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SOUTH EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

Business Case - Version 25.0



Welcome to the Business Case prepared to support the formation of the South East Lincolnshire Councils Partnership.

The three Councils – Boston, East Lindsey and South Holland - have an exciting opportunity to be bold and ambitious by establishing a partnership of Councils that will be the largest in the country.

Through joint working the Councils will have the opportunity to shape policy at a regional level, secure more resources to deliver on their priorities and ultimately do more for the communities they serve, whilst being more efficient in the way they operate. Working together the Councils can also have greater impact in tackling the wider common challenges our communities face, such as health, education and transport.

On the 15th July, the Secretary of State for Local Government, the Rt Hon Robert Jenrick MP, wrote to all Councils sharing the Government's ambition for levelling up and the devolution of powers to local areas. Moving now on the proposal for the Partnership's formation positions the Councils – and the Partnership – well for the future by placing the Councils in a stronger position to influence future discussions for Lincolnshire.

By working together, we also have the opportunity to create a highly motivated workforce that is able to succeed in one of the most exciting and forward thinking partnerships in Local Government.

South East Lincolnshire Council Partnership Opportunity Summary

This slide sets out a summary of the partnership opportunity



<p>Ambition</p>	<p>The scale and appetite of ambition is set by the political leadership of the Council and is reflected in the priorities of the Corporate Plan. The scale of ambition determines both the strategic capacity and strategic structure of the organisation ensuring the organisation is in tune with and can deliver the ambition of its politicians.</p>	<p><i>The Strategic Partnership</i></p> <ul style="list-style-type: none"> • <i>South East Lincolnshire Council Partnership – a ground breaking strategic 3 Council partnership operating with a shared management structure and partnership working across the workforce.</i> • <i>A partnership approach that sets the landscape for the future, by working together to deliver on key priorities and improving service standards, with each Council retaining its political independence, public accountability and local choice.</i>
<p>Efficiency</p>	<p>Value for money remains a key determinant of resident satisfaction and therefore the relationship between the local taxpayer who pays and the Council who provides the services they receive remains as important today as it always has.</p>	<p><i>The Strategic Partnership will create both financial efficiency and greater capacity for the Councils to do more for their communities, including:</i></p> <ul style="list-style-type: none"> • <i>Financial opportunity of £42m over a ten year period through a wide range of efficiencies through partnership working based on an initial 6.5% baseline,</i> • <i>Developing a model for shared risk under a programme of commercial activities.</i> • <i>Establishment of a funding and bidding team for the SELCP to help deliver on priorities and attract new investment to the sub-region.</i>
<p>Effectiveness</p>	<p>To remain agile and responsive to the modern day demands of local government requires organisations to innovate and transform at ever increasing pace and scale. This requires both a pragmatic and long term focus on the design, development and implementation of the organisation’s target operating model (TOM).</p>	<p><i>The Strategic Partnership</i></p> <ul style="list-style-type: none"> • <i>PSPS Ltd</i> • <i>Magna Vitae</i> • <i>Regional relationships</i> • <i>Welland Homes and South Holland Homes</i> • <i>Shared ICT infrastructure</i> • <i>Aligned contracts</i> • <i>Invest East Lindsey</i> • <i>Policy development</i> • <i>Shared terms and conditions of employment</i>
<p>Opportunity</p>	<p>The Local Government Sector is full of talented and skilled politicians and officers alike. To be an attractive employer in a competitive market requires an organisation to be focussed on the opportunity it can offer to and provide its workforce. Excellent councils are where officers and members work together with mutual trust and confidence.</p>	<p><i>The Strategic Partnership opportunity is based on the following staffing principles:</i></p> <ul style="list-style-type: none"> • <i>Shared values and behaviours.</i> • <i>An agile workforce.</i> • <i>Strong engagement with colleagues and Trade Unions.</i> • <i>An enjoyable culture of work that provides access to a broader range of experiences for colleagues to develop and deploy skills.</i> • <i>An opportunity to work at the cutting edge of Local Government.</i>

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<p>Capacity to the Democratic Leadership</p>	<p>Local councils are politically and democratically led organisations with their mandates supported and endorsed via local elections. Ensuring sufficient capacity exists within an organisation to deliver the policy pledges and commitments made to the electorate underpins the trust relationship and foundations of the democratic process.</p>	<p>The Strategic Partnership:</p> <ul style="list-style-type: none"> • Circa 1,000 motivated employees to deliver 3 Annual Delivery Plans agreed by Councillors as a partnership in support of South Holland DC, Boston BC and East Lindsey DC. • Scale provides access to specialised skills to expand the delivery of services. • Combining financial resources to deliver more for less. • An ability to do a task once for the benefit of all.
<p>Partnerships of Place</p>	<p>The operating environment for local government has significantly changed and evolved since 2010. To achieve improved outcomes for local communities and places requires local government to work effectively with a range of partners in the public, private and third sectors in a complex partnership place based environment.</p>	<p>The Strategic Partnership:</p> <ul style="list-style-type: none"> • A revised conversation with strategic partners such as PSPS. • A single voice with Government departments. • A coordinated discussion with Lincolnshire County Council, which represents the region. • Combined delivery plans aligned with local partners in business, health, education and third sectors. • A SELCP Economic Strategy for future growth and prosperity.
<p>Places & Communities</p>	<p>COVID-19 has highlighted the critical importance of local government to their places and communities and the deep connections of understanding and relationship that are required to ensure community cohesion, resilience and community identity is nurtured, developed and supported at a local level.</p>	<p>The Strategic Partnership:</p> <ul style="list-style-type: none"> • Adoption of a standard model for community leadership. • A SELCP Health and Wellbeing Programme. • Explore a single partnership for delivery of a Leisure and Cultural Strategy. • The ability to combine resources and deliver cross cutting community responses. • Aligning resources to address common challenges which face our communities. • Create an investment prospectus for the SELCP region. • A SELCP housing building and management programme.
<p>National Policies</p>	<p>Local Government exists in a centralised policy environment and thus should best position itself to respond to the new policy direction of any elected Government for the improved outcomes for its communities whilst being able to shape, influence and deliver the local policy agenda for the communities it serves.</p>	<p>The Strategic Partnership:</p> <ul style="list-style-type: none"> • A single approach to responding to the Environment Bill. • A regional approach to generating economic prosperity post Covid 19 recovery. • A future platform for Local Government Reform and devolution.

Partnership – Strategic Ambition

- A new strategic partnership has the opportunity to make a real and tangible difference to the outcomes for local communities and local places.
- Consideration has been given to the scale of ambition and the size of opportunity in the creation of a new strategic partnership.



The South East Lincolnshire Council Partnership:

- Serving a population of 306,919 residents
- A geography of 1,112 square miles
- A workforce of 1,000 staff working in partnership
- 122 democratically elected members

Office for National Statistics 2019

Standard Area Measurement published by the Office for National Statistics



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The proposal for a new local strategic partnership has identified 10 compelling reasons to support the business case:

- Geography;
- The Strategic Alliance is already delivering;
- Building on an existing relationship – PSPS Ltd;
- Financially sound, efficient and creative;
- Financial opportunity of up to £42m available to the Councils collectively, over the next ten-year period, through partnership working, if all opportunities to integrate services are embraced.
- Shared and common challenges – employment, skills, training, house building, flood defence;
- Attracting significant levels of private sector investment to support growth;
- Securing external funding;
- A partnership workforce of almost 1,000 – creates capacity to do new things; and
- Greater opportunities for workforce development.

The proposed partnership will enable all three council's to position themselves well for the future:-

- Devolution and Local Government Re-organisation or Reform;
- A stronger voice locally, regionally and nationally through the creation of 'South East Lincolnshire Councils Partnership' identity;
- A collaborative approach to lobbying for resources to address common challenge;
- The ability to respond to challenges and opportunities at a local, corporate and sub-regional level and
- The proposed alliance provides for the opportunity of a fourth Council.



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The partnership enables the following:-

- **Individual Council sovereignty** - combined with the opportunity to speak and influence as a single regional voice within Lincolnshire. Each council retains its own identity and priorities but with common goals and a shared commitment to manage financial and other challenges. The most successful partnerships are those that consider which approach might work best and adopt elements of it in one, both or all councils. This hybrid approach allows the best of each council to flow into the new alliance.
- **Partnership representation** – the partnership provides the opportunity to co-ordinate partnership representation in a more effective and cost efficient manner for all councils. The combined voice and representation of a sub-region within Lincolnshire provides the opportunity to have a greater influence both locally and nationally in relation to priority alignment and to influence future policy direction within the partnership relationships to impact on the key outcomes which would make the biggest difference for the local communities within the sub-region.
- **Partnership co-ordination** – the last 18 months has demonstrated the importance of local government as a partner of place, the understanding and relationship with local communities combined with the local convenor role should never be underestimated. The partnership further enables the development of the role of local government through the partnership relationships and network that exists between the councils and in turn the wider partnership relationships within Lincolnshire. This will avoid duplication of effort whilst providing the opportunity to engage with clear priorities and policies across all key partnerships.
- **Government engagement** – to be improved through combining the voice of the partnership at a national level and influencing outcomes as national policy translates to a local level. The ability to influence Government funding will be a key opportunity for the partnership. The size and scale of the geography for the partnership offers a meaningful opportunity to develop, test and implement new opportunities at a local level.
- **Sub-regional voice** – many of the challenges, and therefore opportunities, faced in each of the council's geographies are similar, the partnership offers the opportunity to identify common priorities and formulate strategies and action plans to tackle these at a sub-regional level. The partnership, combined with more effective partnership co-ordination and improved Government engagement, provides an increased opportunity of success in improving key outcomes for local communities and places served by the partnership arrangements.



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The partnership enables the following:-

- **Recruitment & Retention** – the partnership offers the opportunity to attract talent to the new partnership as well as retaining existing talent from across the partnership. There are no proposed redundancies for any member of staff from SHDC and the existing Strategic Alliance has a no redundancy policy.
- **Talent & Development** – the partnership will be committed to investing in the development of the workforce to ensure our staff; are equipped to do their jobs, has opportunities to develop as individuals, are retained, attractive as employers and access to succession planning and leadership opportunities.
- **Scale of opportunity** – to all staff by working across the partnership councils, this provides a range of opportunities to staff without the need to change employer or change location. This provides progressive development opportunities and broadens the experience for all staff within the partnership.
- **Scope of opportunity** – to all staff by working across different locations, local communities and local places this provides staff with a broader range of experience and provides clear opportunities to progress both within the individual Employer Councils but also across the wider partnership.

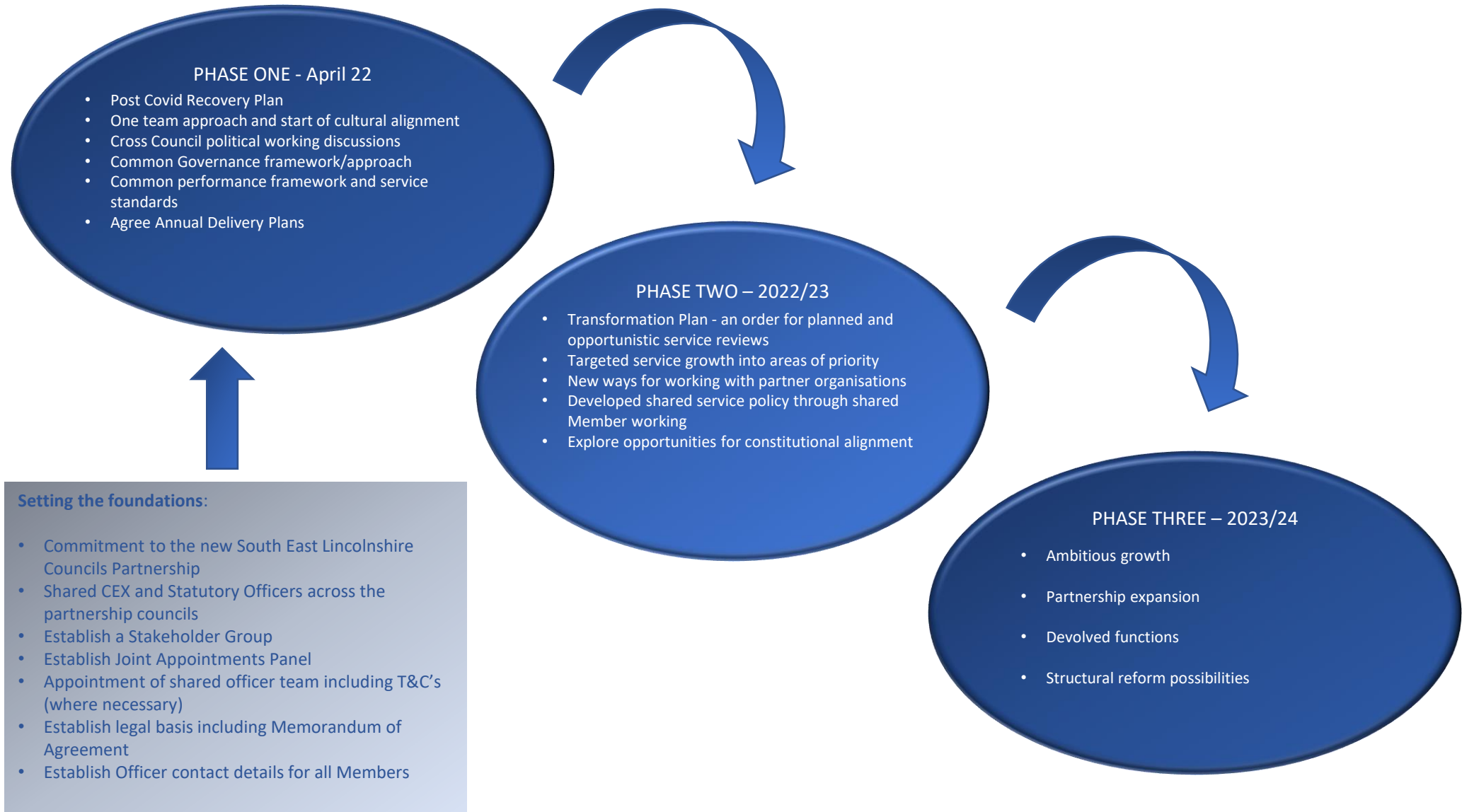


Partnership – Building the Partnership

This section of the Business Case sets out the proposed arrangements for the delivery of the opportunities and benefits contained within the business case.

- *Setting the foundations*
- *Phase One - Set Up*
- *Phase Two - Accelerate*
- *Phase Three – Embed*

The three Phases will run in parallel and for illustrative purposes are shown as distinct.



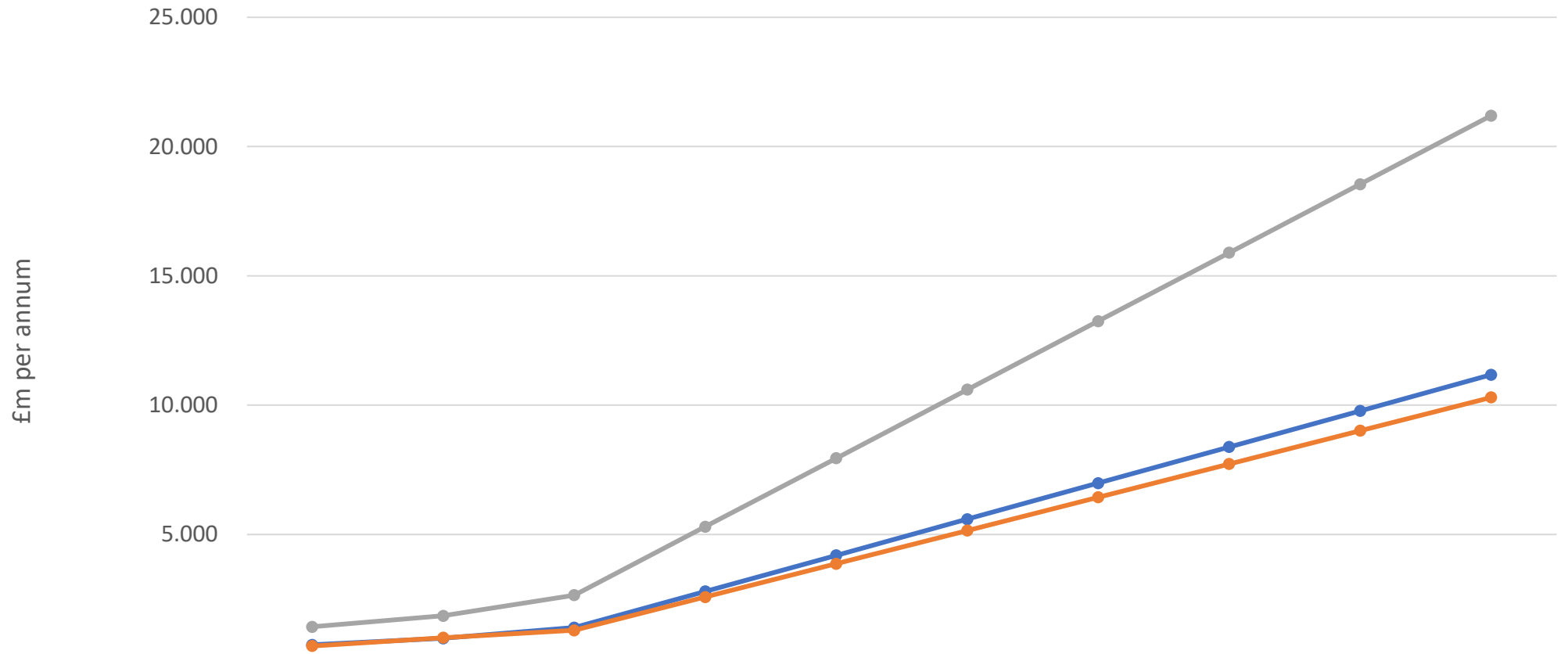
SELCP – Financial Opportunity over a 10 year period 2022/23 to 2031/32

The principles which are contained within are:-

- **Scope & Scale** - to scope the level of financial opportunity to support the Business Case and demonstrate options and opportunity for future member decisions.
- **Plan** - this provides a phasing of service reviews across a 36 month period and provide a balance to the areas being reviewed over this period.
- **Confidence** - the financial opportunity is based on controllable General Fund expenditure only - thus providing a level of confidence in the baseline opportunity and a clear linkage to Council approved budgets across the partnership.
- **Prudence** - the financial opportunity has been modelled on a 6.5% baseline of controllable expenditure.



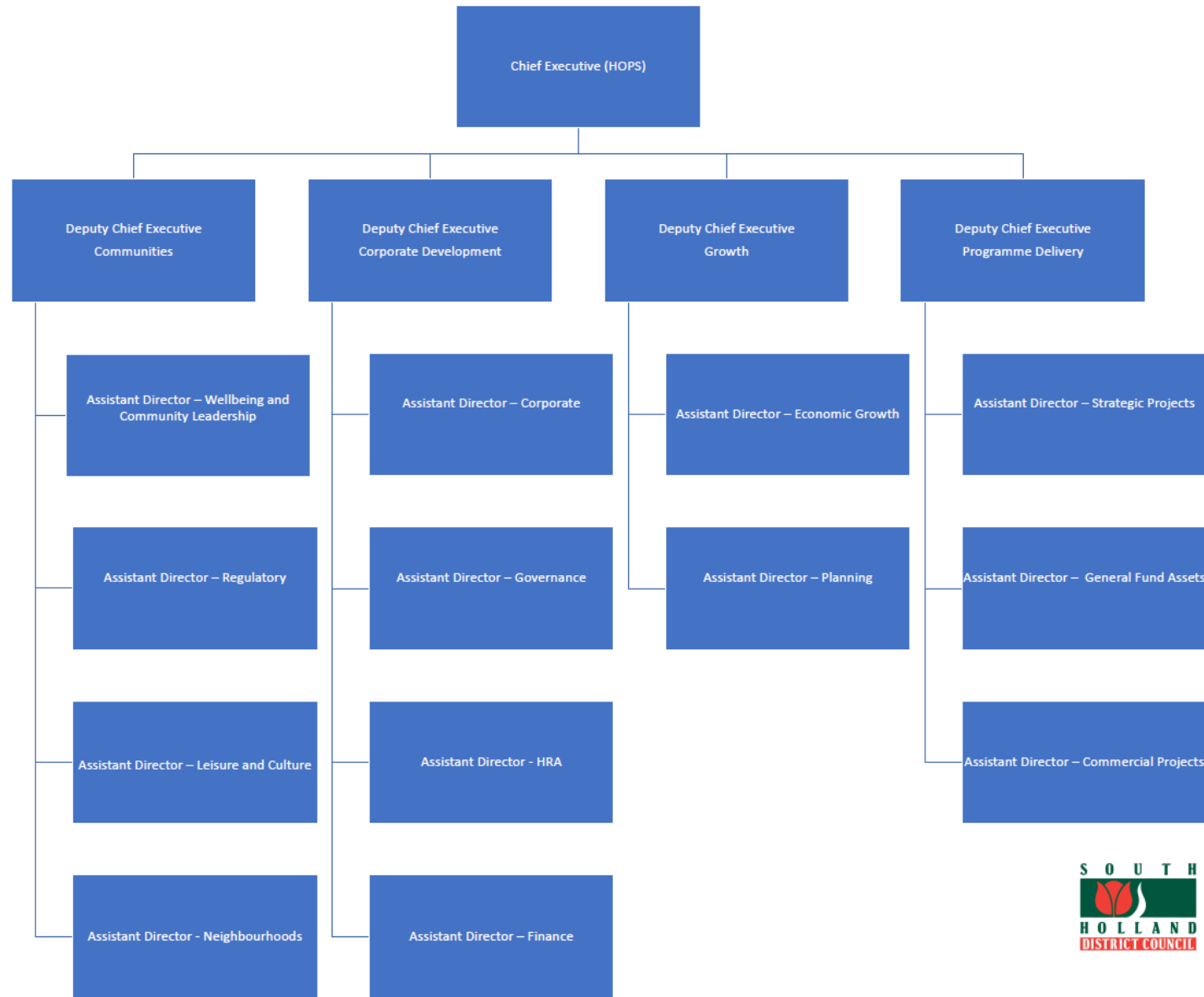
Cumulative General Fund Financial Opportunity – 10 years



	Year 1 - 2022/23	Year 2 - 2023/24	Year 3 - 2024/25	Year 4 - 2025/26	Year 5 - 2026/27	Year 6 - 2027/28	Year 7 - 2028/29	Year 8 - 2029/30	Year 9 - 2030/31	Year 10 - 2031/32
—●— South Holland DC	0.730	0.980	1.397	2.794	4.191	5.587	6.984	8.381	9.778	11.175
—●— Boston BC	0.683	1.003	1.288	2.575	3.863	5.150	6.438	7.725	9.013	10.300
—●— East Lindsey DC	1.425	1.850	2.649	5.299	7.948	10.598	13.247	15.897	18.546	21.196

Partnership – First Steps – Big or Small

- In all examples of partnership working a shared Chief Executive followed by a Shared Leadership Team is the first step.
- The advantages of this first step enables the opportunities and benefits to the new strategic partnership.
- On the structure - the intention is to have a Deputy Chief Executive lead for each Council following appointments to posts being confirmed.



