



Public Document Pack  
**B O S T O N**  
**B O R O U G H C O U N C I L**

Municipal Buildings  
Boston  
Lincolnshire PE21 8QR  
Tel: **01205 314200**  
Fax: **01205 364604**

**Joint Chief Executive  
Rob Barlow**

23 January 2023

TO MEMBERS OF THE ENVIRONMENT AND PERFORMANCE COMMITTEE

**NOTICE OF MEETING OF THE  
OVERVIEW & SCRUTINY - ENVIRONMENT & PERFORMANCE COMMITTEE**

Dear Councillor

You are invited to attend a meeting of the  
Overview & Scrutiny - Environment & Performance Committee on  
**Tuesday, 31st January, 2023 at 6.30 pm**  
in the Committee Room, Municipal Buildings, West Street, Boston PE21 8QR

**ROB BARLOW**  
**Joint Chief Executive**

**Membership:**

Chairman: Councillor Judith Skinner  
Vice Chairman: Councillor Judy Welbourn  
Councillors Tom Ashton, Alison Austin, Peter Bedford,  
Katie Chalmers, Anton Dani, Paul Goodale, Neill Hastie and  
Yvonne Stevens

**A G E N D A**

**PART 1 - PRELIMINARIES**

**A. APOLOGIES**

To receive apologies for absence.

**B. MINUTES (Pages 1 - 10)**

To sign and confirm the minutes of the previous meeting.

**C. DECLARATION OF INTERESTS**

To receive declarations of interests in respect of any item on the agenda.

## D. PUBLIC QUESTIONS

To answer any written questions received from members of the public no later than 5 p.m. two clear working days prior to the meeting – for this meeting the deadline is 5 pm on Thursday 26<sup>th</sup> January 2023.

## **PART II - AGENDA ITEMS**

### 1 DRAFT LITTER AND FLY TIPPING STRATEGY (Pages 11 - 26)

A report by the Head of Public Protection.

### 2 QUARTER 1 AND QUARTER 2 PERFORMANCE (Pages 27 - 38)

A report by the Insights and Transformation Manager

### 3 JOINT STRATEGY OF DIGITAL STRATEGY AND ICT ROADMAP FOR THE SOUTH EAST LINCOLNSHIRE COUNCILS PARTNERSHIP (Pages 39 - 48)

A report by the Partnership Scrutiny Group

### 4 CAR PARKS

An update by the Assistant Director – Assets with a presentation.

### 5 WORK PROGRAMME (Pages 49 - 50)

(For Members to note/discuss the Committee's current work programme)

## ***Notes:***

The person to contact about the agenda and documents for this meeting is Karen Rist, Democratic Services Officer, Municipal Buildings, Boston, Telephone Number 01205 314226. email: karen.rist@boston.gov.uk

Council Members who are not able to attend the meeting should notify as soon as possible giving the name of the Council Member (if any) who will be attending the meeting as their substitute.

## **Alternative Versions**

Should you wish to have the agenda or report in an alternative format such as larger text, Braille or a specific language, please contact Democratic Services on direct dial (01205) 314226

## **OVERVIEW & SCRUTINY - ENVIRONMENT & PERFORMANCE COMMITTEE**

22 November 2022

Present: Councillor Judith Skinner (Chairman), Councillor Judy Welbourn (Vice-Chairman), Councillors Tom Ashton, Katie Chalmers, Anton Dani, Paul Goodale, Neill Hastie and Yvonne Stevens

In attendance:

Officers –  
Assistant Director - Regulation, Head of Public Protection and Deputy Monitoring Officer, Safer Communities Service Manager, Markets Manager and Democratic Services Officer

### **27 APOLOGIES**

Apologies for absence were tabled by Councillor Peter Bedford, Councillor Stephen Woodliffe substituting.

Further apologies were tabled by Councillors Yvonne Stevens and Alison Austin and also Portfolio holder Councillor Tracey Abbott.

### **28 MINUTES**

With the agreement of the committee, the Chairman signed the minutes of the previous meeting held on 13 September 2022

### **29 DECLARATION OF INTERESTS**

Councillor Katie Chalmers declared in respect of the Housing Standards Item No. 3 within the agenda in that she acted as an agent for rented properties within the borough.

### **30 PUBLIC QUESTIONS**

None tabled.

### **31 JOINT SCRUTINY OF THE SOUTH AND EAST LINCOLNSHIRE COUNCIL**

Councillor Edward Mossop ELDC and Chairman of the Task and Finish Panel presented the report confirming that the Overview and Scrutiny Committees of Boston Borough Council, South Holland District Council, and East Lindsey District Council had commissioned a joint Scrutiny Task & Finish Panel to undertake a review of the progress on the opportunities identified in the approved business case for the South & East Lincolnshire Councils Partnership. The report would be presented to each of the Partnership Councils' relevant sovereign scrutiny committee and the scrutiny being undertaken was required under the Partnership's Memorandum of Agreement and was an annual commitment.

The review had undertaken a large consultation exercise initially with the executive boards from each council and their respective senior management and following on from those discussions, the group had felt it would be beneficial to speak to a wider range of people. Further investigations took place with the staff forum and that had enabled the group to identify additional recommendations including the last one, which was to

ensure that the pace of change was realistic and achievable. Whilst it was obvious that the changes had been implemented quickly, it was agreed that moving forward communications with staff and the public needed to be improved in the understanding of how the partnership worked and the pace of change needed to slow down and be impactful rather than do too much too soon. The review had worked independently of the recent Peer Challenge but it had been interesting to note that a number of the nuances the review group had returned had been echoed by the Peer Challenge. PSPS had also been key in establishing the partnership and a recommendation tabled sought to include them at an earlier stage in the development of the Annual Development Plan, to try to encourage a better working relationship with them.

Significant member comment and questioning followed which included:

*(Councillor Mossop's responses along with those of the portfolio holder are noted at the end of all the comments)*

Noting the recording of Lord Gary Porter within the report a request was made that the correct recording of his title be amended to Lord (Gary) Porter

Referencing the changes to IT and the move to Outlook 365 and iPad a member asked that all Councillors be involved in making the final decision and that they be accorded the option of having whichever device they feel is best for them be it Windows or Apple. Agreeing the practicality of one constitution across the three authorities, a member asked how the process was developing as it had been addressed by the previous Monitoring Officer who had indicated a timeline for implementation around the current time. It had been expected that an outside body would undertake the significant piece of work and an update on the position was requested.

Referencing the possibility of further single policies across the partnership, the member cited planning officers working across three authorities with two local plans and the benefits of one set of guidelines which would be time saving.

Further support was also tabled for the concept of looking at the three existing remuneration panels and the possibility of one over-arching panel which would ensure a level playing field for officers and members across the three authorities.

Concerns were noted by a number of members at the amount of negative responses of staff members via the staff questionnaire and the staff forum which a member felt to be pretty damning. It appeared that the feedback was more concerning than in previous years. Noting that the Deputy Chief Executive (Communities) said that there was a need to build on communications, it was agreed that their representation was a good and balanced account in respect of staff. Members noted the senior managers were not picking up the feelings of their staff. Managers needed to be very honest with their staff with many of the junior staff being overwhelmed with the increased workload since the partnership, with some having team meetings and others not having had one since coming out of the pandemic. Boston staff in particular seemed to feel they are not a part of the team which was very worrying. There appeared to be a patronising practice to praise in public but not within the work environment. Whilst the LGA Inspector had picked up on the fact that those in the higher echelons were very happy with the situation it was equally important that the lower/junior staff also felt valued. It was obvious from their feedback they did not feel valued nor included in the progress of the partnership.

A member stressed that as a party member on two of the authorities, they never ceased in their praise of the workload the senior staff undertook, stating that the partnership would never have been successful without them

Referencing the way forward of the partnership a member stated he felt the recommendation did not fully explain the direction or ultimate aim, nor he felt, the priorities of the three Councils. It appeared to be moving to align all three into one Council whilst also stating that individual sovereignty would be maintained which was confusing. Noting the alignment of portfolio holders and policies the member further questioned who would be financing and asked if it would be the Council with the most money. Whilst he appreciated the reasoning for the sharing of senior officers as being a cost effective measure, other impacts from the partnership had not been so successful with the implementation of recess which Boston had never been subjected to, resulting in no officers being available over that time, albeit members continued to work. There had been ongoing issues of continual late reporting being tabled, with agendas being published with reports marked to follow, difficulty in contacting senior officers and ongoing tabling of late reports causing problems for committees'. Concluding the member stated he felt Boston Council had not benefitted as much as the other two Councils from the partnership, but did complement the review group on the work undertaken.

Responding to the questions and comments Councillor Mossop stated:

The report was open and honest with positive and negative issues identified from the review. The concerns of the staff feedback had been recognised and would be taken forward with improved consultation being one of the recommendations. Alignment was the way forward and not a merger. Any merger would be a political decision and for consideration at a later date. Alignment of the three Councils would result in a powerhouse to move onwards. Referencing the question in respect of the alignment of the three constitutions, Councillor Mossop noted if the Monitoring Officer had previously indicated a timeline then the Cabinet should move the item forward

The Portfolio Holder addressed the meeting and clarified the position of the priorities which had been taken through Full Council and had not changed. The report was welcomed and alongside the Peer Review it helped to identify and resolve problems. The alignment has results in driving a lot of funding into Boston including the Town Deal and improvements to CCTV. Noting the staff feedback, he felt it reassuring that the staff had felt able to be as honest as they had been. A big issue continued to be the ICT for members, and alignment of that would be significantly less time consuming than at present with the need to move between different systems. However it was important that the right process was in place prior to implementation.

In conclusion Councillor Judith Skinner Chairman of the committee voiced her gratitude at the opportunity of having been able to participate in the review and to work alongside members of the other Councils and gain an insight into their thinking.

## **32 BOSTON MARKET**

The Markets Manager presented the report confirming they were new to the post having taken up the position on 25<sup>th</sup> July 2022 and stressed how committed they were in the new role and to the future of the markets.

The manager confirmed he was gradually building relationships with the traders and that a full service review was being undertaken which would save money, improve the markets provision and hopefully sustain them moving forward.

