residents/customers as well as contractors can help manage expectations and keep both parties informed throughout the process. This may include regular updates on repair status, clear explanations of procedures, and providing avenues for clients to easily reach out with concerns or inquiries.

- **Regular Monitoring and Feedback:** Establishing regular monitoring mechanisms to review tenant satisfaction can help identify issues early on and proactively address them. Additionally, seeking feedback from tenants about their experiences with repairs and communication can provide valuable insights for continuous improvements.
- **Enhanced Contractor Management:** Several complaints mention delays due to issues with contractors, such as cancellations or lack of commitment. Regular contractor meetings have been implemented to set out our expectation.
- **Streamline Repair Processes:** Complaints about delays in repairs highlight potential inefficiencies in repair processes. Conducting a thorough review of repair workflows, identifying bottlenecks, and implementing measures to streamline processes can help expedite repairs and reduce client dissatisfaction. We will look at the repairs customer journey with the team as part of the ongoing corporate customer journey review. Add some word

Why were these formal complaints made?

In terms of the 242 complaints received in 2024/25, there are three main themes as to why our customers were not satisfied with the service we provided and made a complaint to the Council. These are shown below with the quality of service being the main reason cited followed by treatment and behaviour of tenants. This includes complaints about external contractors that carry out work on behalf of South Holland District Council.



Service Improvements following complaints

Looking to the future – changes to better manage the complaints process

There are a number of actions that have stemmed from complaints, including:

Issue	Resolution
<i>1. Contractors identified as a key theme for complaints</i>	In order to resolve this, regular meetings have been scheduled with Contractors to ensure works raised are completed in line with deadlines and tenants are always treated with respect and fairness
<i>Varying quality of complaint responses at Stage 1, leading to an increase of Stage 2 escalations</i>	The Lead Officer responsible for Complaints spot checks responses per 5 complaints to ensure that the quality of the contents is up to standard.
<i>No data available to see if complainants are satisfied with the complaint handling procedure</i>	A feedback survey is now sent to all tenants that submit a complaint, including questions that determine their satisfaction with the service provided, and whether they felt communication was sufficient throughout the process. Responses indicate that tenants feel listened to and treated with fairness and with respect, where tenants indicate that where they are dissatisfied that there is correlation in escalations to stage 2. We will continue to monitor responses.
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<i>Equality and Diversity of complaints not recorded</i>	The internal complaints procedure now includes the checking of vulnerabilities and reasonable adjustments, tracking nationality and ethnicity to identify barriers

You said, we did

Issue	Resolution
Failings identified with current Aids and Adaptations process revealed through Stage 1 Complaint	Changes to the Aids and Adaptations process has been introduced based on key failings outlined in previous process, and taking into consideration tenant feedback. As part of the project the process is continuing to be developed.
Increase of DCM complaints received via housing complaints	Dedicated DCM Triage officer resource, with independent email and telephone number created so that tenants can directly report DCM through this channel. We have also improved our triage process with Customer Contact.
Survey results from tenants showing they felt a lack of communication throughout complaint process	Implemented additional phone calls to complainant before response is sent, and an implementation of a call prior to acknowledgement being sent to explain the complaint process and who will be their point of contact for the handling of the complaint
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Tenant feedback stated that some of the letters and correspondence sent out is confusing and have difficulty reading and interpreting letters	We are working closely with our tenants to ask for their assistance in proofing our letters and documents before we send them out. From this, we have made the complaint response letters more accessible based on the feedback we have received.
Tenants unsure of who their Housing Officer is	All Housing Officers are delivering contact leaflets giving tenant information on who and how to contact their Housing Officer.
Complaints from bereaved families about the lack of support and compassion during the process of handling the property of deceased council tenants	We engaged with affected families to understand their experiences. We implemented changes including allocating dedicated officers for regular communication, training staff in grief support, and providing comprehensive resources on our website. These measures aim to ensure a more empathetic and supportive approach for bereaved families.

Housing Ombudsman

Any findings of non-compliance with the Code by the HO.

None.

Actions following any annual report about our performance from the HO.

Not applicable.

Actions following any other relevant reports or publications produced by the HO in relation to our work.

One case review by Housing Ombudsman, Maladministration found around Decant Procedure. Following the review an apology by senior management was made face to face, letter to follow visit, review of the decant procedure including an appendix with an inventory for staff to use in future incidents of this nature and compensation paid direct to the tenant.