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Partnership – Shared Management Structure

- South Holland DC are bringing 6 x Assistant Directors and 1 x Deputy Chief Executive into the shared management partnership structure.
- The Senior Management costs will be shared on a S113 agreement based on a population apportionment.
- Formal team mergers will use population to share costs.



Cost of Proposed Shared Management Structure

	FTE	Boston BC	East Lindsey DC	South Holland DC	Total
		£	£	£	£
Shared Posts					
Chief Executive	1.00	26,335	52,671	35,496	114,502
Deputy Chief Executive	4.00	91,373	182,746	123,155	397,274
Assistant Director	13.00	209,214	418,428	281,984	909,626
Total	18.00	326,922	653,845	440,635	1,421,402

Apportionment	23%	46%	31%	100%
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Existing senior structure	21.60	322,971	655,729	773,704	1,752,404
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Note

1. Principle that no individual council will be financially worse off under the shared management structure proposals.
2. BBC/ELDC shared management savings have already been achieved during Year 1 of the current strategic alliance.
3. SHDC shared management savings will count towards the Year 1 savings target.
4. The intention is that the apportionment be updated at the point of publication of new ONS population data.

Partnership Platform Legal basis

- It will be important to determine the legal basis for the new strategic partnership to enable the development of the appropriate structure and governance arrangements for the partnership.
- It will be important to determine the 'employing' council for the new strategic partnership.

There are a range of provisions in law that make sharing possible. For example:

- **Section 101 of the Local Government Act 1972** allows local authorities to delegate functions to other local authorities (subject to provisions contained in other legislation). Although the delegating authority remains ultimately responsible for the execution of the functions, Section 101 makes it possible for councils to perform functions on behalf of other councils.
- **Section 102 of the Local Government Act 1972** makes a provision for councils to establish joint committees with other local authorities to discharge their functions. Joint committees are invariably established through a legal agreement signed by the participating local authorities. There are many joint committees in operation, delivering specific services such as revenues and benefits, building control, museums, highways and waste or a range of services as in, for example, the East Kent Joint Arrangements Committee, Three Rivers and Watford, and Adur and Worthing.
- **Section 113 of the Local Government Act 1972** allows a local authority to enter into an agreement with another local authority to place an officer of one at the disposal of the other for the purposes of discharging the latter's functions.
- **Section 75 of the National Health Service Act 2006** allows local authorities and health bodies to pool funds and join together their staff, resources, and management structures to integrate the provision of a health-related service from managerial level to the front-line.
- Councils also have powers to set up companies for the purpose of performing any of their ordinary functions. They will, however, need to be mindful of competition law and state aid issues. In their dealings with companies they own, wholly or in part, they must also observe the restrictions imposed by the **Public Contracts Regulations 2006**. There will be a number of other considerations in setting up a company and councils will need to seek specific advice before doing so.

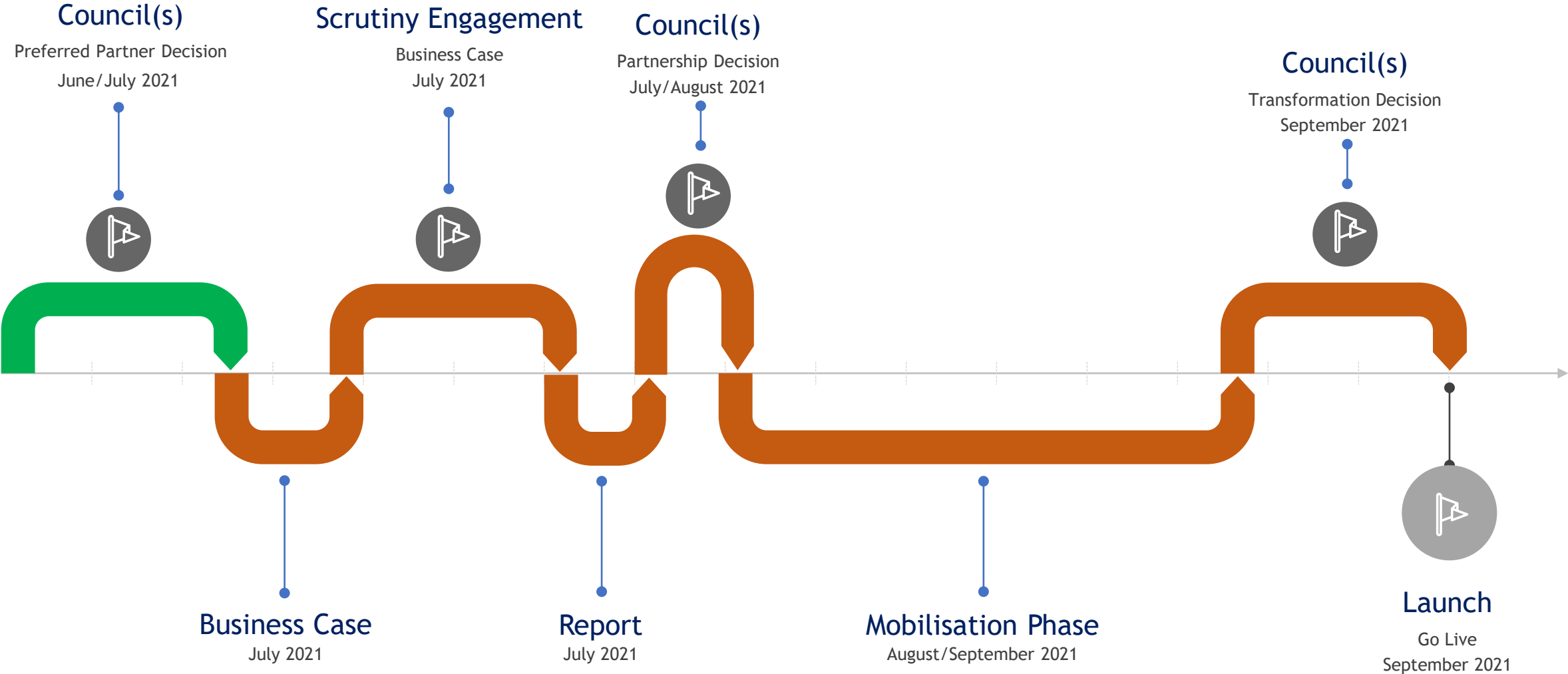
The South East Lincolnshire Councils Partnership will create a shared management arrangement based on Section 113 of the Local Government Act 1972.

All employees will remain contracted to their sovereign councils.

There are a number of other provisions in law, identified above, which could provide a future opportunity for the partnership.



South East Lincolnshire Councils Partnership Roadmap





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APPENDICES TO SUPPORT THE BUSINESS CASE



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SECTION 1: AMBITION & PRIORITIES

Partnership - Determining the Strategic Ambition for the new Partnership

- A new strategic partnership has the opportunity to make a real and tangible difference to the outcomes for local communities and local places.
- Consideration has been given to the scale of ambition and the size of opportunity in the creation of a new strategic partnership.

A shared partnership will enable the following benefits to be achieved:

Sharing management or services is not an end in itself, but one of a number of means by which councils can achieve their strategic ambitions.

Understanding the balance of these strategic ambitions will help inform the shape of the new local strategic partnership.

This means having a good understanding of:

- The **needs and wants of local communities** for services now and in the foreseeable future.
- The **scale of the financial challenge** facing the council (and other public services) in the short, medium and long term.
- The **current range of services** provided to meet local needs, their cost and effectiveness.
- The **opportunities to significantly transform** the way that public, private, not-for-profit and voluntary sector service providers work, singly or collectively, to address local needs.



Partnership – Ambition & Priorities

This section of the business case sets out the following:

- The Strategic Ambition of the partnership, the priorities for the sub-region on behalf of local communities.
- The Corporate Priorities of the partnership, recognising the opportunity across the partnership and the sovereignty of the individual councils.
- The Local Priorities for each individual council which can be supported by the partnership.



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IMD indicators local authority ranking for the proposed partnership

Indicator	South Holland	Boston	East Lindsey
Income	140	92	42
Employment	140	85	25
Education, Skills & Training	9	1	28
Health & Disability	171	113	53
Crime	285	237	247
Living Environment	228	135	85
Barriers to Housing & Services	123	180	137
Local Authority Rank	144	85	30

IMD indicators strategic priorities for proposed alliance

Indicator	South Holland	Boston	East Lindsey
Income	3	3	3
Employment	3	2	1
Education, Skills & Training	1	1	2
Health & Disability	5	4	4
Crime	7	7	7
Living Environment	6	5	5
Barriers to Housing & Services	2	6	6



South East Lincolnshire Councils Partnership – Strategic Ambition (1/3)

Partnership – Strategic Ambition

The strategic ambition of the partnership, the priorities for the sub-region on behalf of local communities.



	South East Lincolnshire Council's Partnership
Income	<p>To make a positive impact on improving Income the partnership should focus on:</p> <ul style="list-style-type: none"> • The ability of the alliance to sustain its current spending, tax and other policies in the medium to long term. • The stability of the local economy, measuring key elements of the economy including the GVA per capita growth rate, inactivity shocks, economic shrinkage and SME growth. • The efficiency with which inputs can be converted into outputs. Competition enhances productivity by forcing firms to innovate new ways to reduce cost and time constraints. • The level of innovation and competition that occurs within the area by measuring the churn of businesses - the number of new start-ups entering and failing firms exiting an economy. • The rates of unemployment, economic activity rates, job satisfaction and degree of part-time and non-permanent employment. <p>The partnership should prioritise and co-ordinate with the following partners: The Council—owned companies.</p>
Employment	<p>To make a positive impact on improving Employment the partnership should focus on:</p> <ul style="list-style-type: none"> • How well businesses can use the internet for commerce, measuring the speed of internet and how widespread access to superfast internet is. • The access of affordability of electricity and gas services. • The quality of water infrastructure and the reliability and cost of water. • The ease and efficiency for people and goods to travel within the UK. This measures the quality, diversity and penetration of road and rail transport within the area as well as access to key transport hubs. • How open the market is to new participants, versus protection of the incumbents. • The legislative and policy driven factors that encourage entrepreneurialism, including property costs, compliance and local government restrictions. • How dynamic and flexible the workplace is for both employer and employee. <p>The partnership should prioritise and co-ordinate with the following partners: Lincolnshire County Council, Greater Lincolnshire Local Enterprise Partnership, Aging Better Steering Group, Lincolnshire OPE Partnership.</p>
Education, Skills & Training	<p>To make a positive impact on improving Education, Skills & Training the partnership should focus on:</p> <ul style="list-style-type: none"> • How well education is attended and the educational outcomes of early childhood education. It supports the development of linguistic, cognitive, social and emotional skills. • The provision and outcomes of primary education in the local authority area including core literacy and numeracy skills. • The provision and outcomes of secondary education in the local authority area, including core literacy and numeracy skills. Attaining level 2 qualification in English and Maths are an important step in an individual's educational journey opening up tertiary education opportunities as well as employment pathways. • The extent to which students from a particular local authority area will go on to further education, either through apprenticeships or university. • The level of skills in a local authority population, by measuring the number of adults with different levels of qualifications. <p>The partnership should prioritise and co-ordinate with the following partners: Lincolnshire County Council, Greater Lincolnshire Local Enterprise Partnership, Colleges, Business networks that exist to identify skills gaps.</p>

South East Lincolnshire Councils Partnership – Strategic Ambition (2/3)

Partnership – Strategic Ambition

The strategic ambition of the partnership, the priorities for the sub-region on behalf of local communities.



	South East Lincolnshire Council's Partnership
Health & Disability	<p>To make a positive impact on improving Health & Disability the partnership should focus on:</p> <ul style="list-style-type: none"> • The set of physiological characteristics and lifestyle patterns that increase the likelihood of developing disease, injury or illness, or of suffering from premature death. • The extent to which a health system prevents diseases, illness and other medical complications from occurring, to save many children and adults from an early death. • The ability of a health system to treat and cure diseases and illnesses once they are present in the population. • The level and burden of mental illness on the living population. Mental health can have a significant impact on an individual's wellbeing and ability to participate effectively in the labour market and in society more broadly. • The level and burden of physical illness on the living population. Physical health can have a significant impact on an individual's wellbeing and ability to participate effectively in the labour market and in society more broadly. • The mortality rate of the areas population through different stages of life. <p>The partnership should prioritise and co-ordinate with the following partners: Integrated care system (including actively supporting its development), NHS, CCG, Mental Health Trust, LCC Public Health (Joint Strategic Needs Assessment), Lincolnshire County Council, Health and Wellbeing Board (will become Integrated Care System Board), District Council partners, DWP, Department of Health, Adult's Safeguarding Board, Children's Safeguarding Board</p>
Crime	<p>To make a positive impact on improving Crime the partnership should focus on:</p> <ul style="list-style-type: none"> • The level of violent crime based on the extent of knife crime, robbery, sexual offences, domestic abuse, homicides, modern slavery and forced marriages. • The level and impact of property crime, based on criminal damage, theft, burglary and fraud. • The level of disorderly behaviour, looking at public order offences, possession of weapons, firearms offences and perceived anti-social behaviour. • The deliberate and targeted harm inflicted by non-state actors on a community, taking into account the number of incidents, injuries and also death that result. <p>The partnership should prioritise and co-ordinate with the following partners: Safer Lincolnshire Strategic Partnership, Office of Police and Crime Commissioner, Lincolnshire Police, South East Lincolnshire Community Safety Partnership, Safeguarding Partnerships and Public Protection Board</p>
Living Environment	<p>To make a positive impact on improving the Living Environment the partnership should focus on:</p> <ul style="list-style-type: none"> • The level of emissions of greenhouse gas and other gases from within the alliance councils. This captures the long-term effect of pressure on the atmosphere that the alliance councils will have. • The level of pollution to which local communities are physically exposed and the effect this has on mortality. • The quality of the outdoor spaces and forest. • The quality of the area's water and the risk of flooding. • The quantity of waste collected and the level of recycling. <p>The partnership should prioritise and co-ordinate with the following partners: Lincolnshire County Council, Lincolnshire Wildlife Trust, Natural England, Greater Lincolnshire Nature Partnership, Lincolnshire Waste Partnership, Great Lincolnshire Energy Efficiency Network, Environment Agency, Drainage Board, Anglian Water, DEFRA, Forestry Commission, Health and Wellbeing Networks</p>

South East Lincolnshire Councils Partnership – Strategic Ambition (3/3)

Partnership – Strategic Ambition

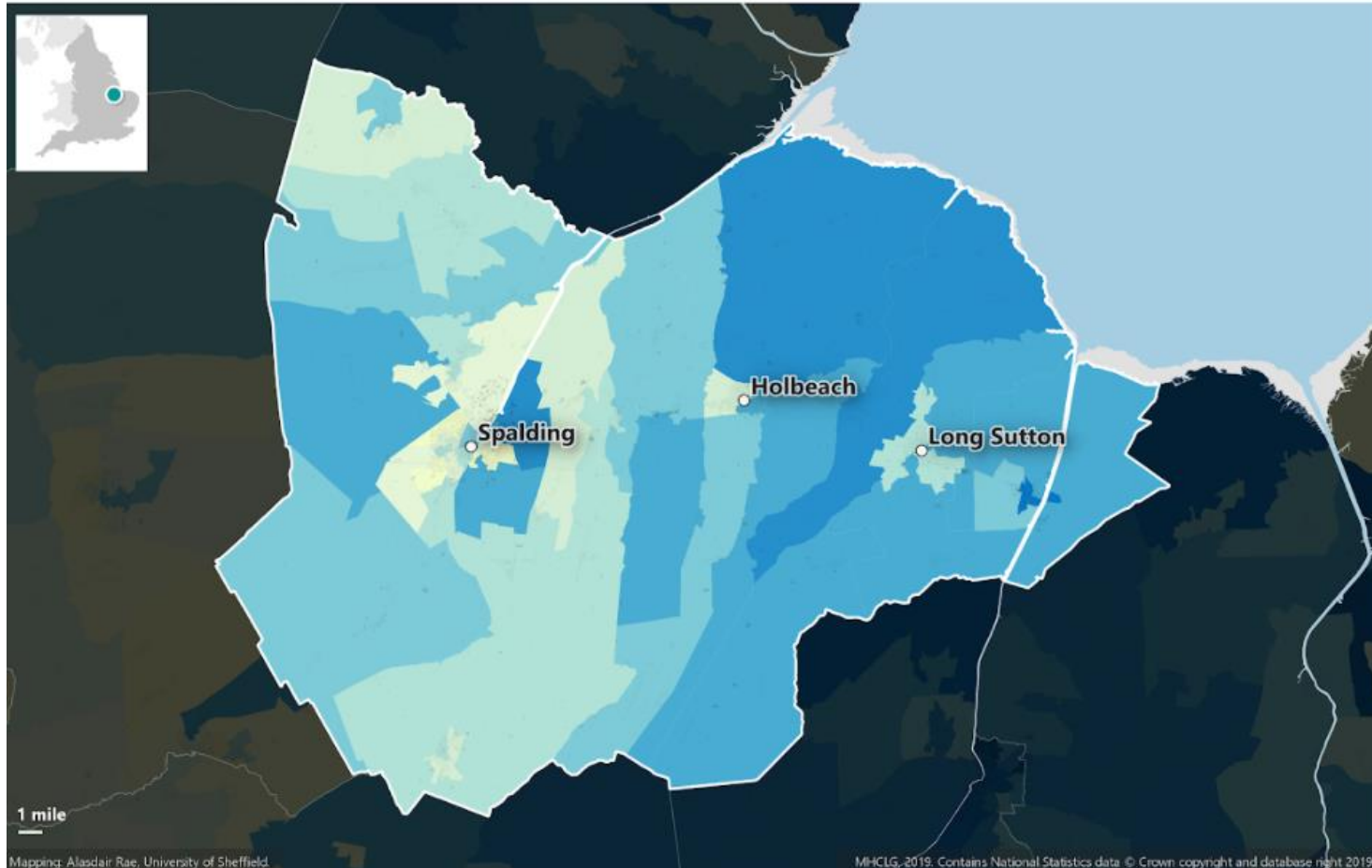
The strategic ambition of the partnership, the priorities for the sub-region on behalf of local communities.



	South East Lincolnshire Council's Partnership
Barriers to Housing & Services	<p>To make a positive impact on Barriers to Housing & Services the partnership should focus on:</p> <ul style="list-style-type: none">• The proportion of individuals with the minimum amount of resources that is necessary to survive and attain wellbeing. This element should include the number of children in poverty.• The quality of accommodation and the impact of the accommodation environment on the health of residents. Including measures of sleeping rough, homelessness, overcrowding, housing availability, hazardous housing and energy efficiency.• The extent to which individuals are able to access the core services that citizens of society require such as schools, local shops and the GP.• The extent to which individuals are able to interact with society through digit technology.• The safety of the environment that individuals live and work in, measuring injuries and accidental deaths from workplace based activities. <p>The partnership should prioritise and co-ordinate with the following partners: Housing Health and Care Delivery Group (formal sub group of the Health and Wellbeing Board), National Centre for Aging Better (Rural Strategic Partnership), Housing and Homelessness Network (infrastructure currently under review), Housing Infrastructure Group, Transport Boards, Community and Voluntary Recovery Cell at LRF, LCC Digital Strategy, Health and Safety, Executive, Registered Providers, MHCLG, Homes England, Financial Inclusion Partnership, DASH – Landlord Accreditation Support, Private Landlords, Community and voluntary sector and Infrastructure Groups, Voluntary Executive Team</p>

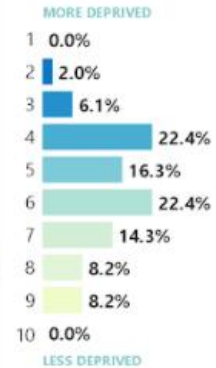
English Indices of Deprivation 2019

SOUTH HOLLAND



Local deprivation profile

% of LSOAs in each national deprivation decile



What this map shows

This is a map of Indices of Deprivation 2019 data for **South Holland**. The colours on the map indicate the deprivation decile of each Lower Layer Super Output Area (LSOA) for England as a whole, and the coloured bars above indicate the proportion of LSOAs in each national deprivation decile. The most deprived areas (decile 1) are shown in blue. It is important to keep in mind that the Indices of Deprivation relate to small areas and do not tell us how deprived, or wealthy, individual people are. LSOAs have an average population of just under 1,700 (as of 2017).



