

SUGGESTIONS FOR PERFORMANCE MONITORING PANEL WORK PROGRAMME 2017/18

ISSUES RAISED BY PANEL	CIP (CORPORATE IMPROVEMENT) LEAD/SERVICE HEAD	STATUS	NEXT STEPS/PRIORITY FOR CONSIDERATION
EXISTING ISSUES			
<p>CCTV</p> <ul style="list-style-type: none"> • Performance figures showing benefits of system still not provided. • Has installation of the system been completed? • Element of frustration at inability to finish this work • Potentially need to scrutinise deployment and roll out process • Confirmation that value for money is being achieved and that the Police are getting good use from the CCTV system. • Is CCTV being monitored in all areas? 	<p>CIP Team – Corporate Improvement and Performance Manager, Greg Pearson</p> <p>Communities Manager – Emily Holmes</p>	<p>Report to be provided to the Panel on 1 November 2017 by the Communities Manager, working with the CIP Team, as part of the Crime and Disorder report already scheduled for this meeting, and will specifically address these issues.</p>	<p>Options – Report and/or Task Group</p>
<p>Emergency response (current item on the Work Programme – Scrutiny of the Authority’s Emergency Plan) – In light of the recent Grenfell Tower disaster, how would the Authority deal with a similar situation within the district?</p>	<p>Emergency Planning Officer – Angharad Morgan</p>	<p>To be programmed into a future PMP meeting.</p>	<p>Report to be presented to the Committee – Panel to consider which meeting.</p>

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<p>Leisure facilities</p> <ul style="list-style-type: none"> • The future of leisure facilities within the district was often raised however members reiterated that they should be able to feed into any decisions made. • Leisure fed into the economic development of the district – what was the current situation? • The work of the Leisure Facilities Task Group that had produced an interim report in 2014 should be used as part of any consideration of future leisure provision. 	<p>Shared Executive Director Place – Rob Walker/ Environmental Services Manager – Emily Spicer</p>	<p>Sports and leisure (plus pitches) and community facilities - review to be commissioned in order to set strategy. Procurement process and preparations to commence.</p> <p>The work of the 2014 Task Group, and these comments, will be fed into that process.</p>	
NEW ISSUES			
<p>Housing Allocations Policy – Performance and amendments</p>	<p>CIP Team - Corporate Improvement and Performance Manager, Greg Pearson</p> <p>Service Head – To be confirmed</p>	<p>Report to be provided to the Panel.</p>	<p>Report to Committee – Panel to consider which meeting</p>
<p>Effectiveness of the Council’s Anti Social Behaviour Policy – there is a belief that the current system is not effective.</p>	<p>Communities Manager – Emily Holmes</p>	<p>Report to be provided to the Panel on 1 November 2017, as part of the Crime and Disorder report already scheduled for this meeting.</p>	

ISSUES RAISED BY PANEL	CIP (CORPORATE IMPROVEMENT) LEAD/SERVICE HEAD	STATUS	NEXT STEPS/PRIORITY FOR CONSIDERATION
Section 106 monies – what is this money spent on?	Finance – Ray Fleming Legal – Jacqui Berridge Planning – Richard Fidler	To be programmed into a future PMP meeting	Report to be presented to the Committee – Panel to consider which meeting.
<p>Fly tipping</p> <ul style="list-style-type: none"> • What is the Authority doing to combat fly-tipping? How is fly-tipping investigated? What can the Authority do? Does the policy on the amount of waste that can be taken to the Household Waste Recycling Centre have an effect on fly-tipping? • Are serious fly-tippers being dealt with, or only the cases that are easier to deal with? 	<p>CIP Team - Corporate Improvement and Performance Manager, Greg Pearson</p> <p>Environmental Services Manager – Emily Spicer</p>	<p>South Holland District Council takes a zero tolerance on fly tipping. Where evidence is gathered we will progress the case and take legal action. Evidence can be a witness statement, interview under caution of the offender, evidence in the actual fly tip, photographs, vehicle registration number taken and/or overt camera footage. The majority of fly tipped materials is commercial waste and/or construction materials that would not be able to be taken to the Household Waste Recycling centre. The authority has seen an increase in residents using rogue traders who advertise on social media at a very low cost for clearance services. As such, the authority is increasing its education for residents to inform them that they are still liable for the waste if it has been fly tipped by someone else. This is known as ‘duty of care’.</p>	<p>The Environmental Services Manager can provide the Panel with a briefing on fly tipping, alongside a briefing on Streetscene (as detailed below), if required. She can attend the meeting on 6 February 2018.</p>
Economic development – How is economic development undertaken and promoted? Is it effective?	Executive Manager Growth and Prosperity – Tim Mills Inward Investment Manager – Nigel Burch	Briefing note attached	Options – Report and/or Task Group