South Holland District Council Self-Assessment

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 2 - Same definition used
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 2 for Definition Third Party – Page 1
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 2

	recorded, monitored and reviewed regularly.			
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 2
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 4

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	List of Exemptions – Page 4
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. 	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	List of Exemptions – Page 4

	<ul style="list-style-type: none"> Matters that have previously been considered under the complaints policy. 			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 1 & Page 4
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 5
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 5

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 6
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 6
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 6

3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 6 Available on the website – letter templates has information about complaints process and details of the Housing Ombudsman
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 6
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 1
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 6

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	Business Support Manager designated as Complaints Officer Dedicated employee assigned to administer the internal complaints process	Page 19
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Access to all Service Managers and Assistant Director that will respond to Stage 1 or Stage 2 complaints
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 15

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Two stages matching Housing Ombudsman Code
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 9
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 9
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and 	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 9

	d. consider all relevant information and evidence carefully.			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 7 & 8
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 9
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 9
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 10 Complaints logged and recorded, documents relating to complaint stored up to retention periods

	any relevant supporting documentation such as reports or surveys.			
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 5 & 9
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 11
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 11

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 5 & 9
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 5
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 7
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 7

	of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.			
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 7
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 5
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 9 & 10
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 7

	investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.			
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 9 & 10 Response templates based on Housing Ombudsman

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 8
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 8

	within five working days of the escalation request being received.			
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 8
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 8 Assistant Director – Housing to respond to Stage 2
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 8
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 8
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 8
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 5

	outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 9 & 10
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. 	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 9
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 5

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 10
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 10
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 10

7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 10
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Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord. 	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 16 & 17

8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 17 & 18
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 6
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 6
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 6

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 10
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 6
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 16
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 17

9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 17
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 17
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	Page 17

	d. annual complaints performance and service improvement report.			
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Yes	Housing - Comments, Compliments, Complaints and Compensation Policy	<p>A. Page 9</p> <p>B. Page 10</p> <p>C. Page 9</p>

Equality Impact Assessment

Report title	SHDC Housing Landlord Service Complaint Handling Policy and Procedure
Completed by	Adel Gardner
Approved by	Sam Dicker
Date	25/7/2024

The following statements will help you decide whether an EIA is necessary:	Tick all that apply
Does it affect customers, colleagues or the wider community, and therefore potentially have an effect in terms of equality (for example, removing a service, workforce restructure, employment practices)	<input checked="" type="checkbox"/>
Could it result in a decision being made that would significantly affect how functions and services are delivered (for example, reducing a service or introducing a charge for a service)	<input checked="" type="checkbox"/>
Does it relate to a service that previous engagement has identified as being important to people	<input checked="" type="checkbox"/>
Does it, or could it in the future, affect different groups of people differently	<input checked="" type="checkbox"/>
Does it relate to a policy or service where there is significant potential for reducing inequalities or improving outcomes	<input checked="" type="checkbox"/>
Have there been, or are there likely to be, any public concerns about the policy or proposal	
Does it have an effect on how other organisations operate in terms of equality (i.e. commissioned services)	

Section 3 Equality impacts	
Briefly explain what the policy/service/project aims to achieve	SHDC Housing Landlord Service have revised their Housing Complaints Policy to ensure it reflects the latest guidance and requirements from the Housing Ombudsman.

	<p>The policy explains in detail who can make a complaint, how long it may take to investigate and what will and will not be investigated. It is expected that by providing this information to SHDC tenants, it will assist them in locating the information and advice they require in order to make a complaint and helpful links and advice to assist them.</p> <p>SHDC Housing Landlord Service have a separate Complaints policy from the corporate arrangements to ensure maximum compliance with the Housing Ombudsman complaint handling code. By adhering to a separate policy it will deliver real operational benefits for SHDC landlord service as well as improving tenant perception and relationships with SHDC service users.</p> <p>The policy provides a clear and concise methodology to both tenants wishing to complain and to officers managing the complaints process.</p>
<p>Have you undertaken consultation or involved people who are most likely to be affected or interested?</p> <p>Please include: data or community feedback, gaps in data, and how you intend to fill these gaps (where possible)</p>	<p>The revised policy responds to the requirements of the Housing Ombudsman and self assessment in line with the complaints handling code. Training has been delivered to all housing officers via a presentation delivered by the Lead Office for complaints. Briefings have been held with Housing Service Managers and the Portfolio Holder for Strategic and Operational Housing.</p> <p>Implementation of the revised policy will be communicated to tenants in the Annual Report. This will also be published on the website.</p> <p>The policy has been drafted in accordance with the complaint handling code has been drafted with accessibility and equitable access in mind. The policy and complaint handling process are available in other formats including online and alternative languages upon request. The online policy has a high rating for accessibility.</p> <p>The service continues to promote the revised policy internally and externally and officers have Equality Diversity and Inclusion training scheduled for completion.</p>
<p>Is there any evidence or research that demonstrates why some individuals or groups are, or are not, affected</p>	<p>This policy seeks to ensure fair, robust and transparent investigation and resolution of complaints for everybody. It is clear that complaints can be received in a range of formats and can also be submitted by a third party or advocate.</p>