The strategic ambition of the partnership, the priorities for the sub-region on behalf of local communities.



Partnership – Strategic Ambition



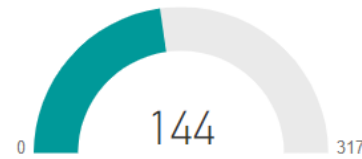
Ministry of Housing,
Communities &
Local Government

Local Authority Look-up

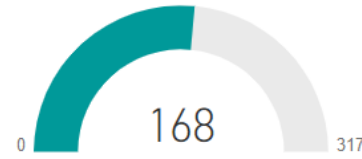
South Holland

Hover over each summary
measure below for a
description and further detail

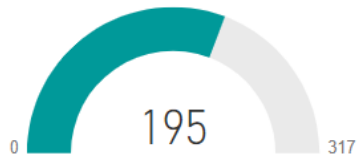
Local Authority Rank



Local Authority Score



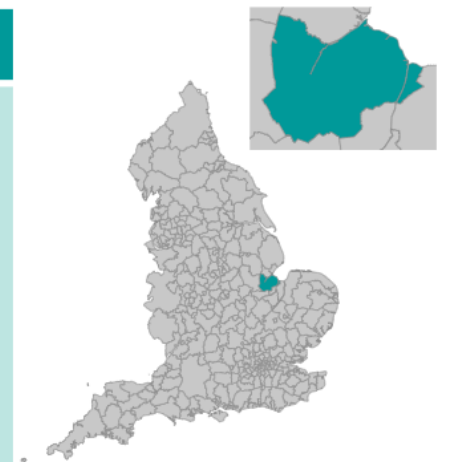
LSOA proportion in first decile (rank)



IoD2019 Interactive Dashboard - Local Authority Focus

The **IoD2019** dashboard allows users to explore the 2019 English Indices of Deprivation data at both local authority district level and neighbourhood (LSOA) level. Users can select a local authority from the **Local Authority Look-up** box. Working clockwise, the **maps** will display where the local authority is located at different scales. The **larger map** will update with the locations of each neighbourhood within the local authority. This map has also been colour coded to display which decile the neighbourhood falls into nationally (dark blue indicating relatively more deprived and pale green indicating relatively less deprived). The **Table** beside provides more detail on each neighbourhood within the local authority, presenting its LSOA code, name, overall IMD2019 rank and decile, which has also been colour coded to correspond to the map. The **Deprivation Domains** box displays where the local authority **rank**s on each of the seven domains and supplementary indices. The IMD2019 **Rank**, **Score** and **Rank of proportion of LSOAs in most deprived 10% nationally** is displayed in each of the three gauges.

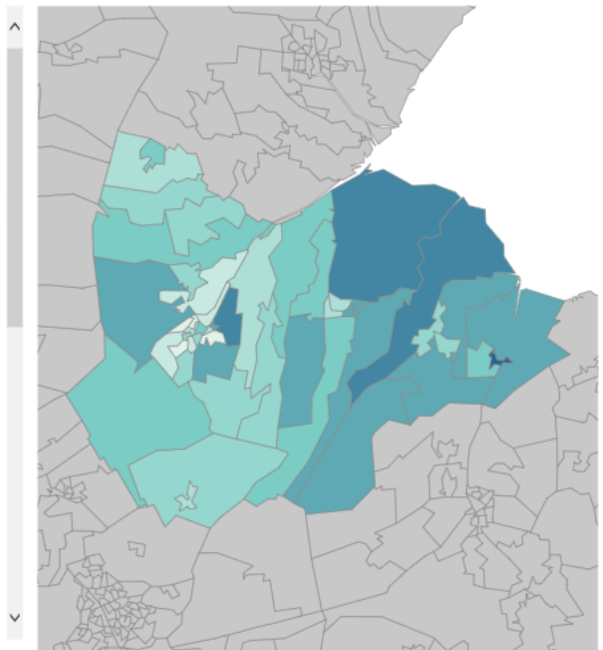
More guidance on the IoD2019 is available online [here](#)
If you have any questions or feedback please email indices.deprivation@communities.gov.uk



Deprivation Domains

- 140 Income Rank
- 140 Employment Rank
- 9 Education, Skills & Training Rank
- 171 Health & Disability Rank
- 285 Crime Rank
- 228 Living Environment Rank
- 123 Barriers to Housing & Services
- 137 IDACI Rank
- 146 IDAOPI Rank

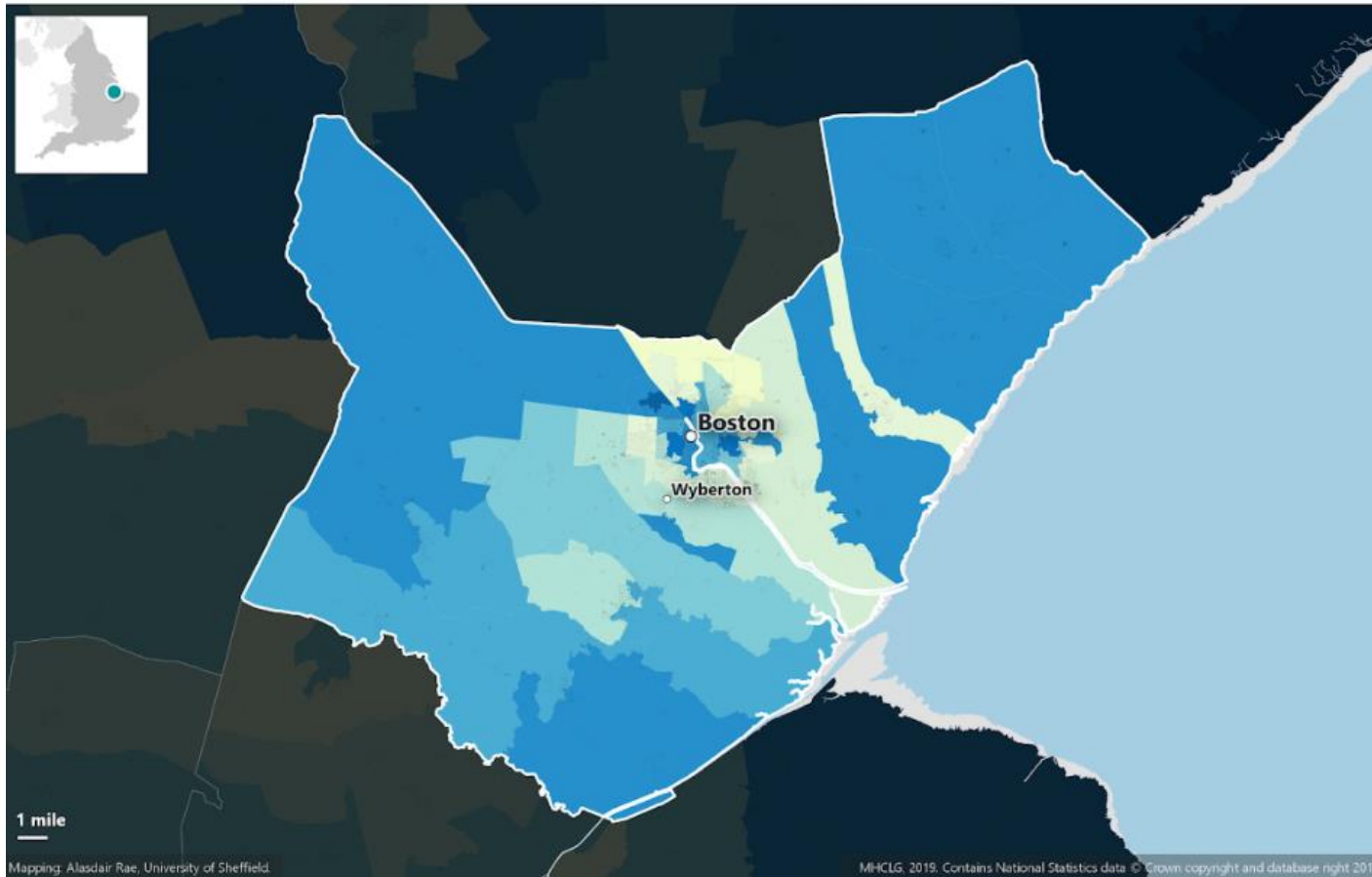
LSOA Code	LSOA Name	IMD Rank	IMD Decile
E01026242	South Holland 001A	20964	7
E01026243	South Holland 001B	13253	5
E01026244	South Holland 001C	18120	6
E01026247	South Holland 001D	17558	6
E01026276	South Holland 001E	14516	5
E01026246	South Holland 002A	8061	3
E01026248	South Holland 002B	9233	3
E01026257	South Holland 002C	18403	6
E01026250	South Holland 003A	12803	4
E01026251	South Holland 003B	20355	7
E01026252	South Holland 003C	20651	7
E01026253	South Holland 003D	11640	4
E01026281	South Holland 004A	21535	7
E01026282	South Holland 004B	17507	6
E01026283	South Holland 004C	15006	5
E01026285	South Holland 004D	12941	4
E01026286	South Holland 004E	14441	5
E01026241	South Holland 005A	13436	5
E01026258	South Holland 005B	23866	8
E01026259	South Holland 005C	12288	4
E01026260	South Holland 005D	17628	6
E01026266	South Holland 006B	16856	6
E01026273	South Holland 006C	27638	9
E01026274	South Holland 006D	27438	9
E01026275	South Holland 006E	20773	7



English Indices of Deprivation 2019

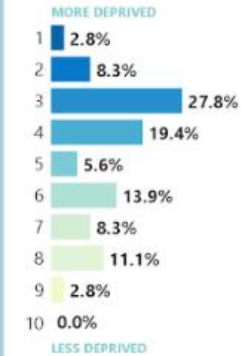


BOSTON



Local deprivation profile

% of LSOAs in each national deprivation decile



What this map shows

This is a map of Indices of Deprivation 2019 data for **Boston**. The colours on the map indicate the deprivation decile of each Lower Layer Super Output Area (LSOA) for England as a whole, and the coloured bars above indicate the proportion of LSOAs in each national deprivation decile. The most deprived areas (decile 1) are shown in blue. It is important to keep in mind that the Indices of Deprivation relate to small areas and do not tell us how deprived, or wealthy, individual people are. LSOAs have an average population of just under 1,700 (as of 2017).



The strategic ambition of the partnership, the priorities for the sub-region on behalf of local communities.



Partnership – Strategic Ambition



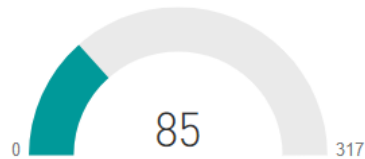
Ministry of Housing,
Communities &
Local Government

Local Authority Look-up

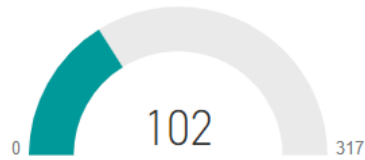
Boston

Hover over each summary
measure below for a
description and further detail

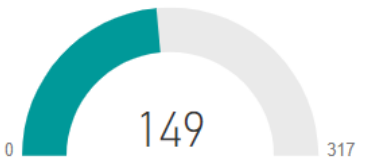
Local Authority Rank



Local Authority Score



LSOA proportion in first decile (rank)



IoD2019 Interactive Dashboard - Local Authority Focus

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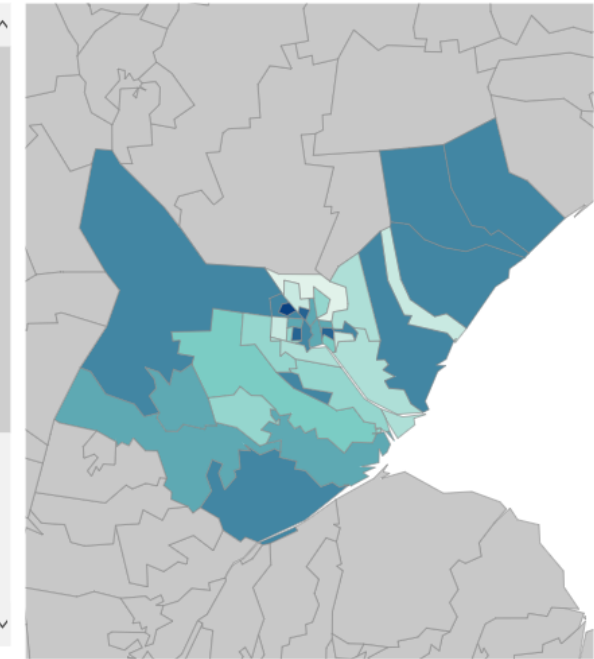
More guidance on the IoD2019 is available online [here](#)

If you have any questions or feedback please email indices.deprivation@communities.gov.uk

Deprivation Domains

- 92 Income Rank
- 85 Employment Rank
- 1 Education, Skills & Training Rank
- 113 Health & Disability Rank
- 237 Crime Rank
- 135 Living Environment Rank
- 180 Barriers to Housing & Services
- 105 IDACI Rank
- 89 IDAOPI Rank

LSOA Code	LSOA Name	IMD Rank	IMD Decile
E01026007	Boston 001A	23321	8
E01026008	Boston 001B	9205	3
E01026009	Boston 001C	9228	3
E01026023	Boston 001D	8828	3
E01026024	Boston 001E	8392	3
E01026010	Boston 002A	2270	1
E01026011	Boston 002B	7495	3
E01026030	Boston 002C	6212	2
E01026032	Boston 002D	12746	4
E01026037	Boston 002E	5684	2
E01026006	Boston 003A	7407	3
E01026021	Boston 003B	18327	6
E01026025	Boston 003C	10182	4
E01026036	Boston 003D	10991	4
E01026012	Boston 004A	7447	3
E01026015	Boston 004B	23146	8
E01026026	Boston 004C	5115	2
E01026027	Boston 004D	16311	5
E01026028	Boston 004E	10722	4
E01026016	Boston 006A	10751	4
E01026033	Boston 006B	8555	3
E01026034	Boston 006C	12540	4
E01026017	Boston 007A	6747	3
E01026018	Boston 007B	16227	5
E01026019	Boston 007C	12022	4



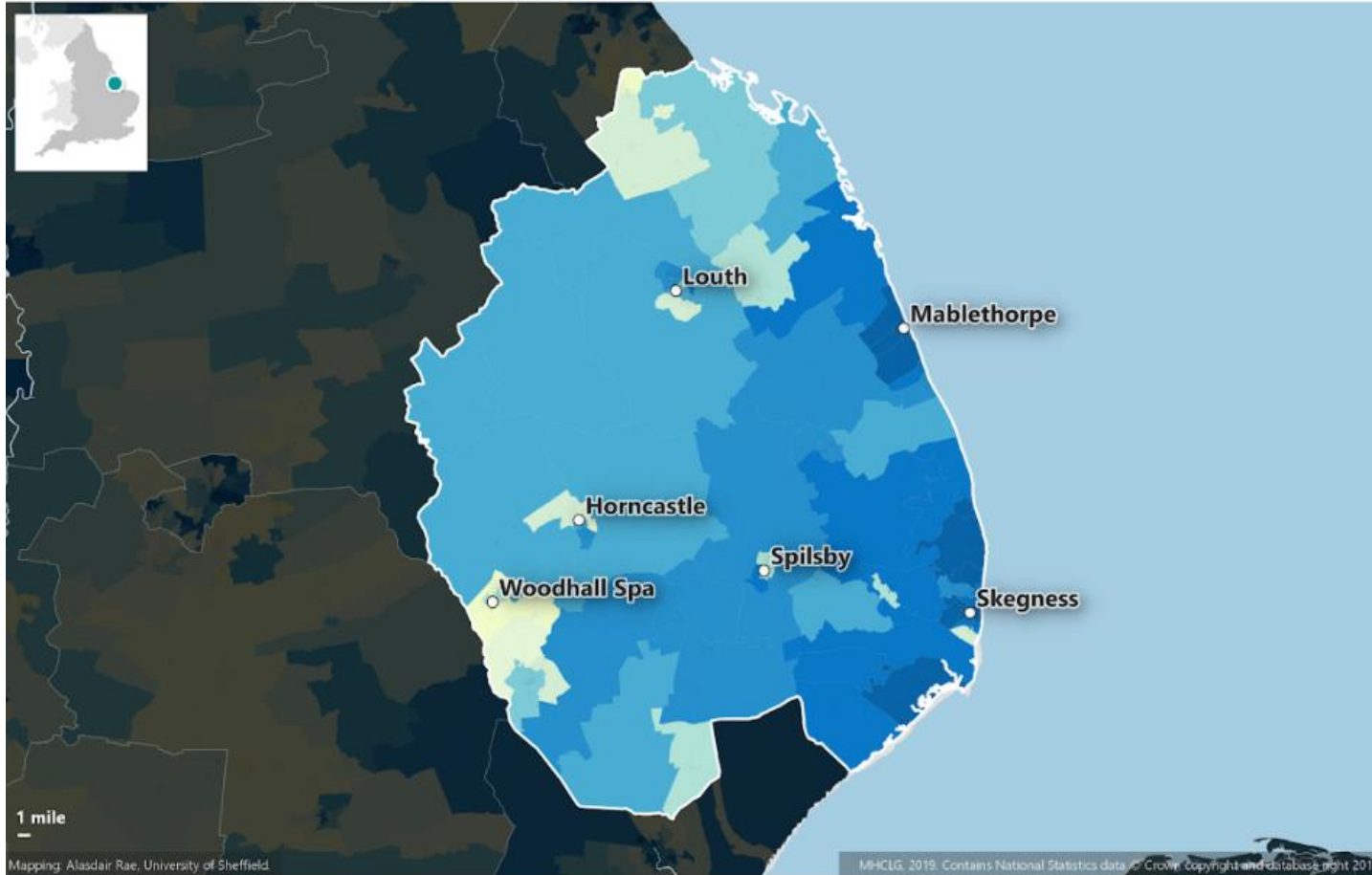
The strategic ambition of the partnership, the priorities for the sub-region on behalf of local communities.



English Indices of Deprivation 2019

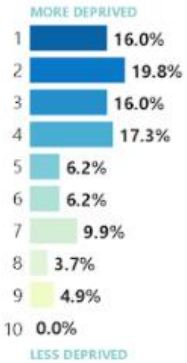


EAST LINDSEY



Local deprivation profile

% of LSOAs in each national deprivation decile



What this map shows

This is a map of Indices of Deprivation 2019 data for **East Lindsey**. The colours on the map indicate the deprivation decile of each Lower Layer Super Output Area (LSOA) for England as a whole, and the coloured bars above indicate the proportion of LSOAs in each national deprivation decile. The most deprived areas (decile 1) are shown in blue. It is important to keep in mind that the Indices of Deprivation relate to small areas and do not tell us how deprived, or wealthy, individual people are. LSOAs have an average population of just under 1,700 (as of 2017).



The strategic ambition of the partnership, the priorities for the sub-region on behalf of local communities.





