

Minutes of a meeting of the **PERFORMANCE MONITORING PANEL** held in line with The Local Authorities & Police & Crime Panels (Coronavirus) (Flexibility of Local Authority & Police & Crime Panel Meetings) (England & Wales) Regulations 2020, on Wednesday, 8 July 2020 at 6.30 pm.

PRESENT

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

J R Astill  
A C Beal  
C J T H Brewis  
A C Cronin  
R Grocock

J L King  
J D McLean  
A M Newton  
N H Pepper  
P A Redgate

G P Scalese  
S C Walsh  
D J Wilkinson

In Attendance: The Executive Manager Governance, the Executive Manager Growth, the Executive Manager Delivery, the Place Manager, the Communities Manager, the Inward Investment Manager, the Environmental Services Manager, the Innovation, Change and Performance Manager, the Delivery Unit Project Manager, the Democratic Services Manager and the Democratic Services Officer.

Apologies for absence were received from or on behalf of Councillors A C Tennant

1 **MINUTES**

Consideration was given to the minutes of the meeting of the Performance Monitoring Panel, held on 29 January 2020 and the minutes of the Joint Performance Monitoring Panel and Policy Development Panel held on 14 January 2020.

The following issues were raised, with regard to the meeting on 29 January 2020:

- Members noted that further information on the Digital Work Programme had been requested. Some information had been fed back to members in March, and it was noted that further information would be provided at the next Panel meeting in September.
- Information on fly tipping incidents, detailed within the Performance Overview report, only included incidents where the Council had a clear responsibility to clear. This did not include fly tipping incidents on private land, and members requested that in future, this information also be included, in order to have a better understanding of the situation across the district.

**Action By**

RB

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**AGREED:**

- a) That the minutes of the meeting of the Performance Monitoring Panel held on 29 January 2020 be signed by the Chairman as a correct record, as soon as reasonably practical after the meeting;
- b) That the minutes of the meeting of the Joint Performance Monitoring Panel and Policy Development Panel held on 14 January 2020 be signed by the Chairman as a correct record, as soon as reasonably practical after the meeting.

**2 DECLARATION OF INTERESTS.**

There were none.

**3 QUESTIONS ASKED UNDER STANDING ORDER 6**

There were none.

**4 TRACKING OF RECOMMENDATIONS**

There were none.

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

There were none.

**6 KEY DECISION PLAN**

Consideration was given to the Key Decision Plan issued on 26 June 2020.

**AGREED:**

That the Key Decision Plan issued on 26 June 2020 be noted.

**7 WORK OF THE SENIOR MANAGEMENT TEAM DURING THE COVID PANDEMIC**

The Executive Manager Governance, and the Place Manager provided the Panel with a presentation on the work of the Senior Management Team during the COVID-19 Pandemic.

It laid out the immediate priorities; how the Authority was dealing with issues internally and working with partners; how decision

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making was able to continue; details of a temporary place-based management arrangement for the duration of the recovery; how the Authority had responded to the needs of the community and continued to provide services; and a timeline of the phased work to bring the Authority from a response phase, through recovery to the transition – Covid Business as Usual phase.

Members considered the update and the following issues were raised:

- If there was a second spike in infections, were there any plans in place to address this?

Members were advised that an outbreak management board was working at the Lincolnshire Resilience Forum level – any local outbreaks would be dealt with at this level. In addition, the Government could target particular areas where there were any future significant outbreaks.

- What was Covid Business as Usual likely to be?  
Officers responded that this was currently a difficult question to give a clear answer on. The Authority would be working in a different way for some time. 'Business as Usual'-type work would be delivered, but not in the way it was normally undertaken. Staff would continue to work at home for the foreseeable future. Virtual meetings were being undertaken, and legislation was available until May 2021 to continue in this way.
- Would it be possible for officers eventually to work in a Covid-secure way?  
Detailed risk assessments with regard to return to work were almost complete. Staff would have to socially distance, and this would mean that the number of staff in the office would be reduced.
- Had there been any incidence of officer stress-related absence?  
Officers advised that they were not aware of any stress-related absences.

Members thanked officers for all they had done in keeping members informed of the situation, and for the continued hard work in responding to the situation, and keeping services running.

