

AGENDA



- Committee - **PERFORMANCE MONITORING PANEL**
- Date & Time - Tuesday, 26 May 2026 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, L J Eldridge, M Geaney, S Hutchinson, J L Reynolds, I Sheard, D J Wilkinson 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: 4

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 May 2026

AGENDA

- 1 Apologies for absence.
- 2 Minutes - (Pages 5 - 26)
To sign as a correct record the minutes of the Performance Monitoring Panel held on 10 March 2026.
- 3 Actions - (Pages 27 - 34)
An update on actions that arose at the 10 March 2026 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 35 - 46)
To note the current Key Decision Plan
- 9 Q4 Performance Report 25-26 - (Pages 47 - 78)
To provide an update on how the Council is performing for the period 1 January to 31 March 2026 (report of the Service Director – Corporate enclosed).
- 10 Housing Annual Complaints and Service Improvement Report and Self-Assessment against the Housing Ombudsman Code - (Pages 79 - 148)
To update Members on performance of our Complaints Service 25/26 against the Housing Ombudsman's Code (report of the Service Director – Housing enclosed).
- 11 Garden Waste Collection Rounds - (Pages 149 - 154)
To provide an update on the current performance of the garden waste collection (report of the Executive Director – Communities enclosed).
- 12 Castle Sports Swimming Pool Pump Update - (To Follow)
To receive an update on the Castle Sports Swimming Pool Pump, as requested by members at the last meeting of Performance Monitoring Panel (report of the Executive Director – Programme Delivery to follow).
- 13 Performance Monitoring Panel Work Programme - (Pages 155 -
To set out the Work Programme of the Performance Monitoring Panel

(report of the Service Director – Legal & Governance (Monitoring Officer) enclosed).

162)

14 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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Minutes of a meeting of the **PERFORMANCE MONITORING PANEL** held in Meeting Room 1, Council Offices, Priory Road, Spalding, on Tuesday, 10 March 2026 at 6.30 pm.

PRESENT

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

A C Beal
C J T H Brewis

N Chapman
M Geaney

I Sheard

In Attendance: The Service Director – Strategic Growth & Development, Head of Delivery, Housing *Transformation* (HRA) Manager, Housing Service Insight and Improvement Lead, Business Intelligence and Change Manager, Planning Officer and Democratic Services Team Leader and the Portfolio Holder – Assets and Strategic Planning.

Apologies for absence were received from or on behalf of Councillors L J Eldridge, J L Reynolds and D J Wilkinson

63 **APOLOGIES FOR ABSENCE.**

The Democratic Services Team Leader reported that notification had been received of the following substitution for this meeting only:

- Councillor A Beal was replacing Councillor J Reynolds

64 **MINUTES**

Consideration was given to the following minutes:

- Performance Monitoring Panel – 10 December 2025
- Joint Performance Monitoring Panel and Policy Development Panel – 13 January 2026

AGREED:

That the minutes be signed by the Chairman as a correct record.

65 **ACTIONS**

Consideration was given to the actions that arose at the meeting held on 10 December 2025, and the tracking of outstanding

Action By

PERFORMANCE MONITORING PANEL -

10 March 2026

actions.

Members considered the responses and made the following comments:

Minute number 40 (a) – Q1 Performance Report 25/26 (cost of Planning Appeals)

Members queried why indicative costs for planning appeals had not been provided, noting that an overview of statistics would be useful for members understanding of the appeals process.

The Democratic Services Team Leader responded that work would be undertaken with the department to explore whether indicative average costs could be produced for Members' information.

Minute number 40 (b) – Q1 Performance Report 25/26 (specific data on fly-tipping)

Members raised concerns that the information previously supplied on fly-tipping related only to the recording system rather than the statistical data that had been requested.

The Democratic Services Team Leader responded that the department would be asked to provide the specific statistics required, including the steps involved in the process and the associated location data referenced by Members.

Minute number 40 (d) – Q1 Performance Report 25/26 (drop in swim numbers)

Members sought an update regarding the ongoing issues with the swimming pool pump, noting that the matter had been discussed on several previous occasions.

The Business Intelligence and Change Manager reported that he had been advised that the contractor had reassembled the pump on 5 March; however, a further error code had been identified and the motor required a full strip-down assessment. Members were advised that no confirmed timescale for reopening was available and that a further update would be provided to the Panel once received.

Members queried whether a claim could be pursued in relation to the non-use of the pool, given the length of the closure and its impact on performance indicators.

The Business Intelligence and Change Manager stated that

PERFORMANCE MONITORING PANEL -

10 March 2026

SHDC continued to press the contractor for a durable, long-term solution and that the question of a potential claim would be raised. Any subsequent information would be circulated to Members.

Members requested that a report be brought to the next meeting setting out the relevant statistics, associated costs and clarification regarding which party was responsible for meeting those costs.

The Business Intelligence and Change Manager confirmed that the relevant Assistant Director would be contacted and that the requested update would be arranged.

66 DECLARATION OF INTERESTS.

There were none.

67 QUESTIONS ASKED UNDER STANDING ORDER 6

There were none.

68 TRACKING OF RECOMMENDATIONS

There were none.

69 ITEMS REFERRED FROM THE POLICY DEVELOPMENT PANEL.

There were none.

70 KEY DECISION PLAN

Consideration was given to the Key Decision Plan dated 2 March 2026.

Members considered the Key Decision Plan and the following issue was raised:

- What was the progress on the Destination Lincolnshire Local Visitor Economy Partnership Destination Management Plan and SELCP Destination Management Plan – this issue had been raised previously and the Panel had requested that the document be scrutinised prior to consideration by Cabinet to ensure that all areas of South Holland were covered by the Plan.
 - The Democratic Services Team Leader reported that she had been advised by officers that the date shown

PERFORMANCE MONITORING PANEL -

10 March 2026

on the Key Decision Planner of April for consideration by Cabinet was now incorrect. It would now be coming forward to all three authorities within the Partnership in May/June, and would be preceded by a period of public and member consultation – this was anticipated to be in March/early April. The Democratic Services Team were working with the relevant department to ensure that this scrutiny took place prior to consideration by Cabinet.

AGREED:

That the Key Decision Plan be noted.

71 Q3 PERFORMANCE REPORT 25-26

Consideration was given to the report of the Assistant Director – Corporate which provided an update on how the Council was performing for the period 1 October 2025 to 31 December 2025.

The Business Intelligence and Change Manager introduced the report and highlighted the following points:

The report reflected similar stable levels of performance as were seen in Quarter 2:

- 87% of the Council's performance metrics presented a positive position against targets
- 10% were slightly below target
- 3% were under target

Members' attention was drawn to two key areas where performance had been under pressure in the quarter — complaints handling and leisure participation. Leisure referred to the number of swims indicator - this wasn't a target, but being a trend measure it was possible to observe a significant dip in the last few quarters which linked to the ongoing pump issue discussed at agenda item 3.

Complaints Performance (referencing the improvement work – content source Project Update Report)

As Members were aware, some under-performance in timeliness and visibility of complaint handling continued to be experienced. This was a key issue which was a regular discussion at SLT (Senior Leadership Team) level and the team was working closely with the service to address this with the service. The wider corporate review had highlighted several structural issues

PERFORMANCE MONITORING PANEL -

10 March 2026

contributing to this — including unclear accountable officer routes, inconsistent processes between services, limited corporate visibility of cases, and fragmented policy storage and data insight.

To address this, a programme of improvements was already in train. A merge had been undertaken of the legacy complaints systems into a single partnership wide triage record, giving much clearer oversight and contingency, especially for those with shared teams and managers. Work with PSPS had been taken forward to improve the website journey for customers submitting complaints. The Terms of Reference for the new 'Complaints Clinic' — which would focus on learning through feedback — had been completed and invites were being circulated. Housing Services had also strengthened their approach, ensuring managers provided direct responses to avoid unnecessary delays.

Further actions include developing a read-only dashboard for Assistant Directors, clearer routing to accountable officers, and micro-training for case handlers on issuing responses and tone. These steps were designed to improve both the speed and quality of complaint handling as Q4 approached.

In summary, Q3 showed continued strong performance in most areas with two key areas of pressure — complaints and leisure — but with strong, targeted remedial work already underway and strong communication between officers, SLT and members.

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

- Members queried whether the risk factors associated with the corporate complaints system were appropriate.
 - The Business Intelligence and Change Manager advised that performance issues related to response times were being addressed and confirmed that no concerns had been raised by the Local Government Ombudsman, noting that all complaints continued to receive a response.
- Members asked for an overview of the types of complaints being received.
 - The Business Intelligence and Change Manager reported that the majority concerned frontline services such as planning, housing and

PERFORMANCE MONITORING PANEL -

10 March 2026

environmental services, and confirmed that data could be provided. It was noted that AI-generated complaints were becoming more frequent and could be more complex, although all responses continued to be drafted and approved by officers.

- Members sought clarification on the meaning of the percentage of successful first-time waste collections.
 - The Business Intelligence and Change Manager explained that the indicator reflected all collections completed without a report of a missed bin. Although the percentage of missed collections appeared low, the high volume of total collections meant that this could still represent a significant number. Officers agreed to provide figures to illustrate this.
- Members asked whether trends in missed collections were monitored in cases where repeat issues were reported in the same area.
 - The Business Intelligence and Change Manager indicated that such matters were treated as service requests rather than formal complaints but confirmed that environmental services and customer contact staff worked closely to identify recurring issues, particularly where road closures or operational challenges were involved.
- Members queried why the housing benefit overpayment recovery rate had been above 100% across several quarters.
 - The Business Intelligence and Change Manager responded that he believed that temporary additional staffing had been used to clear a backlog, resulting in higher recovery figures in particular periods. Further detail and a timeline of activity would be provided.
- Members sought clarification on why no data had been provided for the percentage of contaminated recycling in two quarters.
 - The Business Intelligence and Change Manager advised that data supplied through Waste Data Flow

PERFORMANCE MONITORING PANEL -

10 March 2026

was not the most reliable and significantly delayed. Discussions were taking place with Lincolnshire County Council to resolve the issue and ensure future data provision.

- Members raised concerns about fluctuations in the percentage of corporate complaints responded to within timescales.
 - The Business Intelligence and Change Manager reported that the dip in performance in the previous year had been caused by a lack of staff capacity, with only one part-time officer handling complaints. Following the introduction of partnership-wide arrangements, the team had increased to four officers, and performance had since improved.
- Members asked whether there had been any consequences arising from the earlier decline in complaint-handling performance.
 - The Business Intelligence and Change Manager confirmed that no issues had been raised by the Local Government Ombudsman and that there had been no increase in upheld complaints during that period.
- Members commented on fluctuations in stall occupancy and homelessness indicators, noting concerns about longer-term trends.
 - The Business Intelligence and Change Manager acknowledged the points raised and agreed to monitor the indicators closely.
- Members questioned the purpose of continuing the indicator on total waste collected where no data had been provided.
 - The Business Intelligence and Change Manager noted that the lack of data related to ongoing issues with Waste Data Flow and agreed that, if the provider could not supply information, the indicator might need to be reviewed.
- Members sought clarification on the downward trend in digital service take-up.

PERFORMANCE MONITORING PANEL -

10 March 2026

- The Business Intelligence and Change Manager advised that seasonal variation was likely, and that further information would be sought regarding specific services used.
- Members queried the dip in the number of discretionary housing payment applications.
 - The Business Intelligence and Change Manager agreed to investigate the reasons for the reduction and report back.
- Members raised concerns about the framing of questions within the workforce survey, noting that different wording could produce different responses. Having recently received Equality, Diversity and Inclusion training, it was stated that information from this could be fed into the design of the survey.
 - The Business Intelligence and Change Manager confirmed that the workforce survey was being redeveloped and that the comments would be fed into the review.
- Members asked about the significant increase in website visitor numbers.
 - The Business Intelligence Manager noted that the spike was likely linked to green waste service sign-ups but agreed to obtain a detailed breakdown of website traffic sources.

AGREED:

That the contents of the report be noted.

72 REVIEW OF IMPLEMENTED PLANNING DECISIONS

Consideration was given to the report of the Assistant Director – Planning and Strategic Infrastructure which reported on the conclusions of the Planning Committee and invited the Performance Monitoring Panel to submit any additional comments following the review/tour undertaken with members and comments made at Planning Committee.

The Planning Officer introduced the report and confirmed that no further comments had been raised by Planning Committee

PERFORMANCE MONITORING PANEL -

10 March 2026

following the previous presentation, and that the recommendations therefore remained unchanged, including the continuation of the tour every two years.

Members considered the report and the following issues were raised:

- Members queried whether the learning from the review was being fully utilised, commenting that issues identified during the tour appeared to be 'lost' until the next review.
- Members felt that a recommendation should be made to the Planning Department that the comments made following the review be noted by officers, that adverse issues highlighted during the tour should be acted upon and not repeated, and that beneficial design features observed at good developments should be adopted more widely. Members agreed to this additional recommendation.

AGREED:

- 1) That the contents of the report be noted, following its presentation at Planning Committee on 7 January 2026; whereby no comments were raised in regard to the conclusions drawn from the Performance Monitoring Panel;
- 2) That the recommendations presented to the Performance Monitoring Panel in the first instance, including that the Review of Implemented Planning Decisions tour remain in occurrence every two years with the invitations still being extended to members of the Planning Committee.
- 3) That a formal recommendation be made to the Planning Department that the comments made following the review be noted by officers, that adverse issues highlighted during the tour should be acted upon and not repeated, and that beneficial design features observed at good developments should be adopted more widely.

73 HOUSING STOCK CONDITION SURVEY

Consideration was given to the report of the Assistant Director – Housing which presented the findings from the HRA stock condition surveys.

PERFORMANCE MONITORING PANEL -

10 March 2026

The Head of Housing Investment and Development presented the report.

The Regulator of Social Housing (RSH) mandated through the Consumer Standards that Registered Providers must have an accurate, up to date and evidenced understanding of the condition of their homes. The data must be used to ensure the provision of good quality, well maintained and safe homes for tenants.

To date, 90.33% of the HRA stock had been surveyed and the surveys had taken place between October 2024 and January 2026 (the data from these formed the basis of the report), but since then efforts were still being made to access more properties and numbers would therefore have increased slightly. The target to survey 100% of stock was still retained

The surveys had provided a vast amount of primary data which had been interrogated and analysed and had already been used to inform future strategies and planned investment programmes.

A continuous programme of property surveys would be in place to ensure data remained up to date.

At the point of writing the report, 3,467 homes had had a full survey. The surveys included a full condition survey, Decent Homes assessment, Housing Health and Safety Rating System survey (HHSRS) and, where necessary, an energy assessment where an EPC certificate was due.

The report included a table at section 3.1 showing Survey Representation by Location, and a table at section 3.2 showing Survey Representation by Archetype.

Detailed analysis of the survey findings was provided at Appendix 1. It indicated that most components (55%) were achieving their expected lifespan with only 1.1% requiring replacement earlier. 44% of components were expected to surpass their expected lifespan. The results also indicated that property type and location did not affect component wear or life expectancy.

The survey assessed for Decent Homes compliance, hazards and energy assessments.

The information had been used to inform the HRA Business Plan and Asset Management Strategy approved by Council in January 2026. The plan determined that the Housing Revenue Account was sustainable over the 30-year period based on the

PERFORMANCE MONITORING PANEL -

10 March 2026

assumptions regarding future costs.

The 2026/27 property specific planned improvements programme was being developed using the latest stock condition data to ensure investment was targeted appropriately.

The Regulator required the Authority to keep its records up to date and it would therefore continue to survey its stock. The Regulators Code of Practice advised that providers should have a five-year rolling programme of stock condition surveys, some needed more frequent surveys. The regularity of surveys would be determined from information received around areas such as regularity of repairs requests or recurring problems at properties.

A new contractor to undertake the surveys would be identified during 2026 as the current contract was coming to an end.

Detailed analysis of the stock condition survey was provided within Appendix A to the report.

Members considered the report and the following points were raised:

- Members asked why some properties had not been accessible for survey and whether reasons had been identified.
 - The Head of Housing Investment and Delivery responded that despite repeated attempts to arrange appointments, no clear trend had emerged regarding tenants' reluctance to allow access. Officers confirmed that 99.92% of properties had been accessed for heating servicing in the last 12 months, indicating access was usually achievable. Tenants continued to be contacted and tenancy audits were being used to prioritise those homes still requiring survey.
- Members queried the length of time a stock condition survey appointment took and whether tenancy agreements permitted access.
 - The Head of Housing Investment and Delivery advised that surveys typically took around an hour, depending on property type, and that tenancy agreements required tenants to provide reasonable access for such inspections.

PERFORMANCE MONITORING PANEL -

10 March 2026

- Members raised concerns about the need to use stronger measures to gain access, including injunctions.
 - The Head of Housing Investment and Delivery explained that injunctions were generally sought only for essential safety checks and that the Council was continuing to work with tenants before escalating to legal action.
- Members agreed that officers should have their support to use all available means to ensure full access where necessary.
- Members asked about the cost of injunctions and whether these costs could be passed to tenants.
 - The Head of Housing Investment and Delivery advised that the Council would bear the initial cost, with court fees alone of approximately £377 per injunction, and confirmation was required regarding whether any portion could be recharged.
- Members raised the issue of tenants struggling to maintain gardens and external areas and asked whether surveys could include an assessment of grounds – often inability to maintain external areas was linked to maintenance of internal spaces.
 - The Head of Housing Investment and Delivery confirmed that tenancy audits already observed such issues and that external aspects could be inspected even where internal access was not possible.
- Members queried whether future surveys would be undertaken internally or externally.
 - The Head of Housing Investment and Delivery confirmed that a new external contractor would be appointed in 2026 to undertake ongoing surveys as the current contract was due to end.
- Members asked whether tenants' preference for a contractor able to undertake full surveys could be accommodated.
 - The Head of Housing Investment and Delivery confirmed this was possible and that the procurement process would specify the ability to carry out Decent Homes, HHSRS, EPC and

PERFORMANCE MONITORING PANEL -

10 March 2026

condition surveys in a single visit.

AGREED:

That the findings from the stock condition surveys and the strategy for using and maintaining data be noted, and that the Panels comments above be fed back to Cabinet including specifically:

- That members support officers using all available means to ensure full access to the Council's properties, where necessary.

74 HOUSING LANDLORD SERVICE - ACCESS TO SERVICE

Consideration was given to the report of the Assistant Director – Housing which analysed access to the Housing Landlord Services across key protected characteristics.

The Housing Service Insight and Improvement Lead introduced a summary of the report:

The Housing Landlord Service had undertaken an access to services analysis in response to actions arising from the Regulator of Social Housing's regulatory inspection in 2025. The purpose of the analysis had been to determine whether the Council's housing services were accessible to all tenants, including those with protected characteristics and those identified as vulnerable. Members were advised that service contact was received through a range of pathways, including telephony, email, text messaging, web forms, focus groups and face-to-face interactions, and that contacts often involved multiple queries across more than one service area. Due to the complexity of information held across different systems, the analysis had been completed using incoming case data recorded within each service area to ensure accuracy and reliable comparison.

Members were informed that data had been examined across ten housing service areas, including responsive repairs, complaints, antisocial behaviour, rent arrears service (incoming contact only), Damp Condensation and mould, independent living, cost-of-living support, sheltered housing, the handyman service and Right to Buy applications. The analysis, covering the period from 1 April to

PERFORMANCE MONITORING PANEL -

10 March 2026

31 December 2024, overlaid active tenant information to identify whether any characteristics or vulnerabilities were associated with lower access to services. Initial findings indicated that nationality and ethnicity did not present barriers to contact, although some European ethnic groups appeared marginally less likely to engage, which could be attributed to cultural differences or potential language barriers. Officers advised that the promotion of translation and interpretation services had therefore been identified as a potential service improvement.

It was further reported that age-related access patterns broadly reflected the wider tenant population, with younger tenants being marginally less likely to contact some services. Officers advised that targeted digital and social media communications may support greater engagement among younger tenants. No evidence was found to suggest that gender affected access to services. The analysis also confirmed that tenants with identified communication needs were accessing services at equivalent or higher rates than the general tenant population. In addition, tenants reporting vulnerabilities such as hearing, learning, mobility or behavioural impairments were found to have access rates equal to or exceeding those of the wider tenant population.

On completion of the analysis, officers had identified a number of proposed actions, including continued promotion of translation and interpretation services, targeted digital engagement and review of online tools for accessibility. The analysis was proposed to be repeated annually to monitor trends and ensure that access remained equitable across all tenant groups.

Members considered the report and made the following comments:

- Members queried the reporting period, noting that dates appeared to span an eighteen-month timeframe.
 - The Housing Service Insight and Improvement Lead clarified that the data set covered the period from 1 April 2024 to 31 December 2025 and confirmed that this timeframe had been used to compare access rates across the tenant population.
- Members commented that some service access figures

PERFORMANCE MONITORING PANEL -

10 March 2026

appeared lower than expected and asked whether the officer could expand on the differences highlighted at 2.7.4 in the report.

- The Housing Service Insight and Improvement Lead advised that whilst some figures appeared low, the underlying data showed that access patterns were largely consistent with the wider tenant population, and explained that repairs service access was lower for certain ethnic groups due to a small sample size and potential language barriers.
- Members raised concerns regarding lower access to the repairs service by some European ethnic groups and asked whether this presented a more serious issue requiring further analysis.
 - The Housing Service Insight and Improvement Lead confirmed that language barriers had been identified as a contributory factor and that further work would be undertaken to understand the extent to which access differences were cultural or service-related. Translation services had been identified as an area for improvement.
- Members asked whether there was any link between lower service access for some groups and the earlier findings related to difficulties accessing properties during stock condition surveys.
 - The Head of Housing Investment and Delivery responded that no correlation had been identified between tenant profile and the condition of properties within the accessible sample. However, officers undertook to complete further analysis of those properties they had been unable to gain access to, to determine whether any trends existed.
- Members questioned whether the findings were representative of the wider housing stock.
 - The Housing Services Insight and Improvement Lead explained that the analysis reflected active tenancies over the eighteen-month period and that tenant demographics fluctuated over time. The repairs service had been excluded from some parts

PERFORMANCE MONITORING PANEL -

10 March 2026

of the analysis due to the volume of records, though overall the access trends were considered reflective of the general tenant base.

- Members sought clarification on the data presented at page 116 of the agenda, particularly regarding the percentage of tenants who had used the repairs service.
 - The Housing Service Insight and Improvement Lead confirmed that approximately 3,368 tenants had accessed the repairs service during the review period and that the system held over 26,000 repair records. Officers confirmed that void works were excluded and that a breakdown of repair categories could be provided, with heating and leaking taps noted as the most common issues.

- Members asked whether the data could identify common repair-related pressures, delays or recurring issues.
 - The Housing Service Insight and Improvement Lead confirmed that work was underway to analyse delays, recurring repair types, and any patterns arising from different tenancy types or property types.

- Members raised concerns about the reported percentage of rent arrears among particular nationality groups and queried whether this indicated higher levels of debt.
 - The Housing Service Insight and Improvement Lead clarified that the data reflected tenant contact relating to rent arrears rather than confirmed arrears and that this included tenants who contacted the service for advice or support, rather than those who were behind in payments.

- Members sought clarification on whether tenants who made contact but were redirected due to language barriers would still be counted in the dataset.
 - The Housing Service Insight and Improvement Lead explained that only cases with a recorded works order or auditable case reference were included. Some tenant contact was therefore not captured within the dataset due to the lack of a formal record,

PERFORMANCE MONITORING PANEL -

10 March 2026

which partly explained why some figures appeared lower.

- Members acknowledged the manual nature of the analysis and thanked officers for the extensive work involved.
 - The Housing Service Insight and Improvement Lead noted that future analyses should be less intensive as the structure of the reporting model had now been established and would allow for greater automation in subsequent years.

AGREED:

That the contents of the report (including the action plan) and insights be noted, and that the comments raised be considered by Cabinet.

75 BRIEFING NOTE ON ANGLIAN WATER PROTOCOLS

Consideration was given to the report of the Assistant Director – Planning and Strategic Infrastructure which provided members with an overview of the implications of water infrastructure issues on planning decisions.

The Executive Programme Manager presented the report, explaining that members had previously received an update from Anglian Water at the Panel's December meeting and had requested further clarification regarding the implications of the company's current approach to planning application consultations.

It was noted that Anglian Water were not a statutory consultee and that developers retained an automatic right to connect to the foul sewer network under the Water Industry Act. Officers advised that Anglian Water had recently adopted a more cautious interpretation of their role by emphasising network capacity issues as a material planning consideration.

Members were informed that Anglian Water had been applying a standardised condition seeking to restrict the occupation of new developments until sufficient sewer capacity was available. Officers explained that this approach was problematic as it created uncertainty for developers and risked developments being built but unable to be occupied. Officers advised that any such condition must be supported by robust, site-specific evidence, and

PERFORMANCE MONITORING PANEL -

10 March 2026

that planning decisions must be made in the round, balancing all relevant considerations.

Officers further outlined that a twin-pronged approach was being recommended. For allocated sites within the adopted Local Plan, Anglian Water's objections could carry little weight as they had failed to raise concerns during the statutory plan-making process. In contrast, for non-allocated or windfall sites, officers would require Anglian Water to provide detailed, time-bound evidence of capacity issues before any objection or condition could be considered reasonable.

It was emphasised that the briefing note sought to clarify the planning authority's position and set out an evidence-based framework for responding to Anglian Water's comments. Members were advised that the contents of the briefing note would be referred to the Planning Committee for further consideration due to the direct implications for decision-making processes.