Ministry of Housing,
Communities &
Local Government

Local Authority Look-up

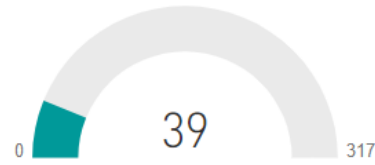
East Lindsey

Hover over each summary
measure below for a
description and further detail

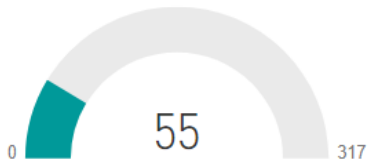
Local Authority Rank



Local Authority Score



LSOA proportion in first decile (rank)



IoD2019 Interactive Dashboard - Local Authority Focus

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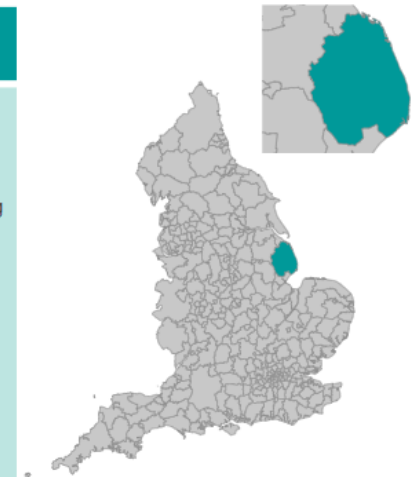
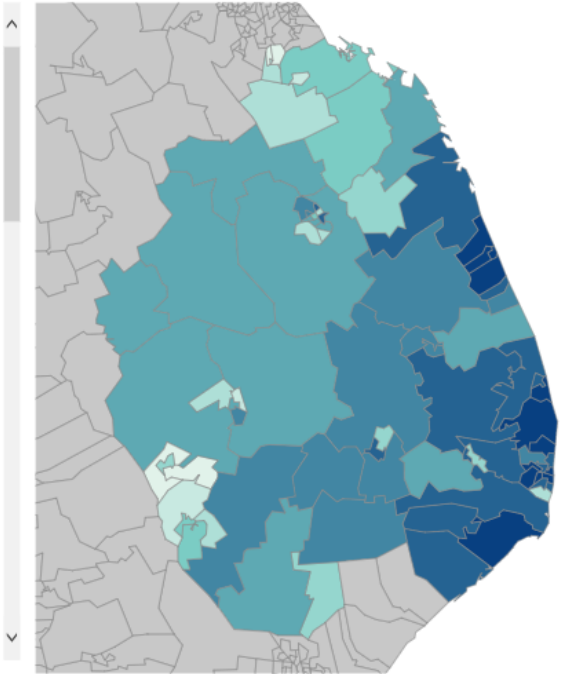
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Deprivation Domains

- 42 Income Rank
- 25 Employment Rank
- 28 Education, Skills & Training Rank
- 53 Health & Disability Rank
- 247 Crime Rank
- 85 Living Environment Rank
- 137 Barriers to Housing & Services
- 48 IDACI Rank
- 73 IDAOP1 Rank

LSOA Code	LSOA Name	IMD Rank	IMD Decile
E01026045	East Lindsey 001A	11365	4
E01026061	East Lindsey 001B	27143	9
E01026062	East Lindsey 001C	20727	7
E01026063	East Lindsey 001D	27022	9
E01026080	East Lindsey 001E	20675	7
E01026106	East Lindsey 001F	23659	8
E01026107	East Lindsey 001G	16009	5
E01026058	East Lindsey 002A	19009	6
E01026076	East Lindsey 002B	13169	5
E01026079	East Lindsey 002C	10736	4
E01026077	East Lindsey 003A	8022	3
E01026078	East Lindsey 003B	7691	3
E01026087	East Lindsey 003C	5371	2
E01026088	East Lindsey 003D	22737	7
E01026090	East Lindsey 003E	11972	4
E01026091	East Lindsey 003F	21906	7
E01026108	East Lindsey 003G	3982	2
E01026081	East Lindsey 004A	11668	4
E01026089	East Lindsey 004C	20711	7
E01032986	East Lindsey 004D	10974	4
E01032987	East Lindsey 004E	15624	5
E01026072	East Lindsey 005A	1570	1
E01026073	East Lindsey 005B	825	1
E01026074	East Lindsey 005C	1228	1
E01026099	East Lindsey 005D	6063	2



The strategic ambition of the partnership, the priorities for the sub-region on behalf of local communities.



South East Lincolnshire Councils Partnership– Corporate Priorities (1/4)

Partnership – Corporate Priorities

The Corporate Priorities of the partnership, recognising the opportunity across the partnership and the sovereignty of the individual councils.

	South Holland	Boston	East Lindsey
Education	<ul style="list-style-type: none"> Work in partnership with key partners in the education sector to ensure that both businesses and residents have access to the necessary skills to support economic growth and prosperity. 		
Housing	<ul style="list-style-type: none"> Be a landlord of choice for our council housing tenants. Work to prevent and mitigate homelessness. Enable effective planning and delivery of housing solutions to meet local needs and aspirations to ensure that our residents have access to a range of housing options in the district. Deliver new homes for our residents and provide a dividend to Council through our Welland Homes housing company. Use our Community interest Company South Holland Homes to protect community assets. Maintain our commitment to Council Housing by building new council homes to replace those that have been lost. Work to support elderly people to live independently and in their own home, including working with partners to support the delivery of a new 'extra care' housing development in the district. Ensure that our residents are enabled to live in high quality housing no matter the tenure. 	<ul style="list-style-type: none"> Invest and support growth to meet local housing needs by co-funding affordable housing delivery. 	<ul style="list-style-type: none"> We want to develop and help to deliver an ambitious Housing Strategy that will enable and facilitate the delivery of a range of mixed tenure homes across the district including through collaboration with other partners. A supply of well designed, safe and suitable homes in the right place whether it be for families, older people or those with more individual needs; in order to contribute to overall community wellbeing and personal sense of place. Deliver high quality housing services which are targeted to help our most vulnerable residents and ensure that the Council is there to support and help when it is needed through an improved support pathway that is easy for people to use and focus on preventing people from becoming homeless.



South East Lincolnshire Councils Partnership– Corporate Priorities (2/4)

Partnership – Corporate Priorities

The Corporate Priorities of the partnership, recognising the opportunity across the partnership and the sovereignty of the individual councils.



	South Holland	Boston	East Lindsey
Health	<ul style="list-style-type: none"> Lead, enable and embed the provision of a range of improved local community, cultural and art facilities that support the enhanced wellbeing of South Holland’s communities. Lead the provision of contracted leisure facilities and explore options for future delivery to enhance the wellbeing of South Holland’s communities. Ensure that our public protection services continue to enable our communities to remain healthy and safe through our regulatory activities. Target leisure facilities to provide a programme of activities to tackle obesity and inactivity in South Holland. Lead and support activities, partnerships and recommend interventions to help address key local health and wellbeing issues such as mental health, housing health and care and increasing physical activity. Support the delivery and development of Early Help collaborative working with partners and use shared resources earlier to prevent vulnerable people reaching to crisis point. Proactively influence the Lincolnshire CCG Neighbourhood Team to ensure the best health outcomes for South Holland. Ensure our residents are given advice to help maximise their income and manage their debts. 	<ul style="list-style-type: none"> Make Boston a healthy and safe place to work. 	<ul style="list-style-type: none"> We want to work with our partners to improve the health of East Lindsey residents, particularly through our role in preventing people from developing poor health in the first place, or helping people to live better if they are not fully fit. We want to encourage healthy lifestyles and provide support where it is needed. Continued good health means people will contribute more to the economy, be active in their communities and reduce the need for social and health care services.
Environment	<ul style="list-style-type: none"> Work together with partners, businesses and local communities to re-establish the Pride in South Holland programme to improve the quality of public spaces to be cleaner, greener and safer. Create further outdoor spaces and new woodlands to enhance the natural environment and to encourage our communities to have active lifestyles. Continue to engage with all Internal drainage boards in South Holland to ensure that the district is prevented from flooding and its importance to national food production is maintained. Support Parishes to deliver capital works and improvements through the new community reserve loan scheme. 	<ul style="list-style-type: none"> The Council declared a climate change emergency in January 2020, coming to reduce the Council’s carbon footprint and become net zero carbon in advance of the timetable declared by UK Parliament. The Borough Council will play its role to ensure we begin to reverse the impact on climate change. We will encourage others to follow our example and be more environmentally aware. 	<ul style="list-style-type: none"> The Council should look to reducing its own carbon emissions, but also help to play a role in working with other organisations and the wider community to do everything we can to contribute at a local level. We want to play a significant role in helping to better manage the waste we collect, and increase the amount that can be recycled or used to generate energy; but with a longer term focus on playing a role in reducing the amount of waste coming into the system in the first place. To prioritise resources to enable us to adapt to a changing climate, both as an organisation and on behalf of the district; in order that the district continues to develop and grow economically despite the challenge of being a coastal district. To be a strong partner in protecting our natural environment for residents and visitors.

South East Lincolnshire Councils Partnership– Corporate Priorities (3/4)

Partnership – Corporate Priorities

The Corporate Priorities of the partnership, recognising the opportunity across the partnership and the sovereignty of the individual councils.

	South Holland	Boston	East Lindsey
Community	<ul style="list-style-type: none"> Protect the community and environment Support Spalding and Holbeach to be attractive places that people want to visit, live and work while supporting all other towns and villages in the district to meet the needs of their communities. Support Parishes to deliver capital works and improvements through the new community reserve loan scheme. Ensure that our services are digitally enabled and efficient to meet the expectations of our changing communities. Ensure that our staff have the skills needed to drive the organisation forward and meeting the changing expectations of our residents. Help shape, influence and respond to emerging national policy to ensure that we maximise the opportunity for South Holland. Keep residents, businesses, and partners informed about council services and latest opportunities through clear and effective communications. 	<ul style="list-style-type: none"> There is continued pressure on funding to Local Government, whilst at the same time the demand is increasing for many of the services we deliver. Making use of the latest technology will increase the efficiency of our services so we can deliver more for our communities. There is also the opportunity to be more creative in the ways we generate income to fund our core services. 	<ul style="list-style-type: none"> We want to move the Council as far as we can towards being independent of government funding by investing in income generating projects and activities in order to protect and grow our core services. We want to make full use of the latest technologies to both increase the efficiency of service provision so we can deliver more, as well as take full advantage of the opportunities for using technology to meet the needs of people in a large rural district.



South East Lincolnshire Councils Partnership– Corporate Priorities (4/4)

Partnership – Corporate Priorities

The Corporate Priorities of the partnership, recognising the opportunity across the partnership and the sovereignty of the individual councils.

	South Holland	Boston	East Lindsey
Employment	<ul style="list-style-type: none"> Proactively work with partners to identify and optimise funding opportunities that will draw resources into the district to support our plans for substantial and continued growth. Work in partnership across the public and private sector to retain and build on the key business sector strengths within South Holland, whilst also working proactively to attract new inward investment that will bring further prosperity to our district. Continue to deliver a clear “Open for Business” approach across all Council services that promotes and supports business growth Continue to deliver a full range of services and initiatives that support our businesses, including our Grants4Growth programme. Stimulate further growth, productivity and prosperity in the food sector through the delivery of a Food Enterprise Zone in Holbeach. Deliver substantial and continued growth as proposed through our Local Plan, in conjunction with our key partners Work with our key partners to ensure that the infrastructure required to support our community to grow and flourish, including key roads, rail, broadband and telecommunications, are planned for and delivered. 	<ul style="list-style-type: none"> As a regional sub-centre of the county, we want to grow Boston’s economy to ensure it remains a thriving town where people choose to live, work and visit. In doing so it is important we understand the needs of our communities and achieve growth in a way that is inclusive. 	<ul style="list-style-type: none"> Town centres have over time adapted to wider changes in society, evolution of working practices and technological advances. Positive and proactive place leadership through community supported initiatives is a key part of ensuring buy-in to changing places. We therefore want to identify and empower those who have an interest in their town to collaboratively take forward initiatives that help to reposition, reinvent, rebrand and restructure each town centre within the district. We also know that town centres can contribute to meeting social needs, not just through residential provision but also through health and wellness activities, education facilities and providing opportunity for increased physical activity and social interaction promoting healthy lifestyles; so we will ensure that there is integration with our other strategic aims. We want to work with businesses and partners to increase skill levels which will help drive up average wage levels and increase participation in the labour market. Providing confidence to businesses that East Lindsey is an area of economic growth into the future is vitally important and requires a strategic approach to a range of issues. Help businesses to access all the support that is available to them, especially in the current changing environment that could result in both challenges and opportunities - in the short term this could be about our exit from the European Union and changes to legislation; in the medium term it could be the impact of a changing climate and green technologies.
Crime	<ul style="list-style-type: none"> Work with our partners such as Lincolnshire Community Safety Partnership and Parish Councils to reduce and prevent crime and anti-social behaviour Ensure that national policies relating to modern slavery and the safeguarding of vulnerable children and adults are embedded effectively throughout all aspects of our services. 		



South East Lincolnshire Councils Partnership – Local Priorities (1/2)

Partnership – Local Priorities

The Local Priorities for each individual council which can be supported by the partnership.

	South Holland	Boston	East Lindsey
Education	<ul style="list-style-type: none"> To work in partnership with key partners in the education sector, including Boston College and University of Lincoln, to ensure that both businesses and residents have access to the necessary skills to support economic growth and prosperity 	<ul style="list-style-type: none"> Strong partnership working with Boston College and schools 	<ul style="list-style-type: none"> Construction of Horncastle Hub in partnership with Boston College New learning facility in Skegness. New Leisure and Learning Centre, Mablethorpe Further Education opportunities for Louth
Housing	<ul style="list-style-type: none"> To work to prevent and mitigate homelessness, including continuing to work with partners across Lincolnshire to deliver countywide solutions to rough sleeping To enable effective planning and delivery of housing solutions to meet local needs and aspirations to ensure that our residents have access to a range of housing options in the district To continue to deliver new homes through the HRA and Welland Homes 	<ul style="list-style-type: none"> Ambition to construct new houses. 	<ul style="list-style-type: none"> Invest East Lindsey developing a housing construction programme.
Health	<ul style="list-style-type: none"> To lead and support activities, partnerships and recommend interventions to help address key local health and wellbeing issues such as mental health, housing health and care and increasing physical activity To target leisure facilities to provide a programme of activities to tackle obesity and inactivity in South Holland 	<ul style="list-style-type: none"> Maintaining services at the Pilgrim Hospital. Continue to provide and improve access to leisure provision to support active communities. 	<ul style="list-style-type: none"> Aging Better Programme Magna Vitae Leisure and Culture Trust to enable a healthy and active community,
Environment	<ul style="list-style-type: none"> To create further outdoor spaces and new woodlands to enhance the natural environment To support our local industries with the transition to low carbon, especially in agri-foods sectors 	<ul style="list-style-type: none"> Carbon Reduction Programme for the Council including Climate Change Assembly targeting key sectors. Ensure the successful bedding in of the paper and card recycling service in Boston and its success thereafter. 	<ul style="list-style-type: none"> Carbon Reduction Programme for the Council. Climate Change Assembly targeting key sectors. Working with the Environment Agency on improved coastal defences.



South East Lincolnshire Councils Partnership – Local Priorities (2/2)

Partnership – Local Priorities

The Local Priorities for each individual council which can be supported by the partnership.

	South Holland	Boston	East Lindsey
Community	<ul style="list-style-type: none"> To lead the provision of contracted leisure facilities and explore options for future delivery to enhance the wellbeing of South Holland’s communities To lead, enable and embed the provision of a range of improved local community, cultural and art facilities that support the enhanced wellbeing of South Holland’s communities Deliver an improvement plan for Spalding and Holbeach town centres, supporting high street economy and the town centres as a community hub 	<ul style="list-style-type: none"> Empowering Healthier Communities Programme – funded by MHCLG. Towns’ Fund – Boston 	<ul style="list-style-type: none"> Towns’ Fund – Mablethorpe and Skegness
Employment	<ul style="list-style-type: none"> Growing South Holland’s agri-food cluster and horticulture sector, and creating higher value jobs through projects such as the FEZ Enabling housing growth as a driver of local employment. Deliver a clear “Open for Business” approach across all Council services that promotes and supports business growth and inward investment Continue to deliver a full range of services and initiatives that support our businesses, including our Grants4Growth programme 	<ul style="list-style-type: none"> Attracting investment/new businesses to the Borough. Strong focus on working with the Port of Boston. 	<ul style="list-style-type: none"> Attracting investment/new businesses in the Borough Extending the visitor economy/season.
Crime	<ul style="list-style-type: none"> CCTV Partnership 	<ul style="list-style-type: none"> CCTV Partnership 	<ul style="list-style-type: none"> CCTV Partnership with BBC and Town Councils.





served by One Team

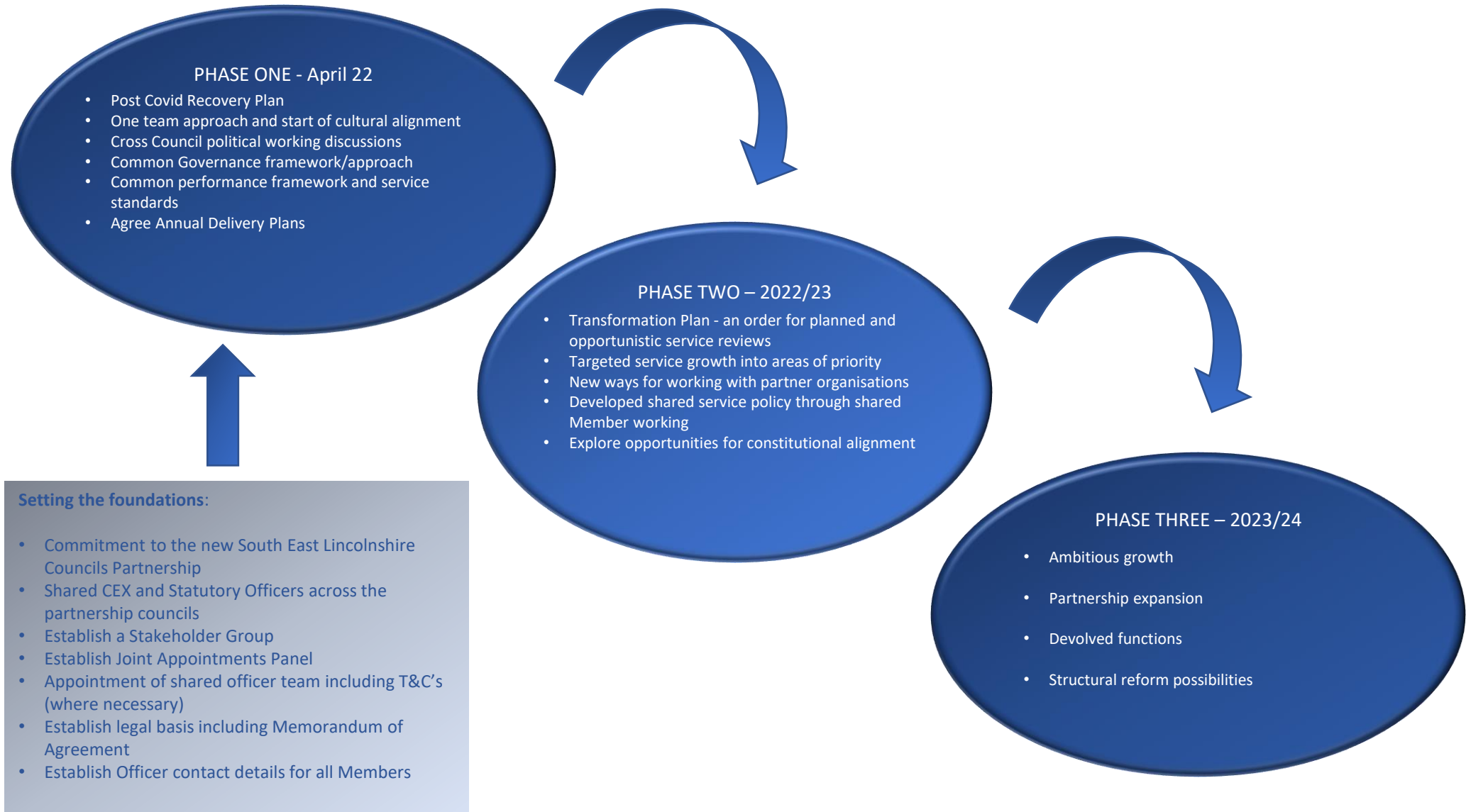
SECTION 2: BUILDING THE PARTNERSHIP

Partnership – Building the Partnership

This section of the Business Case sets out the proposed arrangements for the delivery of the opportunities and benefits contained within the business case.

- *Setting the foundations*
- **Phase One - Set Up**
- **Phase Two - Accelerate**
- **Phase Three – Embed**

The three Phases will run in parallel and for illustrative purposes are shown as distinct.



South East Lincolnshire Councils Partnership – Baseline Principles

Experience has shown that trusting partners and sharing common goals is the key to working together successfully.

Partners will benefit from having a history of working together on projects so that they can build on an existing relationship.

Strong leadership from politicians and management is essential for persuading staff and service users that pooling resources with partner organisations is worthwhile.

Leaders will need to make the case for change so that everybody is committed to delivering it.

The following are the proposed baseline principles for the partnership:

1. The ability to work together to respond to and address shared and common challenges and opportunities at a local, corporate and sub-regional level across the south east region of Lincolnshire;
2. To realise a combined financial opportunity of up to £42m if all service integration opportunities are embraced;
3. To build on the existing and successful PSPS Ltd relationship and improve service effectiveness and efficiency;
4. An opportunity to improve service delivery and resilience across the partnership;
5. The sharing of expertise across the partnership;
6. The chance to create additional capacity and increased resilience to do more for our communities;
7. A stronger voice locally, regionally and nationally through the creation of a South East Lincolnshire Councils Partnership identity;
8. To cement a solid foundation of partnership working ahead of the potential for devolution and local reform;
9. The increased opportunity to secure external funding to enable the future prosperity for our communities; and
10. Greater career development opportunities for our workforce.

Partnership - Determining the baseline principles for the new Partnership

- This slide sets out the baseline principles which support the creation of the partnership and to maintain a focus on the compelling vision to support the partnerships aims and ambitions for its local communities.





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SECTION 3: ENABLERS AND OPPORTUNITIES

Partnership – Enablers & Opportunities

- Each individual transformation programme shared
- Identify synergies and economy of scale opportunities
- Consider amalgamation of transformation projects to accelerate learning, sharing and delivery
- Enables alignment of organisational based efficiencies
- Enables alignment for future partnership integration
- Enables alignment for potential LGR positioning



South East Lincolnshire Councils Partnership – Enablers & Opportunities

Each organisation will have in place an individual transformation programme or service improvement plans to help meet the challenges set out in their MTF5 and drive service performance, this provides an opportunity to support and deliver these programmes at scale and pace across the partnership.



IDENTIFIED EARLY OPPORTUNITIES

- PSPS – we recognise PSPS as an important strategic partner to allow the Councils to realise their ambitions. There is an opportunity to increase both the scale and pace of working with PSPS. PSPS have been asked to provide content for the final business case which will articulate their thoughts on how they can assist the SELCP.