	Consideration will be given to collating and monitoring information relating to diverse groups.
What impacts are there for each of the following characteristics	
Characteristics	Positive and negative impact
Gender	<p>2019 report by ONS indicated that there was a higher proportion of women who had never used the internet 8.7%, compared with men at 6.3% potentially putting them of experiencing a negative impact of participating via online surveys or accessing online services.</p> <p>Positive: Range of options</p> <p>Negative: Digital Exclusion</p> <p>Any mitigation required: The complaint handling code specifies at 3.1 that organisations must make it easy for individuals to complain by providing difference channels to complain which minimises the risk of restriction from making a complaint due to digital exclusion. We have mitigated this by providing telephone numbers so that residents can ring the office and lodge their complaint. They have also been given a postal address should they wish to write into the office. Complaints can be received in a range of formats and via a third party or advocate.</p>
Age	<p>The median age of South Holland tenants is 63, however it should also be noted that there are more 76 year old tenants than any other single tenant age (modal average), eight of the top ten biggest single ages are in the mid sixties to mid seventies. There are around 100 residents aged 90 or above (Tenant census 2023)</p> <p>Positive: Making it easier for individuals to complain by providing different channels to complain which minimises the risk of over 65 from being restricted from making a complaint as a digital exclusion.</p> <p>Negative: Digital Exclusion</p> <p>It is possible that a higher percentage older residents may not have proficient ICT skills so may have difficulty locating online web forms.</p>

	<p>Any mitigation required: The complaint handling code specifies at 3.1 that organisations must make it easy for individuals to complain by providing difference channels to complain which minimises the risk of adults over 65 from being restricted from making a complaint due to digital exclusion. We have mitigated this by providing telephone numbers so that residents can ring the office and lodge their complaint. They have also been given a postal address should they wish to write into the office. Complaints can be received in a range of formats and via a third party or advocate. The code goes onto specify that organisations must anticipate the needs and reasonable adjustments of individuals who need to access the complaints process. We have mitigated this by caring out a tenant census to understand the diverse needs of our tenants and further work will be done to understand our tenants’ preferences.</p> <p>Awareness of the policy will form a key part of the implementation plan.</p>
<p>Disability</p>	<p>40% of all council housing residents have a such a limiting disability. This compares to just 19% of the South Holland district population as whole that has a limiting disability. When restricting analysis to just tenants, the proportion with a limiting disability increases to 51%. This proportion is higher than average, as only 41% of tenants in social housing in England and Wales in the UK 2021 census have a limiting disability (household reference person). Almost two thirds of households had at least one member with a disability (60%). (Tenant census 2023)</p> <p>Positive: Produce and document reasonable adjustments Our complaints handling process takes a pro-active approach in finding out if the tenant needs any assistance in making their complaint. Complaints can be received in a range of formats and via a third party or advocate. The complaint handling code states organisations must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities an individual has disclosed. These reasonable adjustments can be recorded on the complaint handling spreadsheet. We will not report on where reasonable adjustments have been made but recording the information may help our service provision in the future.</p> <p>Negative: Using online webforms may lead to lower participation or digital exclusion by those that are disabled who account for 51% of tenants.</p> <p>Any mitigation required: The complaint handling code specifies at 3.1 that organisations must make it easy for individuals to complain</p>

	by providing difference channels to complain which minimises the risk of restriction from making a complaint due to digital exclusion. We have mitigated this by providing telephone numbers so that residents can ring the office and lodge their complaint. They have also been given a postal address should they wish to write into the office. Complaints can be received in a range of formats and via a third party or advocate.
Race	<p>Positive: Reasonable adjustments</p> <p>The complaint handling code states organisations must keep a record of any reasonable adjustments agreed. These reasonable adjustments can be recorded on the complaint handling spreadsheet. We will not report on where reasonable adjustments have been made but recording the information may help our service provision in the future.</p> <p>Negative:</p> <p>Any mitigation required:</p>
Religion or belief	No impact identified
Sexual orientation	No impact identified
Gender reassignment	No impact identified
Pregnancy, maternity and paternity	No impact identified
Marriage and civil partnership	No impact identified
Rural isolation	<p>Positive: Range of options</p> <p>Negative: Digital exclusion.</p> <p>There is a possibility that rural isolation may impact a tenants ability to access online webforms.</p> <p>Any mitigation required: We have mitigated this by providing telephone numbers so that residents can ring the office and lodge their complaint. They have also been given a postal address should they wish to write</p>