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<p>Commercialisation – How effectively is the Authority managing commercial opportunities?</p> <ul style="list-style-type: none"> • Have current commercial opportunities realised their projected aims, and if not, why? • Were current commercial opportunities being used to their full potential? • Should some commercial ventures, such as the Green Waste Scheme which has been very successful, be progressed more quickly? • Was there the ability to react to success or lack or it? 	<p>CIP Team - Corporate Improvement and Performance Manager, Greg Pearson</p> <p>Interim Project Consultant - Mark Astbury Strategic Project Delivery - Richard Hodgson Strategic Housing Manager - Matthew Hogan Executive Director Place - Rob Walker Executive Director Commercialisation - Christine Marshall</p>	<p>To be programmed into a future PMP meeting.</p>	<p>Report to be presented to the Committee – Panel to consider which meeting</p>
<p>Resourcing of Scrutiny – Are there sufficient resources available for the Panels to undertake their work? (Suggested in response to some disappointment around outcomes of previous Task Groups, delays in setting up Task Groups)</p>	<p>Executive Manager Governance – Mark Stinson</p>	<p>More involvement with the CIP Team and relevant services on a topic by topic basis.</p>	
<p>Cost of running the South Holland Centre</p>	<p>Programme Delivery Manager – Jenny Stephens</p>	<p>This is already part of the Growth and Commercialisation Programme, and a review is underway. Progress will be reported back to the Panel in due course.</p>	<p>Report to be provided to the Panel, which will be kept updated in a similar way to the Priory Road project – member briefings etc.</p>

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What areas of risk exist within Public Services for cost shunting, and how may this be avoided?	Executive Director Commercialisation – Christine Marshall	To be programmed into a future PMP meeting	Report to be presented to the Committee – Panel to consider which meeting.
What was LCC’s policy with regard to the filling of pot holes? Money was currently being wasted on an ineffective policy.	Place Manager – Paul Jackson	https://www.lincolnshire.gov.uk/transport-and-roads/highways-maintenance/potholes/36679.article	Link to LCC website has been attached. Panel should consider whether it wishes to invite a representative from LCC Highways to a future meeting to provide further information, if required.
Streetscene – how is this undertaken and managed?	Environmental Services Manager – Emily Spicer	To be programmed into a future PMP meeting.	Report to be presented to the Committee – Panel to consider which meeting. The Environmental Services Manager can provide the Panel with a briefing on this issue, alongside a briefing on fly tipping (as detailed above), if required. She can attend the meeting on 6 February 2018.

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Enforcement (planning/building control/littering etc) – a report was requested in six months time addressing how the various types of enforcement (e.g. planning/building control/littering) would be dealt with in the future, following the re-organisation taking place throughout the Authority.	Place Manager - Paul Jackson	The Panel agreed at its meeting on 4 July that a report be produced in six months time. This has been added to the meeting on 6 February 2017	
Local Council Tax Support Scheme – had this saved the money that was intended and had local residents been affected by the changes	Head of Service, Revenues and Benefits – Sharon Hammond	To be programmed into a future PMP meeting.	Report to be presented to the Committee – Panel to consider which meeting.
How might dual-hatted members contribute most effectively to cooperative working across both tiers of government (District and County).	Executive Director Commercialisation – Christine Marshall	To discuss.	
Are the financial savings predicted from various reorganisations being delivered?	CIP Team - Corporate Improvement and Performance Manager, Greg Pearson In conjunction with relevant service areas.	A report will be brought to the Panel once all reviews as part of the Moving Forward programme are complete. The CIP Team will be working on the delivery of the programme.	To be programme into the Work Programme

Briefing note to Performance Monitoring Panel on how Economic Development is undertaken and promoted within South Holland District Council

Structure

The current Economic Development (Inward Investment) service at South Holland is a small department currently consisting of an Acting Inward Investment Manager and an Economic Development Officer. There is a dormant Senior Economic Development Officer post vacated by the Acting Inward Investment Manager since January 2016.

Achievements to 2015

Historically, the service has worked to the Economic Development Strategy 2010 – 2015 which stated as its priorities:

- To help create an environment in which new businesses can start and existing businesses can grow.
- To generate a high quality of life so that people will want to both live and work in the district
- To work with partners to tackle issues holding back economic growth and to minimise the impact of the recession.