Partnership – Enablers & Opportunities

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SELCP – Summary of the Enablers and Opportunities for the Partnership

Enabling Opportunity	South Holland DC	Boston BC	East Lindsey DC
Public Sector Professional Services Ltd - PSPS currently provide a range of professional services to South Holland and East Lindsey DC and are currently 'Onboarding' Boston BC.	✓	✓	✓
Housing Delivery – attractiveness to developers and partners such as Homes England to support funding applications and bring forward strategic sites.	✓	✓	✓
New Local Plan – If White Paper outcomes are introduced, the Partnership would be ideally placed to develop a new plan across the wider geography.	✓	✓	✓
Increased attractiveness to new staff – based on diversity and opportunity as well as geography and unique nature of the Partnership. May make us more attractive for hard to fill roles.	✓	✓	✓
Aligned leisure and cultural provision – to improve health outcomes.	✓	✓	✓
Visitor and Destination Strategy – to raise the profile of the visitor offer across the three destinations.	✓	✓	✓
Shared Investment Prospectus – producing a prospectus to excite investors in the region.	✓	✓	✓
Responding to the Environment Bill – learning from each other in the delivery of new waste collection requirements to customers.	✓	✓	✓
Strong Partnership Engagement with health and education provides, along with Government bodies – using our scale of influence.	✓	✓	✓

Partnership – Enablers & Opportunities

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SELCP - Enablers and Opportunities for the Partnership – PSPS Ltd (1/2)

Enabling Opportunity	South Holland DC Boston BC East Lindsey DC
<p>Public Sector Partnership Services Ltd, is a Local Authority Trading Company and has delivered a range of shared customer facing and enabling services to SHDC and ELDC Councils for over 10 years. These services include HR and Payroll, Financial services, ICT and digital, Customer Contact, Revenue and Benefits and Health & Safety. The Company started delivering these services to Boston Borough Council in April 2021. The Company has delivered an extensive programme of transformation and financial savings since its inception in 2010 which has contributed to delivering significant organisational change and improvement.</p>	
<p>Finance</p>	<p>PSPS Financial Services Department take pride in their ability to deliver a wide range of fully managed finance functions for the councils. The department of professionally qualified accountants and accounting technicians are experienced in the local government landscape, and provide high quality end-to-end financial management of budgets totalling over £47m on behalf of the councils whilst providing advice and support to a wide range of service departments. The Finance Team will support the new partnership to ensure robust financial arrangements exists for each individual Council. The service also supports the provision to the Councils companies.</p>
<p>Customer Contact</p>	<p>Customer Contact provides the first point of contact for many of the councils' customers and residents, providing high quality services through a range of different contact methods including telephony, face-to-face, social media, post administration and email. Supporting a significant property base across three Councils and responding to approximately ½ million contacts per year, PSPS consistently deliver exceptional standards of customer satisfaction and have many years' experience in dealing with high volumes and peaks in demand. The service operates as a multi-skilled function providing resilience and capacity across three Councils. Recent investment in telephony and digital solutions which are to be rolled out in 21/22, will see the service transform into a flag-ship model of delivery enabling 24/7 access to a number of Council functions.</p>
<p>Health and Safety</p>	<p>PSPS' Health and Safety experts support more than 1250 employees and their respective services across the Company and client councils.</p> <p>The team all hold Institute of Occupational Safety and Health (IOSH) accredited qualifications, and have overall responsibility for implementing and monitoring the Health and Safety Framework for the Councils . This includes ensuring that a suitable and legally compliant framework is in place and that it is followed correctly by employees. PSPS write policies, procedures and guidance for staff, provide in-house training, and complete audits and inspections to help ensure compliance. Protecting staff and customers is their number one objective and passion, closely followed by their responsibilities in protecting the organisations they provide Health and Safety services for.</p>

Partnership – Enablers & Opportunities

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SELCP - Enablers and Opportunities for the Partnership – PSPS Ltd (2/2)

Enabling Opportunity	South Holland DC Boston BC East Lindsey DC
HR and Payroll	The PSPS HR service delivers end to end organisational and employee support from recruitment to retirement and is complemented by an HMRC recognised in-house payroll service, a specialist recruiter service, a learning and development team, an HR &OD project resource and a team of specialist employee relations advisors. PSPS support the delivery of HR services across four organisations and in excess of 1250 employees. The HR service also supports the transactional delivery, employee support services and tailored benefits to attract and retain high performing individuals and teams across the range of Council services. With recent investment in a new People Management Systems, First 4 HR will see all three Councils operating from a single HR platform from September 21, enabling a seamless approach to employee engagement. PSPS would support the partnership in developing its People Plan and Workforce Strategy across three Council
Revenues & Benefits	PSPS' experienced Revenues and Benefits Department collects and recovers a combined £198million in Council Tax and Business Rates each year on behalf of the client councils. PSPS serves a caseload of 10,500 claimants on housing benefit, and 19,000 on Council Tax Support. The service extends to the recovery of a further £16million in respect of sundry debt and Housing Benefit overpayment. They are focused on delivering high quality professional services and achieve this through an end-to-end service model and detailed performance monitoring and management. Maximising revenue, and minimising loss and avoidance is a primary objective, and they operate pro-actively through a range of activity including interventions, fraud investigation, review and visiting programmes. An attention to detail and accuracy has ensured client councils achieved the highest level of government subsidy and customers are supported with processing times that are in line with or better than national and East Midland averages. PSPS' vision to become a shared service provider with outstanding customer focus will be supported by digital solutions in 2022 as part of their programme of transformation.
ICT	<p>ICT is no longer a support service, it has become a key enabler for the development, delivery and transformation of corporate services, improving efficiency and enhancing the customer journey.</p> <p>Supporting over 15000 requests per annum, the team of trained and certified ICT staff offer specialist services across the client councils. Delivering a range of ICT disciplines from core technical skills to web application development and print & design consultancy, the ICT team has the strategic and operational skills to support even the most complex of organisations.</p> <p>With combined Public Sector experience in excess of 250 years, the ICT provision is delivered by experts with real world knowledge of the challenges and difficulties being faced on a daily basis. PSPS' vision is to be at the forefront of delivering high quality, accessible, secure and efficient ICT services to the Public Sector. Achieving a customer satisfaction score of 98.06% demonstrates their customer-centric approach to service delivery. The ICT vision for the partnership would be to develop a new partnership ICT strategy which will deliver a joined up approach to ICT innovation across three Councils, with a cloud-first approach.</p>

Partnership – Opportunities & Benefits

- A range of savings opportunities can be released through the geographic location of the councils which would form the new strategic partnership.
- A range of savings opportunities can be released through ambitious strategic opportunities, clearly there is a trade off between the scale of ambition for the partnership and the level of savings which are enabled through this ambition.



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SELCP - Enablers and Opportunities from within the Partnership

Enabling Opportunity	South Holland DC	Boston BC	East Lindsey DC
Education	Strong links with education providers, including Boston College (that covers all three district areas)	Strong links with Education providers	Strong links with Education providers
Housing	South Holland has considerable expertise in all aspects of housing, including tenancy management, property management, direct housing delivery, housing companies and housing 'enabling' across the market and affordable sectors.		Invest East Lindsey housing development programme could be supported by SHDC's housing management function
Health	<p>Wellbeing – South Holland is a strategic partner in the county-wide Wellbeing Service.</p> <p>Food safety – SHDC has a strong food safety expertise given the economic base of the district around agri-food, and its agri-food cluster</p>	Wellbeing – promoting the positive outcomes of the wellbeing service.	<p>Magna Vitae – Magna Vitae provides leisure and cultural services in East Lindsey under a contract to the Council. This includes running all leisure centres.</p> <p>Food Safety – ELDC has a significant requirement during the summer month for food safety inspectors due to summer businesses on the coast. The opportunity for a team to work across the three areas and allocating resources based on seasonal demand presents an opportunity to improve service provision.</p> <p>Wellbeing – raise the profile of the wellbeing service and services it provides in Boston and South Holland to increase resident take up.</p>
Environment	South Holland has influence through its role on the DCN around waste management and Environment Bill	Boston was first in Lincolnshire to roll out paper and card trial and can therefore share learning.	Learn from other partners to introduce kerbside glass collections.
Community	External funding – South Holland has a track record of securing external funding, including a dedicated external funding officer and experience of using political influence to lobby for investment.	External Funding – securing external funding to deliver on local priorities is important if the Council is to be ambitious. Working as a partnership we have the opportunity through a combined voice to lobby for resources and develop bids jointly to address our community's needs.	External Funding – securing external funding to deliver on local priorities is important if the Council is to be ambitious. Working as a partnership we have the opportunity through a combined voice to lobby for resources and develop bids jointly to address our community's needs.

SELCP - Enablers and Opportunities from within the Partnership

Partnership – Opportunities & Benefits

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Enabling Opportunity	South Holland DC	Boston BC	East Lindsey DC
Employment	<p>Economic Growth South Holland is the home of the most concentrated agri-food cluster in the UK, supporting 44% of jobs and 38% of GVA. The district has strong and long standing relationships with local businesses, and has played a leadership role on regional projects to support the sector e.g. Holbeach FEZ, lobbying of government, and infrastructure investment. The agri-food economy in Boston, whereas not as concentrated as South Holland, is still a major driver of employment. This bring about scope for strategic opportunity.</p> <p>Town Centres – South Holland has a desire to further support and improve its town centres. Current focus is on an improvement plan for Spalding and Holbeach, but there is scope to develop this into a regeneration programme with suitable expertise and capacity.</p> <p>Visitor economy / heritage – Whereas visitor economy is not a major driver of employment, South Holland has a small number of visitor economy assets which have potential to further support the local economy e.g. Ayscoughfee Hall. Heritage is an area where there is scope for the council undertake further activity.</p>	<p>Economic Growth Boston has the ability to develop the Gateway to Growth project (Boston Port development) leading to the creation of improved Sea port infrastructure that delivers a more efficient logistics hub, supports local supply chains and job growth as an integrated business network partner. Also supporting the Agri food industry and other business growth and jobs creation across the three alliance areas and wider Lincolnshire.</p> <p>Visitor economy – Boston Borough has a significant visitor economy comprising of Boston Town Centre heritage assets and the surrounding area and the associated heritage of the area. There is opportunity to work together to raise the profile of the visitor economy in our three areas and wider Lincolnshire capitalising on Boston’s cultural heritage and historic international importance.</p> <p>Heritage - Boston has a unique and cultural offer that can be used to lever visitors and increase dwell time across the partnership area.</p>	<p>Visitor economy – East Lindsey has a significant visitor economy comprising of the Wolds, Market Towns and coast. There is opportunity to work together to raise the profile of the visitor economy in our three areas and wider Lincolnshire.</p>
Crime	<p>CCTV and Community Safety - SHDC already works in collaboration with Boston Borough Council on CCTV</p>	<p>CCTV and Community Safety – existing arrangements provide for early shared management opportunity</p>	



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SECTION 4: SCOPE OF SERVICES

South East Lincolnshire Councils Partnership – Shared Service Opportunities

Good examples of shared services exist across the Local Government Sector

Partnership – Scope of Services

- The partnership could work on the principle that all services are shared or joint unless there is a business reason not to do so.
- The partnership could set it's aspirations to match or succeed the very best examples within the Local Government Sector as pioneers.

Essex Legal Services Partnership has created a new model for local government services, which enables the teams to improve services to clients and communities. The new way of working provides a 'virtual' team approach with each council maintaining its own legal experts yet pooling resources to meet client needs through an extranet Internal Market Place, reducing costs from sharing and from joint approaches to procurement.

Through the **Building Control Partnership** the management cost of the Building Control services in Babergh District Council, Ipswich Borough Council and Suffolk Coastal District Council is shared. The partnership is investigating joining the three teams into a single unit.

South Holland and Breckland District Councils began sharing management in 2010 as a way of increasing capacity and resilience while reducing costs and safeguarding services. The partnership now saves £1.1 million a year and has developed the opportunity for further joint arrangements.

Adur and Worthing Shared Services and Management. Joint Chief Executive and joint management team, plus **shared services including refuse and recycling, street cleansing, financial services, legal and democratic services, corporate services and customer services**. Second tranche of shared services will include planning, parks, ICT, building surveying, and environmental health

Boston and East Lindsey Councils work together as a strategic alliance with a plan to deliver £15.4m in savings over a 10 year period whilst increasing capacity and resilience to deliver for their communities

Working across the four districts the partnership (hosted by Exeter City Council) provides a comprehensive **empty homes service**. Specifically - identifying long term empty properties and returning them back to use, procuring Private Sector Leased properties and other forms of accommodation.

David Clarke is the new Chief Executive of both West Dorset District Council and Weymouth and Portland Borough Council. The two councils will also share officers and have said the combined workforce of about 850 people will reduce as a result. Mr Clarke was previously West Dorset's chief executive for seven years. The councils will continue to be two separate authorities, each setting its own budget and council tax, a spokesperson said. He said: "The WestWay Partnership is the most significant change for our two authorities in the past 35 years.

The agency contract negotiated on behalf of Teignbridge, South Hams and West Devon will produce annual savings of over £150K for the participating authorities. Similarly, large savings have been or are likely to be obtained on a number of other contracts where councils have collaborated, for instance the abandoned vehicle contract, the stair lift contract and the advertising contract.

South West One delivers back-office services including finance, ICT, procurement, property facilities management, human resources, design and print and others. It aims to transform the workings of the partner organisations, to modernise, reduce the costs and improve support services, to invest in world-class technologies to improve productivity and generate economic investment that might not otherwise be available to the public sector. This will result in a better value-for-money service for local Council Tax-payers and result in improved access to services for residents.

A group of local authorities in Essex joined together to form a **shared services hub for procurement** thereby vastly reducing duplication of effort between member authorities and enabling procurement arrangements arrived at for one authority in the group to be made available to all other members - and to a wider base wherever possible. In addition, hub members have access to experienced, qualified procurement staff when needed. In the first year of operation the savings and income targets established for the hub were either all met or exceeded.

These three councils agreed the Fylde Coast Framework agreement to share services. **The councils currently share ten different services across front and back office functions including council tax and revenues collection, waste and recycling.**

There are a range of services which have been successfully shared across multiple local authorities.

For example:

- Chief Executive – Tier 1
- Senior Management – Tiers 2 & 3
- Back Office services
 - HR&OD, Legal, Democratic Services, ICT, Finance, Performance, Contracts & Procurement, Communications, Elections and Transformation
- Economic Development
- Planning & Building Control
- Emergency Planning
- Public Protection & Regulatory Services
- Transport
- Environment
 - Waste collection, Street cleaning, Grounds maintenance, Environmental management
- Leisure & Communities
- Property, Assets & Facilities Management
- Housing - General Fund
- Housing - HRA
- Customer Services
- Revenues & Benefits
- Health & Safety



Partnership – Opportunities & Benefits

- The new strategic partnership opportunities and benefits can be derived from a number of sources.
- It is important to challenge the options with the identified sources of benefit so size the scale of opportunity and benefits available to the new strategic partnership.

A shared partnership will enable the following benefits to be achieved:

- Avoid **duplication**
- Secure **economies of scale** from greater utilisation of fixed assets
- Increase **purchasing power** that results in procurement savings
- Increase **investment**, for example, in more advanced IT systems, as partners' resources are pooled
- Adopt of **best practices** across service delivery partnerships
- Opportunity to **redesign services** to better meet the needs of users
- Improve **service performance**, for example, improved response times
- Opportunity to implement **new ways of working** and management arrangements
- More interesting, varied, or specialised work for staff – aiding **recruitment and retention**.



South East Lincolnshire Councils Partnership – Shared Opportunities (External)

To identify the shared service and joint working arrangements within and across the partnership.

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Economic Development <ul style="list-style-type: none"> • Inward Investment • Business Development • Town Centre Services and Place Management • Local Business and Skills Support • Regeneration • Markets Promotions • Arts Culture and Heritage • Strategic Capital Project Development 	Economic Development <ul style="list-style-type: none"> • Inward Investment • Town Centre Management • Local Business Support • Regeneration 	Economic Development <ul style="list-style-type: none"> • Inward Investment • Business Development • Town Centre Services and Place Management • Local Business and Skills Support • Regeneration • Markets Promotions • Towns Fund • Levelling Up Fund • Vital and Viable • Arts Heritage and Culture • Strategic Capital Project Development 	Economic Development <ul style="list-style-type: none"> • Inward Investment • Business Development • Town Centre Services and Place Management • Local Business and Skills Support • Visitor Economy • Markets Promotions • Towns Fund • Levelling Up Fund • Vital and Viable • Arts Heritage and Culture • Strategic Capital Project development

Partnership Potential

1. An Inward Investment Strategy for South East Lincolnshire.
2. Joint Market Town development initiative
3. Joint Investment Prospectus
4. Joint Destination Management Strategy
5. Regional liaison with Port of Boston

Baseline

- SH –, Grants for Growth funded posts, Opportunity Peterborough
- BBC – Port of Boston, High level Inward Investment
- ELDC – High level Market Town investment, Visitor Economy and culture expertise, Destination Strategy
- ELDC/BBC – Combined Growth Team, Joint Cultural Strategy, Levelling Up fund application pending



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SELCP – Shared Opportunities (External)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Planning & Building Control <ul style="list-style-type: none"> • Local Plan Development • Planning Enforcement • Building Control • Strategic Planning • Planning Applications 	Planning & Building Control <ul style="list-style-type: none"> • Local Plan Development • Planning Enforcement • Building Control • Strategic Planning • Planning Applications • Land Charges 	Planning & Building Control <ul style="list-style-type: none"> • Local Plan Development • Planning Enforcement • Building Control • Strategic Planning • Planning Applications 	Planning & Building Control <ul style="list-style-type: none"> • Local Plan Development • Planning Enforcement • Building Control • Strategic Planning • Planning Applications
Partnership Potential <ol style="list-style-type: none"> 1. To develop synergy between local plans. 2. Pooling of specialist expertise. 3. Resilience in Building Control 4. Shared ICT platform 5. Easier to recruit and retain specialist officers 6. Regional Developer relationships 			
Baseline <ul style="list-style-type: none"> • SH/BBC – shared local plan and policy unit • SHDC/BBC – Joint Plan review by 2024. • BBC/ELDC – Building Control not resilient • ELDC – Bespoke work with EA on coastal defences • ELDC – Reviewing Local Plan • BBC/ELDC – Shared Planning Team 			

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SELCP – Shared Opportunities (External)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Leisure & Communities <ul style="list-style-type: none"> • Community Safety Partnership • CCTV • Arts & Museums • Leisure Centres • Public Health & Wellbeing • Tourism • Sports Development 	Leisure & Communities <ul style="list-style-type: none"> • Community Safety Partnership • Community protection • CCTV • Arts & Museums • Leisure Centres • Public Health & Wellbeing • Tourism • Sports Development 	Leisure & Communities <ul style="list-style-type: none"> • Community Safety Partnership • Arts & Museums • Leisure Centres • Public Health & Wellbeing • Tourism • Sports Development 	Leisure & Communities <ul style="list-style-type: none"> • Community Safety Partnership • Arts & Museums • Leisure Centres • Public Health & Wellbeing • Tourism • Sports Development
Partnership Potential <ol style="list-style-type: none"> 1. Joint procurement of leisure facilities 2. Chance to encourage wider take up of the support by Wellbeing Lincs. 3. Linked tourism marketing opportunities. 4. Shared heritage expertise. 5. Relationships with national sporting organisations 			
Baseline <ul style="list-style-type: none"> • SH – South Holland Centre, Peel Sports Centre • BBC – Diverse Leisure operating model • ELDC – Significant Leisure and Culture trust • BBC - historic cultural fabric and international links • ELDC – Wellbeing lead for Lincolnshire • ELDC/BBC – New leisure centres being developed 			

Partnership – Scope of Services

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SELCP – Shared Opportunities (External)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Environment <ul style="list-style-type: none"> • Waste collection & recycling • Fleet Vehicle Maintenance • Green Waste Service • Street Cleaning • Grounds Maintenance • Environmental Management • Pollution • Flood Management & Drainage • Public Conveniences • Parks, open spaces and cemeteries 	Environment <ul style="list-style-type: none"> • Waste collection & recycling • Fleet Vehicle Maintenance • Green Waste Service • Street Scene • Car Parking • Facilities Management • Grounds Maintenance • Environmental Management • Pollution • Flood Management & Drainage • Public Conveniences • Parks, open spaces and cemeteries • Markets 	Environment <ul style="list-style-type: none"> • Waste collection & recycling • Fleet Vehicle Maintenance • Green Waste Service • Street Cleaning • Grounds Maintenance • Environmental Management • Pollution • Flood Management & Drainage • Parks, open spaces and cemeteries 	Environment <ul style="list-style-type: none"> • Waste collection & recycling • Fleet Vehicle Maintenance • Green Waste Service • Street Cleaning • Grounds Maintenance • Environmental Management • Pollution • Flood Management & Drainage • Parks, open spaces and cemeteries

Partnership Potential

1. Shared approach to implementing the Environment Bill
2. Cross-border refuse collection opportunity for depots and reduced vehicle mileage
3. Commercial waste collection service opportunities.
4. Single climate change team
5. Aligned approach to working with Internal Drainage Boards.
6. Improved risk management of fleet maintenance

Baseline

- SH – Pride team
- SH – blending team and agency
- ELDC – Strong waste performance
- BBC/ELDC – IDB relationships
- ELDC – In house fleet maintenance garage
- BBC/ELDC – Climate change team
- BBC – Commercial waste operator
- ELDC preparing for commercial waste service.