Members considered the report and made the following comments:

- Members raised concerns that Anglian Water's current approach could adversely affect the authority's ability to meet government housing delivery expectations.
 - The Executive Programme Manager responded that the district was presently ahead of its five-year housing supply requirement, but acknowledged that if Anglian Water's restrictive stance continued, future delivery rates could be affected. Officers confirmed that the matter would be referred to Planning Committee for further consideration, including clarification on any potential government penalties.
- Members asked for further explanation regarding unallocated sites where Anglian Water had raised objections and queried whether private package treatment plants could serve as alternatives.
 - The Executive Programme Manager explained that private treatment plants did not always require

PERFORMANCE MONITORING PANEL -

10 March 2026

Environment Agency consent, particularly where discharge was contained within a drainage field. However, they confirmed that support from both Anglian Water and the Environment Agency would be required, and that this could affect decision-making timeframes.

- Members queried whether additional work arising from Anglian Water's objections would impact decision-making times.
 - The Executive Programme Manager advised that while timetable pressure existed, the local planning authority was required to balance all material considerations. They highlighted that Anglian Water must provide site-specific evidence of insufficient sewer capacity and that without such evidence, little weight could be given to their position.
- Members asked whether Anglian Water would support the Council at appeal if a refusal was issued on the basis of their evidence.
 - The Executive Programme Manager confirmed that Anglian Water had stated they would attend and defend an appeal, but noted that this was often difficult in practice. Officers emphasised that if Anglian Water could not evidence capacity issues robustly, the Council risked potential costs being awarded against it.
- Members questioned the relationship between Anglian Water's identified treatment plant capacity issues and the district's land supply.
 - The Executive Programme Manager agreed that correlation was needed and confirmed that Anglian Water would be asked to provide updated capacity information.
- The Portfolio Holder for Assets and Strategic Planning raised the issue of long-term investment by Anglian Water, expressing concern that treatment works in some settlements, such as Crowland, were not scheduled for upgrades before

PERFORMANCE MONITORING PANEL -

10 March 2026

2040. He also stated that Anglian Water had historically under-invested and that updated information on planned investment and timelines was required.

- Members sought reassurance that the twin-pronged approach proposed by officers—treating allocated and non-allocated sites differently—would ensure fair and evidenced-based decision making.
 - The Executive Programme Manager restated that objections on allocated sites carried no weight due to the statutory nature of the local plan. For non-allocated sites, Anglian Water must supply site-specific, time-bound capacity evidence for any objection or condition to be considered valid.

Following the discussion, members requested that a further report be presented to the Panel once the Planning Committee had considered the matter, detailing:

- The Planning Committee's and the Authority's response;
- More detailed information on the Authority's 5-year housing supply requirement.

The Panel also requested that, in light of historic under investment, information be sought by officers on Anglian Water's future investment plans (planned investment and timelines).

AGREED:

- 1) That the contents of the report be noted; and
- 2) That the report be presented to members at Planning Committee in order to assist with their decision-making in relation to applications for planning permission.
- 3) That following consideration at Planning Committee, a further report be presented to the Performance Monitoring Panel detailing:
 - The Planning Committee's and the Authority's response; and

PERFORMANCE MONITORING PANEL -

10 March 2026

- More detailed information on the Authority's 5-year housing supply requirement.

76 PERFORMANCE MONITORING PANEL WORK PROGRAMME

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

The Democratic Services Team Leader introduced the report which included the following:

- The remaining meetings of the current municipal year alongside expected items at Appendix 1;
- Task Groups at Appendix 2

Members raised no comments on this item.

AGREED:

That the Work Programme of the Panel be noted.

77 ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

There were none.

(The meeting ended at 7.59 pm)

(End of minutes)

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ACTIONS

<u>Performance Monitoring Panel</u> <u>Actions from the 10 March 2026 meeting</u>			
MINUTE NO.		ITEM	RESPONSIBLE OFFICER
71. 25/26		<u>Q3 Performance Report 25-26</u>	
*	a)	<p>Members asked for an overview of the types of complaints being received.</p> <p>Update: Awaiting response</p>	Corey Gooch
✓	b)	<p>Members sought clarification on the meaning of the percentage of successful first-time waste collections.</p> <p>Update:</p> <p>Quarter 3 waste and recycling collections – context</p> <p>In Quarter 3, a total of 1,074,960 bin collections were scheduled. 1,074,042 of these were collected successfully on the first attempt, giving a 99.91% first-time collection rate.</p> <p>This means that just 918 collections were missed first time across the entire quarter. Put simply:</p> <p>For every 1,000 bins presented, around 999 were collected as planned Around 1 bin in every 1,170 was missed first time</p> <p>It's important to note that a missed first-time collection does not necessarily mean the waste was left uncollected. Many missed bins are subsequently returned to and completed through follow-up collections once the issue has been identified (for example, vehicle issues, access problems, or adverse weather).</p> <p>At this scale of operation—over one million individual collections in a single quarter—a 99.91% success rate demonstrates a highly reliable and well-performing service. However, even at this level of performance, a small number of residents will still experience a missed collection, which is why the service continues to focus on:</p> <ul style="list-style-type: none"> • Reducing avoidable misses • Responding quickly where problems do occur • Monitoring performance to maintain and improve reliability further 	Corey Gooch

ACTIONS

✓	c)	<p>Members queried why the housing benefit overpayment recovery rate had been above 100% across several quarters.</p> <p>Update:</p> <p>The above statement is correct, cases that were opened in a previous quarter were closed in the Q3 resulting in a higher than 100% recovery rate</p>	Corey Gooch
✓	d)	<p>Members commented on fluctuations in stall occupancy and homelessness indicators, noting concerns about longer-term trends.</p> <p>Update:</p> <p>Raised with the service</p>	Corey Gooch
✓	e)	<p>Members sought clarification on the downward trend in digital services take-up.</p> <p>Update:</p> <p>We have seen a dip in digital uptake during Quarter 3, which is not unusual and can reasonably be explained by a combination of seasonal patterns and service demand factors, rather than a loss of confidence in digital channels.</p> <p>Seasonal influences</p> <ul style="list-style-type: none"> • Summer holiday period: Q3 coincides with Christmas, school holidays and annual leave, when residents are generally less engaged with council services and less likely to interact digitally unless absolutely necessary. • Changed routines: Residents away from home or working irregular patterns are more likely to defer reporting or fall back on traditional contact methods when they do make contact. <p>Service-led factors</p> <ul style="list-style-type: none"> • Strong operational performance: High collection success rates reduce the need for residents to report problems digitally. In simple terms, when services run well, demand for digital reporting naturally falls. • Issue complexity: Where contacts are required, some residents may feel their issues are better explained by phone, particularly for more complex or exception-based queries. • Awareness and reinforcement: If there are fewer campaigns, prompts, or reminders promoting online services during the quarter, uptake can soften temporarily. <p>Access and confidence considerations</p> <ul style="list-style-type: none"> • Some residents still prefer non-digital channels, especially older residents or those with lower digital confidence, and this preference can become more visible during periods of lower overall demand. • Seasonal fatigue and competing priorities can also reduce willingness to engage with online forms or self-service tools. 	Corey Gooch

ACTIONS

✓	f)	<p>Members queried the dip in the number of discretionary housing payment applications.</p> <p>Update:</p> <p>The figures reported are based on applications processed within each quarter. Previously, the figures included a number of applications that were received towards the end of the preceding month, but processed in the start of the subsequent quarter. Following improvements to our processes, a greater proportion of applications are now being processed within the same quarter in which they are received.</p> <p>An increase in applications will be reported for Quarter 4. This is due to additional funding being made available, which enabled further promotion of the scheme. In addition, all applications were required to be processed by the end of Quarter 4, as the DHP Scheme concluded and was replaced by the Housing Payment scheme from 1 April 2026</p>	Corey Gooch
✓	g)	<p>Members raised concerns about the framing of questions within the workforce survey, noting that different wording could produce different responses. Having recently received Equality, Diversity and Inclusion training, it was stated that information from this could be fed into the design of the survey.</p> <p>Update:</p> <p>Comments have been fed back to the relevant teams.</p>	Corey Gooch
✓	h)	<p>Members asked about the significant increase in website visitor numbers.</p> <p>Update:</p> <p>Upon further investigation we have identified a large volume of automated traffic in our website analytics, primarily showing as visits from overseas locations such as China and Singapore.</p> <p>This is not genuine user activity. It is caused by automated systems (often referred to as bots) that routinely scrape data from public websites across the internet. This is a common occurrence and does not indicate increased interest in council services or any specific issue with our website. As in the case of China and Singapore these are market leaders in AI development and much of the data captured will be to train new AI tools. The spike in Q3 was witnessed on websites across the world. The impact is limited to how our analytics data is reported. It inflates headline figures such as total visits, but these visits have no engagement (for example, 0 seconds spent on the site), confirming they are not real users.</p>	Corey Gooch

ACTIONS

		Going forward for Q4 reporting we will be filtering this activity out so that reporting reflects genuine resident usage only and we will amend the previous figures accordingly, however this did only begin during Q3. Please be assured there is no impact on website performance, security, or council services.	
73. 25/26		<u>Housing Stock Condition Survey</u>	
✓	a)	That the feedback of the Panel be considered by the Cabinet Update: Actioned and included in the Cabinet report.	Caroline Hannon
74. 25/26		<u>Housing Landlord Service – Access to Service</u>	
✓	a)	Members sought clarification on the data presented at page 116 of the agenda, particularly regarding the percentage of tenants who had used the repairs service. <i>Minuted meeting response:</i> <i>The Housing Service Insight and Improvement Lead confirmed that approximately 3,368 tenants had accessed the repairs service during the review period and that the system held over 26,000 repair records. Officers confirmed that void works were excluded and that a breakdown of repair categories could be provided, with heating and leaking taps noted as the most common issues.</i> Update: The Access to services analysis indicated that 85% of households had accessed the repairs service during the extended 21-month period of review between 1 April 2024 and 31 December 2025.	James Ward
✓	b)	That comments raised by the Panel be considered by the Cabinet. Update: Actioned and included in the Cabinet report	James Ward/Adel Gardner
75. 25/26		<u>Briefing Note on Anglian Water Protocols</u>	
*	a)	Members raised concerns that Anglian Water’s current approach could adversely affect the authority’s ability to meet government housing delivery expectations Update: Scheduled for discussion at June’s Planning Committee meeting	Nick Atkinson/ Democratic Services

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

ACTIONS

*	b)	<p>Following the discussion, members requested that a further report be presented to the Panel once the Planning Committee had considered the matter, detailing:</p> <ul style="list-style-type: none"> • The Planning Committee’s and the Authority’s response; • More detailed information on the Authority’s 5-year land plan <p>Update:</p> <p>Scheduled for discussion at September’s Performance Monitoring Panel</p>	Nick Atkinson/ Democratic Services
*	c)	<p>The Panel also requested that, in light of historic under investment, information be sought by officers on Anglian Water’s future investment plans (planned investment and timelines).</p> <p>Update:</p> <p>Information to be included in report to be presented at September Performance Monitoring Panel meeting.</p>	Nick Atkinson

<u>OUTSTANDING ACTIONS FROM PREVIOUS PERFORMANCE MONITORING PANEL MEETINGS</u>			
MINUTE NO.		ITEM	RESPONSIBLE OFFICER
57. 25/26		<u>Anglian Water Update</u>	
*	c)	<p>Members queried how much capacity Water Recycling Centre’s labelled as green actually had.</p> <p>Update:</p> <p>We are currently in the process of updating our planning response data, in line with our annual dry weather flow return to the Environment Agency. We will be issuing further information in March, with the new data scheduled to go live in April. More detailed updates will be provided once the data has been fully verified.</p>	Anglian Water
40. 25/26		<u>Q1 Performance Report 2025/26</u>	
✓	(a)	<p>Members asked for the cost of Planning appeals in real terms.</p> <p>Update:</p> <p>Appeals are part of the statutory planning process - Handling appeals is an integral part of the end-to-end Planning Service. Responding to them is a statutory duty</p> <p>Costs are embedded in service delivery</p> <p>The cost of handling appeals is not separately itemised because it</p>	Rachael Leggett

ACTIONS

		<p>forms part of the overall planning workload. However, additional costs can arise in certain cases—for example:</p> <ul style="list-style-type: none"> • Hosting a public inquiry • Seeking specialist external advice • Commissioning legal representation to defend the council’s position <p>Costs claims are possible</p> <ul style="list-style-type: none"> • The council can apply for costs recovery as part of the appeal process. • Likewise, appellants can apply for costs against the council. • The Planning Inspectorate considers any costs claims alongside the appeal decision. <p>Update 08/01/2026:</p> <p>Appeals are managed by officers (both planners and support) as part of their day-to-day workload. Some are relatively straightforward, involving administrative uploads and completion of questionnaires or statements, while others are more complex and require significant input, sometimes hosting hearings or inquiries. As appeals form part of the day job for our officers, we do not routinely time record or separate out in terms of budget/cost of delivery.</p> <p>While we could provide an estimate of the percentage of officer time spent on appeals and apportion this to the overall departmental budgets (Planning and Enforcement), we would not have confidence in presenting such as a firm figure given the unpredictable nature of appeal volumes, the varying scale of development types and appeal processes.</p> <p>Update 01/05/2026:</p> <p>Thank you for the further query.</p> <p>By way of clarification, the service does not currently hold the level of detailed information being sought and does not routinely capture this data. This is primarily because the cost of defending planning appeals is not a material planning consideration, and therefore has not historically formed part of our monitoring or performance reporting framework.</p> <p>As set out previously, appeals are managed within existing officer workloads and resources, and activity is not disaggregated or time recorded in a way that would enable us to robustly quantify costs. This is further complicated by the fact that appeals vary significantly in both scale and complexity — ranging from relatively straightforward written representations requiring limited input, through to more substantial cases involving extensive evidence preparation, hearings or public inquiries. This variation makes it particularly difficult to derive consistent or meaningful cost data without a dedicated recording process.</p>	
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ACTIONS

		<p>Whilst it may be possible to derive broad estimates, these would be highly subjective and would not provide a reliable or defensible evidence base.</p> <p>In addition, Service Leads do not currently have the capacity to undertake a retrospective exercise to compile this information, given existing service pressures and the priority of maintaining day-to-day service delivery.</p> <p>That said, should there be an ongoing requirement to better understand the resource implications of appeals, the introduction of a time recording exercise could be considered in the future. This would allow for the development of a more robust and meaningful dataset over time.</p> <p>I hope this helps to clarify the current position.</p>	
✓	(d)	<p>Members queried the drop in swim numbers.</p> <p>Minuted meeting response: The Business Intelligence and Change Manager responded that this had been caused by a pump failure and would seek confirmation as to whether a repair had been completed.</p> <p>Update: A new pump was installed during Q1 (May) and the pool was operational in June, however the replacement only remained operational for a for a couple of months. This was due to damage caused by cavitation, which resulted from unforeseen underlying issues within the internal pipework. We are currently working with Parkwood, the pool operator to engage a pool specialist who can conduct a thorough investigation and identify the root cause. This will help ensure that future repairs to the existing pump are both effective and resilient, preventing similar failures from occurring.</p> <p>Update 19/12/2025: A specialist contractor was required to help us understand the root cause of the issues surrounding the pumps and the possible cavitation. Unfortunately, due to the need for this specialist expertise, the timeframe for attendance was longer than anticipated however, the contractor attended site on 15th December to diagnose the issues surrounding the pump cavitation. SHDC is now working closely with Parkwood to source a replacement part, as we have an understanding of the root cause of the cavitation and believe we have a plan in place to minimize any future impacts. We are currently awaiting confirmation from the contractor on the timeframe for the pump repair, but we are hopeful this work can take place early in the new year.</p> <p>Update 01/05/2026:</p>	Phil Perry/Scott Higgins

ACTIONS

		Item scheduled for discussion at 26 May Performance Monitoring Panel meeting.	
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KEY DECISION PLAN

Issued – 11 May 2026

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
<p><u>Portfolio Holder for Health & Wellbeing, Conservation & Heritage</u> (Councillor Elizabeth Jane Sneath)</p> <p>Crisis and Resilience Fund</p>	<p>To accept funding allocation from Lincolnshire County Council to deliver the Government funded Crisis and Resilience scheme locally. Crisis and Resilience Fund: Guidance for local authorities in England (1 April 2026 to 31 March 2029) - GOV.UK</p>	<p>N/A</p>	<p>Report and any relevant appendices</p>	<p>Executive Director - Finance (Section 151 Officer)</p> <p>Not before 28th May 2026</p>	<p>Roxanne Warrick, Strategic Lead - Healthy Living, Wellbeing and Community Leadership roxanne.warrick@e-lindsey.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><u>Portfolio Holder for Assets & Strategic Planning</u> (Councillor Henry J W Bingham)</p> <p>Disposal of Land and Property Assets</p>	<p>The Council holds a broad range of land and property assets; some of those provide limited amenity, others present cost risks with many offering alternative opportunity. A number of Executive Decisions will come forward in the short to medium term, all of which will be 'key decisions' taken by the Portfolio holder, declaring a range of land and property assets surplus and seeking to dispose of them. In all cases, due process will be followed so they can be put to the market and disposed/let in the most appropriate way including but not being limited to their freehold disposal or being let on a long or short tenancy.</p>	<p>Portfolio Holder for Assets and Strategic Planning Local ward members Portfolio Holder for Strategic and Operational Housing Housing team</p>	<p>Report and any relevant appendices</p>	<p>Portfolio Holder for Assets & Strategic Planning</p> <p>Before 30 Jun 2026</p>	<p>Andy Fisher, Executive Director - Programme Delivery andy.fisher@bos-ton.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><u>Portfolio Holder for Health & Wellbeing, Conservation & Heritage (Councillor Elizabeth Jane Sneath), Portfolio Holder for Assets & Strategic Planning (Councillor Henry J W Bingham)</u></p> <p>Spalding Conservation Area Appraisal, Spalding Heritage Strategy, Holbeach Conservation Area Appraisal, SELCP Design Guide.</p>	<p>To consider the documents prior to public consultation .</p>		<p>Report and any relevant appendices</p>	<p>Cabinet 30 Jun 2026</p>	<p>Emilie Wales, Heritage Manager Emilie.Wales@e-lindsey.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><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 30 Jun 2026</p>	<p>Pranali Parikh, Executive Director - Economic Development pranali.parikh@boston.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 data-bbox="114 300 367 517"><u>Portfolio Holder for Strategic and Operational Housing (Councillor Tracey Carter)</u></p> <p data-bbox="114 596 344 810">Local Authority Housing Fund Round 4 for Temporary and Resettlement Homes</p>	<p data-bbox="389 300 757 660">The report seeks agreement to accept the Local Authority Housing Funding MHCLG has offered to the council and agreement to match fund to enable the delivery of 2 Temporary and 1 Resettlement Homes</p>		<p data-bbox="1189 300 1429 405">Report and any relevant appendices</p>	<p data-bbox="1456 300 1783 367">South Holland District Council 15 Jul 2026</p>	<p data-bbox="1868 300 2136 405">Stuart Horton stuart.horton@boston.gov.uk</p>

Page 40

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 Strategic and Operational Housing (Councillor Tracey Carter)</u></p> <p>Award of periodical electrical testing for landlord safety certificate</p>	<p>A contract to be awarded, following full tender process, to an appropriate contractor to undertake the periodical Electrical Installation Condition Report that is required under legislation for the HRA Landlord to obtain.</p>	<p>Tracey Carter - Portfolio Holder</p> <p>Vikki Cherry - Assistant Director for Housing</p> <p>Russell Stone - S151 Officer</p> <p>John Medlar - Assistant Director for Governance</p>	<p>Report and any relevant appendices</p>	<p>Assistant Director – Housing</p> <p>Before 31 Aug 2026</p>	<p>Chris Mycock, Housing Property and Repairs Manager</p> <p>cmcock@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><u>Portfolio Holder for Finance (Councillor Paul A Redgate)</u></p> <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).</p> <p>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</p> <p>Before 31 Aug 2026</p>	<p>Saul Farrell, Senior Programme Manager - Local Growth and Grant Funding Saul.Farrell@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><u>Portfolio Holder for Health & Wellbeing, Conservation & Heritage (Councillor Elizabeth Jane Sneath), Portfolio Holder for Assets & Strategic Planning (Councillor Henry J W Bingham)</u></p> <p>Cultural Services Delivery Arrangements</p>	<p>To consider proposals for the future delivery of cultural services</p>		<p>Report and any relevant appendices</p>	<p>South Holland District Council 15 Oct 2026</p>	<p>Mark Humphreys, Head of Special Projects (Leisure) mark.humphreys@e-lindsey.gov.uk</p>

***Cabinet Membership**

Councillor C N Worth Leader (Portfolio Holder for Partnerships)
Councillor P Redgate Deputy Leader (Portfolio Holder for Finance)
Councillor J Astill (Portfolio Holder for Corporate and Environmental Services)
Councillor H Bingham (Portfolio Holder for Assets and Strategic Planning)
Councillor T Carter (Portfolio Holder for Strategic and Operational Housing)
Councillor A Casson (Portfolio Holder for Public Protection)
Councillor E Sneath (Portfolio Holder for Health and Wellbeing, Conservation and Heritage)
Councillor G J Taylor (Portfolio Holder for Community Development)

Corporate Management Team

Chief Executive (Head of Paid Service) Rob Barlow
Executive Director – Communities – Jason King
Executive Director – Finance (Section 151 Officer) – Russell Stone
Executive Director – Programme Delivery – Andy Fisher
Executive Director – Economic Development – Pranali Parikh
Service Director – Communities and Housing – Emily Spicer
Service Director – Corporate – James Gilbert
Service Director – Legal & Governance (Monitoring Officer) – John Medlar
Service Director – Strategic Projects – Richard Hodgson
Service Director – Planning & Strategic Infrastructure – Phil Norman
Service Director – Regulatory – Christian Allen
Service Director – Leisure and Local Services
Service Director – Culture & Regeneration – Maria Cotton
Service Director – Neighbourhoods – Victoria Burgess
Service Director – Strategic Growth & Development – Matthew Hogan

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

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

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Report To:	Performance Monitoring Panel
Date:	Tuesday, 26 th May 2026
Subject:	Q4 Performance Report 25-26
Purpose:	To provide an update on how the Council is performing for the period 1st January 2026 to 31 st March 2026
Key Decision:	No
Portfolio Holder:	Cllr Jim Astill, Portfolio Holder for Corporate, Governance, Communications and Environmental Services
Report Of:	James Gilbert, Service Director - Corporate
Report Author:	Richard Baldwin, Strategic Performance Analyst
Ward(s) Affected:	<i>None</i>
Exempt Report:	No

Summary

The Quarter 4 2025-26 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 Performance Monitoring Panel with an overview of the key performance indicators for the Council at the end of Quarter 4 (1st January 2026 to 31st March 2026)
- 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.

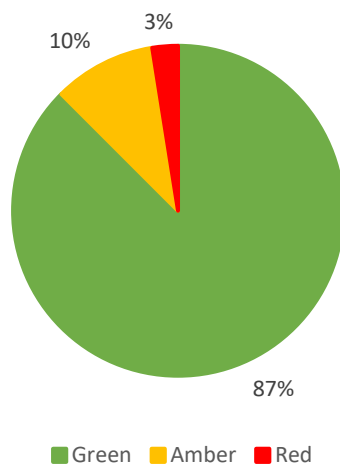
2. Report

2.1 The SHDC Q4 Performance Report details areas of under-performance. Key areas to note are:

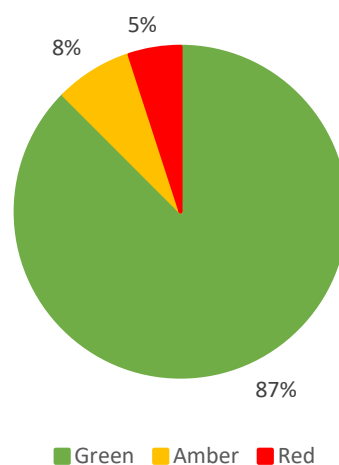
- **Percentage of corporate complaints responded to within corporately set timescales:** Complaints responded to within set timescales has dropped slightly to 76.92% (from 77.5 in Q3), against target of 95%. (Details for this indicator can be found within appendix A of this report)
- **Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless:** Performance has fallen to 46.67% (from 64.44% in Q3), against a target of 50%. (Details for this indicator can be found within appendix A of this 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.