The outcomes of the review would be reported back to the committee, along with quarterly updates on the progress of the markets. Members were advised that actions had taken place in respect of broken cobble stones within the market place which would be replaced and also the issue of the broken bollard at Bank Street was under repair, although with utility cables having been discovered underneath the site, temporary fold down bollards would be in place for the interim.

Working alongside the events team, it was hoped to introduce events on market days to encourage greater footfall to benefit market traders and town businesses and a number of ideas had been identified. An overview of the events for Christmas 2022 was also provided.

Occupancy on the Wednesday market remained consistently higher than on the Saturday market but moving forward there would be a push to attract new traders across all the markets with significant consideration being given to the Bargate Green market which had potential for a variety of markets, but which to date had proved difficult in attracting and sustaining regular traders.

Another area being explored was youth markets for younger traders which had proved very successful elsewhere within the county. The average age of traders nationally was over 40 years of age so the importance of encouraging younger traders to sustain the markets could not be ignored.

A number of ongoing problems had been identified including the ad-hoc timetables of buses including cancelled services due to a lack of drivers which impacted on visitors.

Concluding the Markets Manager advised he had recently attended a seminar alongside colleagues nationally and whilst he recognised the work needed to improve the current market provision, he felt optimistic that if managed well it would succeed. He also advised that he was building relationships with traders from other areas within the county encouraging them to stand at Boston when they were not on their regular markets.

Significant member debate followed which included the following:

Additional information was requested in respect of the revenue of each of the markets to establish the current position of revenue against expenditure with a view to drive traders and not to be concerned about revenue. A further request was made for a copy of the Markets Charter to allow a full understanding of the rules therein. Members were advised that there was a split of 50/50 with traders using their own stalls and using the Council ones.

There was recognition from a number of members at the impact of Stickney Car Boot on the Saturday market and the comparison of charges currently in place and the restrictions of the Charter prohibiting car boots within the markets. One option suggested charging traders for 6 months and then permitting 6 months free standing.

Other suggestions tabled were promotion of Bargate Green and the car park to build on the independent shops in Pen Street, with potential offers to the shops in the area to stand on the site selling their end of range products whilst also promoting their own shops and supporting the aim to characterise that area of town as an independent shopping district. A suggestion was also made to contact the vegetable packaging factories to offer them an outlet to sell all their goods which did not comply with the standards required by their customers.

Other options for bespoke markets included pump square. There was support for the introduction of the youth markets which would encourage a younger dynamic to the sites along with potential support of parents supporting the young traders.

Bespoke / specialist markets were also suggested with potentially one per month which would attract visitors both with a specific interest in them and also visitors who may be curious. The town would then build a reputation for such markets resulting in increased traders to established markets. Seasonal markets were further suggested to add to the existing Christmas market.

Free parking provision on market days was also suggested, along with encouragement of food stalls which would add to the atmosphere of the market with the aroma of their goods and liaison with existing European shopkeepers to trade on the market was agreed as a positive move, to get a wider variety of catering units. There was agreement that the market had historically been a lively, exciting place to visit and had been a destination in its own right without the support of the established shopping offer in the town. Referencing the Charter a member noted it should be celebrated but equally should reflect the changes since its implementation and consideration given to the current day and need for flexibility in allowing car boots and flea markets.

Concerns raised included the lack of toilet provision following the closure of what had been the market traders preferred site at Fish Hill along with traffic movements including speeding cyclist which was a serious concern to the elderly visitors, together with free parking in the market place on market days which made negotiating the market place dangerous. Further concern noted the negative appearance of the many empty shops around the town and lack of good shops which discouraged visitors, impacting on footfall on market days.

Issues in respect of public transport were also noted in that elderly residents who visited in the morning had to wait until late afternoon before being able to get a bus home with there being no lunchtime service. Further concerns noted alternative sites offering car boots and the low rates in place for traders, however it was noted that Boston Market provided electricity and the option of hiring stalls. Members also noted that the offer on the market was prestigious as a market and not a car boot sale.

### **RECOMMENDED:**

That the Environment and Performance committee recommend that Cabinet and the Portfolio Holder establish an occupancy target of:

70% for Bargate Green on a Wednesday

90% for the Market Place on a Wednesday

80% for the Market Place on a Saturday

And also consider the opening of Bargate Green on a Saturday and review the market charges to seek to attain the targets.

### **33 HOUSING STANDARDS. OUTCOME OF TASK AND FINISH GROUP REVIEW**

The Safer Communities Service Manager presented the report confirming the review had been convened following significant concerns by many members at the quality of some private rented housing within the borough.

The rationale for the review was to investigate whether officers were being provided with the appropriate regulatory power in order to improve the quality of living for many residents within the rented sector in the Borough of Boston, to hold landlords accountable for the condition and standard of their properties and if applicable to introduce / look at the possibility of alternative licensing options for rented accommodation. It was anticipated that the outcomes would improve housing standards in private rented accommodation, improve the health of the residents within the Borough and reduce incidents of environmental crime and improve the appearance of the Borough

Under the Housing Act officers from the Housing Standards Team utilised two primary sections to carry out enforcement work. The Housing Health and Safety Rating Scheme – Assessing the 29 hazards that may be present in a home and determining whether the risk to the occupant(s) warrants the intervention of enforcement action, e.g. improvement notice, prohibition orders, emergency remedial action and, the Mandatory House in Multiple Occupation (HMO) Licensing Scheme – requiring landlords of larger HMOs, rented out to 5 or more people who form more than 1 household, to register with the Local Authority, provide relevant certification, co-operate with programmed inspections and maintain the property to the standards contained within the guidance of the act. Under a Selected Licensing Scheme a Local Authority can define a geographical area, covering some or all wards, which would be subject to specific requirements of the Housing Act. Under such a scheme all landlords of private rented properties, regardless of whether they are a single household or multi-occupied, would be required to register their property with the Local Authority, provide proof of specific detailed documentation e.g. gas safety, electrical safety, energy performance etc. and cooperate with the requirement for regular checks to be carried out by the Housing Standards Team. The cost of administering such a scheme would be covered by licensing fees, paid by the landlord of the registered property. Any set up costs for the scheme, for the evidence gathering, rationale and stakeholder consultation could also be recuperated through the licence fee.

The evidence gathered had been wide ranging with most in person, some via written representation with a few refusing to attend at all. The meetings had been scheduled to allow a cross-section between attendees which had proved positive with a meeting with representatives from two other authorities where selective licencing had been trialed, one meeting with the police, fire and council officers and others with letting agents, with immigrant communities and with the councils own housing team.

On considering the representation in respect of selective licensing it was recognised that an area of the town would need to be defined and within that area all private rented property would need to be registered. Although selective licensing would not fix all the issues identified on its own, it would assist in supporting other parties however it would enable officers to visit all properties. The downside being that the good landlords would need to register also. A financial commitment would be required up front to allow evidence to be gathered to justify the rationale.

Issues identified through the consultation process included common subjects including not knowing who the landlord is with issues of sub-letting leading to lengthy enforcement action. Environmental Crime and accountability. Concerns within the migrant communities of fear of retribution if they complained about poor housing, fear of liaising with the authorities and ongoing problems in respect of what is identified as a family group size.



The mini task force of housing standards, police and fire representatives endeavoured to visit as many homes as possible in line with housing legislation which helped identify the residents and the visits enabled intelligence gathering. There had been an increase in enforcement work undertaken in the previous 18 months with FPN's being issued.

Councillor Paul Goodale the Chairman of the review group addressed the meeting at this part in the proceeding and advised he would be happy to take questions during debate, but tabled his thanks to Councillors Welbourn and Woodliffe for their contribution to the review. He stated that some of the testimony received had been quite harrowing and difficult to listen to in respect of some of the problems residents were continually subjected to and it had focused the group on the rationale for the review.

Member deliberation followed which included:

A member stated they felt the report to be quite one sided, stating they knew that the properties they were responsible for were immaculate and looked after and the report did not reflect the private landlords' who did look after their tenants, who paid the higher taxes and who would be subject to selective licensing even though they had done nothing wrong. The member further stated that a landlord could not tell a tenant how to live but only ask them to look after the property. Seconding the comments a further member who stated he now used an agent to deal with his tenants added that he knew there were bad landlords but it was the agents who should be accountable and responsible for checking properties.

Referencing a similar project some ten years previously, a member recalled that the same issues had been addressed at that time when rogue landlords had been prevalent within the town and funding had been secured to implement the rogue landlord scheme. The issues continued and had indeed escalated to present day and the member stressed that the ambition of the regulatory scheme was not to attack the small scale good landlords, but had always been to target the rogue landlords and letting agents – the people who continued to benefit significantly but provide poor housing. The issues identified for the rationale of the review needed to be addressed. The sub-letting of rooms was an ongoing serious problem which had to be tackled urgently.

Further comments commended the thorough report which had been produced following the review, stating that it did not criticise the good landlords at all and the rationale was very clear in that it was looking at poor housing standards. Notation was also made of the support of some of the Council's own officers in introducing selective licensing noting it would make a significant difference. Reference was made also to the success of the scheme trialled at other authorities with the substantial increase in inspections permitted which had resulted in vast improvement in standards overall. Reference was made to representation stating that workers on zero hours' contracts were rejected by good landlords and had no option but to go to the poor ones for accommodation which was sub-standard.

The Safer Communities Service Manager offered a point of clarification at this time and confirmed that the terms of remit of the review had been to look at poor quality housing and as such, by default the focus had been on poor landlords which was the main concern. Whilst the borough did have some good letting agents and some bad letting agents it was the landlords own choice of which agent they wanted to manage their property.

A member of the group echoed the sentiments and stated clearly that the review had not been to vilify good landlords or good agents. Committee was asked to recognise that as in many reviews, evidenced information had been submitted in exempt measures and considered on its value for inclusion in the final determination. Such evidence was not made public due the nature of its content.

The Safer Communities Service Manager offered a further point of clarification in respect of recommendation 4 noting that it was not to provide a translation service, but just to recommend that the sister scrutiny committee take into account all the representation received by the migrant communities, some of which was not specific to housing, within a review of the migrant communities which had already been suggested for that committee.