During this period, the department successfully bid for more than a £1million of Regional Development Agency funding to buy land and build 6 industrial units at Crease Drove Crowland. It bid for money for the construction of the Red Lion Quarter, and worked with a private developer to put the case together for a potential Road rail Hub. The service helped to bid for funding for the Wash Fens RDPE project and still has a presence today on the approval panel.

In 2013 we bid for and were awarded European Regional Development Funding to deliver a £1m capital grant scheme called Grants4growth which ran successfully until the end of 2015 working across the East Midlands region, this project supported 32 businesses in South Holland with grants totalling £238,726.

2015 - 2019

The South Holland District Council Corporate Plan 2015 – 2019 states as one of its priorities:

To encourage the local economy to be vibrant with continued growth.

Our key objectives activities and actions working to this priority to help deliver the Corporate Plan are:

CA19 Build strong working relationships with partners across sectors to draw in funding and resources to the district

We work with a number of businesses of all types in South Holland, helping them to seek out funding streams, facilitating connection with relevant partners and stakeholders who can address whatever issues the company may have. This kind of work often involves County Council, the Greater Lincolnshire and Greater Cambridgeshire, Greater Peterborough Local Enterprise Partnerships and their Growth Hubs, FE and HE providers, Job Centre Plus, Highways, and other departments within SHDC, in particular Development Control, Strategic Planning, and the Environmental Health Team.

On a larger scale promoting the Food Enterprise Zone at Holbeach is a key action for the team. We initially secured a £34K Feasibility Grant from GL LEP which enabled us to undertake studies to take forward the Holbeach FEZ. This has then provided the evidence base, so that working together with Lincolnshire County Council over £3m has been secured from the Greater Lincolnshire LEP Growth Fund to put in the infrastructure needed to enable development of the Food Enterprise Zone (FEZ) at Holbeach. This will include the University of Lincoln Holbeach Campus building a new facility on site as the anchor tenant, at the same time bringing much needed improvements to the A17 Peppermint Junction and opening up adjacent land for housing development.

We are working to promote and market the site to high tech businesses in the Agrifood sector. This involves a close working relationship with National Centre for Food Manufacturing who are leaders in translational research and its implementation for the food industry particularly in automation and robotics, food safety and food waste.

CA20 Build on key sector strengths of South Holland to retain and attract business investment.

We interact with businesses not only by individual visits, but also using Social Media to keep them informed of various important announcements, by attendance at local networking events and meetings (Chamber of Commerce for example) and by running a quarterly Business Breakfast event.

The Business Breakfasts were born from the Councils Open for Business agenda, and with the first one being held in October 2015. They are attended by CEO and Director level people representing many of the most 'critical' businesses in the district, giving them the opportunity to interact with senior Council officers and members in a relaxed but business-like atmosphere. These meetings allow the Council to discuss with the decision makers within those businesses, subjects that they highlight as important to them, covering subjects such as skills, place marketing, training provision, recruitment and infrastructure. Because some of the issues, skills and lack of promotion of the main sectors of our economy in particular, have become a reoccurring theme, we now invite representatives from Schools and Further/Higher Education providers to the breakfasts to speak directly to businesses in order to progress the skills agenda. It allows us to understand emerging issues that we may be able to have some influence over, to get feedback that we can use for both the Greater Lincolnshire Local Enterprise Partnership and the Greater Cambridge Greater Peterborough Local Enterprise Partnerships Strategic Economic Plan (SEP) refreshes, and Action Plans.

The Business Breakfasts have given the Council credibility within the local business community, with a number of attendees coming forward to form a subgroup specifically to work with the ED department and the Skills service on the issues raised by the wider group.

CA21 Grow and encourage local opportunities and activities for businesses in the district

Skills

This skills work is part of a wider theme that we are discussing with both LEP's and working with them to bring forward some defined actions. We are currently looking at how the opportunity for a career in the agrifood sector is presented to students by the schools, and are working with the GCGPLEP Skills Service to engage with schools and businesses to highlight the many and varied career paths available within that sector and others.

We work with Nottingham Business Venture to facilitate workshops for pre start and start-up businesses.

We have successfully organised and run 8 jobs fairs in partnership with Job Centre Plus, this has proved so popular in helping businesses to recruit staff that some now book their stand a year in advance to ensure a place.