South Holland Quarter 3



South Holland Quarter 4



3. Conclusion

- 87% of the Council's performance metrics present a positive position against targets.
- 8% are slightly below target.
- 5% 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

Report Approval

Report author:

Richard Baldwin, Strategic Performance Analyst

richard.baldwin@e-lindsey.gov.uk

Signed off by:

James Gilbert, Service Director - Corporate Services

james.gilbert@e-lindsey.gov.uk

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

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Target	RAG														
Occupancy Rate at end of Quarter: Industrial Units	Andy Fisher	100.00%	100.00%	100.00%	98.08%	98.00%	98.21%	100.00%	100.00%	97.00%		<table border="1"> <caption>Occupancy Rate at end of Quarter: Industrial Units</caption> <thead> <tr><th>Quarter</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</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>98.08%</td></tr> </tbody> </table>	Quarter	Q1	Q2	Q3	Q4	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	98.08%
Quarter	Q1	Q2	Q3	Q4																					
Q1	100.00%																								
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Q3	100.00%																								
Q4	98.08%																								
Percentage of major planning applications determined within 13/16 weeks (or agreed extended period)	Phil Norman	94.38%	94.34%	100.00%	100.00%	96.97%	97.56%	100.00%	100.00%	65.00%		<table border="1"> <caption>Percentage of major planning applications determined within 13/16 weeks</caption> <thead> <tr><th>Quarter</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> </thead> <tbody> <tr><td>Q1</td><td>94.38%</td></tr> <tr><td>Q2</td><td>94.34%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> <tr><td>Q4</td><td>100.00%</td></tr> </tbody> </table>	Quarter	Q1	Q2	Q3	Q4	Q1	94.38%	Q2	94.34%	Q3	100.00%	Q4	100.00%
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Percentage of non-major planning applications determined within 8 weeks (or agreed extended period)	Phil Norman	Not Previously Reported	Not Previously Reported	94.74%	94.64%	95.08%	96.00%	98.50%	100.00%	75%		<table border="1"> <caption>Percentage of non-major planning applications determined within 8 weeks</caption> <thead> <tr><th>Quarter</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> </thead> <tbody> <tr><td>Q1</td><td>Not Previously Reported</td></tr> <tr><td>Q2</td><td>Not Previously Reported</td></tr> <tr><td>Q3</td><td>94.74%</td></tr> <tr><td>Q4</td><td>94.64%</td></tr> </tbody> </table>	Quarter	Q1	Q2	Q3	Q4	Q1	Not Previously Reported	Q2	Not Previously Reported	Q3	94.74%	Q4	94.64%
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Percentage of major planning appeals allowed within the last 2 years (rolling period) against number of applications determined	Phil Norman	1.01%	0.94%	3.19%	2.94%	2.91%	2.83%	3.06%	3.26%	10%		<table border="1"> <caption>Percentage of major planning appeals allowed within the last 2 years</caption> <thead> <tr><th>Quarter</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> </thead> <tbody> <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>2.94%</td></tr> </tbody> </table>	Quarter	Q1	Q2	Q3	Q4	Q1	1.01%	Q2	0.94%	Q3	3.19%	Q4	2.94%
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Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined (OFLOG)	Phil Norman	0.83%	0.97%	0.72%	0.85%	0.97%	1.00%	0.84%	1.13%	10%		<table border="1"> <caption>Percentage of minor & other planning appeals allowed within the last 2 years</caption> <thead> <tr><th>Quarter</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> </thead> <tbody> <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	Q1	Q2	Q3	Q4	Q1	0.83%	Q2	0.97%	Q3	0.72%	Q4	0.85%
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Safe and Resilient Communities

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Target	RAG																
Percentage of cases opened at homelessness prevention stage (i.e. before they have become homeless)	Emily Spicer	46.15%	39.53%	34.62%	50.46%	49.21%	50.00%	51.96%	65.42%	50.00%		<table border="1"> <caption>Percentage of cases opened at homelessness prevention stage</caption> <thead> <tr><th>Year</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> </thead> <tbody> <tr><td>Year 1</td><td>46.15%</td><td>39.53%</td><td>34.62%</td><td>50.46%</td></tr> <tr><td>Year 2</td><td>49.21%</td><td>50.00%</td><td>51.96%</td><td>65.42%</td></tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	Year 1	46.15%	39.53%	34.62%	50.46%	Year 2	49.21%	50.00%	51.96%	65.42%
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Year 1	46.15%	39.53%	34.62%	50.46%																							
Year 2	49.21%	50.00%	51.96%	65.42%																							
Commentary	The number of cases started at prevention stage has increased significantly. This is following a review of this indicator undertaken by the team to identify areas of improvement and opportunity to help customers sooner.																										
Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless	Emily Spicer	108.33%	97.06%	75.00%	78.18%	56.45%	69.12%	64.44%	46.67%	50.00%		<table border="1"> <caption>Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless</caption> <thead> <tr><th>Year</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> </thead> <tbody> <tr><td>Year 1</td><td>108.33%</td><td>97.06%</td><td>75.00%</td><td>78.18%</td></tr> <tr><td>Year 2</td><td>56.45%</td><td>69.12%</td><td>64.44%</td><td>46.67%</td></tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	Year 1	108.33%	97.06%	75.00%	78.18%	Year 2	56.45%	69.12%	64.44%	46.67%
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Year 1	108.33%	97.06%	75.00%	78.18%																							
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Commentary	Of the 60 cases, 13 were closed due to loss of contact, refusal of a suitable offer, withdrawal of the application, or ineligibility, compared to six in the previous quarter. A further nine cases were closed compared to one the previous quarter where an initial threat of homelessness did not progress, allowing applicants to remain in their homes, although this might be for less than the six months which is required to count as a successful prevention. Overall, the number of households prevented from becoming homeless remained similar to the previous quarter.																										
Number of families with children placed into Bed & Breakfast (B&B) for more than 6 weeks	Emily Spicer	0	0	0	0	0	0	0	0	0		<table border="1"> <caption>Number of families with children placed into Bed & Breakfast (B&B) for more than 6 weeks</caption> <thead> <tr><th>Year</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> </thead> <tbody> <tr><td>Year 1</td><td>0</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>Year 2</td><td>0</td><td>0</td><td>0</td><td>0</td></tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	Year 1	0	0	0	0	Year 2	0	0	0	0
Year	Q1	Q2	Q3	Q4																							
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Percentage of decisions issued on an applicant's initial homelessness application within target timescale of 33 working days	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	90.43%	92.56%	83.51%	90.38%	75.00%		<table border="1"> <caption>Percentage of decisions issued on an applicant's initial homelessness application within target timescale of 33 working days</caption> <thead> <tr><th>Year</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> </thead> <tbody> <tr><td>Year 1</td><td>Not Previously Reported</td><td>Not Previously Reported</td><td>Not Previously Reported</td><td>Not Previously Reported</td></tr> <tr><td>Year 2</td><td>90.43%</td><td>92.56%</td><td>83.51%</td><td>90.38%</td></tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	Year 1	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	Year 2	90.43%	92.56%	83.51%	90.38%
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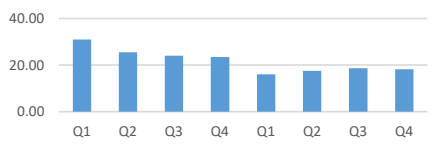
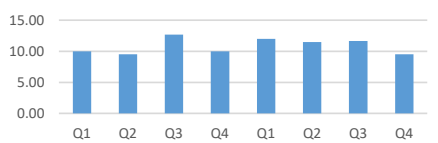
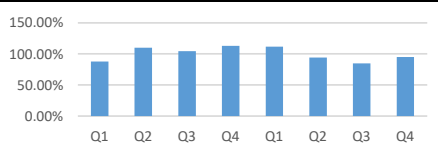
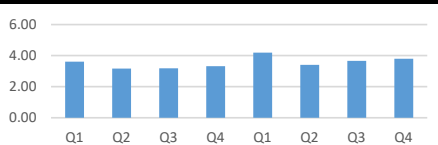
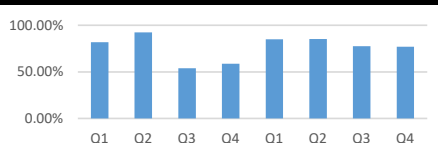
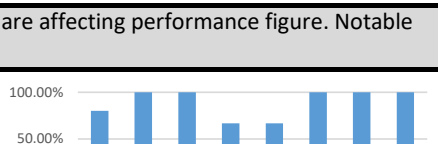
Environment

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Target	RAG	
Percentage of household waste collected for recycling and composting	Victoria Burgess	36.52%	34.90%	28.79%	24.80%	40.67%	35.47%	32.29%		45.00%	Annual Target Only	
Commentary	Data is provided by LCC in arrears and Q3 has been updated here. Q4 will not be available for several weeks. Recycling and composting rate is impacted by seasonality, this can reduce recycling rates. The introduction of food waste will have a positive impact on recycling performance.											
Percentage of recycling collected that is unable to be recycled (contamination)	Victoria Burgess	22.22%	18.21%	17.36%	No Data Provided	9.14%				14.00%		
Commentary	This data is not available on WDF. Review required to determine the use of LCC data or WDF.											
Percentage of waste collections that were successful first time	Victoria Burgess	99.89%	99.89%	99.96%	99.82%	99.91%	99.85%	99.91%	99.86%	99.80%		
Percentage of fly-tips collected within 5 working days of being reported	Victoria Burgess	96.98%	97.02%	95.47%	97.79%	95.40%	94.59%	94.40%	93.15%	95.00%		

P8955

Efficiencies and Efficacies

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Target	RAG	
Occupancy Rate at end of Quarter: Other investment property	Andy Fisher	91.66%	91.67%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	97.00%		
Commentary		Full occupancy at end of Q4.										
Percentage of car parking income received against agreed annual budget – cumulative figure to end of successive quarters.	Andy Fisher	106.00%	107.16%	103.97%	104.66%	105.68%	103.01%	102.98%	103.11%	100.00%		
Commentary		Awaiting Q4 figures for MER charger income at the close of data entry which will see a small addition to income.										
LA Error rate (measured against estimated annual expenditure) (PSPS)	Russell Stone	0.02%	0.07%	0.08%	0.11%	0.16%	0.32%	0.40%	0.38%	0.42%		
Business Rates in-year collection rate	Russell Stone	28.43%	55.61%	80.56%	97.30%	30.14%	55.28%	80.83%	96.67%	95.20%		
Council Tax in-year collection rate	Russell Stone	28.63%	55.80%	82.56%	96.32%	28.65%	55.55%	82.19%	96.10%	96.30%		
Commentary		Performance finished just 0.2% below target. The majority of this shortfall is attributable to additional collectable debit raised in March, which will be payable and collectable in April and additional collectable debit due following the introduction of Second Home Premium.										

Housing Benefit New Claims speed of processing (Year to Date) (PSPS)	Russell Stone	31.00	25.50	24.00	23.50	16.00	17.50	18.67	18.25	25		
Housing Benefit Changes speed of processing (Year to Date) (PSPS)	Russell Stone	10.00	9.50	12.67	10.00	12.00	11.50	11.67	9.50	12		
Housing Benefit Overpayment Recovery rate (PSPS)	Russell Stone	87.87%	110.11%	104.59%	113.05%	111.56%	94.16%	84.97%	95.18%	85.00%		
Land Charges - Average number of days taken to process Local Authority searches (working days)	Christian Allen	3.61	3.16	3.19	3.32	4.20	3.41	3.67	3.80	8		
Percentage of corporate complaints responded to within corporately set timescales	John Medler	81.82%	92.31%	53.85%	58.82%	85.00%	85.19%	77.50%	76.92%	95.00%		
Commentary	Ongoing intervention support from Organisational Development and the transformation team is routing out pain points that are affecting performance figure. Notable increase in the written complexity of incoming complaints.											
Percentage of subject requests responded to within statutory timescales	John Medler	80.00%	100.00%	100.00%	66.67%	66.67%	100.00%	100.00%	100.00%	95.00%		

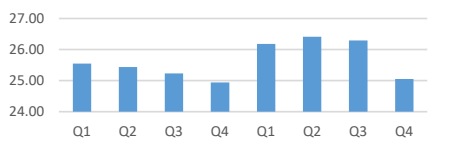
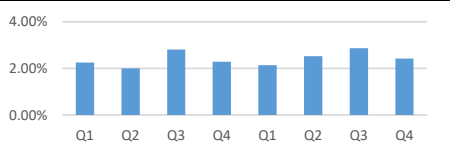
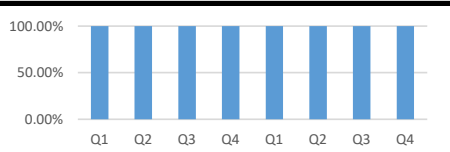
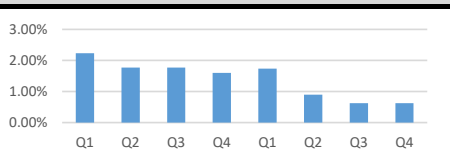

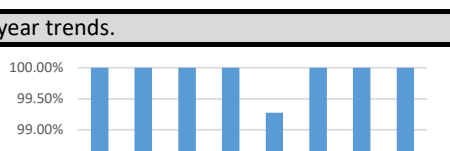
Page 2

Percentage of information requests responded to within statutory timescales	John Medler	94.17%	100.00%	97.79%	96.97%	97.10%	95.00%	96.50%	95.56%	95.00%		<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>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	Q1	94.17%	Q2	100.00%	Q3	97.79%	Q4	96.97%
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Commentary	5 were late by 1 day - with 1 late due to difficulties obtaining information from the service. We have implemented a extra escalation step to prevent recurrence.																					
Percentage of contacts resolved at first contact – targeted. (PSPS)	Phil Perry	82.89%	85.11%	85.65%	86.27%	89.56%	89.57%	89.68%	90.14%	80.00%		<table border="1"> <caption>Percentage of contacts resolved at first contact – targeted. (PSPS)</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>82.89%</td></tr> <tr><td>Q2</td><td>85.11%</td></tr> <tr><td>Q3</td><td>85.65%</td></tr> <tr><td>Q4</td><td>86.27%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	82.89%	Q2	85.11%	Q3	85.65%	Q4	86.27%
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Commentary	Total contacts - 34,767 Cases logged - 19,611 Service Requests - 12,157 Transfer & Message -2,999 - Council Tax (35.21%),Housing (29.64%),Benefits (11.80%) Levels of chase enquiry 5.39%, with service answer rate 33.77%, creating transfer and message enquiries Year End Target Met at 90.14%.																					
Average answer rate – Customer Contact (PSPS)	Phil Perry	86.84%	84.00%	91.71%	87.32%	83.87%	86.58%	91.92%	91.42%	80.00%		<table border="1"> <caption>Average answer rate – Customer Contact (PSPS)</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>86.84%</td></tr> <tr><td>Q2</td><td>84.00%</td></tr> <tr><td>Q3</td><td>91.71%</td></tr> <tr><td>Q4</td><td>87.32%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	86.84%	Q2	84.00%	Q3	91.71%	Q4	87.32%
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HRA

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Target	RAG																			
Proportion of homes for which all required gas safety checks have been carried out	Vikki Cherry	100.00%	100.00%	100.00%	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> <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%	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%
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Q4	100.00%																													
Commentary		No gas safety checks are outstanding.																												
Proportion of homes for which an Electrical Installation Condition Report (EICR) has been carried out	Vikki Cherry	99.30%	99.16%	99.07%	99.53%	99.78%	99.89%	99.92%	99.92%	100.00%		<table border="1"> <caption>EICR Completion Rates</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>Q1</td><td>99.78%</td></tr> <tr><td>Q2</td><td>99.89%</td></tr> <tr><td>Q3</td><td>99.92%</td></tr> <tr><td>Q4</td><td>99.92%</td></tr> </tbody> </table>	Quarter	Completion %	Q1	99.30%	Q2	99.16%	Q3	99.07%	Q4	99.53%	Q1	99.78%	Q2	99.89%	Q3	99.92%	Q4	99.92%
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Commentary		We have four homes where we are working on access issues, three of which are where tenants are positively engaging following work from teams across housing, and one where we are seeking possession.																												
Proportion of homes for which all required fire risk assessments have been carried out	Vikki Cherry	100.00%	100.00%	100.00%	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> <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%	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%
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Q4	100.00%																													
Commentary		No fire risk assessments are overdue.																												
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	Vikki Cherry	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		<table border="1"> <caption>Asbestos Management Surveys 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> <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%	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%
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Commentary		There are no asbestos management surveys outstanding at period end.																												
Proportion of homes for which all required legionella risk assessments have been carried out	Vikki Cherry	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		<table border="1"> <caption>Legionella 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> <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%	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%
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Commentary		No legionella risk assessments are outstanding at period end.																												

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Average time to re-let a property excluding major works (days) all letting types – Running total	Vikki Cherry	25.55	25.44	25.23	24.94	26.18	26.41	26.29	25.05	28		
Commentary	at the end of the year we have turned around 251 void properties (compared to 250 for 24/25).											
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 short tenancies	Vikki Cherry	2.25%	2.00%	2.81%	2.29%	2.14%	2.52%	2.87%	2.42%	4%		
Commentary	Rent arrears continues to fluctuate between 2%-3%, comfortably below the target rate.											
Proportion of homes for which all required communal passenger lift safety checks have been carried out	Vikki Cherry	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
Commentary	All checks completed.											
Proportion of homes that do not meet the Decent Homes Standard	Vikki Cherry	2.23%	1.77%	1.77%	1.60%	1.74%	0.90%	0.63%	0.62%	2.00%		
Commentary	Currently have 23 properties classed as not meeting the decent homes standard. 10 properties will never be able to meet the standard due to kitchen capacity.											
Proportion of non-emergency responsive repairs completed within the landlord's target timescale - 28 days	Vikki Cherry	90.20%	91.10%	91.40%	91.30%	90.69%	91.95%	93.28%	95.64%	90.00%		
Commentary	Performance in this area remains on target, trends through the year in terms of repairs volumes are consistent with year on year trends.											
Proportion of emergency responsive repairs completed within the landlord's target timescale	Vikki Cherry	100.00%	100.00%	100.00%	100.00%	99.28%	100.00%	100.00%	100.00%	100.00%		
Commentary	In Q4 we reclassified drain and boiler repairs to bring them under our internal classification of "emergencies" - this accounts for the significant increase in volume of											

Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	Vikki Cherry	100.00%	96.92%	97.37%	94.84%	95.83%	97.62%	98.45%	97.79%	95.00%			
Commentary	2 further stage 1 complaints were responded to outside of timescale during March 2026, bringing the total for year to date to 4 outside of timescale.												
Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	Vikki Cherry	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	95.00%		
Commentary	12 Stage 2 complaints have been received during the year; all were responded to and closed within timescale and before year end.												
Average number of days to fix damp and mould issues	Vikki Cherry	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	21.33	34.27	18.43	24.45	56			
Commentary	The vast majority of cases continue to be carried out by our internal DCM team, some more major cases involving replastering and ground works have had an impact on the overall figure for the quarter, but this still remains on target.												

Performance Indicators with Trend Only Performance Levels
Growth and Prosperity

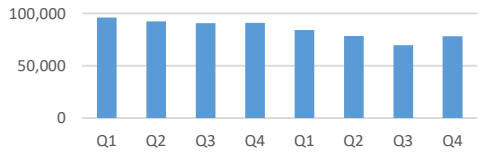
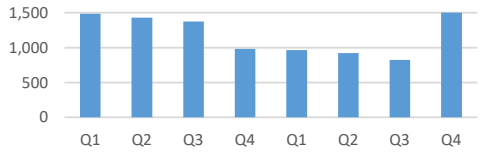
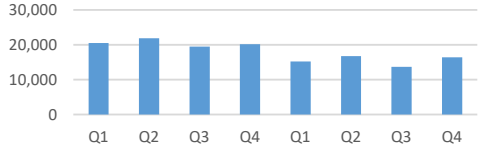
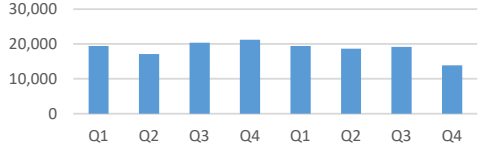
PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Building Control market share	Christian Allen	92.00%	82.00%	89.00%	88.00%	84.00%	87.00%	87.00%	84.00%	
Value of Grants awarded via Grants4growth	Matthew Hogan	£176,339	£91,051	£64,427	£0	£41,034	£89,813	£108,784	£0	
Complementary	Grants for Growth ends in Q3.									
Number of Grants awarded via Grants4growth	Matthew Hogan	13	11	11	0	4	12	14	0	
Number of Businesses assisted via Grants4growth	Matthew Hogan	19	17	7	0	44	25	0	7	
Number of Business registered via Grants4growth	Matthew Hogan	19	No Data Provided	No Data Provided	No Data Provided	44	25	0	7	

Matched funding through Grants4Growth scheme	Matthew Hogan	No Data Provided	No Data Provided	No Data Provided	No Data Provided	£46,610	£136,353	£307,863	£457,268	
Percentage of decisions (major / minor / others) taken under delegation within period	Phil Norman	92.72%	89.29%	98.42%	94.53%	93.10%	96.15%	91.12%	81.98%	
Council run stall occupancy level (Markets)	Phil Perry	46.80%	41.00%	55.00%	50.00%	62.00%	60.00%	55.00%	44.00%	
Commentary	606 pitches from 1378 available. A very wet quarter and with no gazebos/stalls provided, the markets saw a decrease in pitches occupied.									

Healthy Lives

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4											
Number of days to complete a stage 2 DFG	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	128	167	116	147	<table border="1"> <caption>Days to complete a stage 2 DFG</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>128</td></tr> <tr><td>Q2</td><td>167</td></tr> <tr><td>Q3</td><td>116</td></tr> <tr><td>Q4</td><td>147</td></tr> </tbody> </table>	Quarter	Value	Q1	128	Q2	167	Q3	116	Q4	147
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Number of days to complete a stage 3 DFG	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	5	2	4	3	<table border="1"> <caption>Days to complete a stage 3 DFG</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>2</td></tr> <tr><td>Q3</td><td>4</td></tr> <tr><td>Q4</td><td>3</td></tr> </tbody> </table>	Quarter	Value	Q1	5	Q2	2	Q3	4	Q4	3
Quarter	Value																			
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Number of days to complete a stage 4 DFG	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	45	48	82	73	<table border="1"> <caption>Days to complete a stage 4 DFG</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>45</td></tr> <tr><td>Q2</td><td>48</td></tr> <tr><td>Q3</td><td>82</td></tr> <tr><td>Q4</td><td>73</td></tr> </tbody> </table>	Quarter	Value	Q1	45	Q2	48	Q3	82	Q4	73
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Number of DFG referrals received	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	20	31	16	20	<table border="1"> <caption>Number of DFG referrals received</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>20</td></tr> <tr><td>Q2</td><td>31</td></tr> <tr><td>Q3</td><td>16</td></tr> <tr><td>Q4</td><td>20</td></tr> </tbody> </table>	Quarter	Value	Q1	20	Q2	31	Q3	16	Q4	20
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Number of DFG grants approved	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	16	10	7	4	<table border="1"> <caption>Number of DFG grants approved</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>16</td></tr> <tr><td>Q2</td><td>10</td></tr> <tr><td>Q3</td><td>7</td></tr> <tr><td>Q4</td><td>4</td></tr> </tbody> </table>	Quarter	Value	Q1	16	Q2	10	Q3	7	Q4	4
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Number of DFG grants completed	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	8	13	6	4	<table border="1"> <caption>Number of DFG grants completed</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>8</td></tr> <tr><td>Q2</td><td>13</td></tr> <tr><td>Q3</td><td>6</td></tr> <tr><td>Q4</td><td>4</td></tr> </tbody> </table>	Quarter	Value	Q1	8	Q2	13	Q3	6	Q4	4
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For a successful prevention outcome at least 32% should be achieved through keeping the household in the home presented from	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	31.00%	19.10%	20.69%	25.00%	
Percentage of not in priority need decisions should reflect at least the regional average for the East Midlands (32%)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	43.00%	60.00%	48.27%	50.00%	
Commentary	The number of cases classed as not being in priority need is still above the regional average.									
Percentage of intentional homelessness (IH) decisions should reflect at least the regional average for the East Midlands (5%)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	11.00%	4.00%	13.79%	20.00%	
Commentary	The number of cases classed as being intentionally homeless has increased. The target is outside of an officers control because if an applicant hasn't become homeless intentionally, they can't legally be classed as intentionally homeless. Indicator has been removed for 26/27.									