	into the office. Complaints can be received in a range of formats and via a third party or advocate. Awareness of the policy will form a key part of the implementation plan.
Socio-economic factors	<p>Positive:</p> <ul style="list-style-type: none"> • Range of options for raising complaints in any way that suits them. • Review of our letters and use of appropriate and understandable language to meet the needs to the tenants. <p>Negative: Digital exclusion. There is a possibility that socio-economic factors may impact a tenants ability to access online webforms.</p> <p>Any mitigation required: We have mitigated this by providing telephone numbers so that residents can ring the office and lodge their complaint. They have also been given a postal address should they wish to write into the office. Complaints can be received in a range of formats and via a third party or advocate. Awareness of the policy will form a key part of the implementation plan.</p>
Other <i>(for example, those with dependents/caring responsibilities, asylum seeker and refugee communities, children in the care system, etc)</i>	No impact identified
Overall, if there is a potential adverse impact after the mitigation, please state why and whether this is justifiable.	No adverse impact identified.
How will you monitor this to ensure there is no adverse effect in the future?	Protected characteristics will be recorded as part of the complaint handling process, by asking for this information it can be monitored how the Council has dealt with a complaint, and this might help identify any gaps or where people with protected characteristics are disproportionately affected which would in turn inform the annual review of the policy and when reporting on the relevant KPIs.

<p>Outcome of EIA:</p>	<ul style="list-style-type: none"> • Ensure the policy can be made available in a range of formats and media to make it accessible for all tenants upon request. • Continue to promote the complaints policy internally and externally. • Appointment of a Complaint handling officer to strengthen oversight of the day to day administrative activities. <p>Who needs to know about the EQIA</p> <p>Internally</p> <ul style="list-style-type: none"> • Officers – EQIA to be published <p>Externally</p> <ul style="list-style-type: none"> • Tenants – EQIA to be published. <p>Others</p> <ul style="list-style-type: none"> • EQIA to be published on the website • Update to Member responsible for complaints • Implementation briefing to Housing Service Managers

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Case Study: Approach to handling bereavement

Background: Complaint received where regarding Council's approach to the termination of a deceased tenant's tenancy and the impact this had on the family. The family expressed concerns regarding the Council's handling of the situation. They felt there was a lack of adequate support, insufficient information available both online and in person, and challenges in communication.

Actions Taken: Meeting arranged with the tenant's mother and three daughters (who are also SHDC tenants) to review the process for when a tenant passes away and the support provided to family during this time (including literature supplied).

Outcomes:

- **Family Support Guide:** A comprehensive guide was created to assist families during such difficult times, providing clear information and resources, this was reviewed by the family.
- **Staff Support Guide:** A guide was developed to help staff better support tenants, particularly those with complex needs, and to ensure compassionate and non-judgmental interactions, this was completed with the family and the Cost-of-Living Officers (COLRO) involvement as the family advised they had supported the tenant and were achieving outcomes until he disengaged.
- **Web content reviewed:** We have developed some information and have added to our website so that anyone in this situation has access to what to do in this event, guides were produced so that those without access to online services can have a hardcopy.
- **Training delivered:** Housing Services Manager (HSM) arranged for some training for staff to attend on bereavement.
- **Literature on support sourced:** HSM liaised with local organisations regarding literature on support available.

Feedback Session: The family was invited back to review the guides produced and offer feedback. Their feedback was invaluable, and they expressed satisfaction with the improvements made and added some feedback for changes. This session also provided insights into what matters most to families during such times.

Lessons Learnt:

- **Family Wellbeing:** We learnt that while we had the family's interests in mind, we were not prioritising their wellbeing effectively. This experience highlighted the need to put the family's emotional and practical needs at the forefront.
- **Guidance and Navigation:** We acknowledged that our existing guidance on handling such situations was inadequate. Many families found it difficult to navigate the process and understand what needed to be done, leaving them feeling undervalued and isolated.

Conclusion: This case highlights the importance of listening to and respecting the experiences of those affected by our services. By developing targeted support guides and actively seeking feedback, we aim to provide better support to both tenants and their families.



Your guide to

When a council tenant passes away

Your point of contact is: _____

Name: _____

Phone number: _____

Losing a loved one is a challenging time, and we understand that dealing with their tenancy can add to the stress. This guide aims to provide families and friends with the necessary support and information to navigate this difficult period

Council staff are here to support you during this difficult time, the front page includes the name and contact of the member of staff allocated to support you and they will keep in regular contact to support you with next steps.