Summarising Councillor Goodale stated the review had not been an attack on landlords and significant evidence had been received for both good and bad landlords. The aim of the recommendations was to create a level playing field and not penalise good landlords or agents. It was solely aimed at penalising bad landlords. The review as also just for private rented it was not aimed as social housing. The current Council could only lay the foundations as it would be dissolved in May 2023 and the new Council would then take whatever decisions agreed forward. The evidence base was strong and compelling and the report identified that. The report does not say all issues are all the landlords fault as clearly damage and other incidents are the responsibility of the tenant, but quality of housing, lack of facilities and others are their responsibility. By trialling selective licensing which would raise the standards of that area which could impact on other areas and it would also provide the important tools to enable officers to go in and inspect all properties quickly and without hindrance. Some of the evidence received in exempt measures relating to ongoing court cases had noted Category A hazards within properties. With the possibility of unidentified people living in similar circumstances the Council had a duty to do something. There had been overwhelming disbelief from all those who made representation that there was no legal register identifying all the owners of rented accommodation.

#### **RECOMMENDED:**

That the Environment and Performance Committee recommend that Cabinet:

1. Lobby Central Government to introduce a mandatory requirement for all privately rented accommodation to be registered with Local Authorities, including those rented through letting agents.
2. Consider the introduction of a Selected Licensing Scheme for specific wards within the Borough of Boston.
3. As an alternative to Recommendation 2, to consider the reinvestment of income received through fixed penalty notices issued to private landlords to fund posts within the Housing Standards Team to carry out proactive inspection work within the private rented sector.
4. Agree to recommend that the Corporate & Community consider the following as a future topic – An investigation in to the issues being faced by the migrant community of Boston, to include; housing, education, employment, access to public services and funding, translation services.

**34 DRAFT LITTER AND FLY TIPPING STRATEGY**

Deferred until next meeting.

**35 WORK PROGRAMME**

Deferred until next meeting.

The Meeting Closed at 9.30 pm

This page is intentionally left blank



<b>REPORT TO:</b>	Environment and Performance Committee
<b>DATE:</b>	23 January 2023
<b>SUBJECT:</b>	Draft Litter and Fly-Tipping Strategy
<b>PURPOSE:</b>	To Advise the Committee about and request feedback on a draft Partnership Litter and Fly-Tipping Strategy
<b>KEY DECISION:</b>	No
<b>PORTFOLIO HOLDER:</b>	Cllr Deborah Evans
<b>REPORT OF:</b>	Christian Allen, Assistant Director Regulatory
<b>REPORT AUTHOR:</b>	Donna Hall, Head of Public Protection
<b>WARD(S) AFFECTED:</b>	ALL
<b>EXEMPT REPORT</b>	No

## SUMMARY

This report introduces a proposed Draft Litter and Fly-Tipping Strategy which it is intended will be adopted by each sovereign Council in the South and East Lincolnshire Councils Partnership.

The strategy sets out the ambition of the Partnership to tackle and reduce litter and fly-tipping. It supports the commitment in the Partnership Annual Delivery Plan to implement a shared Enforcement contract for environmental crime, by promoting public engagement and providing transparency about enforcement.

The Committee are asked to consider the draft Strategy and support the recommendations.

## RECOMMENDATIONS

That the Committee consider the draft strategy and provide feedback.

That the Committee make any recommendations to Cabinet that they feel appropriate.

## REASONS FOR RECOMMENDATIONS

To provide Committee Members with the opportunity to comment on the proposed strategy prior to further consultation, and consideration by Cabinet

## OTHER OPTIONS CONSIDERED

Do nothing

### 1. BACKGROUND

- 1.1 Members will be familiar with the commitment made in the Partnership Annual Delivery Plan to procure a joint environmental crime enforcement contract. This work is almost complete and the new contract will be mobilised early in the new year.
- 1.2 Members may also be aware from their own experiences and from national reporting, that there has been an increase in incidents of environmental crime such as fly-tipping on a local and national level.
- 1.3 This draft strategy has been developed in response to escalating issues with environmental crime, and to support the implementation of the new enforcement contract.

### 2. REPORT

- 2.1 The Partnership Strategy demonstrates the commitment and ambition of each Council to tackling Littering and Fly-tipping. It promotes responsibility among residents, businesses, and visitors, whilst also recognising that infrastructure, education and enforcement are critical tools to support this.
- 2.2 The overarching objective of the Partnership, as stated within the Strategy, is to reduce fly-tipping and littering. We will achieve this by:
  - **Educating** and engaging with the public and businesses to ensure it is seen as socially unacceptable
  - **Enabling** people to dispose of their waste responsibly
  - Ensuring **enforcement** is used effectively and appropriately

In order to do this, we will:

- Collect data and intelligence to understand problem areas
  - Work in partnership with others including other agencies and community groups
  - Use effective communications to ensure the public and businesses understand the legal requirements
  - Continue to improve our waste collection and infrastructure
- 2.3 The Strategy promotes the use of enforcement and explains where this action may be appropriate, how evidence may be collated, and the sanctions available.
  - 2.4 The Strategy also emphasises the need for education and engagement with residents, visitors and businesses. This is important to help prevent crime from occurring and ensure that everyone is aware of their responsibilities and potential consequences of their actions.
  - 2.5 A communications strategy has been developed across the Partnership to support implementation of this strategy and the enforcement contract, which includes press

releases, local bulletins, social media, posters and leaflets and signage in hot spot areas.

### **3. CONCLUSION**

- 3.1 Members of the Committee are requested to consider and provide feedback on the draft Strategy, prior to wider consultation being undertaken with external partners.
- 3.2 The Strategy will then be considered by Cabinet in the new year with a recommendation that it is approved and adopted.

### **EXPECTED BENEFITS TO THE PARTNERSHIP**

This is a Partnership wide strategy which aligns the principals and commitment to tackling littering and fly-tipping across the three Councils. It builds on some of the positive work already seen in Boston to tackle environmental crime in recent years.

The Strategy will support a Partnership wide environmental crime enforcement contract which promotes consistency and transparency in enforcement activities, whilst recognising the sovereignty of each Council in setting local policy and fines.

The shared communications strategy is an efficient way of promoting education across the sub-region and will be tailored to suit the needs of each area as required.

### **IMPLICATIONS**

#### **SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP**

None

### **CORPORATE PRIORITIES**

The proposed Strategy supports all 4 of the Boston Borough Council corporate priorities:

1. People focused
2. Future prosperity, regeneration and inclusive growth
3. Environmental awareness and accountability
4. Delivering high quality services and maximising the use of technology to support residents

### **STAFFING**

There are no additional staffing burdens arising from the report.

### **CONSTITUTIONAL AND LEGAL IMPLICATIONS**

There are no constitutional implications, and legal services have been consulted.

## **DATA PROTECTION**

The Strategy does not introduce any data protection implications.

## **FINANCIAL**

The strategy does not introduce any financial risk. And it is anticipated that it will be delivered within existing resources.

## **RISK MANAGEMENT**

There is a risk that a failure to undertake pro-active work to tackle litter and fly-tipping may lead to the Council failing to fulfil its statutory obligations. The strategy supports the continuing use of enforcement to tackle such issues.

## **STAKEHOLDER / CONSULTATION / TIMESCALES**

Internal consultation has been undertaken with relevant Officers and service managers. Portfolio Holders have also been consulted and provided feedback. The next stage will be to consult directly with key partners such as the police, Environment Agency, Lincolnshire Waste Partnership, Community Groups etc.

## **REPUTATION**

There is a reputational risk to each Council and the Partnership if work is not undertaken pro-actively to tackle environmental crime. The Strategy supports this approach.

## **CONTRACTS**

There are no contractual considerations arising directly from the Strategy.

## **CRIME AND DISORDER**

The strategy supports the use of enforcement, education and engagement to tackle criminality such as fly-tipping and littering.

## **EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING**

*Consideration will be given to ensuring that communications issued in support of the strategy take into account the diversity of the population, and where appropriate are adapted to meet the needs of the community.*

There are no human rights and safeguarding implications arising from this report however these are covered more specifically within each Council's Enforcement Policy.



## HEALTH AND WELL BEING

It is recognised that environmental crime can have a negative impact on health and well-being. This strategy aims to support work being undertaken to tackle this.

## CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

The Strategy directly promotes a clean, safe and healthy environment by tackling littering and fly-tipping.

Sustainability will be considered in any communications or education campaigns.

## LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

<b>MISSIONS</b>	
<b>This paper contributes to the follow Missions outlined in the Government's Levelling Up White paper.</b>	
<b>Living Standards</b>	The Strategy promotes the ambition of improving living standards and closing the gap between areas.
<b>Education</b>	The Strategy supports the education of young people in schools to tackle environmental crime
<b>Health</b>	The strategy supports improvements in health and well-being by tackling environmental issues that can have a negative impact
<b>Wellbeing</b>	The strategy supports improvements in health and well-being by tackling environmental issues that can have a negative impact
<b>Pride in Place</b>	The Strategy strongly supports this mission by aiming to reduce litter and fly-tipping, promoting people's satisfaction with their community and closing the gap between other areas.
<b>Crime</b>	The strategy supports a drive to reduce neighbourhood crime such as fly-tipping and littering

## ACRONYMS

None

<b>APPENDICES</b>	
Appendices are listed below and attached to the back of the report: -	
<i>APPENDIX A</i>	Draft Litter and Fly-Tipping Strategy

## BACKGROUND PAPERS

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

--

<b>CHRONOLOGICAL HISTORY OF THIS REPORT</b>
---

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

<b>REPORT APPROVAL</b>
------------------------

Report author:	Donna Hall Donna.hall@sholland.gov.uk
Signed off by:	Christian Allen <a href="mailto:Christian.allen@boston.gov.uk">Christian.allen@boston.gov.uk</a> John Leach <a href="mailto:John.leach@boston.gov.uk">John.leach@boston.gov.uk</a>
Approved for publication:	CLr Deborah Evans

**FINANCE PROFORMA**

PROFORMA FOR APPROVAL OF THE RELEASE OF RESOURCES

(CAPITAL AND REVENUE BUDGETS)

FROM:

THIS PROFORMA PROVIDES THE FINANCIAL IMPLICATIONS  
IN RESPECT OF THE ATTACHED

REPORT:

REPORT DATE:

<b>OPTION 1</b>	£ Year 1 2020/21	£ Year 2 2021/22	£ Year 3 2022/23	£ Year 4 2023/24	£ Year 5 2024/25
-----------------	---------------------	---------------------	---------------------	---------------------	---------------------

**Revenue**

**Total Revenue Cost**

**Funding required:**

Total capital cost      £

Revenue cost              £

**Considered by:**

Enter committee here

Enter Council or  
Cabinet/Executive here

**Date:**

**Financial Services Comments**

**Risk**

**Procurement**

**Value for Money Efficiency**

This FP is valid for 3 months from FP date	If this FP is no longer required please advise Finance	If there are changes to the original report it may invalidate this document, it must be reviewed by Finance.