Visitor numbers / number of tickets sold, for leisure venues	Phil Perry	96,186	92,281	90,588	91,001	84,226	78,384	69,651	78,295	 <table border="1"> <caption>Visitor numbers for leisure venues</caption> <thead> <tr> <th>Quarter</th> <th>Visitor Numbers</th> </tr> </thead> <tbody> <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> <tr> <td>Q1</td> <td>84,226</td> </tr> <tr> <td>Q2</td> <td>78,384</td> </tr> <tr> <td>Q3</td> <td>69,651</td> </tr> <tr> <td>Q4</td> <td>78,295</td> </tr> </tbody> </table>	Quarter	Visitor Numbers	Q1	96,186	Q2	92,281	Q3	90,588	Q4	91,001	Q1	84,226	Q2	78,384	Q3	69,651	Q4	78,295
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Commentary	<p>The Sports Centre closure in September 2025 significantly impacted dryside services. Gym usage declined as members relying solely on gym access cancelled due to restricted facilities and reduced equipment range. Class capacity dropped by around 50%, though additional sessions were introduced to meet demand, with most classes fully booked and regular waiting lists forming. All dryside hall activities ceased, including sports such as basketball and badminton, and Bowls activity halted entirely due to the loss of dedicated space. Parkwood’s Net Promoter Score (NPS) was largely influenced by the disruption and loss of the Sports Centre during the redevelopment period.</p>																											
Number of gym members	Phil Perry	1,485	1,431	1,376	982	962	921	825	14,602	 <table border="1"> <caption>Number of gym members</caption> <thead> <tr> <th>Quarter</th> <th>Number of Members</th> </tr> </thead> <tbody> <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> <tr> <td>Q1</td> <td>962</td> </tr> <tr> <td>Q2</td> <td>921</td> </tr> <tr> <td>Q3</td> <td>825</td> </tr> <tr> <td>Q4</td> <td>14,602</td> </tr> </tbody> </table>	Quarter	Number of Members	Q1	1,485	Q2	1,431	Q3	1,376	Q4	982	Q1	962	Q2	921	Q3	825	Q4	14,602
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Number of swims	Phil Perry	20,482	21,843	19,498	20,174	15,190	16,753	13,667	16,446	 <table border="1"> <caption>Number of swims</caption> <thead> <tr> <th>Quarter</th> <th>Number of Swims</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>20,482</td> </tr> <tr> <td>Q2</td> <td>21,843</td> </tr> <tr> <td>Q3</td> <td>19,498</td> </tr> <tr> <td>Q4</td> <td>20,174</td> </tr> <tr> <td>Q1</td> <td>15,190</td> </tr> <tr> <td>Q2</td> <td>16,753</td> </tr> <tr> <td>Q3</td> <td>13,667</td> </tr> <tr> <td>Q4</td> <td>16,446</td> </tr> </tbody> </table>	Quarter	Number of Swims	Q1	20,482	Q2	21,843	Q3	19,498	Q4	20,174	Q1	15,190	Q2	16,753	Q3	13,667	Q4	16,446
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Number of swimming lessons	Phil Perry	19,399	17,147	20,330	21,256	19,409	18,660	19,166	13,845	 <table border="1"> <caption>Number of swimming lessons</caption> <thead> <tr> <th>Quarter</th> <th>Number of Lessons</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>19,399</td> </tr> <tr> <td>Q2</td> <td>17,147</td> </tr> <tr> <td>Q3</td> <td>20,330</td> </tr> <tr> <td>Q4</td> <td>21,256</td> </tr> <tr> <td>Q1</td> <td>19,409</td> </tr> <tr> <td>Q2</td> <td>18,660</td> </tr> <tr> <td>Q3</td> <td>19,166</td> </tr> <tr> <td>Q4</td> <td>13,845</td> </tr> </tbody> </table>	Quarter	Number of Lessons	Q1	19,399	Q2	17,147	Q3	20,330	Q4	21,256	Q1	19,409	Q2	18,660	Q3	19,166	Q4	13,845
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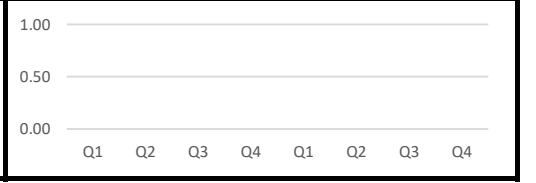
Safe and Resilient Communities

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	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.	Christian Allen	99.14%	99.14%	99.28%	98.99%	99.10%	98.40%	98.40%	98.40%	
Number of organisations supported with accessing funding	Emily Spicer	0	2	8	0	0	4	3	1	
Commentary	1 project has been supported via crowdfunding - spring round has now opened.									
Number of verified rough sleepers during the month	Emily Spicer	16	17	24	11	11	19	14	8	
Commentary	The number of people sleeping rough during March has decreased compared to December and also compared to March 2025									
Number of properties improved through Council intervention	Emily Spicer	10	3	10	1	2	3	8	7	
Commentary	Preparation for the Renters' Rights Act has been the team's main focus along with implementing the 3 new policies that came into force 01/04/26.									
The percentage of main duty decisions made within 5 working days of the end of the relief duty	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	70.97%	84.00%	72.41%	66.66%	
Commentary	Performance has decreased this quarter. Three cases took 6 days. Had the decisions been made in 5 days performance would have been 76%									

Number of lets into the private rented sector	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	26	24	24	18	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of lets</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>26</td> </tr> <tr> <td>Q2</td> <td>24</td> </tr> <tr> <td>Q3</td> <td>24</td> </tr> <tr> <td>Q4</td> <td>18</td> </tr> </tbody> </table>	Quarter	Number of lets	Q1	26	Q2	24	Q3	24	Q4	18
Quarter	Number of lets																			
Q1	26																			
Q2	24																			
Q3	24																			
Q4	18																			
Commentary		The number of households assisted into the private rented sector has fallen this quarter. There is no specific reason for this other than accessing																		

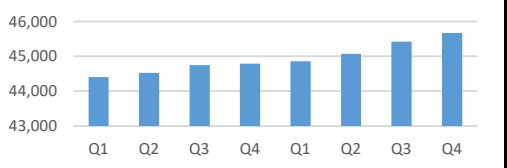
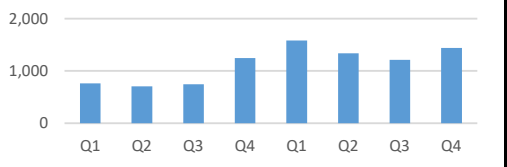
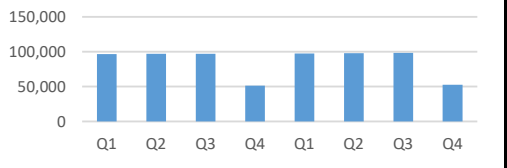
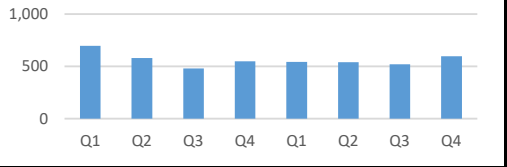
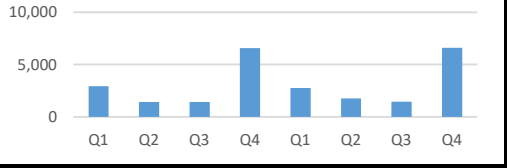
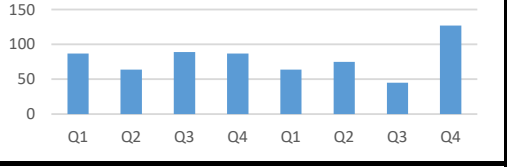
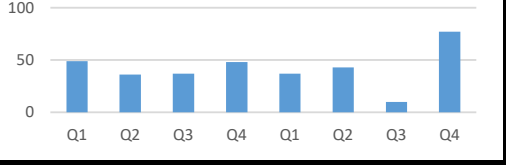
Environment

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4											
Number of homes improved through green home/warm home grants	Christian Allen	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	0	0	10	17	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of homes</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>10</td> </tr> <tr> <td>Q4</td> <td>17</td> </tr> </tbody> </table>	Quarter	Number of homes	Q1	0	Q2	0	Q3	10	Q4	17
Quarter	Number of homes																			
Q1	0																			
Q2	0																			
Q3	10																			
Q4	17																			
Kingdom Contract: Number of Fixed Penalty Notices (FPNs) Issued - Litter (In quarter)	Christian Allen	154	124	371	435	183	114	279	116	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of FPNs</th> </tr> </thead> <tbody> <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	Number of FPNs	Q1	154	Q2	124	Q3	371	Q4	435
Quarter	Number of FPNs																			
Q1	154																			
Q2	124																			
Q3	371																			
Q4	435																			
Kingdom Contract: Number of FPNs Issued - Fly Tipping (In quarter)	Christian Allen	3	17	11	8	2	3	3	3	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of FPNs</th> </tr> </thead> <tbody> <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	Number of FPNs	Q1	3	Q2	17	Q3	11	Q4	8
Quarter	Number of FPNs																			
Q1	3																			
Q2	17																			
Q3	11																			
Q4	8																			
Kingdom Contract: Number of FPNs Issued - other (e.g. PSPO etc.) (In quarter)	Christian Allen	6.0	3.0	0.0	14.0	30.0	9.0	19.0	6.0	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of FPNs</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>6.0</td> </tr> <tr> <td>Q2</td> <td>3.0</td> </tr> <tr> <td>Q3</td> <td>0.0</td> </tr> <tr> <td>Q4</td> <td>14.0</td> </tr> </tbody> </table>	Quarter	Number of FPNs	Q1	6.0	Q2	3.0	Q3	0.0	Q4	14.0
Quarter	Number of FPNs																			
Q1	6.0																			
Q2	3.0																			
Q3	0.0																			
Q4	14.0																			
Kingdom Contract: Number of prosecutions completed to sentencing. (In quarter)	Christian Allen	35	37	35	9	25	41	22	4	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of prosecutions</th> </tr> </thead> <tbody> <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	Number of prosecutions	Q1	35	Q2	37	Q3	35	Q4	9
Quarter	Number of prosecutions																			
Q1	35																			
Q2	37																			
Q3	35																			
Q4	9																			

KG of total waste collected per household	Victoria Burgess	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	No Data Provided	No Data Provided	No Data Provided	0.00	
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Efficiencies and Efficacies

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Repairs & Maintenance: Percentage committed spend against budget – cumulative	Andy Fisher	22.55%	47.91%	93.12%	108.04%	25.57%	46.78%	64.50%	92.31%	
Commentary	Total R&M spend in Q4 = 20010 £162,769.60 – 20020 – £142,159.03 - £304,928.63 = 92.31% of the total £330,000 budget - PO commitments need to be added in but the UNIT 4 report template continued to contain a fault as at 14 April 2026 that the system provider continued to work									
Housing Benefit Caseload	Russell Stone	2,023	1,917	1,816	1,734	1,608	1,521	1,443	1,434	
Council Tax Support Caseload	Russell Stone	3,124	3,237	3,299	3,395	3,517	3,590	3,667	3,713	
Business Rates RV	Russell Stone	£65,834,876	£65,994,656	£66,449,454	£66,422,129	£66,898,329	£66,904,080	£67,062,107	£67,142,037	
Business Rates Hereditaments	Russell Stone	2,954	2,953	2,971	2,979	2,978	2,994	3,000	3,000	

Council Tax Banded Dwellings	Russell Stone	44,401	44,522	44,743	44,791	44,859	45,070	45,425	45,668	
Digital Services Take-Up	Russell Stone	763	707	746	1,248	1,583	1,339	1,211	1,439	
Direct Debit Payments	Russell Stone	96,499	97,044	96,985	51,213	97,427	97,950	98,267	52,841	
CTS New Claims – Number of Decisions Made	Russell Stone	697	581	479	547	542	541	520	598	
CTS Changes – Number of Decisions Made	Russell Stone	2,941	1,425	1,424	6,574	2,759	1,756	1,452	6,604	
Discretionary Housing Payments (DHP) number of applications	Russell Stone	87	64	89	87	64	75	45	127	
Discretionary Housing Payments (DHP) number of awards	Russell Stone	49	36	37	48	37	43	10	77	

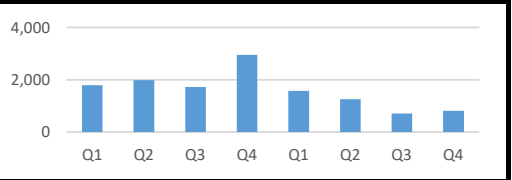
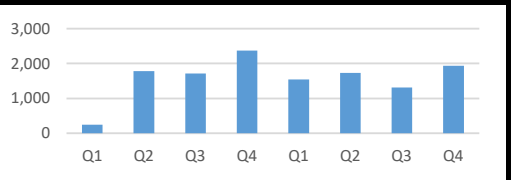
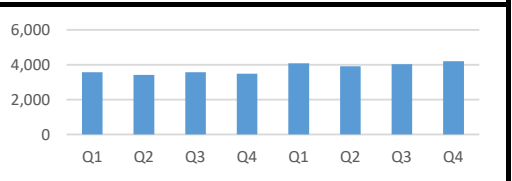
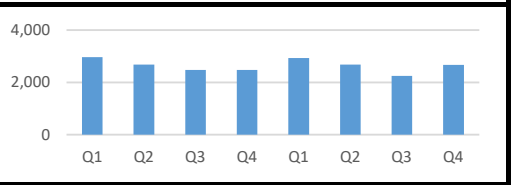
Discretionary Housing Payments (DHP) spend against Budget	Russell Stone	33.98%	54.63%	79.48%	100.00%	29.46%	53.44%	79.08%	100.00%	
Procurement savings / benefits achieved (By the PSPS procurement team) In quarter	Russell Stone	£13,925	£1,500	£8,300	£5,500	£0	£316,689	£6,914	£15,530	
Digital services take up (services accessed online) (PSPS)	Russell Stone	319	961	1,790	3,033	6,816	6,649	4,535	8,570	
Website visitors (accessing website information) (PSPS)	Russell Stone	152,970	160,707	85,037	193,000	155,991	149,751	132,243	134,544	
Number of customers using webchat (PSPS)	Phil Perry	241	1,783	1,711	2,375	1,544	1,731	1,315	1,934	
Percentage of Partnership workforce (surveyed collectively) who said 'Yes' when asked if they felt valued at work	James Gilbert	Half Yearly	79.00%	Half Yearly	84.80%	Half Yearly	76.30%	Half Yearly	82.73%	
Commentary	This is a Partnership average figure. The SHDC Only data shows a slightly positive increase in comparison to the Partnership average figure at 83.02%. The staff poll is designed to be a periodic litmus test of employee sentiment. It is not unusual for figures to ebb and flow between periods, particularly in dynamic organisational environments.									

Percentage of the Partnership workforce (surveyed collectively) who said 'Yes' they feel there are opportunities in the Partnership to learn and develop their skills and expertise	James Gilbert	Half Yearly	86.00%	Half Yearly	85.50%	Half Yearly	80.90%	Half Yearly	83.33%	
Commentary	This is a Partnership average figure. The SHDC Only data shows a positive increase in comparison to the Partnership average figure at 90.70%. The staff poll is designed to be a periodic litmus test of employee sentiment. It is not unusual for figures to ebb and flow between periods, particularly in dynamic organisational environments.									
Percentage of the Partnership workforce (surveyed collectively) who feel informed about the Partnership and what decisions it is making	James Gilbert	Half Yearly	60.00%	Half Yearly	64.70%	Half Yearly	62.20%	Half Yearly	66.07%	
Commentary	This is a Partnership average figure. The SHDC Only data shows a positive increase in comparison to the Partnership average figure at 71.70%. The staff poll is designed to be a periodic litmus test of employee sentiment. It is not unusual for figures to ebb and flow between periods, particularly in dynamic organisational environments.									
Percentage of the Partnership workforce (surveyed collectively) who said 'Yes' they feel the Partnership recognises and supports positive mental health in the workplace	James Gilbert	Half Yearly	87.00%	Half Yearly	86.30%	Half Yearly	86.60%	Half Yearly	88.69%	
Commentary	This is a Partnership average figure. The SHDC Only data shows a positive increase in comparison to the Partnership average figure at 90.57%. The staff poll is designed to be a periodic litmus test of employee sentiment. It is not unusual for figures to ebb and flow between periods, particularly in dynamic organisational environments.									
Staff Turnover Cumulative	James Gilbert	3.75%	8.60%	11.72%	17.05%	3.51%	7.61%	10.68%	12.93%	
Commentary	Total turnover is the lowest it has been since Q4 2023/24, however the voluntary turnover (which accounts for all turnover this quarter) is 2.25% an increase of 0.22% since Q3.									

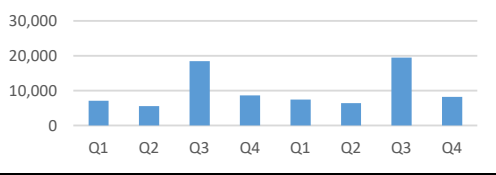
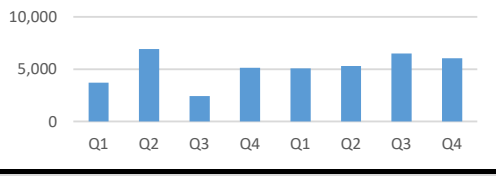
Page 73

Voluntary Staff Turnover	James Gilbert	3.10%	3.30%	3.50%	3.90%	3.51%	3.43%	2.03%	2.25%	
Number of working days lost to sickness per Full Time Equivalent (FTE) (Cumulative)	James Gilbert	3.24	7.56	11.18	14.19	2.20	5	7	10	
External funding – a calculation of external Partnership funding received as a trend – showing quarter by quarter and including a breakdown by Council	James Gilbert	£1,121,638	£335,000	£503,734	£73,235	£5,738,470	£392,959	£1,231,000	£40,000	
Number of late reports not made available to the Democratic Services teams at agenda publication	John Medler	0	2	0	5	0	1	1	2	
Call volumes (PSPS)	Phil Perry	25,315	23,430	22,003	26,656	16,851	16,031	12,698	14,835	
Average Call Duration - Customer Contact (Seconds) (PSPS)	Phil Perry	312	323	293	294	349	387	352	354	
Average Speed of Answer - Customer Contact (Seconds) (PSPS)	Phil Perry	173	196	107	155	258	188	115	137	

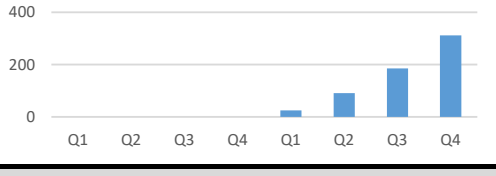
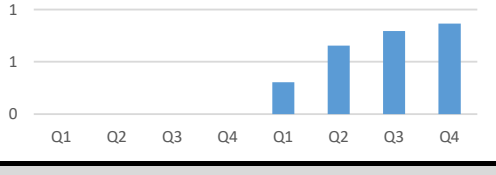
PSPS 24

Number of Callbacks (PSPS)	Phil Perry	1,789	1,984	1,726	2,955	1,577	1,253	706	812	
Number of customers using webchat (PSPS)	Phil Perry	241	1,783	1,711	2,375	1,544	1,731	1,315	1,934	
Customer Contact Centre visits (PSPS)	Phil Perry	3,566	3,416	3,566	3,489	4,084	3,909	4,032	4,206	
Enquiries via email and social media (PSPS)	Phil Perry	2,960	2,679	2,470	2,480	2,931	2,675	2,250	2,670	

Local Only Indicators

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
South Holland Centre Ticket sales	Emily Spicer	7,075	5,573	18,414	8,595	7,425	6,392	19,470	8,163	
Commentary	Slightly lower figure this year is to extended Jan closure for refurbishment									
Visitors to Ayscoughfee Hall Museum	Emily Spicer	3,713	6,939	2,430	5,129	5,069	5,316	6,490	6,049	
Commentary	Includes a successful Light Night event in March									

HRA

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Number and percentage of damp inspections arranged within 14 working days	Vikki Cherry	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	25	91	185	312	
Commentary	Service continues to be delivered in house so all inspections for Q4 were carried out in time, maintaining our performance levels in this area.									
Number and percentage of damp inspections arranged within 14 working days	Vikki Cherry	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	30.49%	65.47%	79.40%	86.67%	
Commentary	Service continues to be delivered in house so all inspections for Q4 were carried out in time, maintaining our performance levels in this area.									

Number of damp, condensation and mould cases reported in the last quarter	Vikki Cherry	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	82	57	94	127	
Commentary	127 cases reported in Q4.									
Number of households evicted in the last quarter	Vikki Cherry	3	0	1	0	1	1	1	2	
Commentary	There were 2 evictions during qtr 4, both due do rent arrears.									
Number of Right to Buy sales completed in the last quarter	Vikki Cherry	1	3	4	2	7	17	5	4	
Commentary	4 Right To Buys this last quarter, reflects position for q4 24/25 supporting continued decline.									
Number of new properties completed in the last quarter	Vikki Cherry	5	9	8	6	1	0	0	8	
Number of stage one complaints received per 1,000 homes	Vikki Cherry	9.96	22.54	39.84	55.64	12.74	22.03	36.54	43.19	
Commentary	Monthly totals for Stage 1 complaints were 14, 20, 12 for the months of January, February and March 26 respectively. Cumulatively there have been 185 Stage 1 Complaints received (including MP enquiries) to date in the year. Promotion, training and refining how we receive complaints from all areas in on-going.									

Number of stage two complaints received per 1,000 homes	Vikki Cherry	1.57	2.88	4.72	7.58	0.53	1.05	2.63	0.53	<table border="1"> <caption>Stage 2 Complaints per 1,000 Homes</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> <tr><td>Q1</td><td>0.53</td></tr> <tr><td>Q2</td><td>1.05</td></tr> <tr><td>Q3</td><td>2.63</td></tr> <tr><td>Q4</td><td>0.53</td></tr> </tbody> </table>	Quarter	Value	Q1	1.57	Q2	2.88	Q3	4.72	Q4	7.58	Q1	0.53	Q2	1.05	Q3	2.63	Q4	0.53
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Q4	0.53																											
Commentary		There were 2 Stage 2 complaints received in January 26, with 0 in February and March. There have been 12 Stage 2 complaints received in total																										
Number of anti-social behaviour cases opened per 1,000 homes	Vikki Cherry	5.50	12.84	24.64	26.85	4.45	11.81	21.82	30.72	<table border="1"> <caption>Anti-social Behaviour Cases per 1,000 Homes</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> <tr><td>Q1</td><td>4.45</td></tr> <tr><td>Q2</td><td>11.81</td></tr> <tr><td>Q3</td><td>21.82</td></tr> <tr><td>Q4</td><td>30.72</td></tr> </tbody> </table>	Quarter	Value	Q1	5.50	Q2	12.84	Q3	24.64	Q4	26.85	Q1	4.45	Q2	11.81	Q3	21.82	Q4	30.72
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Q4	30.72																											
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	Vikki Cherry	0.00	0.00	0.26	0.26	0.00	0.00	0.00	0.00	<table border="1"> <caption>Anti-social Behaviour Cases Involving Hate Incidents per 1,000 Homes</caption> <thead> <tr> <th>Quarter</th> <th>Value</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> <tr><td>Q1</td><td>0.00</td></tr> <tr><td>Q2</td><td>0.00</td></tr> <tr><td>Q3</td><td>0.00</td></tr> <tr><td>Q4</td><td>0.00</td></tr> </tbody> </table>	Quarter	Value	Q1	0.00	Q2	0.00	Q3	0.26	Q4	0.26	Q1	0.00	Q2	0.00	Q3	0.00	Q4	0.00
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Number of live ASB cases (as a percentage of stock)	Vikki Cherry	0.00%	0.00%	0.00%	0.00%	0.21%	0.90%	0.46%	1.47%	<table border="1"> <caption>Live ASB Cases as a Percentage of Stock</caption> <thead> <tr> <th>Quarter</th> <th>Value</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>0.00%</td></tr> <tr><td>Q4</td><td>0.00%</td></tr> <tr><td>Q1</td><td>0.21%</td></tr> <tr><td>Q2</td><td>0.90%</td></tr> <tr><td>Q3</td><td>0.46%</td></tr> <tr><td>Q4</td><td>1.47%</td></tr> </tbody> </table>	Quarter	Value	Q1	0.00%	Q2	0.00%	Q3	0.00%	Q4	0.00%	Q1	0.21%	Q2	0.90%	Q3	0.46%	Q4	1.47%
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Q1	0.21%																											
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Q3	0.46%																											
Q4	1.47%																											
Commentary		As of 31 March there was 56 live ASB cases open.																										



Report To:	Performance Monitoring Panel
Date:	26/05/26
Subject:	Housing Annual Complaints and Service Improvement Report and Self-Assessment against the Housing Ombudsman Code
Purpose:	Update members on performance of our Complaints Service 25/26 against the Housing Ombudsman Code
Key Decision:	N/A
Portfolio Holder:	Portfolio Holder for Strategic and Operational Housing
Report Of:	Vikki Cherry, Service Director for Housing
Report Author:	Beverley Chapman, Tenant Engagement and Influence Lead
Ward(s) Affected:	All
Exempt Report:	No

Summary

The purpose of this report is for PMP to scrutinise the Housing Annual Complaints Performance and Service Improvement Report for 2025/26 at Appendix 1 and note the Annual Housing Ombudsman Self-Assessment form at Appendix 2 which forms part of the annual submission requirements by the Housing Ombudsman.

Recommendations

It is recommended that PMP scrutinises both documents and recommends any changes required before the report goes to Cabinet.

It is also recommended that PDP agree the drafted response to the Annual Complaints Performance and Service Improvement Report – which is on slide 4 of the Annual Complaints and Service Improvement Report Appendix 1

Reasons for Recommendations

To ensure the Housing Landlord Services are compliant with the Housing Ombudsman Code of Practice

Other Options Considered

Do Nothing - not produce an Annual Complaints and Service Improvement Report – this option is not recommended as it would leave the organisation non-compliant with the Housing Ombudsman Code of Practice.

1. Background

- 1.1 The Housing Ombudsman's Complaint Handling Code sets out best practice for landlord's complaint handling procedures, to enable a positive complaints culture across the social housing sector, regardless of the size or type of landlord. The Code encourages landlord-tenant relationships so that residents can raise a complaint if things go wrong.
- 1.2 The Complaints Handling Code requires social landlords to undertake an annual submission to the Housing Ombudsman on how well the organisation conforms with the Regulator's Code of Guidance on dealing with complaints relating to its landlord service.
- 1.3 The annual submission must include four key elements:
 - SHDC self-assessment against the Complaint Handling Code
 - SHDC Annual Complaint, Performance and Service Improvement Report
 - The response of the Council's Governing Body to the Annual report
 - The Council's Complaint Policy.
- 1.4 The Annual Complaint, performance and Service Improvement Report is required to provide the following information:
 - The annual self-assessment against the Complaint Handling Code
 - A qualitative and quantitative analysis of complaint handling performance, including a summary of complaint the Council has refused to accept
 - Any findings of non-compliance with the Complaint Handling Code by the Housing Ombudsman
 - The service improvements made because of learning from complaints
 - Any annual report about the landlord's performance from the Ombudsman
 - Any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.
- 1.5 The Annual Complaints Performance and Service Improvement report must be reported to the landlords governing body and published on the section of it's website relating to complaints.
- 1.6 The governing body's response to the report must be published alongside this.