Advice for Next of Kin or executor of a will upon the death of a tenant

The death of a relative or friend is a very sad and distressing time for all those involved. During this time, you will need to settle their affairs, including the tenancy that they hold with us. This leaflet will give you advice on what you will need to do.

How do we end the tenancy?

The deceased person's tenancy does not end when they pass away. To end the tenancy, we require a letter from the next of kin or executor of the will, along with a copy of the death certificate.

Please note we can only allow access to the property if you are the executor of the will, we cannot allow Next of Kin to have keys.

When you notify us of their death, we will agree with you when the keys need to be returned. When the keys are returned, we will expect the rent and any arrears to be paid from the deceased person's estate. If Housing Benefit has been claimed, this will end from the date the person passed away.

What will happen to their mail?

We recommend that you use the Post Office's mail redirection service to ensure you receive any correspondence. The Council does not provide this service. Post received following the keys being returned, will be returned to sender.

Will we need to clear the property?

If you have permission, you will need to remove all the deceased persons possessions from the property. If you need to remove furniture, and it is in good condition, then there are local charities such as: British Heart Foundation and Boxes for Hope who will collect the items free of charge. Any gas cookers will need to be disconnected by a Gas Safe Registered Engineer.

Please ensure that any mobility aids such as: walkers, commodes, bath sets, or other aids are returned to the appropriate agency.

Any furniture or possessions left in the property after the keys have returned will be disposed of and the relevant costs passed on to the deceased person's estate.

To avoid any unnecessary additional costs, please ensure that the property is left clean and clear.

To whom do I return the keys?

Keys to the property must be returned before 12 noon at the end of the Notice period or you can arrange to return them earlier by contacting your point of contact.

The keys can be returned to the Council Offices, Priory Road, Spalding, Lincs PE11 2XE.

Who else do I need to inform?

Tell Us Once is a service that lets you report a death to most government organisations in one go. A registrar will explain the Tell Us Once service when you register the death.

Tell Us Once will notify:

- HM Revenue and Customs - to deal with personal tax and to cancel benefits and credits, for example Child Benefit and tax credits
- Department for Work and Pensions - to cancel benefits and entitlements, for example Universal Credit or State Pension
- Passport Office - to cancel a British passport
- Driver and Vehicle Licensing Agency - to cancel a licence, remove the person as the keeper of up to 5 vehicles and end the vehicle tax
- the council - to cancel Housing Benefit, Council Tax and electoral register

You will also need to inform companies that the person has passed away. Examples include:

- Utility providers such as Gas, Water and Electric - all of whom will require meter readings on the day the keys are returned to us. If you are unsure who the suppliers are then you can check in the following way:
 - Gas - find the meter number and call 0870 608 1524
 - Electricity- ring 0870 7510 093
- Telephone, TV and Broadband providers
- TV Licensing
- Any other relevant agencies - such as care or support providers.

Support available to help with managing grief

You can find information about understanding and managing grief from the following organisations:

- NHS at <https://www.nhs.uk/mental-health/feelings-symptoms-behaviours/feelings-and-symptoms/grief-bereavement-loss/> or speak to your GP
- Cruse Bereavement Support to learn more about the grieving process: www.cruse.org.uk/understanding-grief/ or call 0808 808 1677
- National Bereavement Service for ways to manage grief: <https://thenbs.org/emotional-support/the-experience-of-grief> or phone 0800 0246 121

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Report To:	Performance Monitoring Panel
Date:	Tuesday, 20 May 2025
Subject:	Performance Monitoring Panel Work Programme
Purpose:	To set out the Work Programme of the Performance Monitoring Panel
Key Decision:	N
Portfolio Holder:	Councillor Jim Astill, Portfolio Holder for Corporate, Governance, Communications and Environmental Services.
Report Of:	John Medler, Assistant Director - Governance (Monitoring Officer)
Report Author:	Andrea Tait, Democratic Services Officer
Ward(s) Affected:	None
Exempt Report:	No

Summary

This report sets out the Work Programme of the Performance Monitoring Panel, allows the Panel to monitor its progress and identify any additional items to be added to the Programme.

Recommendations

That the Panel considers the content of this report and identifies any issues for discussion.

Reasons for Recommendations

To allow Members to feed into the Panel's calendar of Work Programme items and the Work Programme on a regular basis, to ensure that they stay relevant and up to date.

Other Options Considered

Do nothing. Not recommended.

1. Background

- 1.1 This report records the issues for consideration that have been identified by the Panel for inclusion in its Work Programme.