This page is intentionally left blank



*served by One Team*

South & East Lincolnshire Councils Partnership

## Litter and Fly-Tipping Strategy (Draft)

### Contents

Foreword

1.0 Introduction

2.0 Objectives

3.0 Littering

4.0 Fly-Tipping

5.0 Enforcement

6.0 Engagement

7.0 Strategy Delivery

### Foreword

This strategy sets out the ambition of the South and East Lincolnshire Councils Partnership to tackle littering and fly-tipping.

Our ground-breaking Partnership which was formed in 2021 by Boston Borough Council, East Lindsey District Council and South Holland District Council, is committed to reducing the incidents of environmental crime which blight our landscape and have a negative impact on our local environment.

We recognise that a clean, litter-free environment has an important role to play in our overall wellbeing, local economy and tourism, as well as our natural environment and wildlife.

We will work in partnership with businesses, communities, and organisations across the sub-region to build on existing achievements and drive forward improvements that will enable us to tackle these illegal activities.

\*To be signed by Leader of each Council

## 1.0 Introduction

The three Councils within the Partnership are committed to delivering a strategy that will enable communities to take pride in and show respect for their local area. The Councils will promote responsibility among residents, businesses and visitors, whilst also recognising that infrastructure, education and enforcement are critical tools to support this.

The strategy aims to build on previous achievements of the three Councils and their partners, including successful education campaigns, enforcement activity and high-profile prosecutions, targeted cleaning in hot spot areas, and working with partners.

## 2.0 Objectives

The South and East Lincolnshire Councils Partnership made a commitment in their annual Partnership Delivery Plan to develop a joined-up approach to environmental crime enforcement, including the procurement of an enforcement service. This strategy focusses on the prevalent issues of littering and fly-tipping and recognises that enforcement is just one of many interventions that can be used to tackle the problem.

**The overarching objective of the Partnership is to reduce fly-tipping and littering. We will achieve this by:**

- Educating and engaging with the public and businesses to ensure it is seen as socially unacceptable
- Enabling people to dispose of their waste responsibly
- Ensuring enforcement is used effectively and appropriately

In order to do this, we will:

- Collect data and intelligence to understand problem areas
- Work in partnership with others including other agencies and community groups
- Use effective communications to ensure the public and businesses understand the legal requirements
- Continue to improve our waste collection and infrastructure

## 3.0 Littering

All litter is unsightly and makes our local areas look untidy and uncared for. Litter can be as small as a sweet wrapper, or as large as a bag of rubbish. It can be one item or lots of items scattered about. The legislation also clarifies that discarded gum products, cigarette ends and matches are types of litter.

Litter does not clean itself away. It can take years to degrade, causing harm to wildlife and habitats. Dropping food waste is also unacceptable as it can attract vermin.

Research shows litter contributes to further crime and that people feel less safe in areas that are littered.

The Environmental Protection Act 1990 makes certain bodies legally responsible for keeping land which is under their control, and to which the public has access, clear of litter and refuse and their highways must be kept clean, as far as is practicable. Such bodies include crown authorities, principal

litter authorities (local councils), governing bodies of educational institutions and statutory undertakers such as transport companies and operators.

If litter is dropped on privately-owned land, it is either the owner or occupier who is held responsible for clearing this litter away.

#### 4.0 Fly-Tipping

Fly-tipping is defined as the 'illegal deposit of any waste onto land that does not have a licence to accept it'.

Tipping a mattress, electrical items or a bin bag full of rubbish in the street causes a local nuisance and can make an area look ugly and run down. At the larger end of the scale fly-tipping can involve several truckloads of waste, such as building and construction waste, being tipped on land.

Uncontrolled illegal waste disposal can be hazardous to the public, especially if it contains toxic material or asbestos. There could be a risk of damage to watercourses and soil quality from the dumped waste.

Clearing up fly-tips can be a significant burden in terms of resources and a costly exercise for Councils to undertake.

Fly-tipping is a serious criminal offence for which you can be prosecuted.

#### 5.0 Enforcement

##### 5.1 Approach to Enforcement

Environmental crimes are illegal acts which harm the environment and are liable for prosecution. They can also have serious impacts on our health and wellbeing. There are no acceptable excuses for committing enviro-crimes and no community should have to put up with such behaviour.

Officers have a range of powers to tackle offenders. We can issue Fixed Penalty Notices (FPNs) however the courts can impose more serious sanctions such as imprisonment, fines up to £50,000, orders to pay costs and orders to deprive rights to a vehicle used to commit the offence.

Enforcement action may arise as a result of an Officer witnessing an offence taking place, evidence found at the scene, or from evidence captured from specialist CCTV cameras which have been deployed for this purpose. The cameras are often overt which means that you will be able to see that they are there, hopefully deterring offenders. Signage will also be used to warn people.

Each Council will have regard to their published Enforcement Policy when making decisions about enforcement action.

##### 5.2 Littering

The offence of leaving litter, under the Environmental Protection Act, generally applies where a person throws down, drops or otherwise deposits any litter in any place in the open air in an area to which the public has access with or without payment, and leaves it.

In order to tackle littering, we will:

- Promote campaigns to encourage behaviour change
- Carry out high profile patrols and utilise technology such as cameras to support enforcement
- Take enforcement action through issuing Fixed Penalty Notices or pursuing cases through the courts as necessary
- Publicise successful prosecutions through the courts, potentially releasing details of the offender and the sentence through the local media to deter others from offending

Roadside litter is an increasing problem. Not only does it look unsightly, it is harmful to wildlife and the environment and dangerous and expensive to clean up. The registered keeper of a vehicle is responsible for any littering offences which take place from their vehicle. The Council will pursue enforcement action against those who throw litter from their vehicles. As part of the enforcement process Officers will gather information from external agencies including the DVLA.

### 5.3 Fly-Tipping of Waste on Public and Private Land

Fly-tipping is the illegal dumping of waste that can have a detrimental impact on the appearance of the area. Each Council takes the offence of fly-tipping very seriously and will pursue enforcement action against those responsible.

In order to tackle fly-tipping, we will:

- Encourage people to take responsibility for their own actions and behaviour
- Deploy CCTV and signage in key areas
- Remove fly-tipping as soon as possible after investigation to deter others adding to it
- Take enforcement action through issuing fixed penalty notices
- Pursue cases through the courts where necessary and publish outcomes as a deterrent

Each Council is responsible for clearing fly-tipping on public land within their boundary where it is safe and practical to do so, but is not responsible for clearing fly-tipping from private land. Private landowners are responsible for the safe and legal disposal of fly-tipped waste on their land and to meet any costs associated. Where cases are reported to the Council, officers may be able to investigate and use all relevant powers to ensure that those dumping waste on private land are prosecuted and any clear up costs recovered from the offender.

The Environment Agency is responsible for investigating larger scale incidents, where it's linked to criminal business activities, or for significant hazardous waste where there is potential to harm the local environment.

Whilst all incidents of fly-tipping are recorded, it can unfortunately be very difficult in many cases to pursue enforcement action due to the lack of evidence or robust witness statements to identify those responsible. To maintain standards of street cleanliness, officers are empowered to quickly remove fly-tipped items where it is clear there is no evidence to support an investigation. Where there is potential evidence, officers will collate this for further investigation.



Officers have power to issue a fixed penalty notice for fly-tipping offences as an alternative to prosecution. This is sometimes a more efficient and appropriate sanction to deal with incidents of 'low level' fly-tipping

For larger fly-tipping incidents, prosecution may be the preferred option. The fly-tipping of waste is a serious criminal offence with the potential for an unlimited fine or up to five years imprisonment. It is also an offence for owner or occupiers to allow or permit fly-tipping on land or premises that they own or rent. Illegally dumping items from vehicles is also classed as fly-tipping. The person controlling the use of the vehicle can be prosecuted. It is possible for a prosecution to occur when only the vehicle, not the driver, is identifiable. The police also have the power to seize vehicles used for fly-tipping

Recycling facilities are available within the community, for example in some car parks, supermarket sites, community centres and schools. It is important that these facilities are used correctly. Action may be taken against people who leave items on the ground, on top of or next to bins or leave litter anywhere other than in the designated bins or skips, irrespective as to whether the skip is full or not at the time.

CCTV and signage may be used at these sites to inform the public, gather evidence and act as a deterrent.

#### 5.4 Household waste

Residents are responsible for their own waste and recycling until it is collected and are asked to present their waste in line with published Council service standards. Household waste must NOT be presented early as this can be unsightly, may cause unnecessary obstructions and can encourage pests.

Householders have a duty of care to ensure that only a registered waste carrier removes household, garden or construction waste from their household/ property. Officers investigating incidents of fly-tipping that can be traced back to an individual property may ask residents to provide evidence in the form of a waste transfer note to confirm that the waste was handed over to a registered waste carrier.

The Councils also provide a comprehensive waste collection service for household refuse, recycling and garden waste and offer a chargeable collection service for household bulky waste items and white goods. Before booking bulky deliveries, residents are asked to consider whether the items they are disposing would be suitable for re-use by a local charity.

#### 5.5 Commercial Waste

Businesses have a legal duty of care to make sure their waste is disposed of safely, appropriately, and legally. This includes businesses operating from home and applies to any waste produced from their business.

Businesses must be sure that their waste is transferred to a company licensed by the Environment Agency to collect, transport, recycle or dispose of it safely. This transfer of waste must be officially recorded on a Waste Transfer Note (WTN). Businesses will receive a WTN from their authorised waste company and this record must be kept and stored by the business for two years.