2. Report

- 2.1 In-line with the Housing Ombudsman Complaint Handling Code, SHDC operates a two-stage complaint process, ensuring accessibility, transparency and fairness for tenants.
- 2.2 This is our second Annual report on Complaints since we began reporting on our complaint's performance. In addition to volumes and timeliness the report also highlights themes and root causes of complaints, those that have been upheld, a comparison to last year's data and lessons learned focussing on service improvements.
- 2.4 Performance Management on complaints is reviewed:
- Monthly at our Compliance Clinic by the Member Responsible for Complaints, Service Director for Housing, Executive Director - Communities, and Service Managers.
 - Quarterly at our Complaints Working Group – by the Member Responsible for Complaints and Service Team leaders
 - Quarterly by members at PMP
 - Quarterly at our Tenant led Complaints and Performance Focus Group
 - Quarterly by our Tenant Influence Panel
 - Annually our Annual Complaints and Service Improvement Report and self-assessment is scrutinised by Members at PMP and Cabinet and by our Tenants at the Complaints and Performance Focus Group and our Tenant Panel.
- 2.5 Highlights from Annual Complaints and Service Improvement report (Appendix 1):

Theme	Stage 1 Complaints	Stage 2 Complaints
Volumes of complaints	189 S1 received	12 S2 received
Timeliness of responses	97.88% for S1	100% for S2
Extensions to timescales – still in line with Housing Ombudsman	12 – 6.34%	1 – 8.33%
Comparison to last year	Decrease of 24 S1	Decrease of 16 S2
Reductions in complaints	During 2025 Damp Condensation and Mould works brought in-house resulting in 47% less complaints being received for that area compared to 24/25	Better S1 responses
Upheld / partially upheld	124 S1 66%	6 S2 50%
Not Upheld	48 S1 34%	6 S2 50%
Main reason for complaint – as tenant reported	79 Unreasonable delays in service 42%	6 Unreasonable delays in service 50%
Service area:		
Property Services	45%	4%
Repairs	19%	4%
Estate Management	17%	4%
DCM	10%	
Voids	4%	
Business Support	3%	
ILO	2%	

- **Transparency** – Members scrutinise our performance through PMP and Tenants are involved in scrutinising performance through our Focus Group and Tenants Influence Panel
- **Service Improvements** – are being embedded into services and continuous improvement is taking place.

2.6 Priorities for the coming year:

Priority	Action by
Strengthen feedback mechanisms for the service by conducting sample phone satisfaction surveys	June 2026
Introduce sample audits on actions and learnings	July 2026
Improve the collection and usage of our demographic information to improve support for vulnerable tenants to enable them to complain and ensure their needs are properly understood and reflected in our learnings	August 2026
Work with our Transformation Team to ensure that complaints on repair timescales continue to drive our focus on the service during the Transformation review and going forward.	September 2026
Work with tenants to produce a simple, clear leaflet on the complaints process	October 2026

2.7 Each year we must also submit a self-assessment against the Housing Ombudsman Complaint Handling Code and provide details and evidence to substantiate or responses to each of the 72 requirements within the code.

2.8 This year we have consulted with our Complaints and Performance Focus Group and our Tenants Panel to provide feedback on the way in which SHDC approaches and deals with complaints from tenants.

2.9 Following our review this year and listening to our tenants and reviewing the complaints received for the year the self-assessment (Appendix 2) has highlighted 7 areas where we have identified further improvement which we can implement to strengthen our performance and compliance with the code. These fall under the following sections of the Code:

Section of code	Code Provision	Area for Improvement	Area of training	By when
Definition of a complaint	1.3		Complaint Workshops to take place with all internal staff, departments and contractors to improve access to complaints for tenants.	Oct 26
	1.4		Complaint Workshops to take place with all internal staff, departments and contractors to improve understanding of the difference between a service request and complaint.	Oct 26

	1.6	Check all transactional surveys include signposting to complaints		June 26
Exclusions	2.3		Complaint Workshops to take place through 26/27 with all internal staff, departments and Contractors to clarify understanding of timescales when complaints raised.	Oct 26
Accessibility and Awareness	3.2		Complaint Workshops to take place through 26/27 with all internal staff, departments and Contractors to remind them about our Complaints process.	Oct 26
	3.4	Work with tenants to devise a clear simple leaflet regarding complaints.		Oct 26
Complaint Handling Staff	4.3		Complaint Workshops to take place through 26/27 with all internal staff, departments and Contractors to remind them about recording and implementing learnings	Oct 26
Complaint Handling Process	5.4		Complaint Workshops to take place through 26/27 with all internal staff, departments and Contractors to remind them that all complaints regarding contractors should come through SHDC	Oct 26
	5.8	Sign off responses by Complaints Officer to be introduced.		July 26
Complaint Stages	6.5 S1 6.16 S2	To check all template letters regarding extensions, include Housing Ombudsman details		June 26
	6.6 S1 6.17 S2	Sample Audit learnings and actions to provide assurance for the service that all actions and learnings are implemented		Aug 26
Putting things right	7.1	Draft a compensation Policy in line with Housing Ombudsman guidance		Aug 26
	7.2 / 7.4			
	7.3	Sample audit actions to remedy complaint to assure effectiveness and satisfaction		Sept 26

3. Conclusion

- 3.1. Housing Services has taken clear steps to improve our complaint handling and deliver better outcomes for our tenants. We remain committed to working with members and our tenants to remain transparent and listen to them.
- 3.2. We are using complaints to drive improvements where they are needed, and our focus remains on continuous improvement of the service, as highlighted by our self-assessment.
- 3.3. Action plan for improvements is drafted and will be monitored via our Complaints and Performance Focus Group and scrutinised by our Tenant Influence Panel.

Implications

South and East Lincolnshire Councils Partnership

None

Corporate Priorities

The Complaints Performance and Service Improvement Annual Report and Annual Self-Assessment will support the following Corporate Priority:

- *Our Council - Continue to ensure that our regulatory and statutory services remain fully compliant with all current and emerging legislation.*
- *Your Home – We will be a landlord of choice for our council housing tenants. Delivery of the Policies set out how we will make improvements to our service and take on board the views of our tenants.*

Staffing

None

Workforce Capacity Implications

None

Constitutional and Legal Implications

The Housing Ombudsman Scheme is approved by the Secretary of State under section 51 of the Housing Act 1996. Local housing authorities in England which are registered providers of social housing must be members of the scheme. This policy supports compliance and mitigates the risk of complaint handling failure orders and/or financial penalties.

The Housing Complaints Working Group meets quarterly to review trends and analysis of complaints and information regarding benchmarked Stage 1 and Stage 2 complaints. Attended by the Service Director for Housing, Portfolio Holder for Strategic and Operational Housing, Information Manager and Data Protection Officer, Service Leads, Complaints Co-Ordinator and the Tenant Influence and Engagement Lead, this Group serves to ensure that

all complaints have oversight from all relevant sections of the Council. It also holds Service leads to account in their role as investigating officers.

On 14th February 2023, Cabinet approved that the Service Director – Housing has authority to authorise payment of compensation in connection with complaints regarding the Council's function as a social landlord of up to £1,000 in consultation with the Portfolio Holder for Strategic and Operational Housing.

Data Protection

none

Financial

None

Risk Management

None

Stakeholder / Consultation / Timescales

The Complaints Performance and Service Improvement Report and Action plan for improvements was taken to our Tenant Influence Panel on 6th May 2026 – the following changes have been incorporated:

- *The Panel wanted to acknowledge the report through a "Foreword" note which has been added.*
- *The Panel noted that Contractor complaints appeared high and requested a breakdown of which contractor area these related to in the report.*
- *The Panel noted that the report Title and who the information was for didn't include tenants and wanted this changing.*

Reputation

Ongoing reviews of performance reduces the risk of reputational damage caused by enforcement from the Social Housing Regulator and/or the Housing Ombudsman (of which is published on the Ombudsman's website and social media channels).

Contracts

None

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

The Council is committed to treating everyone fairly and shall ensure that it complies with the Equality Act 2010. The document is accessible to all.

Documents and access to the service has been designed to be fully inclusive regardless of the ethnicity, gender, sexuality, religious belief, or disability of service users or residents.

The Complaints Performance and Service Improvement Report refers to reasonable adjustments taken to accommodate a person's needs.

Where we identify, or a customer advises us of, a vulnerability we make reasonable adjustments to our services accordingly to meet the needs of those individuals. This may include altering the way we communicate with a customer to adjusting the service that we offer to that person. Each case will be judged on its individual merits to avoid a one size fits all approach.

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

None

Appendices

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

Appendix 1	Annual Complaints Performance and Service Improvement Report
Appendix 2	Self-Assessment against Housing Ombudsman Code of Practice

Background Papers

Document Title	Where the Document can be viewed
Housing Ombudsman's Complaint Handling Code	https://www.housing-ombudsman.org.uk/wpcontent/uploads/2020/11/Complaint-HandlingCode.pdf

Chronological History of this Report

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

Report Approval

Report author: Beverley Chapman, Tenant Engagement and Influence Lead, Beverley.chapman@sholland.gov.uk

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

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SOUTH HOLLAND DISTRICT COUNCIL - ANNUAL COMPLAINTS AND SERVICE IMPROVEMENTS REPORTING

INFORMATION FOR MEMBERS, MEMBER RESPONSIBLE FOR COMPLAINTS,
MANAGERS AND SHDC TENANTS

01 April 2025 to 31 March 2026

CONTENTS

- Glossary of Terms Slide 2
- Foreword – Member Responsible for Complaints Slide 3
- Foreword – Governing Body for Complaints – draft Slide 4
- Foreword – Tenant Influence panel Slide 5
- Introduction Slide 6
- Executive Summary of complaints for the year Slide 7
- Demographics of complainants Slide 8
- Performance Summary – Stage 1 complaints Slide 9
- Performance Summary – Stage 2 complaints Slide 10
- Response Performance Slide 11
- Comparison of complaints to last year Slide 12
- Analysis of Upheld and not Upheld complaints Slide 13
- How we receive complaints Slide 14
- Complaints by Service Area Slide 15
- Root causes of complaints received Slide 16
- Analysis of Contractors and Complaints Slide 17
- Compensation paid Slide 18
- Compliments and thank you Slide 19
- Your Voice We Heard – actions from complaints Slide 20
- Service Improvements from complaints Slide 21-23
- Tenant Feedback Slide 24



GLOSSARY

- S1 – Stage 1 complaints
- S2 – Stage 2 complaints
- SR – Service Requests
- WD – Working Days (Monday to Friday excl bank holidays)
- Upheld – complaint valid and agreed with
- Partially upheld – some parts of the complaint valid and agreed with
- Not Upheld – complaint not valid
- KPI – Key Performance Indicators
- DCM – Damp, Condensation and Mould
- Drivers – Reasons for the complaint – the Why
- Themes – What the complaint was about – the What
- SO – Shared Ownership
- RTB – Right to Buy
- ILO – Independent Living Officers / team
- COLRO – Cost of Living Response Officers



FOREWARD –

MEMBER RESPONSIBLE FOR COMPLAINTS

As the Member Responsible for Housing Complaints, I welcome this Annual Complaints Report and the assurance it provides on how tenant concerns are being listened to, handled and learned from within the Housing Landlord Service. This culture is shown by the improvements in our Stage 1 responses, highlighted by our 41% reduction in Stage 2 complaints.

Throughout 2025/26, I have received regular updates on complaint handling performance and met with officers to review the quality of responses, particularly at Stage 1. This member oversight has focused not only on timeliness, but on whether responses are clear, fair and empathetic, and whether learning is being embedded into service delivery.

I am encouraged by the continued strengthening of tenant involvement in complaint scrutiny, including the role of tenant-led groups in reviewing responses and sharing observations. This has helped provide valuable challenge and insight, ensuring that the tenant perspective remains central to how complaints are handled.

Where issues have been identified, I have been reassured that appropriate actions have been taken promptly to address them. This reflects a culture of openness and learning, which is essential to maintaining trust and meeting our responsibilities under the Complaint Handling



Councillor Tracey Carter,
Portfolio Holder for Strategic
and Operational Housing and
Member Responsible for
Housing Complaints



FOREWARD –

GOVERNING BODY FOR COMPLAINTS – DRAFT RECOMMENDED RESPONSE

Cabinet notes the continued improvement in the handling of housing complaints during 2025/26, with a reduction in overall complaints and a significant decrease in escalations to Stage 2. This provides assurance that issues are increasingly being resolved effectively at Stage 1, supported by improved response quality, clearer processes, and stronger management oversight. Performance against Housing Ombudsman timescales has remained strong, with only one instance of non-compliance during the year and no findings of maladministration or non-compliance by the Ombudsman.

Cabinet welcomes the strengthened role of tenant involvement in complaints handling, particularly through the tenant-led Complaints and Performance Focus Group, and the ownership of complaints by staff at the Complaints Working Group. These arrangements have provided constructive challenge, helped improve the quality and tone of responses, and ensured learning is identified and shared. The introduction of clearer governance, scrutiny and reporting arrangements provides further confidence that complaint trends, themes and risks are being appropriately monitored.

Cabinet recognises that contractor performance and communication remain the most common drivers of upheld complaints and welcomes the actions being taken to address this, including tighter contract management, the introduction of a tenant-informed contractor code of conduct, and the increased use of post-works satisfaction surveys. Cabinet also notes that waiting times and managing expectations continue to feature prominently in complaints and endorses the focus on improving communication and proactive updates to tenants.

Finally, Cabinet is assured that learning from complaints is informing service improvement, policy development and training. The planned introduction of additional feedback mechanisms, including random telephone surveys, is supported to strengthen insight into tenant experience. Cabinet expects that this momentum will continue through 2026/27, with a continued emphasis on regulatory compliance, tenant voice, and early resolution, ensuring the complaints process remains fair, transparent and focused on continuous improvement.



FOREWARD –

TENANT INFLUENCE PANEL – REPRESENTING SHDC TENANTS

As a newly established Tenant Scrutiny Panel, this Housing Complaints Annual Assessment and Service Improvement Report represents an important first step in our formal scrutiny journey.

We recognise that, as a new panel, we are still developing our understanding of complaints handling, performance data, and the wider organisational context within which this report sits. We have approached this review with care, drawing on our lived experience as tenants while building the skills and confidence needed to provide effective challenge and assurance.

Through our review of this year's report, we have identified that overall complaints processes are in place and working broadly as intended. We have recommended a small number of practical and proportionate improvements, focused on clarity, consistency, and learning from complaints, which we believe will support continued service improvement and strengthen accountability to tenants.

Looking ahead, we see this report as the start of an exciting journey for tenants to really help shape services going forward. As the panel becomes more established, gains further training, and has access to richer performance information, we look forward to undertaking more detailed and robust scrutiny in future years. Our ambition is to play an increasingly active role in helping the organisation learn from complaints, improve services, and ensure that tenants' voices remain at the heart of decision-making.



INTRODUCTION

Our Complaints process comprises a two-stage internal process and is aligned with the principles of the Housing Ombudsman's Complaint Handling Code.

Stage one complaints which are dealt with by Team Leaders and Senior Officers who are in touch with the operations of services and can identify quickly when something has gone wrong.

Stage two complaints where a Service Manager or in exceptional circumstance our Director or Assistant Director reviews the stage one response.

Throughout the complaints process, tenants are clearly signposted to the Housing Ombudsman and where they remain dissatisfied following a Stage 2 response they can refer the matter for independent review by the Housing Ombudsman.

Our Complaints Policy has recently been reviewed by our Tenants, Policy Development Panel and the Housing Ombudsman to ensure it accurately reflects the Housing Ombudsman code of practice, but to ensure that a strong tenant's voice is running through it.

The Member Responsible for Complaints meets quarterly with Senior Officers and Team Leaders to scrutinise performance and to check on the standard of our Stage 1 and Stage 2 responses to ensure these are empathetic and clear.

Our Tenants scrutinise performance and trends through our Complaints Focus Group and Tenant Influence Panel, and members scrutinise at PMP.

Looking ahead for the coming year we will continue to emphasize early intervention and proactive engagement with our tenants, encouraging ownership and accountability amongst colleagues, strengthen the ways our tenants can feedback views to us via sample phone satisfaction surveys and extend the ways we support our more vulnerable tenants to complain and have their voices heard.

Please enjoy the report.





EXECUTIVE SUMMARY OF COMPLAINTS / COMPLIMENTS 2025/26

SHDC is committed to listening and learning from our tenants when things don't go as planned or meet expectations, to investigate what happened, accept where we are at fault, and how we could do better. We also like to acknowledge the work we do when we get things right and learn from these actions and behaviours. This report analyses our performance over the year, and highlights what we have done to improve our services working with our tenants to achieve this. During the year from April 2025 to March 2026, the following activity was recorded:

Stage 1 Complaints (S1): A total of **189 S1 complaints** were received. We have not refused any complaints in the year. Year-on-year comparison shows a **reduction of 24 S1 complaints** against complaints received in 2024/25.

Stage 2 Complaints (S2): 12 S2 complaints were received.

This marks a **decrease of 16** when comparing with the previous year.

Complaint Stats:

Of the 189 S1 complaints received, **124 (66%) were upheld**. Of the S2 complaints received **6 (50%) were upheld**. **No maladministration, or findings of non-compliance with the code** were found by the Housing Ombudsman, with a total response rate for Stage 1 complaints standing at 97.8% for the year. A total of **151 service requests** were also received, monitored, analysed for trends and closed during the year.

Compliments and Thank Yous:

Across the year we recorded **115 compliments and thank you messages**, reflecting positive customer feedback.

Analysis has highlighted that the number of complaints received over this year has decreased compared to last year. During the year we have brought our damp repairs in house which has resulted in **47 % less** complaints received compared to 24/25. We continue to work to promote how to complain.

We have discovered that S2 complaints have **decreased by 41%** compared to last year. We are attributing this to the training, scrutiny and tracking of our S1 complaints and their responses. We will continue to track and check this trend and its overall impact.

Service Requests are monitored to ensure they are dealt with appropriately. SR overall are a mixture of tenants / or residents reporting issues for the first time that need resolving OR they have come to complaints due to not knowing which department to speak to – work is ongoing to rectify this .

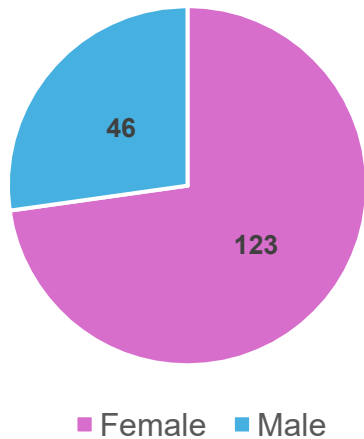




DEMOGRAPHICS OF COMPLAINANTS

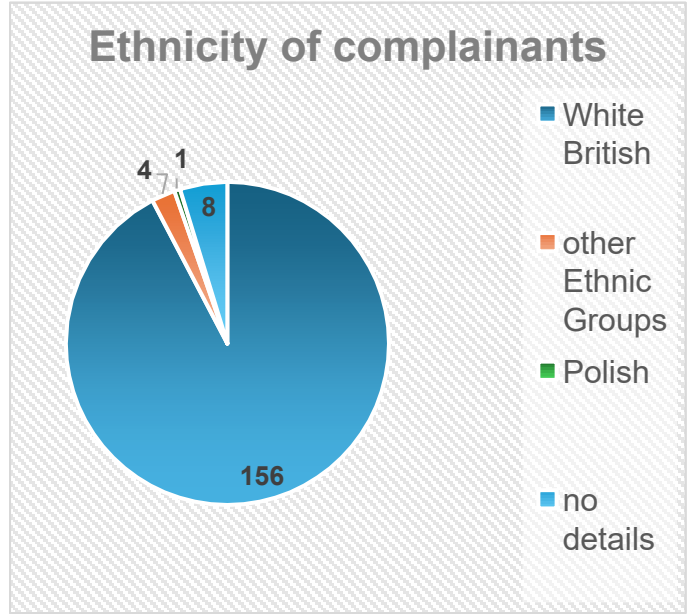
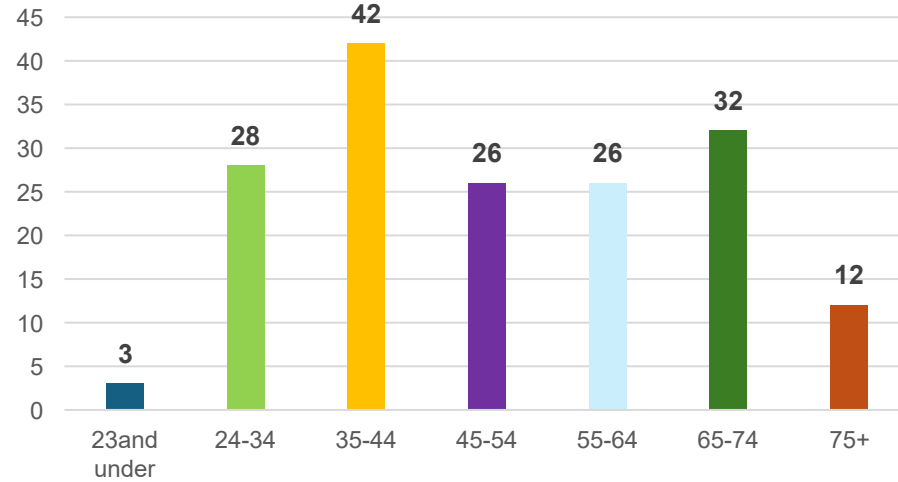
Break down of demographics

Gender of complainants



Page 97

Age range of complainants



We had 20 complaints received who are now former tenants or were not tenants who we hold no details for.



Complaints have been received from a wide range of ages, predominantly women. We will continue to monitor to ensure all tenants can access the service.



Over this year we have improved how we collect and use data of tenant's additional needs and reasonable adjustments. For 26/27 we will be embedding this into our processes; by updating guidance for teams so we can respond better to individual needs.



Working with Tenants at our Complaints and Performance Focus Group we aim to create a new information leaflet on Complaints to provide clearer and more empathetic information for tenants to help them through the complaints process.



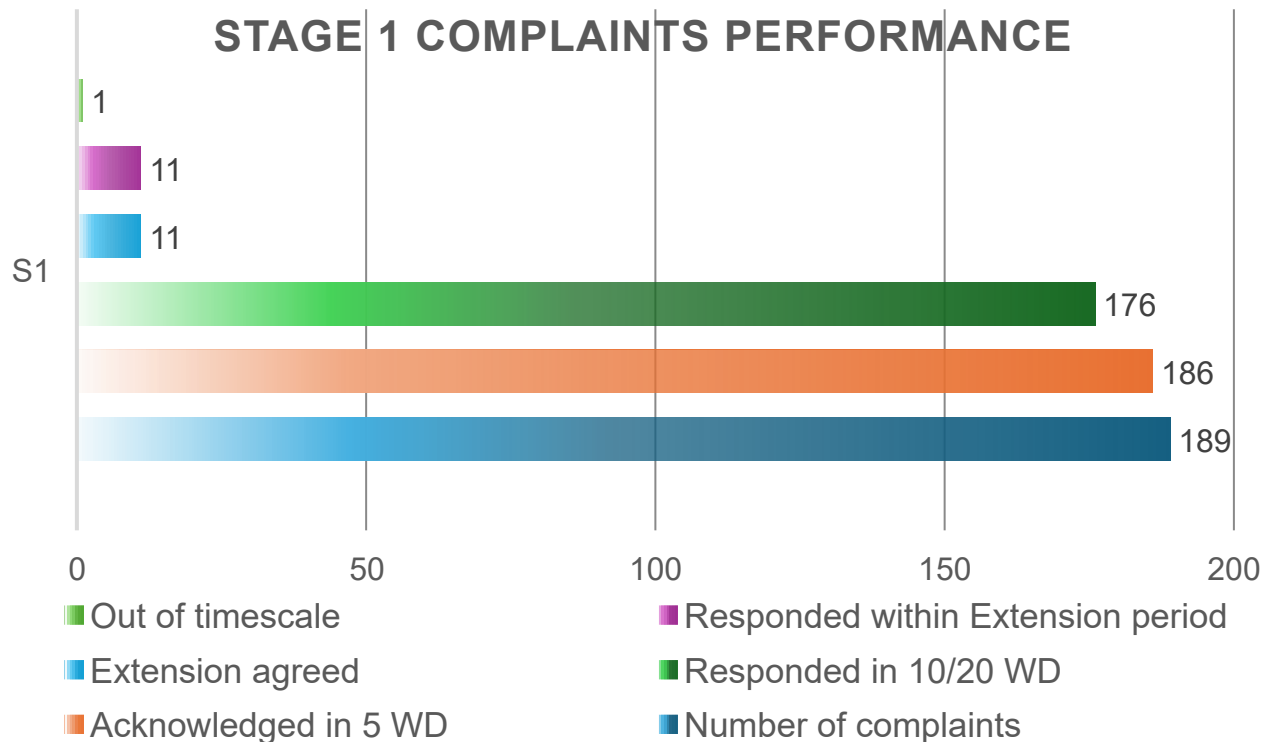
PERFORMANCE SUMMARY STAGE 1 COMPLAINTS

Stage 1 Complaints

We have received a total of **189 S1** complaints over the year – across all service areas with a **97.88%** response rate in target.

This represents a **decrease of 24** compared to the 213 complaints received last year:

- 0 Complaints refused in the year
- 186 were acknowledged within 5 WD
- 176 were responded to within 10 WD
- 12 agreed extensions with the tenant and responded to within 20 WD
- 1 response out of 10-day time frame – no agreed extension



Of the 3 late acknowledgements, 2 were due to an error in the spreadsheet, and 1 was due to it not being sent directly to complaints but to an Officer on leave. Complaint workshops and checks on the sheet are now in place to resolve this



The one response sent late was a complex case, involving multiple service areas, and no engagement with the Complaints Co-Ordinator. Steps were put in place to help with the complaint process, but the timescale ended up not being met and with no engagement there was no option to extend.