Partnership – Scope of Services

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SELCP – Shared Opportunities (External)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Public Protection <ul style="list-style-type: none"> • Licensing & Enforcement • Streetscene • Food Safety • Community Protection • Pest Control • CCTV 	Public Protection <ul style="list-style-type: none"> • Licensing & Enforcement • Streetscene • Food Safety 	Public Protection <ul style="list-style-type: none"> • Licensing & Enforcement • Streetscene • Food Safety • Community Protection • CCTV 	Public Protection <ul style="list-style-type: none"> • Licensing & Enforcement • Streetscene • Food Safety • Community Protection • CCTV
Partnership Potential <ol style="list-style-type: none"> 1. Shared Food Safety resources 2. Resilience in specialist service areas. 			
Baseline <ul style="list-style-type: none"> • BBC – existing provision of CCTV services across the partnership. • BBC/ELDC – shared community safety service. 			

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Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Property & Facilities <ul style="list-style-type: none"> • Estates Management • Asset Strategy • Facilities Management • Fleet Management • Car Parking 	Property & Facilities <ul style="list-style-type: none"> • Estates Management • Asset Strategy • Fleet Management 	Property & Facilities <ul style="list-style-type: none"> • Estates Management • Asset Strategy • Facilities Management • Fleet Management • Car Parking • Public Conveniences 	Property & Facilities <ul style="list-style-type: none"> • Estates Management • Asset Strategy • Facilities Management • Fleet Management • Car Parking • Public Conveniences
Partnership Potential <ol style="list-style-type: none"> 1. Shared commercial opportunities 2. Shared construction and maintenance contracts. 3. Single approach to cash collection on car parks. 4. Asset rationalisation 			
Baseline <ul style="list-style-type: none"> • BBC/ELDC – £70m commercial property portfolio • SHDC – service hub model – LCC, DWP and CAB co-located • ELDC – Danfo PC contract • ELDC – Commercial caravan site operator • BBC – Service Hub model with DWP, LCC, CVS, Registrar, Probation Trust and CAB being co-located within the Municipal Building 			

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Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Emergency Planning <ul style="list-style-type: none"> • Local Resilience Forum • Business Continuity 	Emergency Planning <ul style="list-style-type: none"> • Local Resilience Forum • Business Continuity 	Emergency Planning <ul style="list-style-type: none"> • Local Resilience Forum • Business Continuity 	Emergency Planning <ul style="list-style-type: none"> • Local Resilience Forum • Business Continuity
Partnership Potential <ol style="list-style-type: none"> 1. Single officer representation on the Lincolnshire Resilience Forum 2. Single Emergency and Business Continuity Plan 3. Officer resilience in emergencies 			
Baseline <ul style="list-style-type: none"> • LRF partnership • SHDC – own emergency planning resource • BBC/ELDC – shared approach to emergency planning – single EP and BC plan 			

Partnership – Scope of Services

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To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Housing <ul style="list-style-type: none"> • Housing Strategy • HRA • Housing Landlord • Housing Management • Repairs & Maintenance • Careline and supported housing • Homelessness • Housing Options • Tenants Engagement • Affordable Housing Delivery • Housing Standards • Private Sector Housing • Disabled Facility Grants 	Housing <ul style="list-style-type: none"> • Housing Strategy • HRA • Housing Landlord • Housing Management • Repairs & Maintenance • Careline and supported housing • Homelessness • Housing Options • Tenants Engagement • Affordable Housing Delivery • Housing Standards • Private Sector Housing • Disabled Facility Grants 	Housing <ul style="list-style-type: none"> • Homelessness • Affordable Housing Delivery • Housing Standards • Housing Options • Housing Strategy • Private Sector Housing • Disabled Facility Grants 	Housing <ul style="list-style-type: none"> • Homelessness • Affordable Housing Delivery • Housing Standards • Housing Options • Housing Strategy • Private Sector Housing • Wellbeing Lincs • Disabled Facility Grants

Partnership Potential

1. Shared ICT solutions
2. Enhanced construction programmes
3. Shared learning around reducing rough sleeping.
4. Shared housing management expertise.

Baseline

- Include in scope Council House building programmes
- SH – Welland Homes (private sector)
- SH - South Holland Homes (affordable)
- ELDC – Invest East Lindsey
- ELDC – Low rough sleeping stats
- ELDC/BBC – teams being brought together
- Close links to planning, in particular affordable housing delivery and partnerships with RPs/developers.

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.



SELCP – Shared Opportunities (External)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Health & Safety <ul style="list-style-type: none"> • Buildings and Programmes 	Health & Safety <ul style="list-style-type: none"> • Buildings and Programmes 	Health & Safety <ul style="list-style-type: none"> • Buildings and Programmes 	Health & Safety <ul style="list-style-type: none"> • Buildings and Programmes
Partnership Potential <ol style="list-style-type: none"> 1. Single policies on health and safety, where appropriate. 			
Baseline <ul style="list-style-type: none"> • SH/EL/BBC - PSPS Ltd 			

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.



SELCP – Shared Opportunities (Internal)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
HR & OD <ul style="list-style-type: none"> • Human Resources & Organisational Development • Payroll • Health & Safety • Training & Development 	HR & OD <ul style="list-style-type: none"> • Human Resources & Organisational Development • Payroll • Health & Safety • Training & Development 	HR & OD <ul style="list-style-type: none"> • Human Resources & Organisational Development • Payroll • Health & Safety • Training & Development 	HR & OD <ul style="list-style-type: none"> • Human Resources & Organisational Development • Payroll • Health & Safety • Training & Development

Partnership Potential

1. Accelerated transformation with PSPS
2. Single Workforce Development Strategy
3. Consider aligned Terms and Conditions of employment.
4. Greater career development opportunities for colleagues.
5. Single HR policies.
6. Single approach to values and behaviours.
7. Single training plan.

Baseline

- SH – PSPS Ltd
- BBC/ELDC – Adopted workforce strategy
- BBC/ELDC – Future Leaders Programme
- BBC/ELDC – Organisational Development capacity
- BBC/ELDC – Single training plan
- BBC/ELDC – single employee reference group
- BBC/ELDC – single Joint Consultative Committee
- BBC/ELDC – HR policy alignment programme underway
- BBC/ELDC/SHDC – training budgets all managed by PSPSL.
- BBC/ELDC – single values and behaviours framework

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.



Partnership Model – Shared Services (Internal)

To identify the shared service and joint working arrangements within and across the Partnership Model.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Legal <ul style="list-style-type: none"> • Monitoring Officer • Legal • Land Charges • Data Protection 	Legal <ul style="list-style-type: none"> • Monitoring Officer • Legal • Land Charges • Data Protection • Land Charges 	Legal <ul style="list-style-type: none"> • Monitoring Officer • Legal • Land Charges • Data Protection 	Legal <ul style="list-style-type: none"> • Monitoring Officer • Legal • Land Charges • Data Protection
Partnership Potential <ol style="list-style-type: none"> 1. Shared Monitoring Officer 2. Shared Data Protection Officer 3. Shared Legal Advice 4. Performance improvements in Land Charges 			
Baseline <ul style="list-style-type: none"> • SH – Land Charges – Building Control • SH – Legal with Breckland • BBC/ELDC – In house legal advisor /Legal Services Lincolnshire. • ELDC – Land Registry transfer completed • BBC/ELDC – single data protection officer 			

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.



SELCP – Shared Opportunities (Internal)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
ICT <ul style="list-style-type: none"> • ICT Strategy • Infrastructure • Operations • Digital • Systems & Data Management 	ICT <ul style="list-style-type: none"> • ICT Strategy • Infrastructure • Operations • Digital • Systems & Data Management 	ICT <ul style="list-style-type: none"> • ICT Strategy • Infrastructure • Operations • Digital • Systems & Data Management 	ICT <ul style="list-style-type: none"> • ICT Strategy • Infrastructure • Operations • Digital • Systems & Data Management

Partnership Potential

1. Single ICT Strategy
2. Single ICT infrastructure – including cloud hosting.
3. Improved customer access channels through digital.
4. Aligned Member ICT provision.

Baseline

- SH/BBC/ELDC – PSPS Ltd
- BBC/ELDC moving towards a single ICT infrastructure – PSPS Ltd
- BBC/ELDC – tech is essential to agile working approach.
- ELDC – deploying Uniform case management system across planning, env health, enforcement, neighbourhoods, building control and housing. BBC procuring migration to Uniform at present.
- BBC/ELDC - Teams Rooms deployed to allow flexibility on how and where officers attend meetings from.

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.



SELCP – Shared Opportunities (Internal)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Finance <ul style="list-style-type: none"> • S151 Officer • Finance Strategy • Financial Management • Treasury Management • Sundry Debtors • Collection Fund • Internal & External Audit • Business Rates • Risk Management • Anti-Fraud • Insurance 	Finance <ul style="list-style-type: none"> • S151 Officer • Finance Strategy • Financial Management • Treasury Management • Sundry Debtors • Collection Fund • Internal & External Audit • Business Rates • Risk Management • Anti-Fraud • Insurance • HRA 	Finance <ul style="list-style-type: none"> • S151 Officer • Finance Strategy • Financial Management • Treasury Management • Sundry Debtors • Collection Fund • Internal & External Audit • Business Rates • Risk Management • Anti-Fraud • Insurance 	Finance <ul style="list-style-type: none"> • S151 Officer • Finance Strategy • Financial Management • Treasury Management • Sundry Debtors • Collection Fund • Internal & External Audit • Business Rates • Risk Management • Anti-Fraud • Insurance

Partnership Potential

1. Shared S151 Officer
2. Single Risk Management Framework
3. Investment opportunities with shared risks.
4. Common debt recovery policy
5. Combined audit framework.

Baseline

- SH – PSPS Ltd
- ELDC – PSPS Ltd
- BBC – PSPS Ltd
- BBC/ELDC – shared S151 Officer

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.



SELCP – Shared Opportunities (Internal)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Performance <ul style="list-style-type: none"> • Corporate Plan • Performance Management 	Performance <ul style="list-style-type: none"> • Corporate Plan • Performance Management 	Performance <ul style="list-style-type: none"> • Corporate Plan • Performance Management 	Performance <ul style="list-style-type: none"> • Corporate Plan • Performance Management
Partnership Potential <ol style="list-style-type: none"> 1. Single approach to Performance Management 2. Shared priorities. 			
Baseline <ul style="list-style-type: none"> • BBC/ELDC – single service manager overseeing this area of work. • Separate Corporate Plans reflecting individual political accountability 			

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.



SELCP – Shared Opportunities (Internal)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Contracts & Procurement <ul style="list-style-type: none"> • Procurement Strategy • Contract Management • Procurement administration 	Contracts & Procurement <ul style="list-style-type: none"> • Procurement Strategy • Contract Management • Procurement administration 	Contracts & Procurement <ul style="list-style-type: none"> • Procurement Strategy • Contract Management • Procurement administration 	Contracts & Procurement <ul style="list-style-type: none"> • Procurement Strategy • Contract Management • Procurement administration
Partnership Potential <ol style="list-style-type: none"> 1. Single Procurement Strategy 2. Shared procurement resource 3. Efficiency through alignment of contracts 			
Baseline <p>SH – Contracts & Procurement Breckland DC BBC – KLWN procurement ELDC – In house /Lincs Procurement (ad-hoc)</p>			

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.



SELCP – Shared Opportunities (Internal)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Communication <ul style="list-style-type: none"> • Internal Communications • External Communications • Stakeholder Engagement • Marketing 	Communication <ul style="list-style-type: none"> • Internal Communications • External Communications • Stakeholder Engagement • Marketing • Digital Design 	Communication <ul style="list-style-type: none"> • Internal Communications • External Communications • Stakeholder Engagement • Marketing 	Communication <ul style="list-style-type: none"> • Internal Communications • External Communications • Stakeholder Engagement • Marketing
Partnership Potential <ol style="list-style-type: none"> 1. Single Communications functions. 2. Joined up approach to internal communications. 3. Chance to give SELCP area a louder voice in media. 4. Reduced marketing costs through joint procurement. 5. Strong communications platform with national press and central government. 			
Baseline <ul style="list-style-type: none"> • BBC/ELDC – single comms team focusing on internal and external comms. 			

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.



SELCP – Shared Opportunities (Internal)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Customer Services <ul style="list-style-type: none"> • Customer Insight & Services • Revenues & Benefits • Benefit Fraud • Revenues Collection • Revenues Enforcement • Benefits Administration 	Customer Services <ul style="list-style-type: none"> • Customer Insight & Services • Revenues & Benefits • Benefit Fraud • Revenues Collection • Revenues Enforcement • Benefits Administration 	Customer Services <ul style="list-style-type: none"> • Customer Insight & Services • Revenues & Benefits • Benefit Fraud • Revenues Collection • Revenues Enforcement • Benefits Administration 	Customer Services <ul style="list-style-type: none"> • Customer Insight & Services • Revenues & Benefits • Benefit Fraud • Revenues Collection • Revenues Enforcement • Benefits Administration
Partnership Potential <ol style="list-style-type: none"> 1. To be picked up as part of a refreshed PSPS transformation plan. 			
Baseline <ul style="list-style-type: none"> • SH – PSPS Ltd for Customer Services and Revenue & Benefit Services • BBC – PSPS Ltd for Customer Services and Revenue & Benefit Services • ELDC – PSPS Ltd for Customer Services and Revenue & Benefit Services 			

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.



SELCP – Shared Opportunities (Internal)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Democratic Services and Elections <ul style="list-style-type: none"> • Democratic Services • Local Elections • Electoral Services 	Democratic Services and Elections <ul style="list-style-type: none"> • Democratic Services • Local Elections • Electoral Services 	Democratic Services and Elections <ul style="list-style-type: none"> • Democratic Services • Local Elections • Electoral Services 	Democratic Services and Elections <ul style="list-style-type: none"> • Democratic Services • Local Elections • Electoral Services
Partnership Potential <ol style="list-style-type: none"> 1. Greater resilience in election teams 2. Reduced costs through shared procurement. 3. Single Democratic Services function. 4. Joint Member Briefings. 			
Baseline <ul style="list-style-type: none"> • ELDC – large electoral footprint with 189 Parishes/Parish meetings • BBC - 18 Parish Councils • SHDC – 22 Parishes • BBC/ELDC – single service manager • BBC/ELDC - Officer attendance at meeting hybrid 			

Partnership – Scope of Services

- This will help to map the short, medium and long term shared services/joint working arrangements within and across the partnership.
- Opportunity exists to improve service performance across the partnership through councils who have a stronger performance record within the partnership.
- Collective sharing this opportunity could help accelerate performance improvement across the region and therefore provide a higher quality of service at a lower cost to all communities.



SELCP – Shared Opportunities (Internal)

To identify the shared service and joint working arrangements within and across the partnership.

Service Building Blocks	South Holland DC	Boston BC	East Lindsey DC
Transformation <ul style="list-style-type: none"> • Commercialisation • Change agenda 	Transformation <ul style="list-style-type: none"> • Commercialisation • Change agenda 	Transformation <ul style="list-style-type: none"> • Commercialisation • Change agenda 	Transformation <ul style="list-style-type: none"> • Commercialisation • Change agenda
Partnership Potential <ol style="list-style-type: none"> 1. Commercial ventures available to all three partners. 			
Baseline <ul style="list-style-type: none"> • ELDC – Invest East Lindsey Commercial Arm • BBC/ELDC – single service manager overseeing transformation agenda • ELDC – financial sustainability strategy in place. • SHDC – strong commercialisation experience from multiple companies, including Breckland LAGBI. 			

Partnership – Scope of Services

- Strengthens from within the Partnership could be of benefit to all partners organisations
- Joint learning, experience and service improvement from within a single council could be to the collective benefit of the Partnership
- Lead specialisms could be developed leading to reduce cost of external support and advice
- High performance councils could help lower performing councils improve at an accelerated pace



SELCP – Lead Specialisms/Highly Performing Services (1 of 2)

The initial performance analysis has identified that there are strengths within the Partnership Model which could be to the advantage of all partnership organisations.

Plan	South Holland	Boston	East Lindsey	Region
Map the service areas across the region where the DC is recognised as a lead specialist.	Partnerships and influence – South Holland has strong partnerships at an officer and political level with a range of partners and influencers, including gov ministers, civil service, the LGA, LCC, GLLEP, Homes England and the local business community.	Heritage - Boston has a good relationship with Heritage England and Partnership with Heritage Lincolnshire for the management and improvement of significant heritage assets.	Culture – a strong relationship with Arts Council England through our leisure provider that has enabled access to significant opportunities around cultural development bringing value to the community and the visitor economy.	
	Housing management and housing delivery – SHDC manages 3900 homes with in-house teams, and a well-established housing delivery team and programme.	External Funding - a positive track record of securing external funding to support economic growth and community support and development.	External Funding - a positive track record of securing external funding to support economic growth and community support and development.	
	External funding – the council has established a strong track record of securing external funding. E.g. the council has ‘investment partner status’ with Homes England to delivery HRA property	Securing external funding for community benefit – for example, Towns Fund, Housing Infrastructure Fund, Controlling Migration fund, Community Champions fund.	Wellbeing – leading the Wellbeing contract for Lincolnshire.	
	Enabling strategic growth – the council has a strong track record of working with partners, funders and the private sector to unlock strategic growth and infrastructure	Success in the delivery of affordable housing through various partnerships – 750 new affordable homes over the last five years, one new home every 2.43 days.	Visitor Economy – strong approach to visitor economy.	

Partnership – Scope of Services

- Strengthens from within the Partnership could be of benefit to all partners organisations
- Joint learning, experience and service improvement from within a single council could be to the collective benefit of the Partnership
- Lead specialisms could be developed leading to reduce cost of external support and advice
- High performance councils could help lower performing councils improve at an accelerated pace



SELCP – Lead Specialisms/Highly Performing Services (2 of 2)

The initial performance analysis has identified that there are strengths within the Partnership Model which could be to the advantage of all partnership organisations.

Plan	South Holland	Boston	East Lindsey	Region
Map the service areas across the region where the DC is recognised as a lead specialist.	Property expertise and project delivery – the council has a highly experienced team in respect of property and project delivery	Strategic partner engagement – for example, with Boston College, Port of Boston, Platform Housing Group.	Aging Better – strong focus on enabling people to age well with national recognition.	
	Financial management and commercialisation – The council has a strong reputation for sound financial management and commercialisation, supported by experienced senior officers and political oversight			
	Council companies – the council has considerable experience of establishing council-owned companies which have delivered outcomes			
	Food safety – The council has developed a high level of expertise in respect of food safety, with strong links to local businesses in the agri-food sector			
	Governance – The council has considerable experience and expertise in respect of governance and decision making			
	Environmental Services – The council has a high performing in-house environmental services function			
	Building control – The council has an award-winning and well established building control function			



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SECTION 5: FINANCIAL OPPORTUNITY

South East Lincolnshire Councils Partnership – Financial Baseline

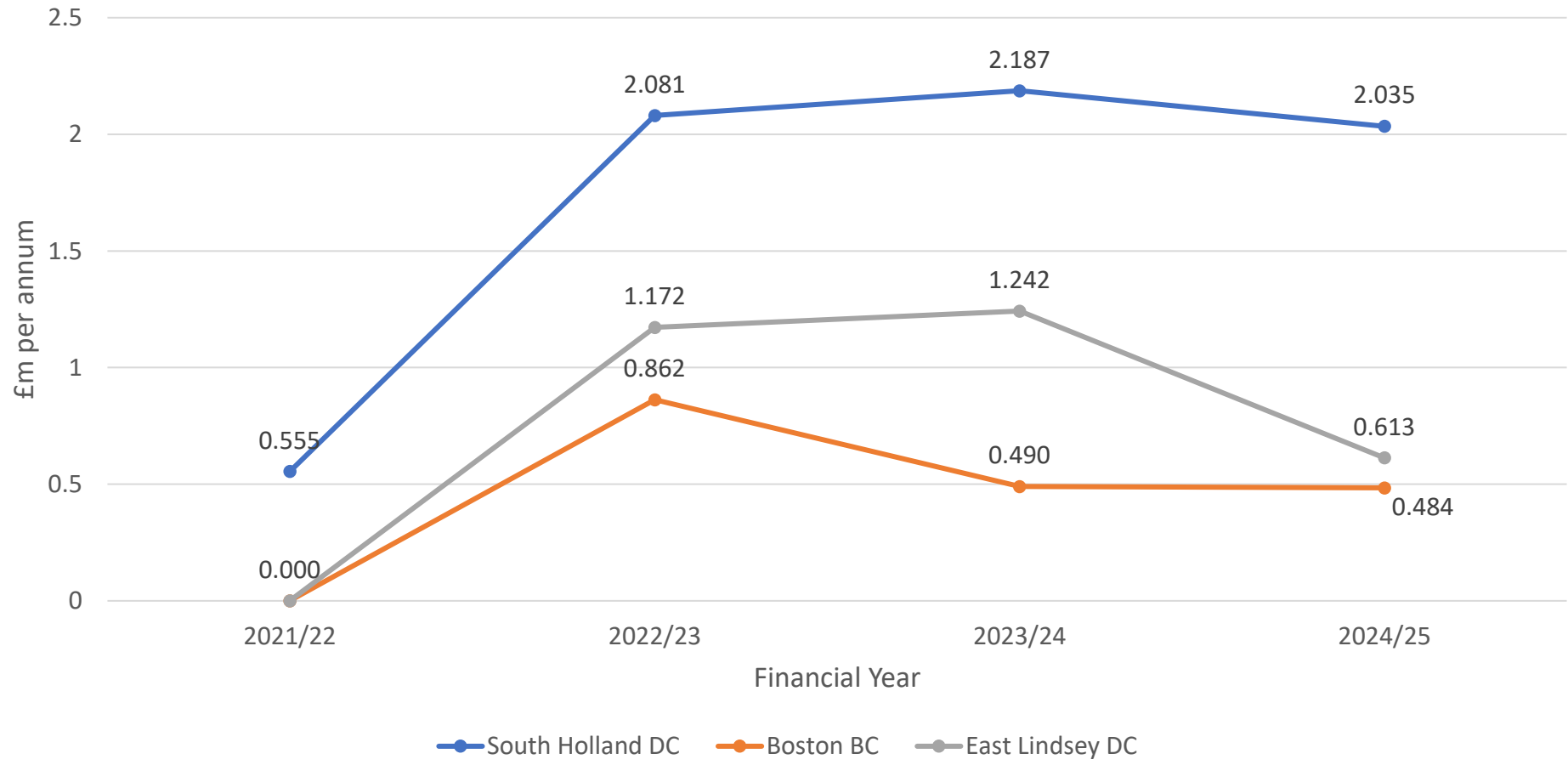
Individual partner councils have budgetary gaps over the next 3 years, the partnership will help to respond to this financial challenge across the sub-region.