It is an offence to place business waste in a household or street litter bin or at a household waste recycling site.

## 5.6 Public Space Protection Order

The Anti-Social Behaviour, Crime and Policing Act 2014 provides a legal framework for tackling nuisance behaviour by introducing a Public Space Protection Order (PSPO). Each of the three Councils use PSPOs as a legitimate means to tackle anti-social behaviour locally, and in partnership with the police. Breaking an Order is a criminal offence which can result in a fixed penalty notice or prosecution. PSPOs can also be used as a means of tackling littering, spitting, urinating, defecating and other anti-social behaviour.

## 6.0 Engagement

Awareness raising and education are fundamental to the operation of any enforcement work. It is important that the community are listened to and provided with clear information regarding their responsibilities, to enable them to comply with the law.

We aim to achieve this element of enforcement by providing consistent advice and guidance about relevant duties and responsibilities, via face-to-face operations, leaflets, Council website, press releases, social media, specific campaigning and joint work alongside our partners and stakeholders.

We will also support broader educational initiatives delivered through our partners to ensure young people are supported to act as champions to promote a clean and safe environment.

Targeted campaigns will be used as part of problem solving for problematic hot spot areas as well as focussing on specific aspects of enviro-crime prevention or supporting other Council and partnership wide initiatives. We recognise the need to work in partnership and commit to liaising with key partners including community groups, to ensure the public are effectively engaged.

As well as working hard to educate the public and businesses, we will sometimes use our communication channels to highlight where criminal action has been taken against offenders. The aim of this is to reinforce messages about enviro-crime, deter others from doing the same, and to reassure residents that we take our responsibilities in this regard very seriously.

## 7.0 Strategy Delivery

### 7.1 Reporting

We recognise that in order to tackle enviro-crime we need support from the public and businesses to help us identify hot spot areas, offenders and wider environmental issues. We will continue to encourage the public to report illegal activity through our Council communication channels and will act upon information swiftly.

### 7.2 Complaints

We take our environmental crime enforcement responsibilities very seriously and aim to deliver a high-quality service that helps to prevent and tackle environmental crime. Each Council has an

established process for investigating and responding to complaints which is published on their respective website, should it be considered that we have fallen short of this.

If we are investigating or taking enforcement action, we will advise on any opportunity for representations to be made, or a statutory appeal process if applicable. We will always do so in writing and will ensure that these are properly considered in line with any statutory or policy requirements.

### 7.3 Review

In developing this strategy we have consulted with a wide range of partners who have an important part to play in tackling enviro-crime. We commit to continuing to engage with them to ensure that the strategy remains meaningful.

We will monitor the success of this strategy through monitoring performance. This may include assessing the numbers of reported incidents, time taken to remove fly tips, numbers of Fixed Penalty Notices issued and number that have been paid or are outstanding. We will also use qualitative measures including customer feedback, to assess how we are performing and shape future delivery.

We undertake to review this strategy periodically to ensure it remains up to date and fit for purpose.

Current information about environmental crime enforcement is published on each partner Council website.

Draft November 2022



# Quarter 1 2022/23 Performance Report

For 2022/23 all three councils which form the South and East Lincolnshire Councils Partnership have their performance data presented in one report to the Senior Leadership Team (SLT).

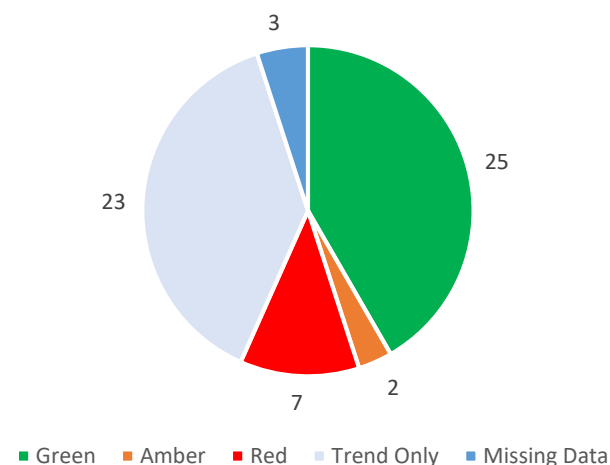
The tables below show Boston's performance for Quarter 1 (as at June 2022), with each section broken down by assistant directorate.

Boston Borough Council has 60 Key Performance Indicators (KPIs), of which 23 are trend only.

Where explanatory commentary has been received for under-performance or missing KPI data, this is included below the relevant KPI.

The overview chart provides a breakdown of all Boston KPIs in Q1, showing the total number that are on or better than target (green), within tolerance (amber), worse than target (red), trend only (light blue) and those that have not reported data this quarter (dark blue).

Boston Q1 KPI Overview



## Boston: Wellbeing and Community Leadership

KPIs 2022/23	Target	Performance	Status
Percentage of cases opened at homelessness prevention stage (i.e., before they have become homeless)	70%	67%	Amber
Commentary: Performance has fallen slightly below target but remains within tolerance. The Service Manager will review why performance has decreased slightly.			
Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless	70%	73%	Green
Number of verified rough sleepers	Trend	21	Trend
Commentary: Significant number of people found in derelict buildings in Boston many of whom are not eligible for assistance. The team continue to provide advice and support to all rough sleepers including those who are ineligible for assistance.			
Number of families with children placed into B&B for more than 6 weeks	0	0	Green
Number of properties improved through Council intervention	Trend	13	Trend

### Boston: Regulatory

KPIs 2022/23	Target	Performance	Status
Land Charges - Average number of days taken to process Local Authority searches (working days)	10	5.22	
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.	98%	98.92%	
Food Standards Agency Local Authority Food Safety Inspections Recovery Plan milestones achieved	100%	100%	

### Boston: Leisure and Culture

KPIs 2022/23	Target	Performance	Status
Visitor numbers / number of tickets sold, by venue	Trend	Geoff Moulder 54,765	Trend
Number of swims	Trend	Geoff Moulder 27,173	Trend
Number of swimming lessons	Trend	Geoff Moulder 8,125	Trend
Number of gym members	Trend	Geoff Moulder 1,379	Trend
Customer satisfaction, by venue / service area	Trend	Data not available	Trend
Market stall occupancy rate	Trend	61.40%	Trend
Commentary: Saturday Market Place occupancy averaged 62.64% in Quarter 1. Wednesday Market and The Green averaged 70.18% and 51.38% respectively.			

### Boston: Neighbourhoods

KPIs 2022/23	Target	Performance	Status
Percentage of household waste collected for recycling and composting - annual measure	45%	Data not available	
Commentary: Data not currently available.			
Percentage of recycling collected that is contaminated and unable to be recycled	20%	Data not available	
Commentary: Data not currently available. Boston data from county does not match sampling done by waste team locally. This is being investigated.			
Number of requests for waste re-collection per 100,000 collections	Trend	Data not available	
Commentary: Data not currently available.			
Percentage of fly-tips collected within 3 working days of being reported	95%	96.59%	

### Boston: Corporate

KPIs 2022/23	Target	Performance	Status
Percentage of Partnership workforces (surveyed collectively) who said 'Yes' when asked if they felt valued at work?	Trend	69%	Trend
Percentage of the Partnership workforces (surveyed collectively) who said 'yes' they feel there are opportunities in the Partnership to learn and develop their skills and expertise	Trend	77%	Trend
Percentage of the Partnership workforces (surveyed collectively) who said 'yes' they feel the Partnership recognises and supports positive mental health in the workplace	Trend	75%	Trend

**Boston: Corporate**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Percentage of the Partnership workforces (surveyed collectively) who feel informed about the Partnership and what decisions it is making	Trend	44%	Trend
Staff Turnover	Trend	2%	Trend
Number of working days lost to sickness per FTE	Trend	2.18 days	Trend

**Boston: Governance**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Percentage of corporate complaints responded to within corporately set timescales	95%	75%	
Commentary: Boston has a low conversion of first contact to stage 1 & 2 (69 1st contact resulting in 4 progressing, of which 1 falls into mandatory monthly responses affecting performance stats.)			
Percentage of subject requests responded to within statutory timescales	100%	100%	
Percentage of information requests responded to within statutory timescales	100%	92%	
Commentary: Delays in operation department responses driven by workload. SLT have now required visibility to address for Q2.			
Number of instances where service areas have failed to notify the DPO promptly of any identified data breaches	Trend	2	Trend
Number of late reports not made available to the DEMS teams at agenda publication	Trend	4	Trend
Percentage registering to vote by telephone/online v paper	Trend	69%	Trend

**Boston: Economic Growth and Strategic Growth and Development**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Inward Investment: number of events attended/hosted	Trend	3	Trend
Inward Investment: enquiries/leads responded to	Trend	5	Trend
Inward Investment: jobs created/new businesses	Trend	0	Trend
Inward Investment: external funding achieved	Trend	0	Trend

**Boston: Planning and Strategic Infrastructure**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Percentage of major planning applications determined within 13/16 weeks (or agreed extended period)	65%	100.00%	
Percentage of minor planning applications determined within 8 weeks (or agreed extended period)	75%	85.70%	
Percentage of other planning applications determined within 8 weeks (or agreed extended period)	75%	96.30%	
Percentage of all planning decisions that were subject to extensions of time in period	30%	53.10%	

### Boston: Planning and Strategic Infrastructure

KPIs 2022/23	Target	Performance	Status
<p>Commentary: The number of applications subject to Extensions of Time agreements is higher than that which we aim for. However, this is reflective of several older applications reaching a point where a decision can be issued (i.e., amendments received and agreed, Legal Agreements finalised). It is expected that we will see this return closer to 30% over upcoming Quarters. Recent recruitment to fill vacant posts and complete our staffing structure puts the Boston planning team in a strong position going forwards in terms of resource.</p>			
Percentage of decisions (major / minor / others) taken under delegation within period	Trend	98.9	Trend
Percentage of major planning appeals allowed within last 2 years (rolling period) against number of applications determined	10%	0.00%	Green
Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined	10%	0.70%	Green
Percentage of minor & other planning applications validated within 5 working days against total received	90%	98.80%	Green
Percentage of major planning applications validated within 10 working days against total received	90%	100.00%	Green