Tenants are called to agree any extensions required and are given regular updates on progress by the complaints Co-Ordinator / or team. All extension reasons are logged but are mainly due to further in-depth reports being required.



PERFORMANCE SUMMARY – STAGE 2 COMPLAINTS

Stage 2 Complaints

We have received a total of **12 S2** complaints over the year, relating to Estate Management, Repairs and Property.

This was a **41% reduction of S2** compared to last year

Of the 12 complaints:

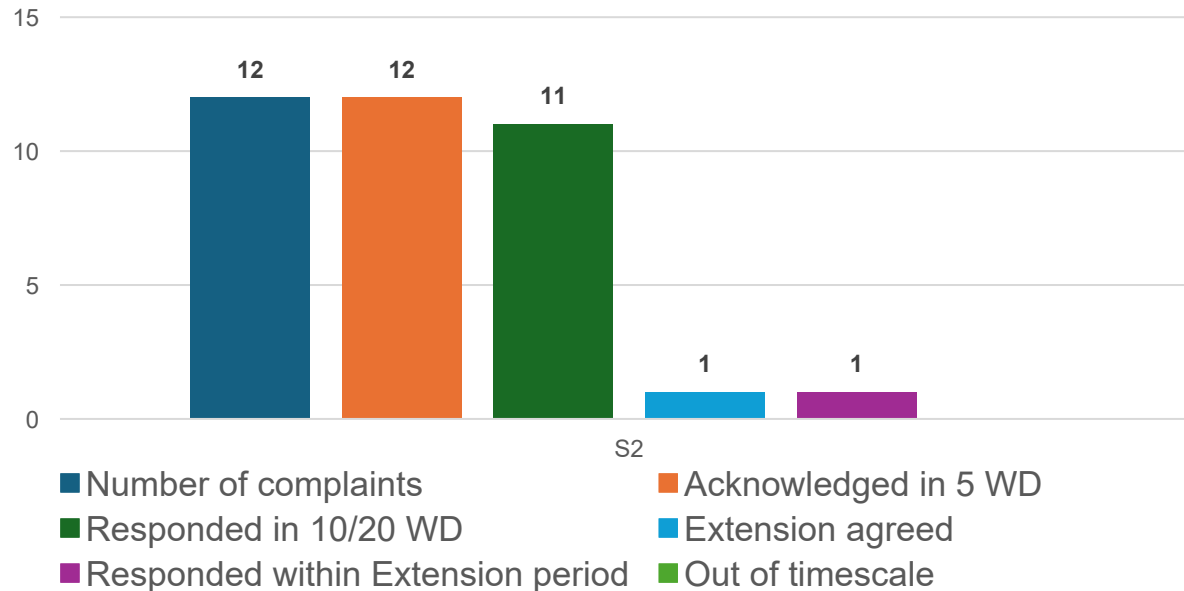
100% were acknowledged within 5 WD

92% (11) were responded to within 20 WD

100% had an agreed extension with the tenant

100% were responded to within 20-day extension period.

Stage 2 Complaints



Of the **12 Stage 2** complaints, **3** occurred due to Stage 1 Actions not commencing in time and the other **8** due to the tenant still not agreeing with the Stage 1 Response and wanting a review, with **1** being a complex ASB case.



The **8** Stage 2's wanting a review, **5** submitted the S2 request within **1 working day**, with the other **3** submitting S2 complaints within **3 weeks**. The complex case submitted the S2 complaint within **3 months**.

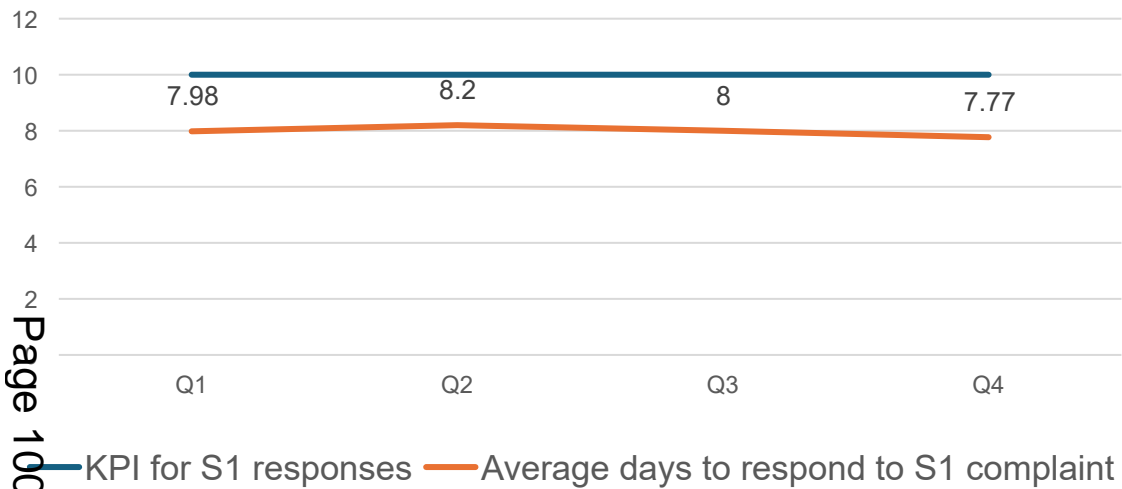


The **3** Stage 2 complaints that were unhappy over the time taken to follow up on the actions agreed at S1 submitted their S2 between **1 month to 6 months** later. Tighter controls on monitoring actions from complaints is being implemented with updates and audits taking place.

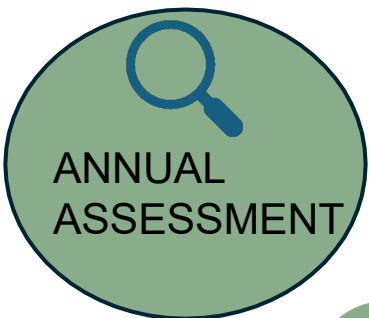
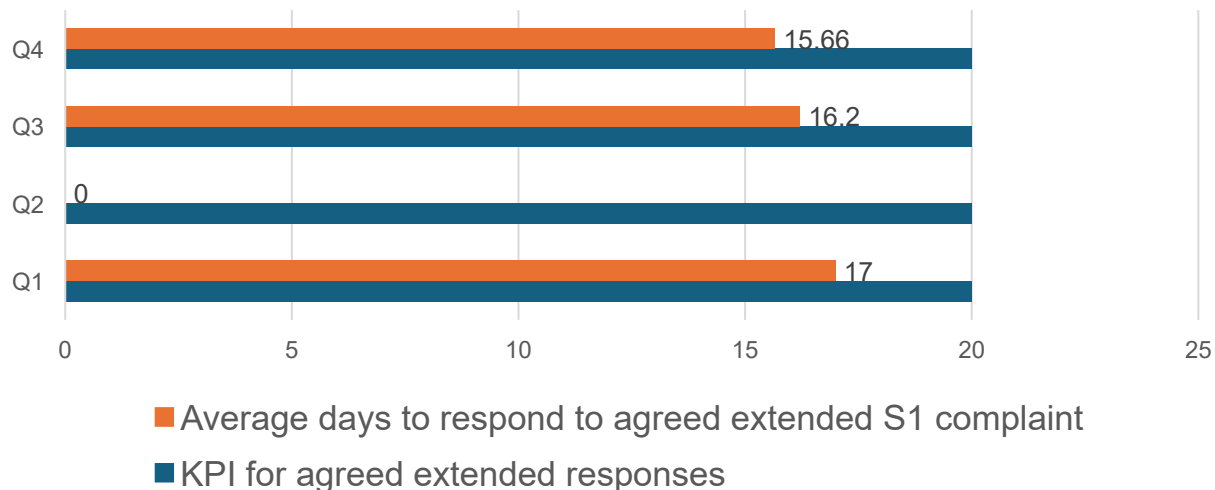


RESPONSE PERFORMANCE FOR STAGE 1 COMPLAINTS

Average days to respond to S1 complaints with no extension



Average days to respond to agreed S1 extended responses



Over the year out of the **189** complaints received **177** had no agreed extensions and the average response in days for these complaints stands at around **8 days per complaint**. Well within the Housing Ombudsman code. Of the 177 complaints with no agreed extensions, we had **1 complaint** that took over 10 days to respond due to limited engagement with the tenant.



Of the **12 complaints (6.34%)** that we had agreed extensions with the average time to respond was **between 15 and 17 days**, again well within the KPI of 20 days. Extensions all agreed with tenants to enable complaints to be investigated sufficiently to resolve the complaint to the tenant's satisfaction.

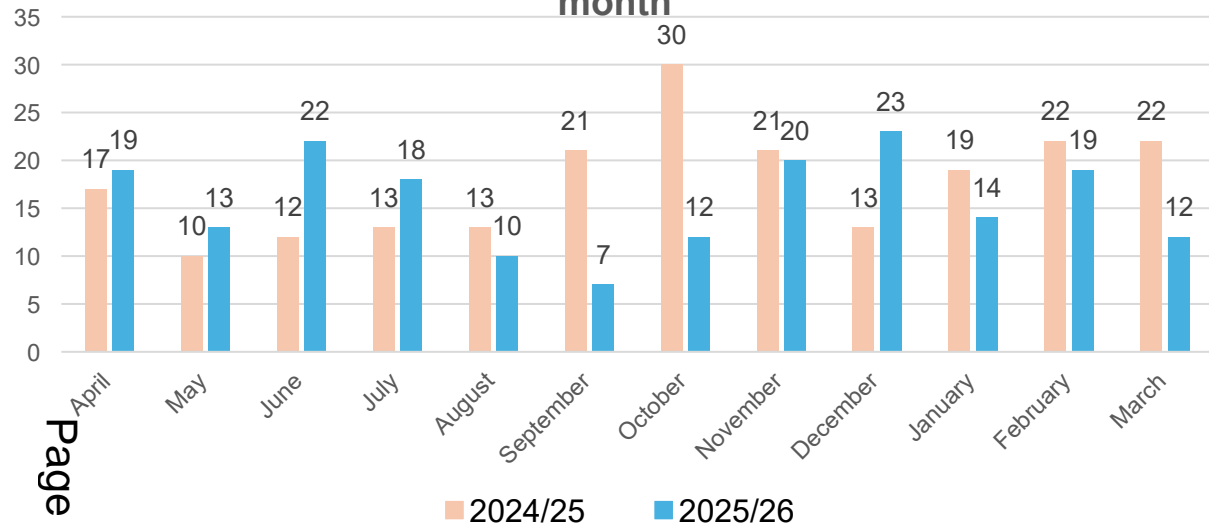


All Stage 2 complaints were responded to within the timeframes.

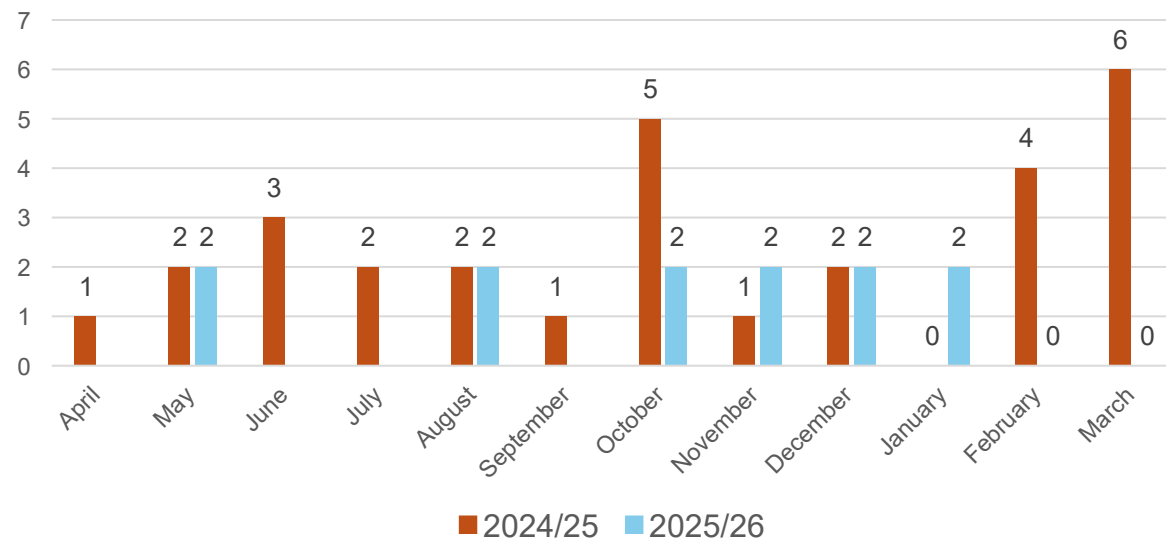


COMPLAINTS COMPARISON APRIL TO MARCH 24/25 & 25/26

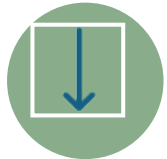
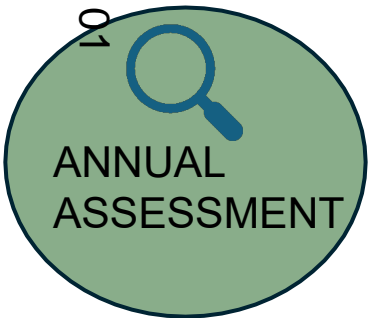
Comparison of stage 1 complaints 24/25 to 25/26 by month



Comparison of stage 2 complaints 24/25 and 25/26 by month



Page 101



When comparing the S1 complaints to last year, September and October show vast differences in complaints received. Investigation into this anomaly has returned no obvious reason why with no trends to the complaints received in 2024. However, this was around the period of meet the Housing Ombudsman event.



S2 complaints have reduced by over a half, which indicates much better S1 responses. The Complaints working group and tenant led, Complaints and Performance Focus Group who have oversight into the service playing a part in the quality of S1 responses.

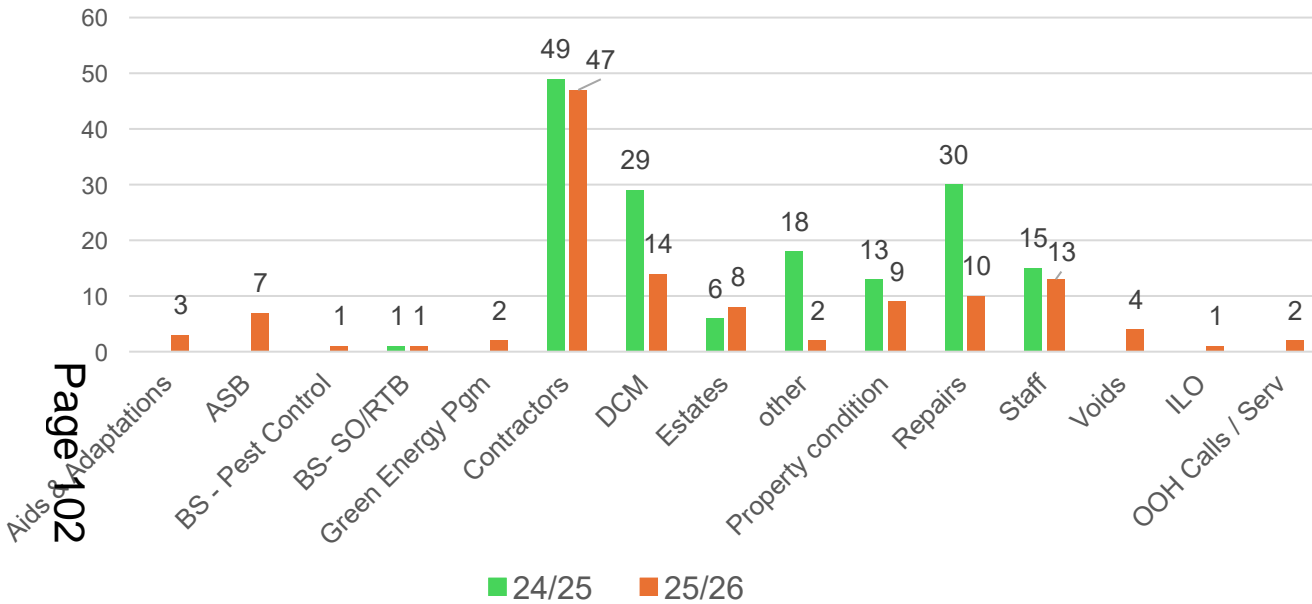


Looking forward we will be holding a series of Complaints Workshops for staff, tenants, internal departments and Contractors to attend to refresh themselves with the complaints process and equip them to identify dissatisfaction and raise complaints in a timely fashion.

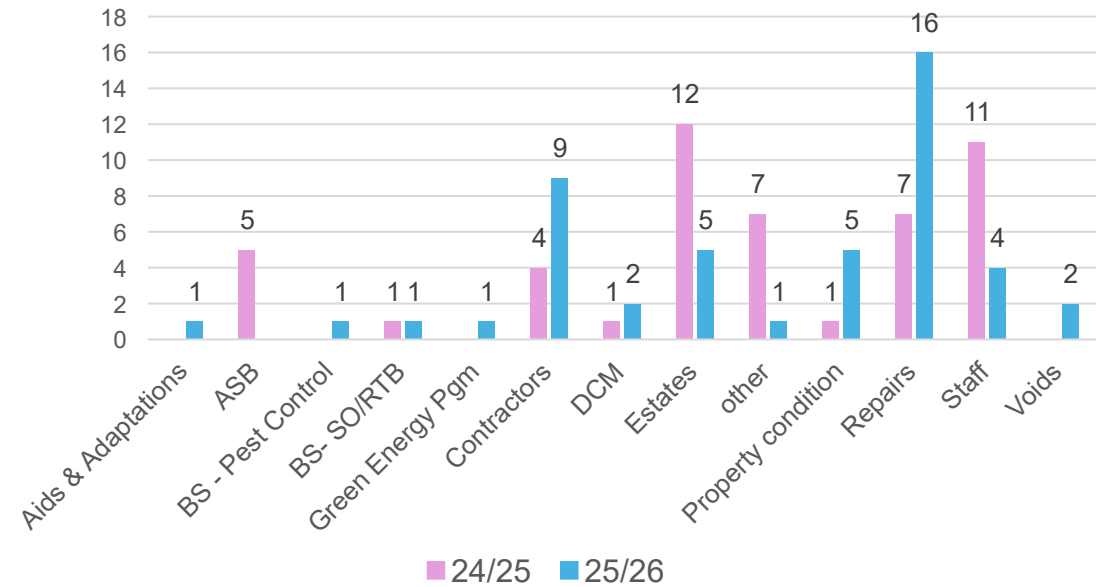


ANALYSIS OF UPHELD AND NOT UPHELD COMPLAINTS 24/25 AND 25/26

Complaints Upheld by theme and year



Complaints not upheld by theme and year



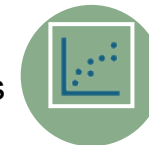
Page 102

Analysis has taken place to identify the themes of our complaints and within these themes those where the complaints are upheld and not upheld.



Initial analysis indicates that Contractors are the highest cause of complaints being upheld, followed by DCM. Investigation into DCM revealed that many of the complaints arising were due to historic issues before the new DCM service began, and that upheld complaints for this year have reduced, along with repairs. ASB identifies as an area to watch. Work with tenants will take place at our Tenancy Focus Groups to help address this.

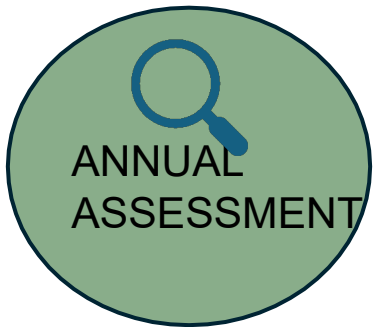
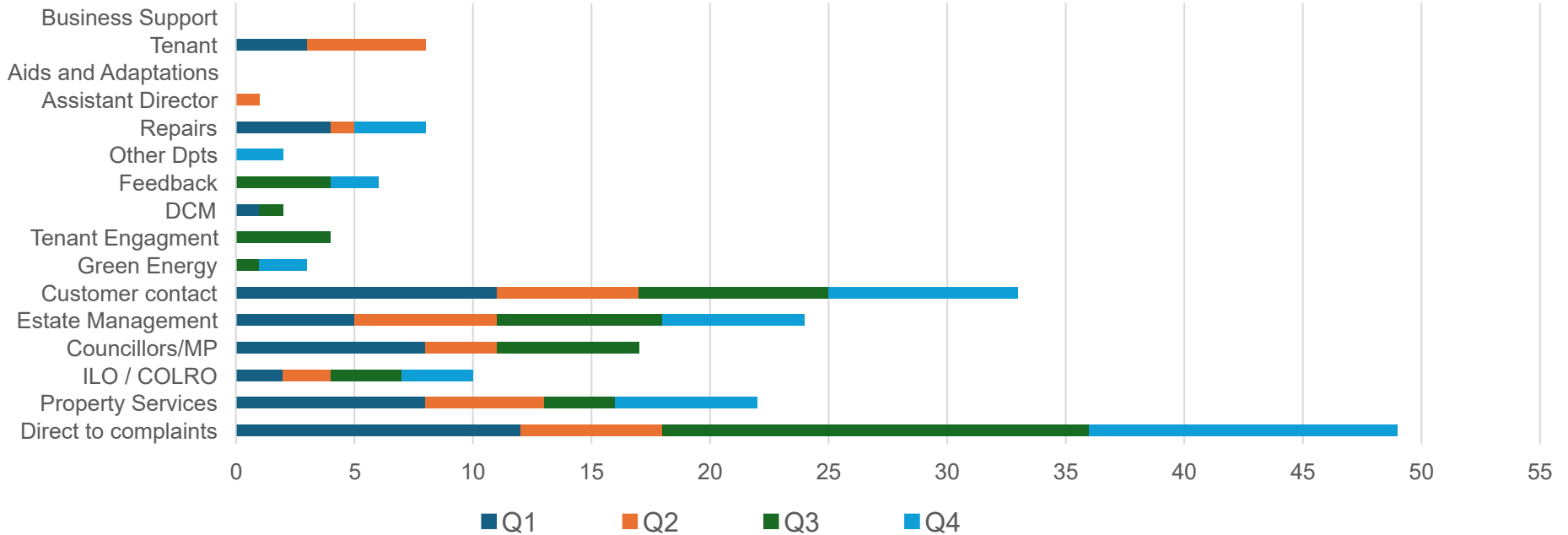
A deeper look into the range of the complaints over contractors has begun, with tighter contract management and controls being put in place through our newly established Capital Clinic.





COMPLAINTS RECEIVED

How the complaint was received



We are tracking how we receive all complaints and who is reporting them, to ensure that we are not missing any tenant feedback. We will investigate if figures in areas decrease dramatically



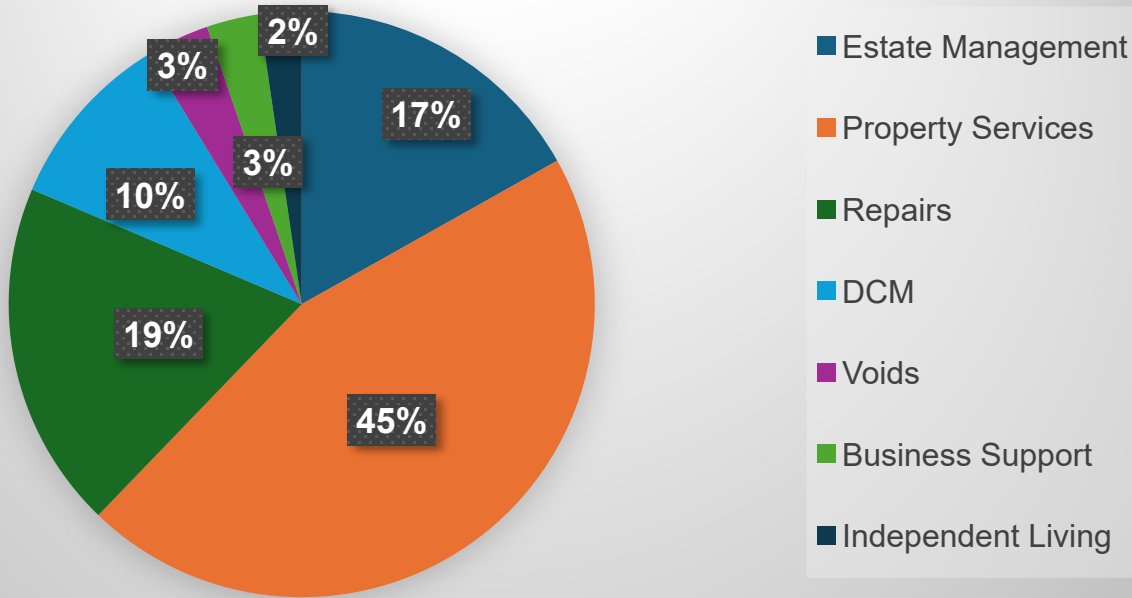
Analysis shows that all teams and areas are sending through complaints when received. To give assurance on satisfaction with work we are introducing transactional surveys to check tenant views.