Partnership – Financial Baseline

- The opportunity exists across the partnership to enable all partners to respond to their collective financial challenge.
- This can enable accelerated delivery of organisational/back office savings whilst protecting front-line services across the partnership.
- This opportunity could enable the ‘levelling-up’ agenda within the sub-region through more effective and efficient investment and programme delivery supported by the proposed structure.



Medium Term Financial Strategy 2021/25 – Budget Gaps



South East Lincolnshire Councils Partnership – Financial baseline and budget pressures

Partnership – Financial baseline data

- Understanding the baseline financial challenge of each council and the new strategic partnership will help to shape the potential focus and priorities of the partnership.
- Understanding the underlying financial pressures of each council will help target opportunities, transformation and performance management to best address these issues to help contribute to the budgetary gap faced across the new strategic partnership.



Baseline – MFTS projected budget gaps 2022-25

MTFS – Budget Gap	2022/23 £000's	2023/24 £000's	2024/25 £000's
South Holland DC	2.081	2.187	2.035
Boston BC	0.862	0.490	0.484
East Lindsey DC	1.172	1.242	0.613
Total	4.115	3.919	3.132

Budget Pressures

Financial Year	2022/23 £000's	2023/24 £000's	2024/25 £000's
South Holland DC <ul style="list-style-type: none"> • Pay Award Inflation 2% • Pension Strain • Drainage Board Levies • Loss of Government Funding 	<ul style="list-style-type: none"> • 150 • 74 • 52 • 721 	<ul style="list-style-type: none"> • 152 • 76 • 53 • 1,205 	<ul style="list-style-type: none"> • 154 • 78 • 54 • 1,256
Boston BC <ul style="list-style-type: none"> • Pay Award Inflation 1% • Pension Strain • Drainage Board Levies • Loss of Government Funding 	<ul style="list-style-type: none"> • 100 • 75 • 40 • 1,258 	<ul style="list-style-type: none"> • 101 • 83 • 41 • 1,547 	<ul style="list-style-type: none"> • 103 • 93 • 42 • 1,665
East Lindsey DC <ul style="list-style-type: none"> • Pay Award Inflation 2% • Pension Strain • Drainage Board Levies • Loss of Government Funding 	<ul style="list-style-type: none"> • 280 • 99 • 76 • 2,367 	<ul style="list-style-type: none"> • 285 • 99 • 78 • 2,773 	<ul style="list-style-type: none"> • 281 • 99 • 79 • 2,773

Partnership – Shared Management Structure

- South Holland DC are bringing 6 x Assistant Directors and 1 x Deputy Chief Executive into the shared management partnership structure.
- The Senior Management costs will be shared on a S113 agreement based on a population apportionment.
- Formal team mergers will use population to share costs.



Cost of Proposed Shared Management Structure

	FTE	Boston BC	East Lindsey DC	South Holland DC	Total
		£	£	£	£
Shared Posts					
Chief Executive	1.00	26,335	52,671	35,496	114,502
Deputy Chief Executive	4.00	91,373	182,746	123,155	397,274
Assistant Director	13.00	209,214	418,428	281,984	909,626
Total	18.00	326,922	653,845	440,635	1,421,402

Apportionment	23%	46%	31%	100%
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Existing senior structure	21.60	322,971	655,729	773,704	1,752,404
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Note

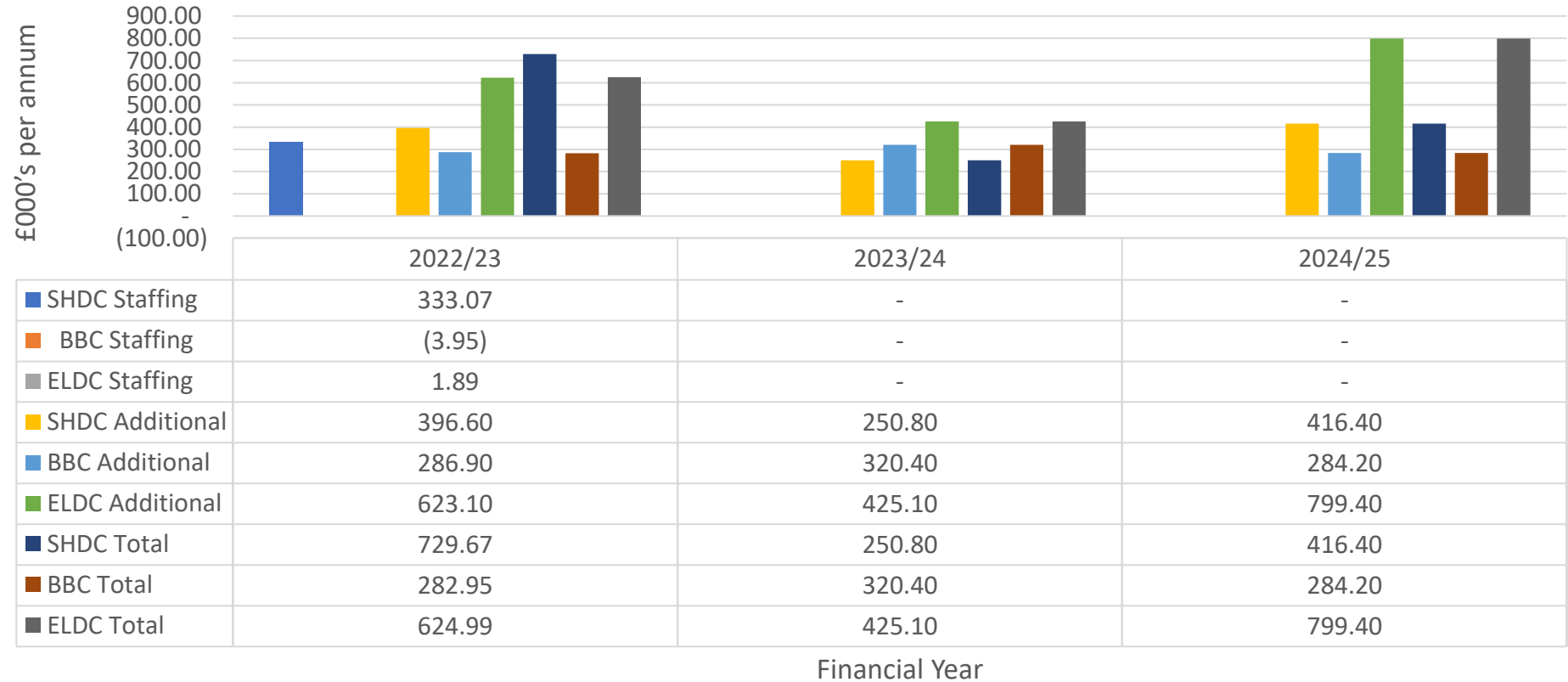
1. Principle that no individual council will be financially worse off under the shared management structure proposals.
2. BBC/ELDC shared management savings have already been achieved during Year 1 of the current strategic alliance.
3. SHDC shared management savings will count towards the Year 1 savings target.
4. The intention is that the apportionment be updated at the point of publication of new ONS population data.

Partnership – Financial Opportunity

- Shared Management Structure provides a net benefit of **£331,003** across the partnership, attributable mainly to South Holland DC.
- The additional financial opportunity for the partnership is initially scoped as **£3.803m** over a 3 year period.
- At this stage no additional resources have been assumed to the sub-region as a consequence of the ability to act as a sub-region in its relationship with Government.



Partnership Financial Opportunity 2021/25



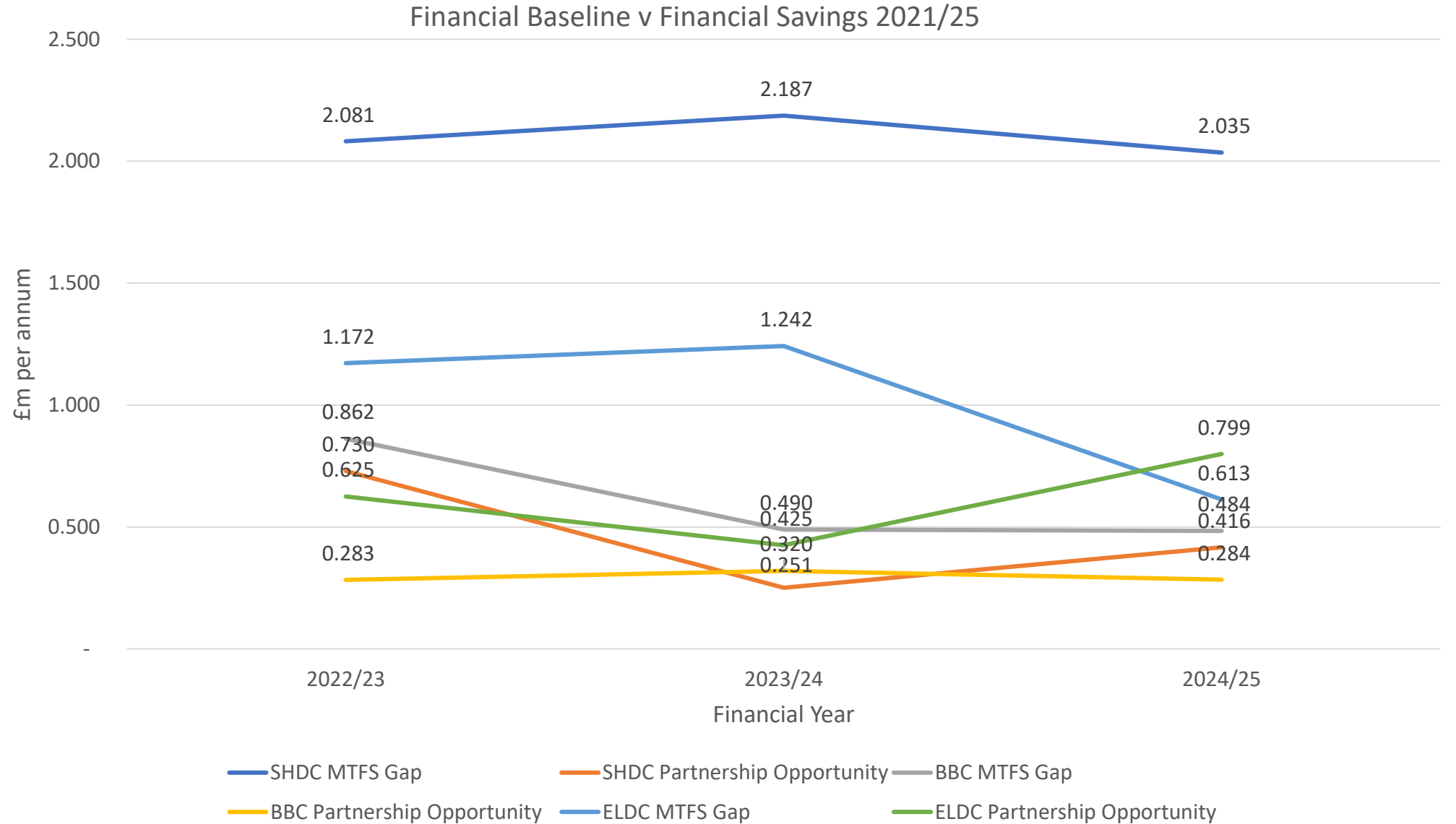
■ SHDC Staffing
 ■ BBC Staffing
 ■ ELDC Staffing
 ■ SHDC Additional
 ■ BBC Additional
■ ELDC Additional
 ■ SHDC Total
 ■ BBC Total
 ■ ELDC Total

The principles which are contained within are:-

- **Scope & Scale** - to scope the level of financial opportunity to support the Business Case and demonstrate options and opportunity for future member decisions.
- **Plan** - this provides a phasing of service reviews across a 36 month period and provide a balance to the areas being reviewed over this period.
- **Confidence** - the financial opportunity is based on controllable expenditure only - thus providing a level of confidence in the baseline opportunity and links the analysis back to approved budgets.
- **Prudence** - the financial opportunity has been modelled on a 5% target, this equates to less than 5% across the 3 years of the phasing.



South East Lincolnshire Councils Partnership – Financial Baseline v Financial Opportunity



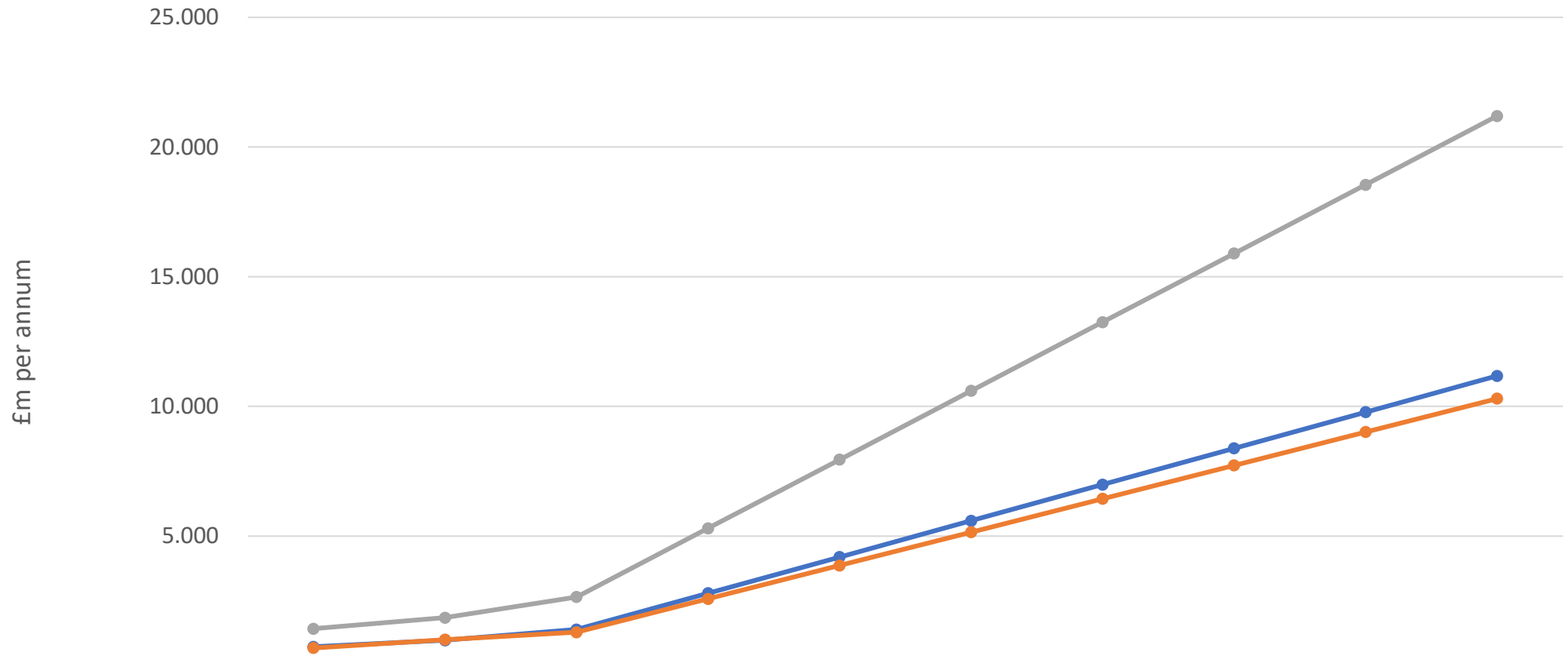
SELCP – Financial Opportunity over a 10 year period 2022/23 to 2031/32

The principles which are contained within are:-

- **Scope & Scale** - to scope the level of financial opportunity to support the Business Case and demonstrate options and opportunity for future member decisions.
- **Plan** - this provides a phasing of service reviews across a 36 month period and provide a balance to the areas being reviewed over this period.
- **Confidence** - the financial opportunity is based on controllable General Fund expenditure only - thus providing a level of confidence in the baseline opportunity and a clear linkage to Council approved budgets across the partnership.
- **Prudence** - the financial opportunity has been modelled on a 6.5% baseline of controllable expenditure.



Cumulative General Fund Financial Opportunity – 10 years



	Year 1 - 2022/23	Year 2 - 2023/24	Year 3 - 2024/25	Year 4 - 2025/26	Year 5 - 2026/27	Year 6 - 2027/28	Year 7 - 2028/29	Year 8 - 2029/30	Year 9 - 2030/31	Year 10 - 2031/32
South Holland DC	0.730	0.980	1.397	2.794	4.191	5.587	6.984	8.381	9.778	11.175
Boston BC	0.683	1.003	1.288	2.575	3.863	5.150	6.438	7.725	9.013	10.300
East Lindsey DC	1.425	1.850	2.649	5.299	7.948	10.598	13.247	15.897	18.546	21.196



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SECTION 6: STRUCTURE (PROPOSED FOR CONSULTATION)

South East Lincolnshire Councils Partnership – Shared Leadership and Management

The first step is the most important step in developing the new local strategic partnership

Partnership – First Steps – Big or Small

- It will be important to identify the steps envisaged to implement the new strategic partnership.
- There are pros and cons in any option and first step, but many successful partnerships have started from a small and build philosophy rather than a big bang approach.
- The pace of savings is determined by the nature of the first steps but importantly so is the scale of risk to the new strategic partnership.

Steps towards a shared leadership and management:

- In most cases, the first step is to share a chief executive and senior management team. This immediately makes better use of limited resources and puts councils in a stronger position to develop other shared roles or services that could make further savings. Councils use this opportunity to review their management structures to reflect changing circumstances and challenges and to ready their organisations for the future.
- Once joint senior management is in place, sharing often filters down through the tiers to include some (and sometimes all) services. Staff may be moved into one organisation with a single set of terms and conditions, or may remain employed by their own organisation but on harmonised terms and conditions.
- Each council retains its own identity and priorities but with common goals and a shared commitment to manage financial and other challenges. The most successful partnerships are those that consider which approach might work best and adopt elements of it in one, both or all councils. This hybrid approach allows the best of each council to flow into the new partnership.
- Partnerships typically go on to share a broad range of services such as HR, finance, procurement, audit, ICT, customer services, public protection, building control, land, legal, property and revenues. Services may be delivered in-house, with councils optimising their collective staffing resources, or commissioned from external providers. In a few cases, councils have opted for a full merger.

Most partnerships are ‘horizontal’, involving councils at the same level of local government. There are a few examples of ‘vertical’ sharing and this is seen by some as an untapped opportunity for efficiency and service improvement.

Both horizontal and vertical partnership opportunities should be identified and considered to maximise the benefits opportunity available to a new local strategic partnership.



South East Lincolnshire Councils Partnership – Shared Leadership and Management Benefits

The catalyst for change to deliver the scale of ambition available to the new local strategic partnership.

Partnership – First Steps – Big or Small

- In all examples of partnership working a shared Chief Executive followed by a Shared Leadership Team is the first step.
- The advantages of this first step enable the opportunities and benefits to the new strategic partnership.