### Boston: General Fund Assets

KPIs 2022/23	Target	Performance	Status
Occupancy Rate at end of Quarter: Industrial Units	90%	100.00%	Green
Occupancy Rate at end of Quarter: Other investment property	95%	100.00%	Green
Percentage of car parking income received against agreed budget	100%	84.03%	Red
<p>Commentary: This figure does not take into account any delay associated with parking income paid by card which are delayed against this ledger figure.</p>			
Percentage of commercial rent received against agreed budget	100%	104.71%	Green
Percentage of commercial rent collected against that due	93%	103.52%	Green
Repairs & Maintenance: Percentage committed spend against budget	Trend	-6%	Trend

### Boston: PSPS

KPIs 2022/23	Target	Performance	Status
Business rate collection rate (Cumulative)	33%	33.73%	Green
Council tax collection rate (Cumulative)	26%	26.30%	Green
Time to process new Council Tax Support and Housing Benefit claims	22 days	35.31 days	Red
<p>Commentary: Speed of processing both new claims and changes have been outside of target and tolerance levels in Quarter 1.</p> <p>The benefits team continues to face challenges with extremely high volumes of work incoming, and there will need to be some focus. The services continue to prioritise activity, and workload and performance is under close management scrutiny.</p> <p>Following the end of the Test and Trace Support scheme in May, a number of staff are being reintegrated and retrained in core benefits processing work. In addition, we have retained third party resilience resources to support the increased workloads, and planned overtime is ongoing. Targeting of work includes focus on drawing in the</p>			



**Boston: PSPS**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
<p>oldest work, which will help to reduce the risk of administration delay and LA Error but as old work is cleared it will continue to adversely affect speed of processing. A new recruitment initiative is being developed to attract people into the service, and new recruits are undergoing training.</p> <p>The additional non-core work across the service continues to impact on capacity and performance, and this will continue for several months, however during this time we will prioritise resources and activities appropriately.</p>			
Time to process Council Tax Support and Housing Benefit change events	9 days	11.6 days	
Commentary: As above			
Percentage of Revenues & Benefits Calls Answered	90%	92.55%	
Percentage of Customer Contact Calls Answered	90%	86.62%	
Customer Satisfaction	90%	94.82%	
Quality of Service	90%	97.20%	
Average speed of answer – Customer Contact (Seconds)	120s	170.33s	
<p>Commentary: Generally, customer Contact performance is improving when compared to the acute performance challenges experienced in 2021/22, but there are still challenges to contend with. Overall challenges with the quarterly data relate primarily with lower performance scores in April, which can in many ways be attributed to the traditional year-end related spikes in demand. It is pleasing to note strong performance across all customer contact indicators in June, with no indicators falling below tolerance levels, and this suggests an upward trend. Against an average speed of answer target of 120s, June data shows answer rates at 58s.</p> <p>The Customer Contact team are continuing to deal with additional demands in addition to the usual anticipated calls. In June they received an additional 4,331 calls relating to the £150 energy rebate, which are being diverted to dedicated staff.</p> <p>The performance in Q1 this year has seen an additional 6 green KPI indicators compared with Q1 2021/22.</p>			
Average speed of answer – Revenue and Benefits (Seconds)	240s	113s	
Percentage tax base vs Direct Debit Sign up	60%	70.41%	

This page is intentionally left blank

# Quarter 2 2022/23 Performance Report

For 2022/23 all three councils which form the South and East Lincolnshire Councils Partnership have their performance data presented in one report to the Senior Leadership Team (SLT).

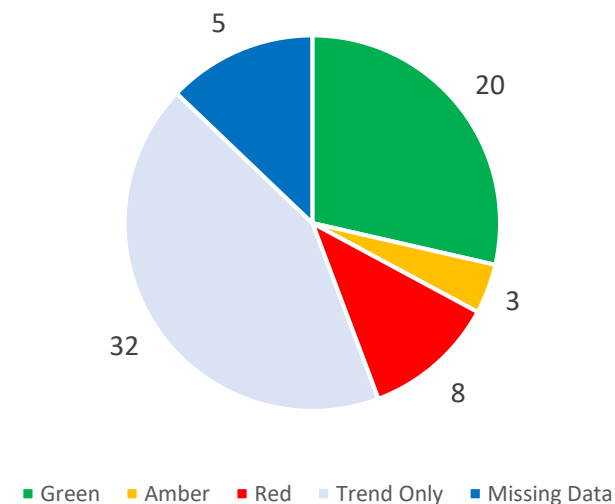
The tables below show Boston's performance for Quarter 2 (as at September 2022), with each section broken down by assistant directorate.

Boston Borough Council has 68 Key Performance Indicators (KPIs), of which 32 are trend only.

Where explanatory commentary has been received for under-performance or missing KPI data, this is included below the relevant KPI.

The overview chart provides a breakdown of all Boston KPIs in Q2, showing the total number that are on or better than target (green), within tolerance (amber), worse than target (red), trend only (light blue) and those that have not reported data this quarter (dark blue).

Boston Q2 KPI Overview



## Boston: Wellbeing and Community Leadership

KPIs 2022/23	Target	Performance	Status
Percentage of cases opened at homelessness prevention stage (i.e. before they have become homeless)	70%	61.00%	Red
Commentary: BBC below target because of an increase in cases (9) where there doesn't appear to have been an opportunity to prevent homelessness plus (5) cases ineligible for assistance therefore not entitled to assistance to prevent homelessness.			
Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless	70%	73.00%	Green
Number of verified rough sleepers	Trend	6	Trend
Number of families with children placed into B&B for more than 6 weeks	0	0	Green
Number of properties improved through Council intervention	Trend	18	Trend
Number of long term empty properties brought back into use through council support and intervention	Trend	0	Trend
Percentage of Customer Contact Calls Answered	90%	92.81%	Green
Customer Satisfaction	90%	98.76%	Green
Quality of Service	90%	96.39%	Green
Average speed of answer – Customer Contact (Seconds)	120s	73.33s	Green

### Boston: Regulatory

KPIs 2022/23	Target	Performance	Status
Land Charges - Average number of days taken to process Local Authority searches (working days)	10	4.94	
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.	98%	97.00%	
Commentary: Nationally standards within many food businesses have deteriorated from pre-pandemic levels of compliance demanding recourse to coaching and enforcement to improve standards. This challenge may persist and impact performance as teams work through 22/23 inspection programmes.			
Food Standards Agency Local Authority Food Safety Inspections Recovery Plan milestones achieved	100%	100%	

### Boston: Leisure and Culture

KPIs 2022/23	Target	Performance	Status
Visitor numbers / number of tickets sold, by venue	Trend	Geoff Moulder 55,539	Trend
Number of swims	Trend	Geoff Moulder 27,880	Trend
Number of swimming lessons	Trend	Geoff Moulder 7,696	Trend
Number of gym members	Trend	Geoff Moulder 1,448	Trend
Customer satisfaction, by venue / service area	Trend	Data not available	
Market stall occupancy rate	Trend	65.79%	Trend

### Boston: Neighbourhoods

KPIs 2022/23	Target	Performance	Status
Percentage of household waste collected for recycling and composting - annual measure	45%	Data not available	
Percentage of recycling collected that is contaminated and unable to be recycled	20%	Data not available	
Number of requests for waste re-collection per 100,000 collections	Trend	184	Trend
Percentage of fly-tips collected within 3 working days of being reported	95%	97.82%	

### Boston: Corporate

KPIs 2022/23	Target	Performance	Status
Percentage of Partnership workforces (surveyed collectively) who said 'Yes' when asked if they felt valued at work?	Trend	74%	Trend
Percentage of the Partnership workforces (surveyed collectively) who said 'yes' they feel there are opportunities in the Partnership to learn and develop their skills and expertise	Trend	75%	Trend
Percentage of the Partnership workforces (surveyed collectively) who said 'yes' they feel the Partnership recognises and supports positive mental health in the workplace	Trend	79%	Trend

Boston: Corporate			
KPIs 2022/23	Target	Performance	Status
Percentage of the Partnership workforces (surveyed collectively) who feel informed about the Partnership and what decisions it is making	Trend	47%	Trend
Staff Turnover	Trend	1.60%	Trend
Number of working days lost to sickness per FTE	Trend	0.82 days	Trend

Boston: Governance			
KPIs 2022/23	Target	Performance	Status
Percentage of corporate complaints responded to within corporately set timescales	95%	82%	
Commentary: 2 in period late due to IT Connection issues w/c 19/9/22.			
Percentage of subject requests responded to within statutory timescales	100%	75%	
Commentary: Only 4 in period, one was late due to complexity of request - the subject was informed.			
Percentage of information requests responded to within statutory timescales	100%	96.10%	
Commentary: 6 in period late, 3 for PSPS			
Number of instances where service areas have failed to notify the DPO promptly of any identified data breaches	Trend	1	Trend
Number of late reports not made available to the DEMS teams at agenda publication	Trend	5	Trend
Percentage registering to vote by telephone/online v paper	Trend	77%	Trend

Boston: Finance			
KPIs 2022/23	Target	Performance	Status
Business rate collection rate (Cumulative)	33%	57.18%	
Council tax collection rate (Cumulative)	26%	53.11%	
Time to process new Council Tax Support and Housing Benefit claims	22 days	24.73 days	
Commentary: Although behind a stretching PSPS target we are well ahead of the DWP's nationally set target for the quarter. This indicator has improved throughout the quarter (22.44 days in August and 18.36 days in September) but has been heavily affected by July's result (31.45 days). We faced challenges of a high outstanding workload. Whilst we were successful in reducing the overall volume throughout July, as older work is cleared this does adversely impact on the overall speed of processing statistics. The trend is towards improved performance in future quarters.			
Time to process Council Tax Support and Housing Benefit change events	9 days	15.12 days	
Commentary: Although behind a stretching PSPS target we are within reach of the DWP's nationally set target for the quarter and well within this target for August and September! This indicator has improved throughout the quarter (13.96 days in August and 10.55 days in September) but has been heavily affected by July's result (20.85 days). We faced challenges of a high outstanding workload. Whilst we were successful in reducing the overall volume throughout July, as older work is cleared this does adversely impact on the speed of processing statistics. The trend is towards improved performance.			