2. Report

- 2.1 Appendix 1 sets out the dates of future Panel meetings along with proposed items for consideration. These items were either originally suggested by councillors or are being referred to the Panel from officers or the Cabinet. The appendix will be updated as new items are identified.
- 2.2 Appendix 2 sets out the task groups that have been identified by the Panel. The table shows: the name of the task group; what it wants to achieve; key dates; membership of the task group; and when the task group will be reporting back to the Panel.

3. Conclusion

- 3.1. In presenting the information to the Panel, and by having the report as a standing item on the agenda, it will record the issues identified by the Panel and provide the opportunity for councillors to monitor the progress of its Work Programme.

Implications

South and East Lincolnshire Councils Partnership

The calendar of Work Programme items and the Work Programme will provide Panel Members with up to date and relevant information. Timelines for various calendar items and proposed task groups within the Work Programme are included within the appendices. The Panel can decide to scrutinise performance in areas of common strategic interest within the partnership, in addition to those that are relevant solely to SHDC.

Corporate Priorities

In identifying issues for inclusion on the Work Programme, Members consider the suitability of the subject, including whether the issue is strategic and significant and whether it is likely to lead to effective outcomes.

Staffing

None

Workforce Capacity Implications

The establishment of task groups require additional workforce capacity of a Lead Officer and Democratic Services support through the life of the task group.

Constitutional and Legal Implications

None

Data Protection

None

Financial

None

Risk Management

None

Stakeholder / Consultation / Timescales

None

Reputation

None

Contracts

None

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

None

Health and Wellbeing

None

Climate Change and Environmental Implications

None

Acronyms

None

Appendices

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

Appendix 1	Work Programme Calendar 2025/2026
Appendix 2	Task Group Work Programme 2025/2026

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

Report author:	Andrea Tait, Democratic Services Officer atait@sholland.gov.uk
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Signed off by:	John Medler, Assistant Director - Governance (Monitoring Officer) john.medler@e-lindsey.gov.uk
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Approved for publication:	N/A
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**SHDC PERFORMANCE MONITORING PANEL
CALENDAR OF WORK PROGRAMME ITEMS 2025/2026**

DATE OF MEETING	AGENDA ITEMS
20 May 2025	<ul style="list-style-type: none"> • Housing Landlord Service – Damp, Condensation and Mould Performance Chris Mycock • Housing Landlord Service – Responsive Repairs and Planned Maintenance Performance Chris Mycock • Housing Landlord Service - Compliance Assurance Chris Mycock • Tenant Satisfaction Measures 2024/25 Sam Dicker • Housing – Annual Complaints Performance and Service Improvement Report 2024/25 Sam Dicker • Q4 Performance report 2024/25 Corey Gooch • South Holland Centre Financial Information – Sam Knowles, Emily Spicer, Rachel Rowett <i>Quarterly finance updates requested at 11 December 2024 PMP meeting</i>
15 Jul 2025	<ul style="list-style-type: none"> • S113 staffing arrangements James Gilbert / Rob Barlow • Sustainable Products Policy – Heather Prescott / Christian Allen. <i>At its 23 July 2024 meeting, PMP agreed that ‘an update come forward to the Panel in 12 months’ time which provided benchmarked data and detailed how progress was to be monitored’</i> • Crime and Disorder Partnership Update Dee Bedford <i>Annual report scheduled for release of annual data (July 2025)</i> • Destination Lincolnshire Local Visitor Economy Partnership Destination Management Plan and SELCP Destination Management Plan Jon Hinde • South and East Lincolnshire Crowdfunding Scheme 2 year progress report Nichola Holderness
15 Oct 2025	<ul style="list-style-type: none"> • Q1 Performance report 25/26 Corey Gooch
10 Dec 2025	<ul style="list-style-type: none"> • Q2 Performance report 25/26 Corey Gooch
10 Mar 2026	<ul style="list-style-type: none"> • Q3 Performance report 25/26 Corey Gooch
19 May 2026	<ul style="list-style-type: none"> • Q4 Performance report 25/26 Corey Gooch

	PENDING ITEMS
Quarterly	<ul style="list-style-type: none"> South Holland Centre Financial Information – Emily Spicer, Rachel Rowett, Sam Knowles <i>Quarterly finance updates requested at 11 December 2024 PMP meeting</i>

**SHDC PERFORMANCE MONITORING PANEL
ONGOING/FUTURE WORK PROGRAMME ITEMS
FOR CONSIDERATION 2022/2023**

	TO BE CONSIDERED AT EACH MEETING
Corporate Enforcement	From June 2022, with agreement of the Chairman, Corporate Enforcement reporting will form part of the Performance Report and attendance at meetings by the Community Safety & Enforcement Manager will be requested as required. Prior to this a six monthly update report came forward on how the Authority was addressing the various types of enforcement, following the Authority-wide reorganisation. Updates received: 6/2/18, 31/7/18, 30/1/19, 12/11/19, 27/1/21, 9/11/21 & 15/6/22.