Grants4growth

During late 2015 and early 2016, we bid for and in October 2016 were awarded by DCLG, the contract to deliver the next phase of Grants4growth, this time with £1.36m capital grant money. Delivery is across the Greater Lincolnshire Local Enterprise area including North and North East Lincolnshire under the banner of the Greater Lincolnshire Growth Hub. After reassembling the delivery team, we started practical delivery of the contract at the end of March 2017, and to date, (the end of August 2017), are delivering on profile, with 7 grants already offered to South Holland businesses worth £90,046. The project has until the end of June 2019 to deliver the contracted outputs and we have this week heard from DCLG in Nottingham that we are one of the few projects in the East Midlands that are performing to profile. The team currently consists of a contracted Project Manager funded 100% by the project, an Engagement and Financial Claims Coordinator also funded 100% by the project, 70% of the Economic Development Officers time is charged to the project and 20% of the Acting Inward Investment Manager likewise.

Grants4growth is another example of a benefit to the local economy instigated by the Economic Development Department and South Holland District Council.

We are working closely with Springfield's Retail Outlet to bring their expansion plans forward, and to work with them in promoting the town centre and the wider district as a place to visit. Springfield's also have an important role to play in helping to support the case for improved rail services and other strategic consultations.

CA22 Develop a clear "open for business" agenda

Further work carried out by the Economic Development Department as a direct result of the Open for Business agenda involves taking the lead on a 'one Council approach' when working with businesses and Inward Investment opportunities, involving, Development Control, Strategic Planning, the Environmental Health team and Community Development.

Intelligence is shared between key staff in these departments to identify and record any prospects or problems that emerge during the course of our work, and then ensuring that communication with that business is done through one key account holder, usually ED, so that the business is not pushed from one department to another, they have one person to communicate with.

CA24 Continue to work with partners to ensure the District is represented and influencing any emerging proposals

By working with both Greater Lincolnshire and Greater Cambridgeshire, Greater Cambridgeshire LEP's, we can help to shape strategies such as their Strategic Economic Plans and Skills Strategies, and provide Inward Investment information to feed into the Midlands Engine when required by supplying the evidence base they need, as well as feeding into the wider Government Industrial Strategy for example. We have worked with the GLLEP/LCC on their recently commissioned sites and utility study, hotel study, and are working with the County Council on a response to the East Midlands Rail Franchise Consultation.

CA23 Support Spalding and Market Towns in the district to be vibrant and meet the needs of their communities

In 2016, we launched a mobile phone app called Townapps which helps to promote the retail and leisure offers in all of South Hollands towns.

The department works with the business organisations in Spalding and this includes organising the putting up and taking down of Spalding Christmas lights each year, and is seen as the first port of call for most business/economy related enquiries.

We run a twitter and Facebook account to help promote the Councils approach to Economic Development, as well as using it to disseminate information of use to the local businesses and retailers.

CA18 Work with our partners to ensure that the technological infrastructure is available accessible and meets the needs of our communities and business.

We have regular liaison with the Broadband team at the County Council to ensure that the needs of South Holland are understood and that the programme is delivered successfully.

Submission of an expression of interest from Lincolnshire for the Local Full Fibre Network Programme is supported by South Holland and if successful will be part of future work.

Moving Forward

The above activities will continue but areas of particular focus will be:

Holbeach FEZ

Developing a stronger proposition that meets market demand to support our marketing efforts. This is likely to involve working with private sector investor/construction partners to ensure there is a full range of lease and purchase options on the Food Enterprise Zone. We will examine what incentives may be required. We are helping develop a FEZ website for the 3 Greater Lincolnshire FEZs. And this will form part of developing the ongoing marketing strategy and materials with LCC. Active promotion and targeted engagement with industry will be vital if the aspirations of Holbeach attracting more R & D and technological elements of the food industry are to be realised. In parallel there will be work by Lincolnshire County Council and our delivery team to achieve the physical development of the site.

Skills

The Skills service are now active in South Holland funded by GCGP and as described above are working with schools to develop their careers education and increase engagement with businesses. We will support An aspiration of the Business Breakfast's has been an event to promote the opportunities in South Holland and help reshape people's perceptions of our industries particularly food. The image is of work in the fields and on the line whereas there are major opportunities in engineering, science, IT, HR, finance etc. Delivering such an event in partnership with the Skills Service in the first quarter 2018 will be discussed at our Business Breakfast in October 2017.

Inward Investment

Ensuring South Holland has the right mix of available sites and buildings to attract Inward Investment is a key element for the ongoing success of our economy. The ED department will be working with owners sites in addition to the FEZ to help identify issues that may be preventing take up and facilitate solutions.

We will be involved in the emerging Phase 2 of the Crease Drove Development looking to provide additional industrial units ion Crowland.

We will continue to seek to raise South Holland's profile with Inward Investment staff in key agencies.