**Boston: Finance**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Percentage of Revenues & Benefits Calls Answered	90%	81.31%	
Commentary: The Q2 average is heavily affected by a lower July result of 72.55% due to increased demand, which included circa 42,000 £150 energy rebate letters being issued. It's promising to note that this indicator has significantly improved throughout the quarter despite the 67% increase in demand when compared to Q2 2021, and remote agency staff being unable to access the system due to regional internet issues for a week in September.			
Average speed of answer – Revenue and Benefits (Seconds)	240s	263s	
Commentary: Increased demand due to £150 rebate calls resulted in an additional 7,889 calls throughout Q2. Despite challenges of regional internet disruptions average speed of answer remained on-target for September reflecting an upward trend in performance.			
Percentage tax base vs Direct Debit Sign up	60%	62.54%	

**Boston: Economic Growth**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Visitor Economy/Tourism: number of businesses supported	Trend	Data not available	

**Boston: Economic Growth and Strategic Growth and Development**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Inward Investment: number of events attended/hosted	Trend	2	Trend
Inward Investment: enquiries/leads responded to	Trend	4	Trend
Inward Investment: jobs created/new businesses	Trend	15 jobs / 2 businesses	Trend
Inward Investment: external funding achieved	Trend	0	Trend
High Street Regeneration: number of businesses supported and improved through Town Centre Transformation / Healing the High Street / Towns Fund projects	Trend	1	Trend
High Street Regeneration: footfall	Trend	586216	Trend

**Boston: Strategic Growth and Development**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Number of new homes built by the authority - Partnership target of 80 for the year	Trend	N/A	Trend
Covid Assistance Relief Fund support awarded to businesses as a percentage of funding received for each relief scheme	Trend	97.45%	Trend

**Boston: Planning and Strategic Infrastructure**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Percentage of major planning applications determined within 13/16 weeks (or agreed extended period)	65%	88.90%	
Percentage of minor planning applications determined within 8 weeks (or agreed extended period)	75%	85.70%	

**Boston: Planning and Strategic Infrastructure**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Percentage of other planning applications determined within 8 weeks (or agreed extended period)	75%	92.90%	
Percentage of all planning decisions that were subject to extensions of time in period	30%	67.00%	
Commentary: The percentage of applications requiring Extensions of Time (EOTs) is higher than previous quarter. This is in part due to the number of number of large and complex applications over the summer period which have been concluded after long negotiations and legal agreements; in addition to the determination of some older cases. Collectively this contributes to the EOT figure - however, steps are being taken to see this reduce over future quarters.			
Percentage of decisions (major / minor / others) taken under delegation within period	Trend	94.60%	Trend
Percentage of major planning appeals allowed within the last 2 years (rolling period) against number of applications determined	10%	0.00%	
Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined	10%	0.69%	
Percentage of minor & other planning applications validated within 5 working days against total received	90%	96.50%	
Percentage of major planning applications validated within 10 working days against total received	90%	87.00%	
Commentary: This results from 1 of 8 (total) applications going over target. Therefore the low figures for major applications received in quarter exacerbates the overall % impact.			

Page 37

**Boston: Strategic Projects**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Percentage of key projects completed within 10% of original project timeline	Trend	None completed in Q2	Trend
Percentage of key projects completed within 10% of original project costs	Trend	None completed in Q2	Trend

**Boston: General Fund Assets**

<b>KPIs 2022/23</b>	<b>Target</b>	<b>Performance</b>	<b>Status</b>
Occupancy Rate at end of Quarter: Industrial Units	90%	100.00%	
Occupancy Rate at end of Quarter: Other investment property	95%	100.00%	
Percentage of car parking income received against agreed budget	100%	Data not available	
Percentage of commercial rent received against agreed budget	100%	Data not available	
Percentage of commercial rent collected against that due	93%	Data not available	
Repairs & Maintenance: Percentage committed spend against budget	Trend	45.75%	Trend

This page is intentionally left blank





<b>REPORT TO:</b>	Environment & Performance Scrutiny Committee
<b>DATE:</b>	31 <sup>st</sup> January 2023
<b>SUBJECT:</b>	Joint Scrutiny of the Digital Strategy and ICT Roadmap for the South & East Lincolnshire Councils Partnership
<b>PURPOSE:</b>	To receive the Task Group's report and recommendations following scrutiny of the draft Partnership Digital Strategy and ICT Roadmap.
<b>KEY DECISION:</b>	No
<b>PORTFOLIO HOLDER:</b>	Councillor Paul Skinner
<b>REPORT OF:</b>	Rebecca James (Scrutiny Officer) on behalf of the Partnership Scrutiny Task Group
<b>WARD(S) AFFECTED:</b>	None
<b>EXEMPT REPORT?</b>	No

## SUMMARY

The Overview and Scrutiny Committees of Boston Borough Council, South Holland District Council, and East Lindsey District Council have commissioned a joint Scrutiny Task & Finish Panel to undertake a review of the proposed Partnership Digital Strategy and ICT Roadmap and provide feedback for inclusion in the subsequent Cabinet / Executive report and to help shape the final Strategy and Roadmap.

**Note:** All content is contained in the attached report and not summarised in this covering report.

## RECOMMENDATIONS

1. To note the attached report (**Appendix A**) and associated recommendations;
2. To agree that a Task Group meets every two years to review progress;

## REASONS FOR RECOMMENDATIONS

To note the recommendations put forward by Scrutiny Task & Finish Panel as part of a scrutiny process.

<b>OTHER OPTIONS CONSIDERED</b>
---------------------------------

None
------

## **1. REPORT**

**1.1** This report brings forward a joint scrutiny report, found at **Appendix A**. The scope of this work was set out by the Overview and Scrutiny Committees at ELDC, SHDC, and BBC and is attached at **Appendix B**.

**1.2** This report is being presented to each of the Partnership Councils' relevant sovereign scrutiny committees before being presented to the Cabinets as part of the decision-making process on the Digital Strategy and Roadmap.

**1.3** All content is contained in the attached report and not summarised in this covering report.

## **EXPECTED BENEFITS TO THE PARTNERSHIP**

To have a single aligned Digital Strategy and ICT Roadmap across the partnership and PSPS, which will align strategic objectives for the three Councils and PSPS and align ICT provision.

## **IMPLICATIONS**

### **SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP**

Only those considered by the Panel in the attached report.

### **CORPORATE PRIORITIES**

Only those considered by the Panel in the attached report.

### **STAFFING**

Only those considered by the Panel in the attached report.

### **CONSTITUTIONAL AND LEGAL IMPLICATIONS**

Only those considered by the Panel in the attached report.

### **DATA PROTECTION**

Only those considered by the Panel in the attached report.

### **FINANCIAL**

Only those considered by the Panel in the attached report.

### **RISK MANAGEMENT**

Only those considered by the Panel in the attached report.

## **STAKEHOLDER / CONSULTATION / TIMESCALES**

Consultation took place during the development of the Strategy and Roadmap. This included the relevant officers and portfolio holders from each council and Public Sector Partnership Services as the Councils' ICT and Digital providers.

## **REPUTATION**

Only those considered by the Panel in the attached report.

## **CONTRACTS**

none

## **CRIME AND DISORDER**

none

## **EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING**

Only those considered by the Panel in the attached report.

## **HEALTH AND WELL BEING**

Only those considered by the Panel in the attached report.

## **CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS**

Only those considered by the Panel in the attached report.

## **LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER**

none

## **ACRONYMS**

none

### **APPENDICES**

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

APPENDIX A	Report of the panel
APPENDIX B	Scoping document

### **BACKGROUND PAPERS**

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

<b>CHRONOLOGICAL HISTORY OF THIS REPORT</b>
---

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

<b>REPORT APPROVAL</b>	
------------------------	--

Report author:	Rebecca James, Scrutiny Officer, on behalf of the Partnership Scrutiny Task Group
Covering report signed off by:	James Gilbert, Assistant Director – Corporate
Covering report approved for publication:	Councillor Paul Redgate (SHDC) Scrutiny Task Group Chairman

# JOINT SCRUTINY TASK GROUP FOR THE PARTNERSHIP

## Joint Scrutiny of the draft Digital Strategy and ICT Roadmap

### Final Report of the Task Group

**Councillors ELDC:** R. Jackson, R. Avison

**Councillors BBC:** J. Welbourn, T. Ashton

**Councillors SHDC:** P. Redgate, A. Beal, H. Bingham

**Officers:** James Gilbert (Assistant Director, Corporate) Suzanne Rolfe (Group Manager - Insights & Transformation), (Rebecca James (Scrutiny Officer)

**Guest Witnesses:** Jackie Wright (Head of ICT, PSPS Ltd.), Councillor Jim Astill (SHDC Portfolio Holder), Councillor Graham Marsh (ELDC Portfolio Holder), Councillor Paul Skinner (BBC Leader), Emily Spicer (Assistant Director, Wellbeing & Community Leadership), Lewis Duckett (Chief Executive, PSPS Ltd.).

#### **Background and Introduction**

The Task Group was asked to review the draft Partnership Digital Strategy and ICT Roadmap and provide recommendations to shape the final Strategy and Roadmap to be presented to Cabinet / Executive report. Key lines of enquiry were as below, and the full scope can be found at **Appendix B:**

- whether the strategy supports the delivery of the partnership business case;
- whether the priorities identified in the strategy feel right to members;
- alignment to other emerging partnership strategies.

The Group met twice and interviewed 7 witnesses, asking them a number of questions regarding both the content and delivery of the draft Digital Strategy and ICT Roadmap.

The Group were advised that the development of the Strategy and Roadmap had been a one-year journey, with internal and external input, taking into account the current Digital/ICT strategies and roadmaps across the three Councils.

The final Digital Strategy and ICT Roadmap will be going to Cabinet and Executive meetings during March for consideration, with the report and recommendations from this Task Group being considered by Portfolio Holders for feeding into the final version.

#### **Draft Digital Strategy and ICT Roadmap Summary**

The Group received a presentation on the draft Strategy and ICT Roadmap which can be found at Appendix C.