### **AGREED:**

That the presentation be noted.

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### 8 QUARTERLY PERFORMANCE MONITORING

The Innovation, Change and Performance Manager provided the Panel with a presentation on using Performance to Inform Future Service Delivery. The presentation explained how performance was currently measured, and the need for changes in the future. The changes would assist in truly understanding what residents wanted from Council services, would inform current and future decision making through the use of analysis and modelling, and would inform and prioritise areas for innovation, change and improvement. Learning from the experience of Covid-19 would also feed into the process.

Information on how this would be taken forward from August onwards was also provided, and officers advised that as part of the process, engagement would take place with the Portfolio Holder and the Chairman of the Performance Monitoring Panel.

Members considered the update and the following issues were raised:

- The Chairman stated that he was happy that he and the Portfolio Holder would be consulted however, he also wanted all members to have input into the process.
- Some members felt that performance could only be monitored by looking back at quarterly data, as well as looking at forward projections, and that a report should continue to be presented to meetings. There was more work to be done in this area, some indicators needed to remain and consideration given to which were no longer required. It was important to listen to residents, and the role of the Panel was to monitor the effectiveness of particular services
  - The needs of the Panel were acknowledged, although there would need to be some degree of change as measuring performance was to be done in a different way.
- Members commented that the Covid-19 pandemic had highlighted a number of areas to be addressed, in particular the situation that some elderly and shielded individuals had found themselves in whilst isolating.
  - Officers responded that there was concern for all people in this situation and highlighted why it was very important to gain an insight into the requirements of those in greatest need, in order to address these issues. The Covid-19 pandemic was a rare opportunity to understand vulnerabilities

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within the district and to use this data to shape the current service, and the service in years to come.

- Members asked whether the Authority had the financial resources to address the identified needs? Was there a danger, in pursuing this course, of raising expectations that the Authority may then not be able to address due to financial constraints?
  - Officers stated that the aim was to shine a light on the residents of the district, to use the insight gained and then approach members, who would decide how resources should be allocated.
- Members stated that there was a conflict going forward as to how performance would be scrutinised. Some of the development work would sit within the remit of the Policy Development Panel, while the Performance Monitoring Panel's remit would be to monitor how the work was carried out. The question of who would scrutinise performance, and how this would be undertaken needed careful consideration. In addition, it was felt that the Chairman and Vice Chairman of the Policy Development Panel should be involved in the process.

RB

### **AGREED:**

That the proposals for future performance monitoring be agreed, taking into account the issues raised by the Panel.

## **9 REFUSE COLLECTION FROM PRIVATE DRIVES**

The Environmental Services Manager provided the Panel with a presentation, updating on a recent decision that had been made regarding waste collection services from private roads. The presentation detailed the decision that had been made, and discussed current practice, what the report changed, why private roads were an issue (as a service and for residents), what was being done about them, and what the next steps were.

Members considered the update and the following issues were raised:

- It was assumed that in order to move forward with the proposals, indemnity agreements would be sought with all parties – what would happen with any new residents in the future?
  - Officers advised that it was important that agreement was reached with all residents, and that

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this would be administered through management companies. No two sites were the same, and officers would work with the legal team to identify if indemnity agreements were suitable for particular areas.

- Members stated that, historically, there had been many problems with collection of waste from private drives. Some of these related to past planning decisions which should be addressed going forward. In addition, private drives were not able to receive the same services as others – the authority needed to work towards a solution to the problem that private drives created in the district, and to find ways to provide residents with a better service.
- There were a number of issues that could be considered such as amending the present service and who carried it out, looking at all areas and the issues around each, and addressing relevant current policies such as early presentation of rubbish.
  - Officers commented that all options were being looked at with regard to identifying the problems, and what solutions were available.

CP

Members requested that a further update be provided in six months time.

**AGREED:**

- a) That the presentation be noted; and
- b) That a further update be provided to the Panel in six months time.

