

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

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✓	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

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✓	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

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		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

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*	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

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		<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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✓	(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

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