ICT alignment was highlighted as one of the top priorities for the Partnership in the work programme agreed by the Councils. The draft Strategy covers 2023 – 2029, whilst the Roadmap is a foundational document created to support the strategy and therefore covers 2023 – 2026. The Roadmap recognises there are some initial pieces of work that are required

in the early years of the Strategy in order to lay the foundations for the Strategy's longer-term delivery.

The draft Strategy is about enabling the better use of technology and data to support the Partnership and the services provided to customers.

A key strand of early work, already funded and underway, is investment being delivered on the Assisted Self Service project identified in the roadmap, which will have a significant benefit to customers and the online experience they have with the Council

The delivery of the Strategy and Roadmap will provide a smoother, more personalised, more responsive service for residents, members, and staff alike. This will take time and require investment. Projects identified within the Roadmap will come forward with individual Business Cases for consideration, rather than the Councils being required to commit to an upfront investment.

The benefits of Partnership working (3 councils plus PSPS) will include greater value for money, with examples already from suppliers of small savings through joint contracting.

In terms of ways of working for Officers, it is about being joined up, seamless, the ability to access systems anywhere/anytime, plus the integration of back-office services with ICT as the facilitator.

The Strategy's delivery will be overseen by PSPS ICT and Digital Team, working closely with the Partnership Councils through the Assistant Director – Corporate.

## **Scrutiny Task Group Analysis and Discussion**

### **System**

The Councils have some legacy technology, mostly business applications, that are in the process of being removed. Where there is vulnerability, the ICT Team have extra firewalls and other systems in place to attempt to mitigate where possible.

The aim is to move to a single platform for residents – phone, digital, etc. – to build something once (rather than 3 times – once for each Council) that we can roll out across the 3 Councils in turn creating back-office efficiency and more capacity in PSPS.

Usability testing is not currently carried out with residents for online systems/forms. Individual service areas can decide to do this if they want to. Testing is usually done by people familiar with the technology or software they are trialling, which is seen as an area we can strengthen.

There is a software asset management programme, which is actively reviewed and seeks to identify underused software. This provides the means to look at removing programmes that are surplus to requirements. The ICT Team seek to review those systems that are within their control. Service areas are currently responsible for their own adherence to licensing regulations etc. for their systems. In future, the suggestion is for service areas to audit their business system usage to seek to identify underused software licenses

## Users

Discussions around current challenges for members, staff and residents were summarised as follows:

- Response to residents – an automated system for responding is needed as we are currently not closing the loop with residents and letting them know the progress of issues, they raise with us. This can lead to repeat calls to chase things up - an automated response would free up time spent on answering repeated queries;
- Staff – the ability to collaborate is hampered by software integration across the Partnership;
- Need to encourage those who have the capability to use digital options to do so, thus freeing up time to assist those who cannot;
- There is a need to do the right thing for residents but also for officers. Members need to challenge projects that come forward to ensure they are improving the customer journey, and making it easier for staff to do their work;
- The Strategy and Roadmap are about getting the best outcomes for staff, Members, and residents. There is a need to drive as many savings in this area as possible through alignment of functions and software;
- The pandemic and lockdowns have digitally enabled people who never were beforehand. The demographic of those who can access things digitally has expanded, so it is good to be bold with what people can access online whilst still recognising the need to assist those who cannot access things digitally;
- Historically, there has been a tendency to have looked at services in silos and have demand led priorities: moving forward, a more holistic approach will benefit staff, Members, and residents;
- There is a lot of jargon in the documents, and it is not always clear whether some words are used in the normal sense or refer to particular external standards that are not referenced. Following discussion, an offer to add a glossary to the final version of the Strategy was made;
- In some areas, service alignment relies on shared technology being in place but aligning technology will take time due to existing contractual commitments;
- Strategies are good frameworks for how to work, but they need to be underpinned by proper action plans and embedding the culture of what the strategy says, so it is lived and breathed by all the staff;
- The same version of software and systems across the Partnership would allow more collaborative working and provide better resilience.

## Oversight and Governance

### Oversight

There has been a lot of Portfolio Holder involvement along the way to ensure the Strategy and Roadmap were in a position to bring forward for scrutiny. The indication from Portfolio Holders was that the documents set out where we are, where we want to be, and how we get there. The Strategy fits with the Partnership business case, but having the Roadmap means the ability to flex to adapt to changes that may be needed, particularly as each Council is at a different stage in its ICT journey.

## Governance

Future monitoring should be done through Scrutiny Panels, but also through Portfolio Holder meetings in terms of provision of figures, data, and updates. There will also be the need to get feedback from residents that their experience is improved.

The key issue is to ensure regular reporting and updates so Members and Officers know what is happening and when and what changes might be needed.

## **Recommendations**

Following discussion, the task group made a number of recommendations for consideration by Portfolio Holders as the new Strategy continues to develop:

1. Every 2 years, the Digital Strategy and ICT Roadmap should be a Partnership scrutiny topic. In the interim year, the Partnership Annual Scrutiny Review, as part of its scope, should seek assurance the Strategy is making progress;
2. To use 'best practice' from ELDC in upskilling residents in terms of digital skills, with a view to rolling out a training programme to Boston and South Holland residents. As part of this model, to seek feedback from participants on digital service access and journeys;
3. There should be a continued focus on cyber security to ensure it is well embedded within the Partnership and that the importance of cyber security is understood by all;
4. To add a glossary to the Strategy and Roadmap to explain any terms considered technical.

**Report author: Rebecca James, Scrutiny Officer, S&ELCP**





## **JOINT SCRUTINY TASK & FINISH GROUP Project Scoping Template**

**Topic:** Digital Strategy and ICT Roadmap for S&ELCP

### **Objectives and Key Issues:**

To review the proposed partnership ICT strategy and provide feedback for inclusion in the subsequent cabinet/executive report.

A key area of focus should be whether the strategy supports the delivery of the partnership business case previously agreed by Council.

### **Lines of Enquiry:**

- whether the strategy supports the delivery of the partnership business case;
- whether the priorities identified in the strategy feel right to members;
- alignment to other emerging partnership strategies

---

### **Standard Areas to Consider**

Relationship with Annual Delivery Plans:

Financial Implications:

**Witnesses**

**Internal:** James Gilbert, portfolio holders,

**External:** Jackie Wright (Head of ICT, PSPS Ltd)

**Resources**

Liaison Officer: James Gilbert

Required officer expertise: n/a

**Timescale**

Start date: December 2022

End date: February 2023

Target ELDC Overview Committee Meeting: 7<sup>th</sup> March 2023

Target BBC Environment & Performance Scrutiny Meeting: 31<sup>st</sup> January 2023

Target SHDC Policy Development Panel Meeting: 28<sup>th</sup> February 2023

# Environment and Performance Committee Work Programme 2022–23

THIS COMMITTEE'S REMIT IS ALIGNED TO CORPORATE PRIORITIES: CP1 PROSPERITY and CP3 PLACE

MEETING	AGENDA ITEMS	REPORT AUTHOR	PORTFOLIO	CABINET
22.06.22	<ol style="list-style-type: none"> <li>1. Installation of New Changing Places Toilets</li> <li>2. Annual Joint Scrutiny Task Group – S&amp;ELCP</li> <li>3. Levelling Up Fund</li> <li>4. Update: Boston Household Waste Recycling Centre</li> <li>5. Update on Housing Standards Task &amp; Finish Group.</li> <li>6. <i>Quarter 3 Performance / Work Programme</i></li> </ol>	Dep. Chief Exec. Programme Delivery Assistant Director - Corporate Assistant Director – Planning Assistant Director - Neighbourhoods Cllr Paul Goodale (Chairman T&F) Standing Item	Cllr T Abbott Cllr N Welton Cllr P Skinner Cllr D Evans	29.06.2022
13.09.22	<i>Note: this meeting was re-scheduled to 20.10.2022</i> <ol style="list-style-type: none"> <li>1. Attendance by Cllr McNally. Lincolnshire County Council, Boston Household Waste Recycling Centre</li> <li>2. Cleansing Regime – Boston</li> <li>3. Work Programme and Q4</li> </ol>	Assistant Director – Neighbourhoods	Cllr D Evans	19.10.2022
20.10.22				
22.11.22	<ol style="list-style-type: none"> <li>1. Joint Scrutiny of the South &amp; East Lincolnshire Councils Partnership</li> <li>2. Markets</li> <li>3. Task and Finish Group – Housing Standards</li> </ol> <p><i>9.30pm Meeting adjourned below carried forward</i></p> <ol style="list-style-type: none"> <li>4. <i>Litter and Fly Tipping Strategy</i></li> <li>5. <i>Q1 and Q2 Performance and WP</i></li> </ol>	Cllr Mossop. Chairman of Group  Markets Manager Safer Communities Service Manager  Assistant Director – Regulatory Insights and Transformation Manager	Cllr T Abbott Cllr M Griggs Cllr D Evans	07.12.2022
08.12.22	<ol style="list-style-type: none"> <li>1. Litter and Fly Tipping Strategy</li> <li>2. Q1 and Q2 Performance and WP</li> </ol> <p><i>Reconvened meeting but inquorate.</i></p>	Assistant Director – Regulatory Insights and Transformation Manager		

31.01.23	1. Litter and Fly Tipping Strategy 2. Q1 and Q2 Performance and WP. 3. Joint Scrutiny of the Digital Strategy and ICT Roadmap for the South & East Lincolnshire Councils Partnership 4. Car Parks	Assistant Director – Regulatory Insights and Transformation Manager Scrutiny Officer  Assistant Director – Assets	Cllr D Evans  Cllr P Skinner  Cllr T Abbott	22.02.2023
21.03.23				

**ALTERNATIVE OPTIONS FOR SCRUTINY WORKING - current at issue of agenda**

Page 50

Task and Finish Group Reviews	<b>Corporate and Community:</b> <b>Mayoral / Civic Review</b> - update at all meetings of Corporate and Community committee by Chairman of the review group.
Member Working Group	<i>None scheduled at time of agenda publication</i>
Inquiry Session	<i>None scheduled at time of agenda publication</i>
All Member Briefings	

**Reporting pending subject to meeting date tbc:** Annual ASB and CCTV (2023/2024)

**Chairman:** Councillor Judith Skinner.    **Vice Chairman:** Councillor Judy Welbourn  
**Lead Officer:** Christian Allen                      **Clerk:** Karen Rist