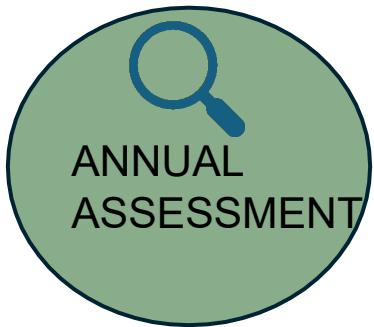
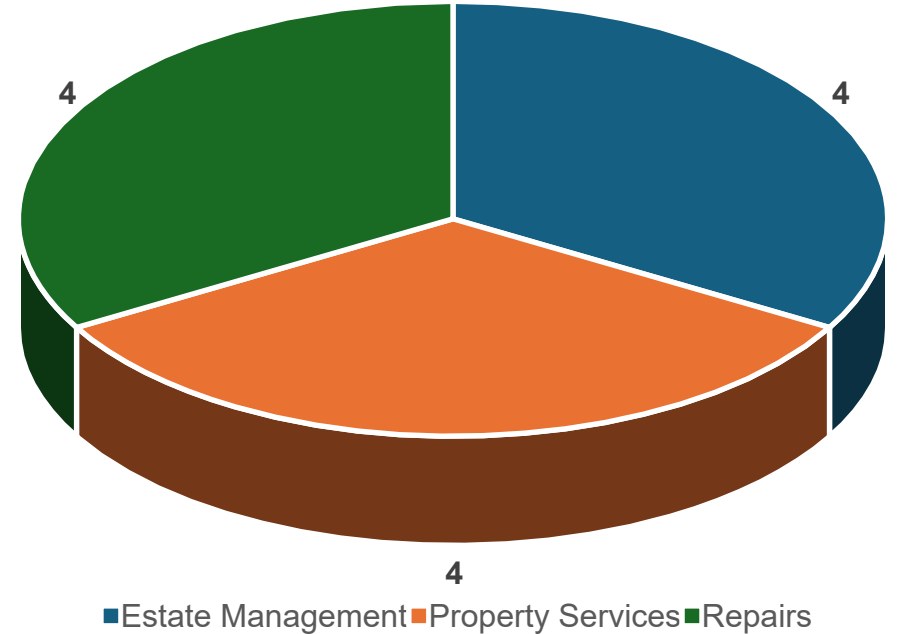
Pop up events planned for the year throughout the Spring / Summer and complaint workshops in planning will reinforce how to complain and provide more channels to raise dissatisfaction.

COMPLAINTS RECEIVED BY SERVICE AREA

Complaints by Service Area - Stage 1



Complaints by service area - Stage 2



Property Services continues to be the main area that complaints are received, due to the use of external contractors.



Working with our Tenants we have now produced a Code of Conduct for Contractors which captures key areas tenants are dissatisfied with regarding contractors. This is being rolled out through contract meetings to improve customer satisfaction, and a Tenant version provided to our Tenants.

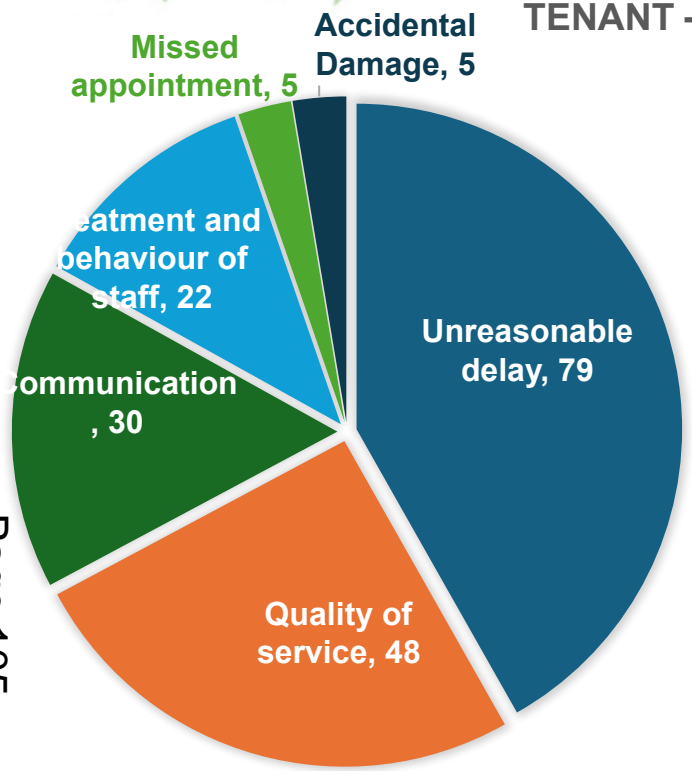


MP enquiries received are not on the above S1 graph, but we received 15 for Estate Management and 3 for Property Services.

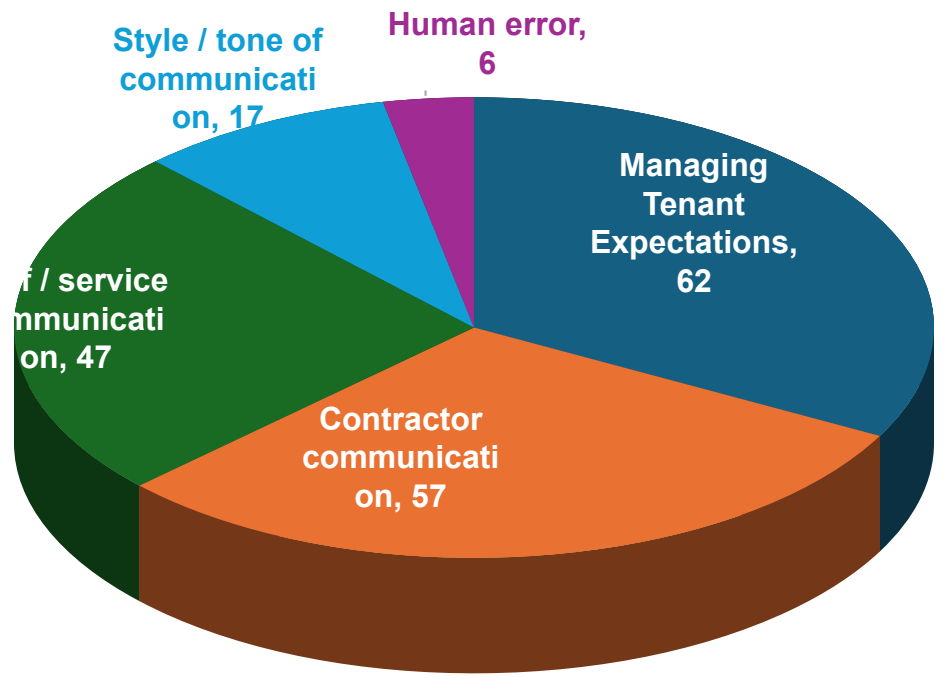


ROOT CAUSE OF COMPLAINTS RECEIVED (THE REASON / WHY)

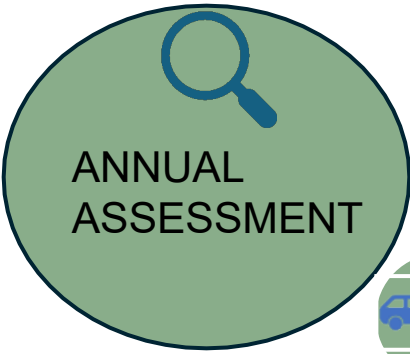
TENANT – ROOT CAUSE OF COMPLAINT



Officer investigated root cause for complaints



Page 105



We have delved into the main drivers of the complaints as the tenants report them to investigate what the drivers are telling us and compare them to what the tenants report as to what investigations found.



This has highlighted that the majority cause of complaints reported by tenants is due to the amount of time they are waiting (**42%**) for works to start, be completed, or for information to be shared. We have started a programme of reminding staff the importance of updates and working with tenants to address this, which will form part of our Complaints Workshops.

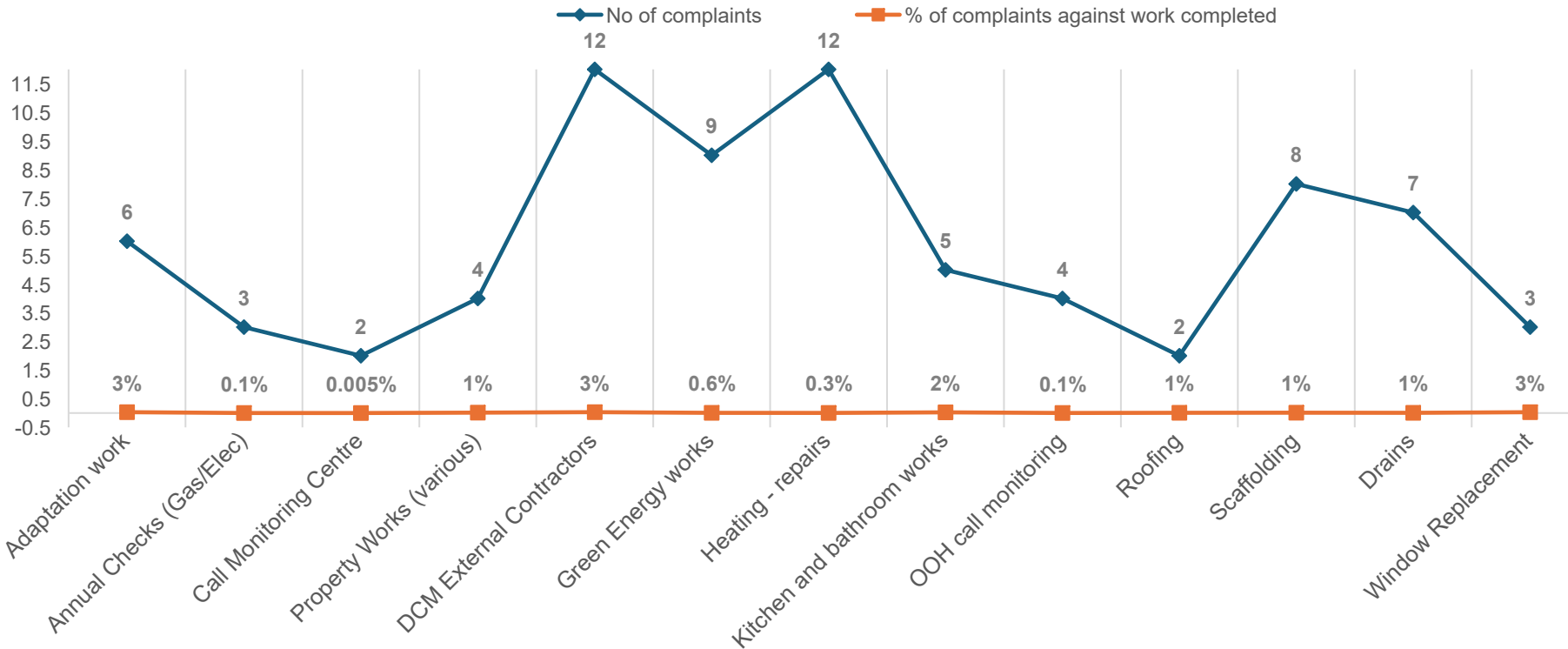


The second highest driver is managing the tenant's expectation (**33%**) – for instance tenants not wanting to wait a reasonable time for a service or not understanding who is responsible for a service area. By expanding our engagement opportunities and literature we aim to tackle this.



ANALYSIS OF CONTRACTORS AND COMPLAINTS

NUMBER AND % OF COMPLAINTS BY CONTRACTOR AREA



Page 106



Over the year we have received 77 complaints regarding external contractors who deliver services on SHDC behalf – these cover from property works through to OOH services.



Analysis has taken place on the Contractor types of complaints compared to the number of jobs / properties they serve to check if value for money is being received and if there are any trends. This was requested by our Tenant Influence Panel.

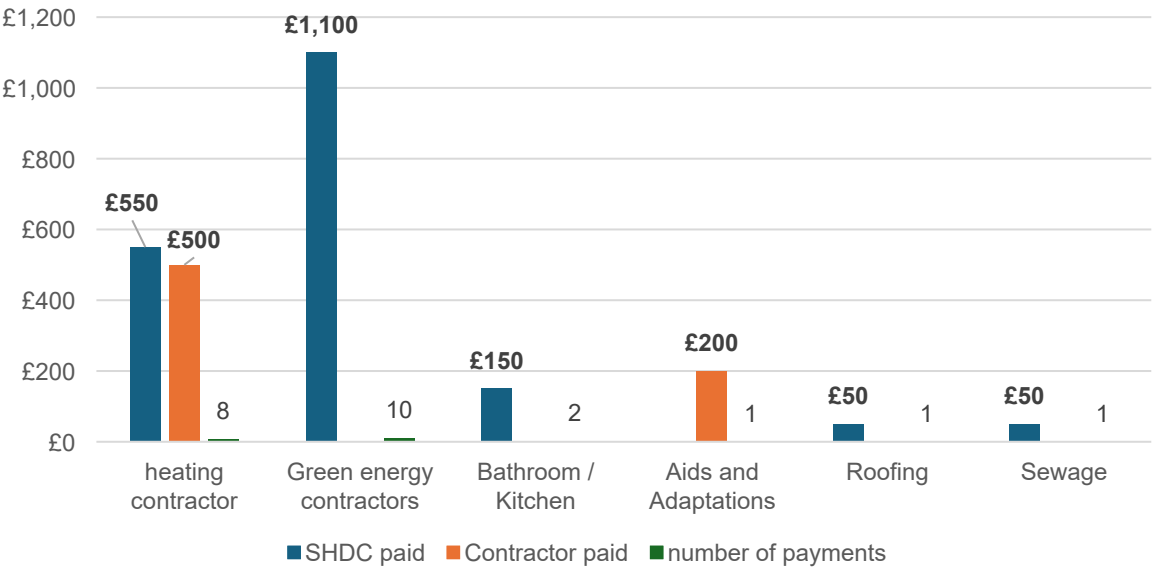


Analysis shows that the 2 highest areas came from Contractors with heating repairs (12) – however this was compared against 3549 Jobs over the year this only represented 0.3% average, we continue to monitor performance at our Capital Clinic. The second highest was DCM contractors, (12) showing a 3% average which has resulted in most of this work being taken in house.

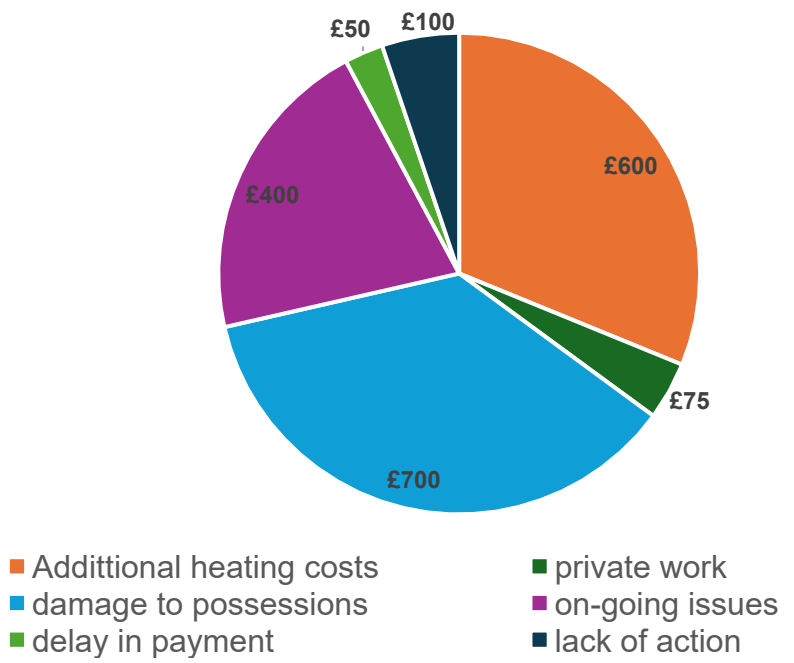


COMPENSATION PAID

Property Service Compensation payments



Repairs / Estate Compensation payments



Page 107



Over the year we have paid **30** complainants' compensation for inconvenience, loss of earnings, damage to property or to cover additional heating costs



In late 2025 as we introduced our Code of Conduct for Contractors, this resulted in a change in approach to compensation payments with contractors paying any compensation. This will continue to have an effect in future years.

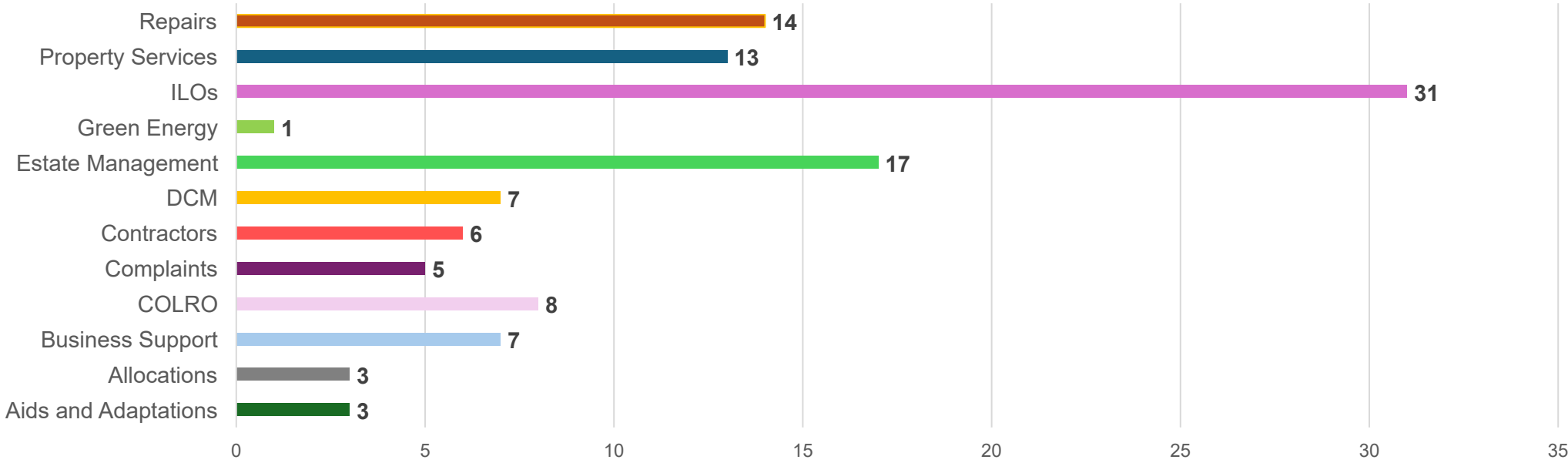


The **30** tenants paid compensation are made up of **23** due to contractors, **5** from our Repairs service and **2** from Estate Management. We are currently drafting a Compensation Policy to match Housing Ombudsman's good practice to streamline compensation and how it is paid.



COMPLIMENTS AND THANK YOU

Compliments received by service area



Page 108



Over the past year we have recorded **115** compliments and thank you split over all of our services.



It should be noted that Property Services are our highest area of complaints, however they have also attracted (including Aid and Adaptations & contractors) **22** receipts of praise over the year.



Repairs and Estate Management have also been praised consistently over the year. The main theme coming from these compliments is the staff's attitude, how they listened and helped improve things for the tenant.



YOUR VOICE, WE HEARD

Your Voice	We heard (action taken) - Outcomes
Tenants with neuro-divergencies or families with neuro divergences expressed concerns over staff not understanding their needs or how to communicate effectively.	Training for staff on neuro-diversity has commenced throughout the department – and Tenant Engagement is pro-actively working with tenants to develop communication techniques.
Poor communication throughout processes for contractors	Communication with tenants added to all contract meetings and monitored as standard.
Delays in Green Energy works with no explanation why	Communications increased regarding delays – process updated, and information sent out to all those experiencing delays
Scaffolding left up for prolonged periods of time – with no explanation – by solar company.	Report received from contractor highlighting 5 key recommendations to be implemented - added to next contract meeting to check implementation.
No evidence of Housing Officers attending properties	To introduce timestamped pictures of delivery of mail or missed appointment cards to the process.
Tenants reported difficulty in getting to the complaints department or knowing how to complain.	Customer Contact attended Tenants Forum to explain their service and listen to tenants – wider publicity on complaints taking place.

SERVICE IMPROVEMENTS FROM COMPLAINTS

AREA	WHAT	WHY	IMPACT
Complaints	To refresh the complaint pathway for all service areas, including feedback, Contractors, Customer Contact and internal departments	Investigations have found that tenants raising dissatisfaction can often be directed to the service to deal with rather than flowing through to complaints.	All complaints captured, themes/trends identified, and tenants' queries monitored to resolution.
Complaints	Although we offer tenants a variety of ways (post, on-line, links) to complete a satisfaction survey take up is low. We will be introducing random phone surveys to help gather views.	It is important to gather tenants' views on our complaint process to help us understand of any barriers tenants are experiencing.	We will be able to be confident that our process works, and the service provided is of a high standard.
Property/ Repairs – Contractor works	Procedures have been updated and tighter controls / audits on sign off from works completed by contractors are taking place.	Many complaints arising from contractor works have involved incomplete or unsatisfactory work, with no communication to the tenants about this.	Stricter contract management in place to capture and resolve issues as soon as they arise. Assurance to tenants.
Contractor Works	Tenant feedback should be considered as part of contract extensions.	To make a rounded view of performance of the contract.	Improved satisfaction with contracted works/contracts not extended where performance is poor.
Property/ Repairs Services	Transactional surveys to be introduced to capture satisfaction as soon as work has taken place.	Gathering information on works completed will ensure we can react quickly to any issues.	The service will be centralised with the Engagement Team so themes can be identified.



SERVICE IMPROVEMENTS FROM COMPLAINTS

AREA	WHAT	WHY	IMPACT
DCM	The DCM service to repair once reported has been brought in-house.	Following 30 Complaints in 24/25 around the length of time it was taking for identified repairs to take place.	Complaints on DCM regarding the time to repair have reduced by 46.67%
Property Services	To review all contractors' letters over time, with our Reading Group	To ensure these are understandable and provide the right information.	Communication on works taking place will improve.
Property Services	An additional KPI has been established in regard to full breakdowns in heating and referrals back to SHDC for boiler replacement	Analysis of Q3 complaints has shown an upward trend in boiler breakdowns with no notification to SHDC. Contractor will now have 7 calendar days to replace.	Tenants will have a better service with timescales for replacement heating.
Repairs - voids	To add cleaning of extractor fans to void standard	To ensure fans working correctly for new tenants.	Fans will help with keeping properties free from DCM
Estate	To review information for tenants on website and ensure it is accessible	Tenants / families find it hard to know what to do in some circumstances, especially around ending a tenancy upon the death of tenant.	Once information updated will be a resource for tenants and CSC to use .
Estate	Document with time stamped picture when issuing calling/missed appt card	Tenants challenging that Officers have attended to deliver information.	Improved communication and evidence.
Estate	Implement case reviews at 1-2-1s to go through outcomes of complaints.	To reflect actions with staff and discuss alternative ways to meet outcomes.	Reflection will provide alternative behaviour.



SERVICE IMPROVEMENTS FROM COMPLAINTS

AREA	WHAT	WHY	IMPACT
ILO Team	Review lifeline monitoring centre response process with tenant representative.	Due to gaps in the process for unusual circumstances	Tenants will be assured of correct response at all times.
Business Support	A sales pack for right to buy and shared owners is being devised.	To supply information, timescales and responsibilities for each part of the process when wanting to buy or sell.	Customers will be informed of the process and who is responsible for each element.
Business Support	Dates of visit are now obtained from Pest Control and given to the tenant	To give tenants the timescale of how long they will need to wait.	Tenants have information on timescales.
Services	We have reviewed our recharge process.	Tenants attending Focus Groups and findings from some complaints discovered that some damage and costs incurred by SHDC were as a result of damage caused by tenants.	Tenants are made aware that wilful damage is a rechargeable element that we will impose to cover our expenses to put it right.
ILO Team	Improve the flow of information if there is an issue with equipment—door knocks, leaflets	To ensure all tenants are kept informed	Reduction in confusion over service.
Complaints	Action and Service Improvement tracker has been established for 26/27	To track and sign off all actions and improvements arising from complaints to ensure completed.	Reduction in escalation to Stage 2 complaints, high satisfaction levels with service

TENANT COMPLIMENTS

Have your voice heard

Thank you so much for getting jobs booked quickly and efficiently, I'm very impressed how well your maintenance team work - **Repairs**

Thank you – you have bridged the gap between Fi-Nest and SHDC and I am very grateful – **Business Support**

We are really happy with DCM surveyor and how he covered the DCM survey so well, He did a good job checking the problem areas but also asking if we had problems elsewhere. He was very friendly and a lovely guy - **DCM**

I do appreciate all your help with my tenancy, you have been amazing, and I feel you have gone above and beyond to try and help and be supportive - **Housing**

COLRO has consistently gone above and beyond to ensure the tenants needs were fully met. Her hard work and commitment have been evident throughout. Her compassion, professionalism and proactive approach have had a genuinely life-changing impact - **COLRO**

Thank you for the recent damp work carried out, Surveyor is very friendly, very thorough and very helpful and went out of his way to make us feel comfortable - **DCM**

I honestly don't even have the words, thank you so much for the support. I've been struggling in silence for so long - **COLRO**

I just wanted to thank SHDC for the very professional and responsive manner the Repair Team have dealt with any matters relating to the upkeep of this property. All the staff are courteous and efficient. I am so grateful knowing I have support and security of a first-class District Council - **Repairs**

The Officer did exactly what she said she would do and gave updates even when she didn't have the final answer – every call should be like this - **Housing**

The handyman is a real asset to the council and we're very pleased with the work he did - **ILO**

You are so kind, thank you very much for all your help. You are a lovely lady, and I can't thank you enough – **Green Energy Team**

I just wanted to thank the 2 engineers who attended my property, they made me feel safe and secure in my home, made me cups of tea and even shared their biscuits - **Property**

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Appendix A: Self-assessment form - SHDC

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 complaint's 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	Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	This complaint definition is used on our website and is included in our Compliments, Comments and Complaints Policy
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	SHDC Compliments, Comments and Complaints Policy Complaint Workshops	A specific statement setting out this expectation / guidance is included in our Compliments, Comments and Complaints Policy, including how we deal with complaints from 3 rd parties Action – Complaint Workshops to take place through 26/27 with all internal staff, departments and Contractors to improve our access to complaints for tenants. Pop up events in communities to take

				place providing information to tenants about our complaints process
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 recorded, monitored and reviewed regularly.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy Complaint Workshops	Our Policy highlights our 2-stage process for complaints and the difference between a complaint and a service request. All complaints received are triaged by our Complaints Co-Ordinator with support from the Manager. Action – Complaint Workshops to take place through 26/27 with all internal staff, departments and Contractors to improve understanding of the difference between a service request and complaint.
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		SHDC Compliments, Comments and Complaints Policy Complaints Working Group	Our Policy highlights this requirement. Our Complaints Working Groups of Team Leaders / Member Responsible for Complaints and Officer responsible for complaints

	the service request if the resident complains.			meets quarterly where performance against the code is analysed.
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.		Tenant Engagement events Letters Posters	Information on how to raise a complaint is available as footers on letter templates with details of the housing ombudsman, email signatures. Pop up events and Tenant Engagement events held throughout the year promote complaint handling. Posters are displayed in our community centres and communal spaces. Action Check all transactional surveys include signposting to Complaints.