	TO BE CONSIDERED ANNUALLY
The Sir Halley Stewart Playing Field Task Group	Final Report was presented to Council on 21/01/15. Its first recommendation was: That the Council (i) advises the Charity Commission that the Task Group has considered the Commission's Guidance on public benefit and is satisfied that the Council is compliant; (ii) provides a copy of this report to the Commission in order to outline the actions proposed by the Council; and (iii) invites the Performance Monitoring Panel to appoint a Task Group on an annual (single meeting) basis for the specific purpose of ensuring that the Council remains compliant with Charity Commission Guidance. Updates received 24/01/19, 9/11/21, 19/11/22, 4/07/23, 23/01/24 & 11/12/24.
Review of Implemented Planning Decisions <i>Every 2 years wef Oct 23</i>	Tour undertaken 5/09/19; September 2020 tour cancelled as a result of ongoing Covid situation; 27/10/22 and 25/10/23

	FOR FUTURE CONSIDERATION
Commercialisation	PMP to consider scrutiny as potential projects arise.

PERFORMANCE MONITORING PANEL – WORK PROGRAMME 2024/2025

CURRENT TASK GROUPS

Name Of Task Group	What the Task Group wants to achieve	Date added to Work Programme	Date Work Commenced	Membership of Task Group	Proposed date of report to Panel
<i>No current Task Groups</i>					

ONGOING CONCERNS

Name Of Task Group	What the Task Group wants to achieve	Date added to Work Programme	Date Work Commenced	Membership of Task Group	Proposed date of report to Panel
Swimming Pool and Leisure Centre Contract Task Group	To review the Spalding swimming pool and leisure centre, specifically: <ul style="list-style-type: none"> • To consider performance, in relation to the contract, by the Authority and the contractor, particularly with reference to building maintenance and cleanliness, promotion of the facilities and reinvestment in the facilities; • To look at the Council's performance in monitoring the leisure facilities; and • To learn from the outcomes of this scrutiny, to inform future contracts and contract monitoring. 	1 December 2015	21 January 2016	J R Astill T A Carter G K Dark (Chairman) J L King A M Newton	30/08/16. To Cabinet 8/11/16. Response and update on progress PMP 4/2/17, 16/5/17, 7/11/17, 13/11/18, 8/06/19 & 11/9/19. Next update was due 10/11/20. PMP updated: 9/11/21, 16/03/22,15/06/22; 14/03/23,13/09/23, 15/11/23 & 22/05/24

<p>Effectiveness of CCTV Task Group</p>	<p>Purpose of Review – To establish the current situation with regard to CCTV and make recommendations to Cabinet on the way forward. Terms of Reference – To examine the effectiveness of the SHDC CCTV service and prospects for future provision.</p> <p>Panel received update on 8/04/14 from the Portfolio Holder for Localism and Big Society on the position regarding CCTV. Performance information will be available on the new system in the future, once it becomes operational. The Task Group will remain in operation to scrutinise performance and will start to do this once the information becomes available.</p>	<p>6/11/12</p>	<p>21/11/12</p>	<p>B Alcock M Howard R M Rudkin D J Wilkinson (Chairman)</p>	<p>Interim report to PMP 29/01/13. Interim report to Cabinet 19/02/13. Tracking of recommendations to PMP 26/03/13 Updates to PMP: 8/04/14, and six-monthly thereafter.</p>
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Report To:	Performance Monitoring Panel
Date:	Tuesday, 20 th May 2025
Subject:	South Holland Centre Financial Information
Purpose:	To present the South Holland Centre budget
Key Decision:	N
Portfolio Holder:	Cllr Henry Bingham, Portfolio Holder for Assets & Strategic Planning
Report Of:	Emily Spicer, Assistant Director – Communities and Housing Services
Report Author:	Rachel Rowett, Community Development Manager
Ward(s) Affected:	(All Wards);
Exempt Report:	Partly – appendix 1 is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person (including the authority holding the information).

Summary

This report provides Members with the 2024/25 South Holland Centre Budget following the Performance Monitoring Panel meeting of 11th December 2024 where Members asked for greater detail on the Centre's budget to support a focussed scrutiny discussion.

Recommendations

It is recommended that Members note the budget report and are assured that the budget is closely monitored and managed and provide any feedback that they feel appropriate.

Reasons for Recommendations

This report is to provide Members with details of the South Holland Centre budget.