**10 CRIME AND DISORDER, COMMUNITY SAFETY AND ENFORCEMENT**

The Communities Manager provided the Panel with a presentation on the current situation with regard to community safety and enforcement. It provided information on the work of the Safer Lincolnshire Partnership (Domestic Abuse, Fraud, Modern Day Slavery, Anti-Social Behaviour and Reducing Offending); the work undertaken by South Holland Community Safety and Enforcement (with enforcement information for Environmental Protection, Licensing, Food, Health and Safety, Communities, Planning, Housing and Building Control); CCTV (which referred to the analysis report (to be circulated) detailing incident types for Spalding, Holbeach and Crowland, and work undertaken to

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explore the information that Lincolnshire Police held relating to outcomes following arrest, with examples from incidents in Spalding, Holbeach and Crowland); and the work of Street Marshalls who had been temporarily introduced to assist with the reopening of the high street on 15 June 2020.

Members considered the update and the following issues were raised:

- Members commented that they had been asking for information around outcomes following arrests linked to the use of CCTV for some time, thanked the officer for the information provided and requested that this information continue to be provided.
- Members asked how long the street marshalls would be deployed for.
  - Officers responded that the response around street marshalls was being closely monitored and that numbers would gradually reduce.

**AGREED:**

That the presentation be noted.

**11 ECONOMIC DEVELOPMENT**

The Inward Investment Manager provided the Panel with a presentation on the current position with regard to Economic Development. As a result of the Covid 19 pandemic, the team had been involved in the administration of the Small Business Grant, the Retail, Hospitality and Leisure Grant, and the Discretionary Grant Fund, since early March. Grants4Growth had continued to be administered throughout the lockdown period. The presentation also provided figures for South Holland on the number of staff furloughed and receiving benefits, support being provided to businesses within the area, and the situation going forward.

Members considered the update and the following issues were raised:

- With regard to individuals that had been furloughed, what figure was this expected to reduce to?
  - Officers responded that the furlough figures were expected to stay fairly constant until early July. Figures for numbers of individuals coming off the scheme had not yet been released, but it was

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expected that these would drop significantly.

- What was the impact on the Council to provide leisure facilities?
  - The Place Manager stated that the Council was working with contractors until the Government confirmed that leisure facilities could re-open.
- Was there any information on the number of businesses not claiming grants?
  - Officers advised that the team that administered Business Rates had details of those businesses that had not claimed grants – the Authority had done all it could to publicise the scheme, and it was still possible to claim.
- Members were advised that the contract with Opportunity Peterborough had come to an end in May.

**AGREED:**

That the update be noted.

**12 INDUSTRIAL UNITS**

The Project Manager, Delivery Unit provided the Panel with a presentation on the current situation with regard to the Council's commercial assets.

The update was an interim update, with a more substantive report on commercial property to be presented to the next meeting in September 2020 – this would include information on approval of a new Lettings Policy, an update on Building Cell recovery, and details of the Asset Management Plan.

The interim update provided some background on the new Lettings Policy, details of the current Commercial Property Estate, and the current position.

Members considered the update and the following issues were raised:

- Members stated that they were happy to see that the site in Railway Lane had been tidied up, and that the Authority should continue to move forward with regard to industrial units as soon as possible.
- Members asked whether, in the current climate, there was any



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interest in commercial units within the district, or had demand tailed off? Also, would all leases now be on a formal, commercial footing?

- Officers responded that there was currently little interest in commercial units at the present time, but that this might change once the situation around Covid 19 improved. They also advised that work on leases for commercial estates would not be finalised by September, but that steady progress was being made.

**AGREED:**

- a) That the presentation be noted; and
- b) That a further update be provided to the Panel in September.

**13 PERFORMANCE MONITORING PANEL WORK PROGRAMME**

Consideration was given to the report of the Executive Manager Governance, which set out the Work Programme of the Performance Monitoring Panel. The Work Programme consisted of two separate sections, the first setting out the dates of the future Panel meetings along with proposed items for consideration, and the second setting out the Task Groups that had been identified by the Panel.

The Panel considered whether the existing Work Programme remained appropriate, and also the suggested revised dates for outstanding reports, in light of the Coronavirus pandemic.

**AGREED:**

- a) That the Work Programme provided by the Executive Manager Governance be noted; and
- b) That the new, revised dates for consideration of some of the outstanding items identified within the report be noted.

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

There were none.

(The meeting ended at 8.50 pm)  
(End of minutes)