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		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	All complaints received are triaged by our Complaints Co-Ordinator with support from the Manager. Exclusions for complaints are set out in the Policy and on the Website. Should a matter not be brought through our complaints process then the complainant receives written confirmation as to why.
2.2	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: <ul style="list-style-type: none"> <li data-bbox="360 1209 853 1318">• The issue giving rise to the complaint occurred over twelve months ago. 		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	Exclusions for complaints and timeframes for raising complaints are set out in the Policy and on the Website. Should a matter not be brought through our complaints process then the complainant receives written confirmation as to why.

	<ul style="list-style-type: none"> • 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. • 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.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	Timescales for accepting complaints is defined in our Policy and on our website All complaints are assessed on their own merits. Action – Complaint Workshops to take place through 26/27 with all internal staff, departments and Contractors to clarify understanding of timescales when complaints raised.
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.		SHDC Compliments, Comments and Complaints Policy	This is detailed in our and signposting to the correct service / process to undertaken by our complaints co-ordinator

2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.		SHDC Compliments, Comments and Complaints Policy	Each case is considered on its own merits, investigations undertaken and personal responses provided
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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.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy EIA form	Complaints are able to be raised in a variety of ways, email, face to face, telephone, letter and on-line – in our policy and detailed on our website Our Policy undertook a Equality Impact Assessment.
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.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy Complaint Workshops	HousingComplaints@sholland.gov.uk is a central email address where all complaints are directed – this is to ensure they are logged and responded to appropriately. Residents are able to raise a complaint by any means that suits them best. Staff / internal departments are aware of this email address and reminded to forward details as they receive them and this is monitored on a quarterly basis by our complaints working group to ensure we are receiving complaints

				<p>from all departments and sources available.</p> <p>Action</p> <p>– Complaint Workshops to take place through 26/27 with all internal staff, departments and Contractors to remind them about our Complaints process</p>
3.3	<p>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.</p>		<p>Feedback for Housing Landlord Service - South Holland District Council</p> <p>SHDC Compliments, Comments and Complaints Policy</p> <p>Compliance Clinic Papers</p> <p>Complaints Working Group Papers</p> <p>Tenant Influence Panel Papers</p>	<p>Statement in our Policy welcoming all feedback as positive and on our website.</p> <p>Complaint volumes monitored and scrutinised through our Compliance Clinic by our PFH, Assistant Director, Director and Senior Managers, our Complaints Working Group and our Tenant Influence Panel.</p>
3.4	<p>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.</p>		<p>Feedback for Housing Landlord Service - South Holland District Council</p> <p>SHDC Compliments, Comments and Complaints Policy</p> <p>Letter templates</p>	<p>The complaint process is clear on the website and the full policy is available for download, letter templates have information about the complaints process with details of the housing ombudsman</p> <p>Action</p> <p>Work with tenants to devise a clear simple leaflet re complaints.</p>

3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy Letter templates	Information about the HO and our assessment against the code is included in the policy and on our website
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.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	Residents are informed that they are able to have a representative act on their behalf and are also given the opportunity to be accompanied during any meetings. This is referenced on our website and in our policy.
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.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	Details on how to access the ombudsman are set out on our website and in our Policy. At all stages in our complaints process information about the Housing Ombudsman is provided

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.		Staff Structure SHDC Compliments, Comments and Complaints Policy	SHDC has a Complaints Co-Ordinator who administers the internal complaints process and the Tenant Engagement and Influence Lead who act as the "Complaints Officer" overseen by the Service Director for Housing.
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.		Complaints Process SHDC Compliments, Comments and Complaints Policy.	The Complaints Co-Ordinator and Tenant Engagement and Influence Lead are able to contact staff at all levels.
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		SHDC Compliments, Comments and Complaints Policy Performance and Clinic reports	Performance and learning from complaints is discussed at various levels and scrutinised through our Compliance Clinic by our PFH, Service Director for Housing, Executive Director for Housing, Executive Director for Communities and Senior Managers, our Complaints Working Group and our

				<p>Tenant Influence Panel, PMP quarterly</p> <p>Action</p> <p>– Complaint Workshops to take place through 26/27 with all internal staff, departments and Contractors to remind them about recording and implementing learnings</p>
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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.		<p>Feedback for Housing Landlord Service - South Holland District Council</p> <p>SHDC Compliments, Comments and Complaints Policy</p> <p>Tenant Forum literature</p>	Single policy in place which is available on our website. Tenants who complain are not treated differently and encouraged to complain and join our Tenant Forum to have their voice heard
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.		SHDC Compliments, Comments and Complaints Policy	SHDC policy has 2 stages in line with the HO Complaint Handling Code. Staff are encouraged to deliver early resolution where possible, but this does not hinder the tenants

				right to access the full complaints process.
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.		SHDC Compliments, Comments and Complaints Policy	SHDC policy has 2 stages in line with the HO Complaint Handling Code.
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.		SHDC Compliments, Comments and Complaints Policy	Policy does not allow for 3 rd party responses Action – Complaint Workshops to take place through 26/27 with all internal staff, departments and Contractors to remind them that all complaints regarding contractors should come through SHDC
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.		SHDC Compliments, Comments and Complaints Policy	Policy does not allow for 3 rd party responses
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,		SHDC Compliments, Comments and Complaints Policy Template letters Complaints Process	When a complaint is raised our Co-Ordinator will contact the complainant directly to ensure that our understanding of the complaint and the resolution sought is correct. This is then clearly set out in our acknowledgement letters

	the resident must be asked for clarification.			with a further opportunity for the complainant to challenge this understanding.
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.		SHDC Compliments, Comments and Complaints Policy Template letters Complaints Process	Should there be issues raised within a complaint which SHDC are not responsible for this is explained to the complainant and relevant signposting will be offered.
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 d. consider all relevant information and evidence carefully. 		SHDC Compliments, Comments and Complaints Policy Template letters Complaints Process	The Complaints Co-Ordinator and associated Team work with complaint investigators to ensure they understand these requirements. All complaint responses are reviewed before they are sent to the complainant to ensure they are complete and fulfil these requirements. Any conflicts of interest are identified and complaints allocated accordingly. Sample audits of complaint responses Action Sign off responses by Complaints Officer to be introduced

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.		SHDC Compliments, Comments and Complaints Policy Complaints Process	We are committed and our performance scrutinised to responding to complaints within the agreed timescales. When this is not possible the Complaints Co-Ordinator will contact the complainant directly to explain the reason for any delay, provide clarity on when a response will be provided and agree suitable and convenient times and ways of keeping the complainant updated on progress.
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.		Reasonable Adjustments Policy SHDC Compliments, Comments and Complaints Policy	Our Reasonable Adjustments policy highlights our actions to take. All adjustments are noted on our Housing Management system when declared, the system is checked when a complaint is received and communicated to the complaint investigator
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		SHDC Compliments, Comments and Complaints Policy Template letters	All Stage 1 responses specifically set out how to escalate to stage 2 and both stage 1 and stage 2 responses signpost how to

	must comply with the provisions set out in section 2 of this Code.		Complaints Process Feedback for Housing Landlord Service - South Holland District Council	escalate to the Housing Ombudsman. Our website also gives this information.
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 any relevant supporting documentation such as reports or surveys.		SHDC Compliments, Comments and Complaints Policy Complaints Process Complaints Spreadsheet	All complaints are given reference numbers and recorded on a central spreadsheet. Copies of complaints and all related correspondence are held in a secure Sharepoint site managed by the Complaints Co-Ordinator in-line with GDPR and retention periods
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.		SHDC Compliments, Comments and Complaints Policy Complaints Process	We always endeavour to remedy a complaint at the earliest possible stage and have transparency and dialogue with tenants throughout the process.
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.		SHDC Compliments, Comments and Complaints Policy ASB Policy Unacceptable & unreasonable behaviour process	We have an ASB Policy (draft) and follow our Corporate Unreasonably Persistent Complaints, Customer Behaviour and Vexatious Requests Policy. Our policy also states how we deal with this

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.		SHDC Compliments, Comments and Complaints Policy	Detailed in our policy
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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.		Complaints Working Group Complaints Spreadsheet	The Complaints Co-Ordinator work with complaint investigators to provide an early response wherever possible and work to adapt our approach if we are aware of any vulnerabilities or risks. Evidence saved on master spreadsheet and reported at our Quarterly Complaints Working Group
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>		SHDC Compliments, Comments and Complaints Policy Complaints Process	Our policy and process adhere to this timescale and is only not achieved if a complaint does not come directly to our central point of contact in a timely manner.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.		SHDC Compliments, Comments and Complaints Policy Complaints Process	Our policy and process adhere to this timescale and is only not achieved if a complaint does not come directly to our central point

				of contact in a timely manner.
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 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.		SHDC Compliments, Comments and Complaints Policy Complaints Process Complaints Working Group Complaints Spreadsheet	The Complaints Co-Ordinator remains in close contact with the complaint investigator through the process to ensure that a response can be provided within the target timescales. If at any point in the investigation it is determine that an extension is needed, this will be fully communicated to the tenant and the extension aimed to be as short as possible. Extensions are usually arranged due to availability of the tenant or complexity of the complaint and evidence to collate to resolve the complaint.
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.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	The Housing Ombudsman details are included on our website on all of our template letters. If an extension is sought a copy of the communication is saved on file Action

				Check all emails, letters re extensions include HO details
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.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	Complaint responses are sent to the complainant once the circumstances have been established and set out any actions / learnings that have been agreed. Learnings and Actions are recorded. Action Sample audit learnings and actions to provide assurance taken place
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.		SHDC Compliments, Comments and Complaints Policy Template letters Complaints Process	As part of our acknowledgement the Co-Ordinator will clearly define our understanding of the complaint and the complainant is given chance to clarify/add anything we have missed. The full response will consider each aspect separately, referencing any law or good practice. The Complaint Investigator will contact the complainant to ensure they understand the reasons behind any outcomes before a response is issued.

6.8	<p>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 investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.</p>		<p>SHDC Compliments, Comments and Complaints Policy</p> <p>Template letters</p> <p>Complaints Process</p>	<p>For the benefit of the tenant we will usually work with them to provide one Officer to co-ordinate any complaints regarding multiple service areas – so the complainant only has one Officer to contact. However we will log each issue separately to ensure we capture all issues and can track actions and learnings from these. One response will be provided to cover all of the issues raised.</p>
6.9	<p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <ol 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. 		<p>SHDC Compliments, Comments and Complaints Policy</p> <p>Template letters</p> <p>Complaints Process</p>	<p>All of these elements are included in our Stage 1 complaints letters and are reviewed before issue.</p>

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.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	This is set out in our Policy and on our website.
CHE	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.		SHDC Compliments, Comments and Complaints Policy	Our policy and process adhere to this timescale
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.		SHDC Compliments, Comments and Complaints Policy	Our policy and process adhere to this and in line with the code
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.		SHDC Compliments, Comments and Complaints Policy	Our policy and process adhere to this and in line with the code
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.		SHDC Compliments, Comments and Complaints Policy Complaints Working Group	Our policy and process adhere to this and in line with the code. Performance is monitored and presented to a monthly compliance

				clinic and quarterly complaints working group and to our Tenants via our Panel and Focus Group
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.		SHDC Compliments, Comments and Complaints Policy Complaints Process Complaints Working Group Complaints Spreadsheet	The Complaints Co-Ordinator remains in close contact with the complaint investigator through the process to ensure that a response can be provided within the target timescales. If at any point in the investigation it is determine that an extension is needed, this will be fully communicated to the tenant and the extension aimed to be as short as possible. Extensions are usually arranged due to availability of the tenant or complexity of the complaint and evidence to collate to resolve the complaint.
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.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	The Housing Ombudsman details are included on our website on all of our template letters. If an extension is sought a copy of the communication is saved on file

				<p>Action Check all emails, letters re extensions include HO details</p>
6.17	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.		<p>Feedback for Housing Landlord Service - South Holland District Council</p> <p>SHDC Compliments, Comments and Complaints Policy</p>	<p>Complaint responses are sent to the complainant once the circumstances have been established and set out any actions / learnings that have been agreed. Learnings and Actions are recorded.</p> <p>Action Sample audit learnings and actions to provide assurance taken place</p>
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.		<p>SHDC Compliments, Comments and Complaints Policy</p> <p>Template letters</p> <p>Complaints Process</p>	<p>As part of our acknowledgement the Co-Ordinator will clearly define our understanding of the complaint and the complainant is given chance to clarify/add anything we have missed. The full response will consider each aspect separately, referencing any law or good practice. The Complaint Investigator will contact the complainant to ensure they understand the reasons</p>

				behind any outcomes before a response is issued.
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. 		SHDC Compliments, Comments and Complaints Policy Template letters Complaints Process	All of these elements are included in our Stage 2 complaints letters and are reviewed before issue.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.		SHDC Compliments, Comments and Complaints Policy Template letters Complaints Process	Stage 2 investigations are undertaken by a Senior Service Manager or the Assistant Director for Housing.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set		SHDC Compliments, Comments and Complaints Policy	Where it is determined something has gone wrong,

	<p>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. 		<p>Complaints Process</p>	<p>SHDC are committed to putting it right and will provide a suitable remedy including a written apology with our complaint response detailing any actions we have taken or will take to put things right. Suitable remedies are available in our Policy.</p> <p>Action Draft a Compensation Policy in line with Housing Ombudsman guidance</p>
7.2	<p>Any remedy offered must reflect the impact on the resident as a result of any fault identified.</p>		<p>SHDC Compliments, Comments and Complaints Policy</p> <p>Complaints Process</p>	<p>Suitable remedies are available in our Policy.</p> <p>Action Draft a Compensation Policy in line with Housing Ombudsman guidance</p>
7.3	<p>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.</p>		<p>SHDC Compliments, Comments and Complaints Policy</p> <p>Complaints Process</p> <p>Sample audits</p>	<p>All complaint responses clearly set out what the proposed remedy is, what we will do and when. These actions are monitored by the Complaints Co-</p>

				Ordinator to ensure they are being kept Action Sample audit all actions to ensure complete
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.		SHDC Compliments, Comments and Complaints Policy Complaints Process	Our Policy follows HO guidance Action Draft a Compensation Policy in line with Housing Ombudsman guidance

Section 8: Self-assessment, reporting and compliance

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. 		<p>Annual Complaints Performance and Service Improvement Report</p> <p>Reports to PMP, TIP and Cabinet</p>	<p>Our Annual Complaints and Service Improvement Report has been produced and is presented to Performance Monitoring Panel, our Tenant Influence Panel and then Cabinet for scrutiny and comment.</p> <p>Once adopted it will be shared on our website.</p> <p>A Tenant version will be supplied to tenants at our Tenants Forum and Complaints and Performance Focus Group</p> <p>Complaints information is also shared as part of SHDC Annual Report</p>

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.		Annual Complaints Performance and Service Improvement Report Reports to PMP, TIP and Cabinet	Our Annual Complaints and Service Improvement Report has been produced and is presented to Performance Monitoring Panel, our Tenant Influence Panel and then Cabinet for scrutiny and comment. Once adopted it will be shared on our website. A Tenant version will be supplied to tenants at out Tenants Forum and Complaints and Performance Focus Group Complaints information is also shared as part of SHDC Annual Report
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.		NA	Not currently applicable
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.		NA	No requests from the Ombudsman have been received but would be adhered to
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber		NA	No incident has occurred at SHDC

	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.			
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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.		Complaint actions and learnings tracker Quarterly Complaints Working Group	A new complaints actions and lessons learnt tracker has been implemented to ensure that identified actions and learnings are followed through to completion. These are monitored via quarterly Complaints Working Group meetings.
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.		Complaint actions and learnings tracker Quarterly Complaints Working Group	A new complaints actions and lessons learnt tracker has been implemented to ensure that identified actions and learnings are followed through to completion. These are monitored via quarterly Complaints Working Group meetings. Trends are identified, discussed and further information and investigation requested of teams.

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.		Feedback for Housing Landlord Service - South Holland District Council Complaint and Performance Focus Group papers Tenant Influence Panel Papers Tenant Forum papers	Complaint performance is discussed with tenants at our Complaints and Performance Focus Group and scrutinised by our Tenant Influence Panel – with wider information being put onto our website and condensed information sent to our Tenants Forum
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.		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	SHDC has a Complaints Co-Ordinator and a Tenant Engagement and Influence Lead who is the Lead Officer for Complaints
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').		Feedback for Housing Landlord Service - South Holland District Council SHDC Compliments, Comments and Complaints Policy	The Portfolio Holder for Strategic and Operational Housing is designated Member responsible for Complaints
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		Complaints Working Group papers Compliance Clinic Papers PMP performance report	MRC attends the quarterly Complaints Working Group meetings to scrutinise service performance and also attends monthly compliance clinic for an

	information and staff to perform this role and report on their findings.			overview. PMP receive quarterly overviews of complaints performance
9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <p>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</p> <p>b. regular reviews of issues and trends arising from complaint handling;</p> <p>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>		<p>Complaints Working Group papers</p> <p>Compliance Clinic Papers</p> <p>PMP performance report</p>	<p>MRC attends the quarterly Complaints Working Group meetings to scrutinise service performance and also attends monthly compliance clinic for an overview. PMP receive quarterly overviews of complaints performance</p>
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>SHDC Compliments, Comments and Complaints Policy</p>	<p>These objectives are set out in our Policy and as part of induction staff are provided with information on complaints.</p> <p>Senior Officers, Team Leaders and Senior Managers have regular meetings and sessions on complaint handling and how to embrace lessons learned</p>

	c. act within the professional standards for engaging with complaints as set by any relevant professional body.			
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Report To:	Performance Monitoring Panel
Date:	26 May 2026
Subject:	Garden waste collection rounds
Purpose:	To provide an update on the current performance of the garden waste collection.
Key Decision:	No
Portfolio Holder:	Councillor Jim Astill, Portfolio Holder for Corporate and Environmental Services
Report Of:	Jason King, Executive Director - Communities
Report Author:	Victoria Burgess, Service Director - Neighbourhoods
Ward(s) Affected:	n/a
Exempt Report:	No

Summary

This report provides an update on the current performance of the garden waste collection service, including the introduction of new garden waste collection rounds across the district.

Recommendations

That PMP:

- Notes the content of this report.
- Notes that a more detailed report will follow, pending the outcome of a review of what has occurred in relation to the garden waste collection rounds and any matters requiring consideration ahead of the wider waste collection round changes planned for later in this year.

Reasons for Recommendations

To provide PMP with an update on the current performance of the garden waste collection service.

To enable PMP to scrutinise the introduction of the new garden waste collection rounds.

Other Options Considered

Not applicable.

1. Background

- 1.1 There are currently 12,199 subscribers to the Council's garden waste collection service. The collection rounds have recently been redesigned to enable all residents across the district to apply for a garden waste collection.
- 1.2 Historically, the collection rounds were based on defined geographical areas, and only residents living within those areas were able to subscribe to the service.
- 1.3 As part of the redesign, the rounds were optimised to ensure maximum efficiency, following the most effective collection routes and servicing the highest possible number of properties within the available operational timeframe each day. Optimising the rounds has enabled the service to meet the additional capacity required to cover the whole district within existing resource.
- 1.4 The garden waste service makes 292,776 collections annually, and in 2025/26, 99.78% were collected on their scheduled collection day. The service is well received, with very few complaints (8 last year), and 99.5% of residents renewing the service.

2. Report

- 2.1 When waste collection rounds are optimised, it is inevitable that some residents will experience a change to their scheduled collection day or collection week.
- 2.2 In March, the waste service wrote to approximately 2,500 existing subscribers who had been identified as being affected by such changes, advising them of their new garden waste collection arrangements.
- 2.3 Following this communication, an issue was identified with the software used by the waste service to manage the collection rounds. This issue resulted in incorrect collection information being displayed on the Council's website for the affected subscribers. As the website is also used to report missed collections, this functionality was unavailable to those residents impacted.

- 2.4 Actions were taken promptly to rectify the issue, which has now been resolved. The revised garden waste collection rounds are fully live and operating effectively, and accurate collection and reporting information has been restored on the website. A garden waste collection service is now accessible to all residents within the district.
- 2.5 It is important that the cause of the software issue is fully understood. A review has therefore been commissioned to establish the factors that contributed to the problem and to identify any lessons learned. The findings of this review will be reported to PMP at the Committee's next available meeting.
- 2.6 In parallel, new collection rounds are currently being developed for the forthcoming waste collection service covering refuse, recycling and food waste. These rounds are being designed using different software, and there is established experience across the partnership, built over several years, demonstrating successful implementation using these systems.

3. Conclusion

- 3.1. Although the garden waste collection rounds are now operating effectively, and residents across the whole of the South Holland District area have the opportunity to subscribe, it is important that we understand what contributed to the initial problem, and identify any lessons learned. This information will be brought forward to the next available PMP committee meeting for consideration.

Implications

South and East Lincolnshire Councils Partnership

None.

Corporate Priorities

None.

Staffing

None.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

None.

Data Protection

None.

Financial

A charge is made for the garden waste collection service to cover the cost of providing the service. Failure to provide efficient collection rounds increases the cost of delivering the service.

Failure to provide an effective garden waste collection service has a financial impact through a reduction in subscribers to the service.

Risk Management

Understanding what contributed to the initial problem relating to the garden waste rounds, and the lessons learnt from the review will reduce the risk of such events occurring in future.

Stakeholder / Consultation / Timescales

None.

Reputation

Understanding what contributed to the initial problem relating to the garden waste rounds, and the lessons learnt from the review will reduce the risk of such events occurring in future and affecting the reputation of the Council. In this instance the garden waste collection crews worked to ensure that disruption was kept to a minimum to maintain this paid for service and protect the Councils' reputation.

Contracts

None.

Crime and Disorder

None.

Equality and Diversity / Human Rights / Safeguarding

Providing a kerbside garden waste collection service which covers all households within the district, ensures that residents who are unable to take their garden waste to the Household Waste Recycling Centre can receive a service.

Health and Wellbeing

None.

Climate Change and Environment Impact Assessment

Not undertaken.

Acronyms

None.

Appendices

None.

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.

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Report To:	Performance Monitoring Panel
Date:	Tuesday 26 May 2026
Subject:	Performance Monitoring Panel Work Programme
Purpose:	To set out the Work Programme of the Performance Monitoring Panel
Key Decision:	No
Portfolio Holder:	N/A
Report Of:	John Medler, Service Director – Legal & Governance (Monitoring Officer)
Report Author:	Forrest White, Democratic and Electoral 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 2026/2027
Appendix 2	Task Group Work Programme 2026/2027

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:	Forrest White, Democratic and Electoral Services Officer fwhite@sholland.gov.uk
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Signed off by:	John Medler, Service Director - Legal & 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 2026/2027**

DATE OF MEETING	AGENDA ITEMS
26 May 2026	<ul style="list-style-type: none"> • Q4 Performance report 25/26 Corey Gooch • Garden Waste Service Update Vick Burgess • Castle Sports Swimming Pool Pump Update Marc Whelan • Housing Annual Complaints Performance and Service Improvement Beverley Chapman • Long Sutton Youth Shed Saul Farrell
2 September 2026	<ul style="list-style-type: none"> • Q1 Performance Report 26/27 Corey Gooch • Tenant Satisfaction Measures Vikki Cherry / Adel Gardner • South Holland Centre Update Emily Spicer / Nichola Holderness • Anglian Water Response Update Nick Atkinson
10 November 2026	<ul style="list-style-type: none"> • Q2 Performance Report 26/27 Corey Gooch
26 January 2027 (Joint PMP/PDP)	<ul style="list-style-type: none"> • Budget Scrutiny Russell Stone
23 March 2027	<ul style="list-style-type: none"> • Q3 Performance Report 26/27 Corey Gooch • Sustainable Products Policy Heather Prescott <i>Review 18 months from 15 July 2025 PMP meeting</i>

	PENDING ITEMS
Quarterly	<ul style="list-style-type: none"> • South Holland Centre – 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**

	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, 25/10/23 and 16/10/25

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

PERFORMANCE MONITORING PANEL – WORK PROGRAMME 2026/2027

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

Effectiveness of CCTV Task Group	<p>Purpose of Review – To establish the current situation with regard to CCTV and make recommendations to Cabinet on the way forward.</p> <p>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>	6/11/12	21/11/12	B Alcock M Howard R M Rudkin D J Wilkinson (Chairman)	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.
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