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<p>Other Options Considered</p> <p>None</p>
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1. Background

- 1.1 South Holland District Council (SHDC) manages and operates South Holland Centre as an entertainment venue providing professional live theatre, film and a space for local community theatre groups and schools to perform.
- 1.2 The last update was presented to Performance Monitoring Panel on Wednesday 11th December 2024
- 1.3 The panel requested that the budget be presented in more detail to support a focussed scrutiny discussion.

2. Report

- 2.1 The South Holland Centre accounts summarised below are presented in **Appendix 1** (Exempt Item).

	Actual 2023/24	Full Year Forecast 2024/25	Forecast Outturn compared to Prior Year Actual Outturn	Actual to Period 9 2024/25
Employees	262,122	262,322	200	184,876
Premises	174,454	153,968	(20,486)	108,906
Supplies & Services	334,103	429,484	95,381	343,274
Artist Fees	194,475	212,000	17,525	159,186
Support Service Direct	5,493	0	(5,493)	0
Total Direct Costs	970,647	1,057,774	87,127	796,242
Total Income	(615,808)	(753,713)	(137,905)	(600,639)
Net Cost	354,839	304,061	(50,778)	195,602
Recharge for Facilities' Services	38,368	40,090	1,722	30,068
Gross cost	393,207	344,151	(49,056)	225,670

- 2.2 The South Holland Centre Manager and line manager monitor the budget regularly through the Council's Unit 4 Budget system which allows managers to view the current live budget position.
- 2.3 Income is monitored through sales reports generated through the Spektrix ticketing system which allows the Manager to assess how well individual shows are selling. Daily reports are generated and sent to Managers showing final ticket sale figures for

the previous day's performances as well as a full breakdown of ticket sales for all shows.

- 2.4 Monthly budget reports are generated by PSPS and Budget Managers are asked to comment if any areas are flagged as a concern.
- 2.5 Quarterly Budget Management meetings take place between the Centre Manager and the PSPS Finance Business Partner where each budget line is examined and forecast adjusted according to anticipated spend and income. Any issues arising are reported to senior managers in PSPS and SHDC.
- 2.6 As required the service works within the existing budgets and is working towards growing the live income to cover the reducing function hall hire and cinema and reduce costs wherever possible. This is in line with the development action plan for the centre.

3. Conclusion

- 3.1. This report provides a full breakdown of the South Holland Centre budget. This is presented to further assist Members in a discussion at 20th May 2025 Performance Monitoring Panel meeting regarding the centres finances, as requested on 11th December 2024. Also provided through this report is an explanation of how the budget is continuously and consistently monitored throughout the year.

Implications

South and East Lincolnshire Councils Partnership

The South Holland Centre adds to the cultural offer provided by the three councils across the South and East Lincolnshire Councils Partnership.

Corporate Priorities

The SHC supports the Sub-Regional Development Plan priority of *Healthy Lives: We will develop our Leisure & Cultural offer for the benefit of residents.*

Staffing

The Centre has 4.97 FTE staff

Workforce Capacity Implications

None

Constitutional and Legal Implications

None

Data Protection

None

Financial

The South Holland Centre budget is reported on through the Council's budget monitoring reports to Cabinet and Council as appropriate.

Risk Management

The South Holland Centre Manager and line manager monitor the budget regularly through the Council's Unit 4 Budget system which allows managers to view the current live budget position

Quarterly Budget Management meetings take place between the Centre Manager and the PSPS Finance Business Partner where each budget line is examined and forecast adjusted according to anticipated spend and income. Any issues arising are reported to senior managers in PSPS and SHDC

A management meeting takes place bi-monthly between the Service Managers, PSPS Health & Safety and the Assets team where any emerging issues are discussed.

Stakeholder / Consultation / Timescales

No consultation undertaken

Reputation

None

Contracts

Any contracts associated with the centre are prepared and managed in accordance with the Council's Contract Procurement rules.

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

None

Health and Wellbeing

The Leisure & Culture services support the South and East Lincolnshire Partnership's Healthy Living Action Plan.

Climate Change and Environment Impact Assessment

None

Acronyms

SHC South Holland Centre
PMP Performance Monitoring Panel
SHDC South Holland District Council
PSPS Public Sector Partnership Services

Appendices

Appendix 1 – South Holland Centre Full Year Forecast as at Quarter 3.

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

None

Report Approval

Report author:	Rachel Rowett, Community Development Manager rrowett@sholland.gov.uk
Signed off by:	Emily Spicer, Assistant Director – Communities & Housing Services
Approved for publication:	Cllr Henry Bingham, Portfolio Holder for Assets & Strategic Planning

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

Document is Restricted

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