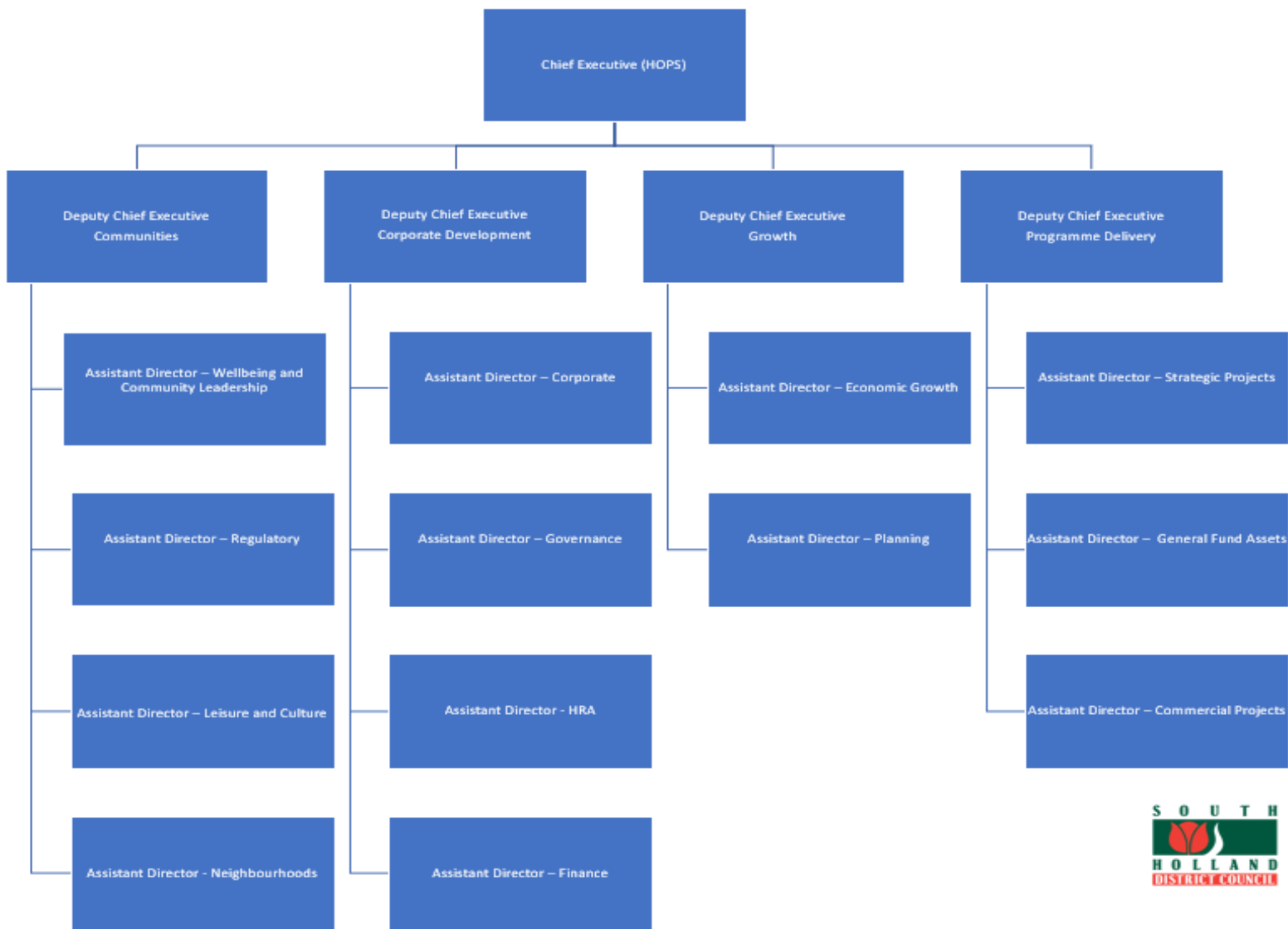
A shared leadership and management team should enable the following benefits to be achieved:

- **Resilience and greater collective capacity** - at its most effective, cross-council collaboration is used to bring the best of both (or all) the councils together. By combining their strengths, councils can deliver more efficient and effective public services while simultaneously increasing their sustainability and resilience.
- **Cost savings and efficiency** - the main driver for shared management is the potential to get ‘more for less’ – making cost savings while improving services through transformation and shared resources.
- **Wider transformation** - shared management provides an opportunity to look at things from a fresh perspective and is often used to drive major transformation programmes to improve efficiency and effectiveness across a council’s services.



Partnership – First Steps – Big or Small

- In all examples of partnership working a shared Chief Executive followed by a Shared Leadership Team is the first step.
- The advantages of this first step enables the opportunities and benefits to the new strategic partnership.
- On the structure - the intention is to have a Deputy Chief Executive lead for each Council following appointments to posts being confirmed.



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Partnership – First Steps – Big or Small

- In all examples of partnership working a shared Chief Executive followed by a Shared Leadership Team is the first step.
- The advantages of this first step enable the opportunities and benefits to the new strategic partnership.



COMMUNITIES PORTFOLIO	
Assistant Directors	Responsibilities /Portfolios
Assistant Director – Wellbeing and Community Leadership	Skills and Education, Education Liaison, Inequalities & Deprivation, Community Voluntary Support, Ageing Better, Health Liaison, Health Partnerships, Wellbeing, Health Promotion, Housing Strategy, Strategic Housing, Homelessness, DFGs, Housing Standards, Housing Options, Green Agenda, Natural Environment, Historic Environment, Conservation Heritage, Community Cohesion, Community Safety, Anti Social Behaviour, CCTV, Lottery
Assistant Director – Regulatory	Building Control, Land Charges, Environmental Health Services, Public Protection, Food Safety, Licensing (Bus support), Air Pollution, Carbon Reduction, Safety Advisory Group, Infectious Diseases, Pest Control, Power Stations, Emergency Planning, Dog Warden, Corporate Health & Safety
Assistant Director – Leisure and Culture	Leisure & Community Centres, Sports & Play Development, Leisure Promote, Arts & Culture, Museums, Events, Magna Vitae
Assistant Director - Neighbourhoods	Bus Stations, Market Operations, Play Areas, Pride in Place, Waste Collection, Garden Waste, Recycling, Street Cleaning, Fly Tip, Arboriculture, Public Toilets, Grounds Maintenance, Riversides, Fleet Maintenance

Partnership – First Steps – Big or Small

- In all examples of partnership working a shared Chief Executive followed by a Shared Leadership Team is the first step.
- The advantages of this first step enable the opportunities and benefits to the new strategic partnership.



CORPORATE DEVELOPMENT PORTFOLIO

Assistant Directors	Responsibilities /Portfolios
Assistant Director – Corporate	PSPS - ICT & Information Digital, PSPS - Customer Service Centres, Organisational Training & Development, Corporate Policy, Corporate Improvement, Corporate Performance, Transformation, Programme Management, PSPS - HR/OD/Culture, Compliance, Communications, PA Teams
Assistant Director – Governance	Safeguarding, Risk Management, Democratic Services, Legal Services, Data Protection Officer/Data Protection, Complaints, Governance General, Deputy MO, Elections, FOIs, Investigations, Corporate Support
Assistant Director - HRA	Careline & Supported Housing, Housing Policy, Housing Landlord, Housing Revenue Accounts, Sheltered Housing, Housing Services
Assistant Director – Finance	PSPS - Council Tax & Business Rates, PSPS - Revenues & Benefits, Anti-Fraud, Deputy S151, Finance Strategy, Financial Management, PSPS - Finance, PSPS - Treasury Management, PSPS - Audit, Insurance, Grants, HRA Financial, General Fund, Precepts, Budget, Collection Fund, Payroll

Partnership – First Steps – Big or Small

- In all examples of partnership working a shared Chief Executive followed by a Shared Leadership Team is the first step.
- The advantages of this first step enable the opportunities and benefits to the new strategic partnership.



GROWTH PORTFOLIO	
Assistant Directors	Responsibilities /Portfolios
Assistant Director – Economic Growth	Inward Investment, Enterprise Zones, GLLEP, Visitor Economy, High Street Regeneration, Business Improvement District (BID), Economic Development, Towns Funding, Towns Promote, Grants Funding, Town Centre Management
Assistant Director – Planning	Strategic Planning Policy, Local Plan, Planning Development & Management, Planning Enforcement, Internal Drainage Boards, Coastal Defences, Flood Management

Partnership – First Steps – Big or Small

- In all examples of partnership working a shared Chief Executive followed by a Shared Leadership Team is the first step.
- The advantages of this first step enable the opportunities and benefits to the new strategic partnership.



PROGRAMME DELIVERY PORTFOLIO	
Assistant Directors	Responsibilities /Portfolios
Assistant Director – Strategic Projects	Strategic Property & Development, Towns Fund delivery, Strategic Infrastructure, Project Delivery, Grants for Growth, SWRR (SHDC), Capital programme
Assistant Director – General Fund Assets	Business Centres, Commercial Units, Car Parking & Enforcement, Commercial Rents, Asset Management (excl. Housing), Property Facilities, Strategic Property Maintenance, Caretaking, Repairs & Maintenance, Garages, Cemeteries & Crematoriums
Assistant Director – Commercial Projects	Investment Company, Housing Delivery, Housing Companies, House Building, Commercial Waste, Fleet Management, Caravan Parks/Ops Sales, Contract Management, Procurement, Commercialisation of services



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SECTION 7: PARTNERSHIP PLATFORM

Partnership Platform - Mechanisms

- It will be important to determining the partnership platform for the new strategic partnership to enable the development of the appropriate structure and governance arrangements for the partnership.
- Keeping the structure of the partnership as clear and as simple as possible provides a more effective platform for the delivery of improvements and benefits whilst maintaining clarity for governance and decision-making purposes.



There are a number of mechanisms available to councils for sharing services and management.

1. **Joint working**, in which participants try to consolidate functions within existing institutions, the least sophisticated of the three types. This often begins by merging internal services into a single unit, but can be extended to apply across organisations. However, each partner acts independently and retains responsibility for the service in-house. For example, several local authorities might collaborate on commodities procurement and agree to negotiate jointly with suppliers, but they each continue to employ and manage their own purchasing staff.
2. **Principal partner-led**, in which one organisation (private or public sector) assumes responsibility for running services for others. For example, Tewkesbury Borough Council provides a legal service for Cheltenham Borough Council, while Cheltenham provides a building control function for Tewkesbury. Insourcing, outsourcing and PFI initiatives also fit into this category.
3. **Third party**, in which participating bodies decide to establish another organisation to deliver services for them at arms-length. This is already in place via PSPS Ltd.

Keeping the structure of the partnership as clear and as simple as possible provides a more effective platform for the delivery of improvements and benefits whilst maintaining clarity for governance and decision-making purposes.

The South East Lincolnshire Councils Partnership will adopt the most effective and efficient model for the delivery of its services that provides value for money for the residents it serves whilst ensuring the most effective model for service delivery based on the needs of our residents.

The partnership has examples of each model currently as a good starting basis for this future opportunity.

Any proposals for the future transformation of the existing service model are subject to a future decision of Members as part of the service review programme of opportunities and benefits identified as part of this business case.

Partnership Platform Legal basis

- It will be important to determine the legal basis for the new strategic partnership to enable the development of the appropriate structure and governance arrangements for the partnership.
- It will be important to determine the 'employing' council for the new strategic partnership.

There are a range of provisions in law that make sharing possible. For example:

- **Section 101 of the Local Government Act 1972** allows local authorities to delegate functions to other local authorities (subject to provisions contained in other legislation). Although the delegating authority remains ultimately responsible for the execution of the functions, Section 101 makes it possible for councils to perform functions on behalf of other councils.
- **Section 102 of the Local Government Act 1972** makes a provision for councils to establish joint committees with other local authorities to discharge their functions. Joint committees are invariably established through a legal agreement signed by the participating local authorities. There are many joint committees in operation, delivering specific services such as revenues and benefits, building control, museums, highways and waste or a range of services as in, for example, the East Kent Joint Arrangements Committee, Three Rivers and Watford, and Adur and Worthing.
- **Section 113 of the Local Government Act 1972** allows a local authority to enter into an agreement with another local authority to place an officer of one at the disposal of the other for the purposes of discharging the latter's functions.
- **Section 75 of the National Health Service Act 2006** allows local authorities and health bodies to pool funds and join together their staff, resources, and management structures to integrate the provision of a health-related service from managerial level to the front-line.
- Councils also have powers to set up companies for the purpose of performing any of their ordinary functions. They will, however, need to be mindful of competition law and state aid issues. In their dealings with companies they own, wholly or in part, they must also observe the restrictions imposed by the **Public Contracts Regulations 2006**. There will be a number of other considerations in setting up a company and councils will need to seek specific advice before doing so.

The South East Lincolnshire Councils Partnership will create a shared management arrangement based on Section 113 of the Local Government Act 1972.

All employees will remain contracted to their sovereign councils.

There are a number of other provisions in law, identified above, which could provide a future opportunity for the partnership.



South East Lincolnshire Councils Partnership - Partnership Platform - Partnership Plans

Partnership Platform - Partnership Plans

- Where strategic priorities are identified across the sub-region joint plans could be developed to support the partnership and potentially on a wider geography within South East Lincolnshire
- Opportunity exists across the partnership to develop plans across the partnership district councils and beyond



Plan	South Holland DC	Boston BC	East Lindsey DC
The remainder of 21/22 would be used to undertake an enabling programme which in turn would allow time for Officers and Member to create a joint working platform from which to undertake significant and well developed pieces of work in 22/23. This work would provide a programme of delivery for the Annual Delivery Plans of 22/23 and give everyone time to breath.			
Workforce Development Strategy	To be adopted	✓	✓
A project to align staff terms and conditions across the shared management team	✓	✓	✓
An analysis of policy development resulting in an aligned programme	✓	✓	✓
Decisions to take immediate opportunities where gaps and performance challenges exist	✓	✓	✓
A discussion with PSPS for accelerated ICT integration	✓	✓	✓
A constitutional and governance review including schemes of delegation	✓	✓	✓
Performance alignment to set common standards where sensible to do so	✓	✓	✓
Undertake a cultural alignment project built around values and behaviours	To be adopted	✓	✓
Political engagement workshops with Executive and Scrutiny Councillors to define expectations for joint and sovereign working models	✓	✓	✓
Creation of 2022/23 Annual Delivery Plans which alongside local priorities focus on a medium term plan to align key services in an order which makes sense and deliver additionality to each partner and support the MTFS	✓	✓	✓
The immediate creation of an external partner communications and engagement plan to promote both interest and investment	✓	✓	✓
The development of thinking for a Community, Place and Corporate Strategies.	✓	✓	✓

South East Lincolnshire Councils Partnership – Partnership Platform - One Team

Partnership Platform - One Team

- The alignment between the officer and member interface for the partnership will be important to enable a whole partnership approach across both organisations focussing on key priorities and outcomes for local communities.
- Future opportunities and benefits are enabled through good political and officer alignment supporting the proposed structure of portfolios and political portfolios.



Leader - Authority Reorganisation Strategic Positioning – Lord Porter of Spalding

Deputy Leader & Cabinet Member - People, Places & Corporate – Cllr Nick Worth

Deputy Leader & Cabinet Member - Finance, Strategy, Partnerships – Cllr Peter Coupland

Cabinet Member - Environmental Services – Cllr Roger Gambba-Jones

Cabinet Member - Health & Wellbeing, Conservation & Heritage – Cllr Elizabeth Sneath

Cabinet Member - Communities & Facilities – Cllr Gary Taylor

Cabinet Member - Public Protection – Cllr Anthony Casson

Cabinet Member - Commercialisation & Growth – Cllr Harry Drury

Cabinet Member - Assets & Planning – Cllr Rodney Grocock

Cabinet Member - HRA & Private Sector Housing – Cllr Christine Lawton

Performance Monitoring Panel – Cllr Bryan Alcock

Policy Development Panel – Cllr Andrew Robert Woolf

Governance & Audit Committee – Cllr Tracey Carter



Leader of the Council – Councillor Paul Skinner

Deputy Leader of the Council and Portfolio Holder for Economic Development and Planning – Cllr Nigel Welton

Portfolio Holder for Finance and Commercial – Cllr Jonathan Noble

Portfolio Holder for Heritage – Cllr Richard Austin

Portfolio Holder for Environmental Services – Cllr Deborah Evans

Portfolio Holder for Town Centre – Cllr Tracey Abbott

Portfolio Holder for Housing and Communities – Cllr Martin Griggs

Corporate and Community Scrutiny Committee Chairman – Cllr Stephen Woodliffe

Performance and Environment Scrutiny Committee Chairman – Cllr Judith Skinner

Governance & Audit Committee – Cllr Peter Watson



Leader of the Council – Cllr Craig Leyland

Deputy Leader of the Council and Portfolio Holder for Partnerships – Cllr Graham Marsh

Portfolio Holder for Planning – Cllr Tom Ashton

Portfolio Holder for Operational Services – Cllr Martin Foster

Portfolio Holder for Finance – Cllr Richard Fry

Portfolio Holder for Aging Better – Cllr William Gray

Portfolio Holder for Market Towns and Rural Economy – Cllr Adam Grist

Portfolio Holder for Coastal Economy – Cllr Steve Kirk

Overview Committee Chairman – Cllr Mrs Fiona Martin

Governance & Audit Committee – Cllr Paul Hibbert-Greaves



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SECTION 8: RISKS, DEPENDENCIES & CONSTRAINTS

Partnership – Risks & Mitigations

In order for a partnership to be successful, like any good relationship, it needs to be constantly worked on, nurtured and developed. The following **risks** have been identified, it is recommended that these factors are considered in the partnership governance arrangements on a regular basis.



South East Lincolnshire Councils Partnership – Risks & Mitigations

Risk	Mitigation
A lack of clear and shared vision; the reasons for shared management and sharing of joint services	<ul style="list-style-type: none"> The partnership exploration phase has developed this understanding. Engagement with members to ensure the objectives of the business case are clearly understood, through the proposal recommendations, scrutiny process and final Council decisions.
A poor relationship or lack of trust between members, leaders or senior staff	<ul style="list-style-type: none"> Openness, transparency and accessibility for all groups. Building on the existing positive relationships between Members and Officers.
Concerns around the loss of sovereignty of a council	<ul style="list-style-type: none"> Each Council continues to be governed by its own Constitution which is a key principle of the Memorandum of Agreement between the three Councils.
Fears of a ‘takeover’ by one council	<ul style="list-style-type: none"> First steps are defined by a shared management structure and each Council will retain its own ability to delivery services in the way considers best for its communities through local decisions taken by its Members.
A fundamental difference in the organisational culture of the councils	<ul style="list-style-type: none"> An initial expectation that many things will be similar and a commitment to use the best elements of each partners cultural difference. This would be one of the early pieces of work upon the adoption of the Workforce Development Strategy across the partnership.
Local Government Reorganisation	<ul style="list-style-type: none"> The South East Lincolnshire Councils Partnership is designed to have a positive influence should Local Government Reorganisation be required of Lincolnshire. The partnership strengths the case for ‘locally-led deals’ which benefit South East Lincolnshire.
Local Government Funding	<ul style="list-style-type: none"> Local Government funding challenges are inevitable and evidenced by each partner’s funding gaps. The business case assumes a shared opportunity for efficient services and shared commercial opportunities and provides a significant opportunity to respond to this on-going challenge.
Staff retention and resilience	<ul style="list-style-type: none"> Adopt a Workforce Strategy and an ambitious programme of work that makes the South East Lincolnshire Councils Partnership a place of choice to work for staff.

South East Lincolnshire Councils Partnership – Dependencies & Solutions

Partnership – Dependencies & Options

In order for a partnership to be successful, like any good relationship, it needs to be constantly worked on, nurtured and developed. The following **dependencies** have been identified, it is recommended that these factors are considered in the partnership governance arrangements on a regular basis.



Dependency	Solution
<p>The content and process of work – what is actually done, the procedures that are followed, the skills involved and the (re) training needed</p>	<p>In preparation for any identified area for improvement and/or financial opportunity a ‘understanding’ baselining exercise will be completed to ensure a thorough understanding of the current situation to better inform the opportunity for improvements in efficiency and effectiveness.</p>
<p>Technology and information used – the tools that people work with, how they access data and documents, and how communications takes place with others (such as over the IT system, rather than face-to-face)</p>	<p>In preparation for any identified area for improvement and/or financial opportunity a ‘understanding’ baselining exercise will be completed to ensure a thorough understanding of the current situation to better inform the opportunity for improvements in efficiency and effectiveness.</p>
<p>Organisational structure – lines of responsibility (who reports to whom), how work groups are formed (who works with whom) and spans of control</p>	<p>This has been taken into account for the proposed shared management structure in support of the aims and ambitions of the partnership. As opportunities are identified for future service integration opportunities it will be equally important to ensure there are clear roles and responsibilities, accountabilities and that the any structural changes provide effective spans of control. This will be identified in the proposed recommendations as part of the service review programme.</p>
<p>Job roles and grades – the duties each person must carry out, their areas of responsibility and their authority to make decisions (which may also have consequences for salary scales)</p>	<p>The new partnership has made a commitment to review the arrangements for staff within the shared management arrangements of the partnership. All partner councils have experienced officers who have worked in a partnership environment and whom form the proposed staffing cohort of the shared management.</p>
<p>Location – where work is to be undertaken, and whether relocation and commuting costs will be compensated for</p>	<p>The partnership proposes working in such a way to support, develop and nurture good and effective Member and Officer roles whilst recognising the distinct nature of the role of local members and officers. The need for the shared management staff cohort to work in the most effective way across the partnership councils will be critical to the success of the partnership.</p>
<p>Employment relationship and branding – who the employer will be and what implications there are for the employee’s sense of identify</p>	<p>Staff will remain employed by their sovereign council whilst playing a crucial role in supporting and embracing the concept of partnership working across the 3 x Councils under the One Team philosophy and branding. Through this approach each council benefits from the combined skills within each partner council whilst maintaining their own individual council identity.</p>
<p>Staffing levels and structures – How many posts will be needed and whether this will mean redundancies. This will also have implications for career structures and possible progression and promotion.</p>	<p>The proposed shared management structure provides for increased resilience for all partner councils whilst providing efficiencies to the benefit of each partner council. The benefits for ELDC and BBC have already been achieved in Year 1 of the Strategic Alliance, the benefits identified in this business case for SHDC arise as a consequence of joining the new strategic partnership. The partnership has a no redundancy policy.</p>

South East Lincolnshire Councils Partnership – Constraints & Actions

Partnership – Constraints & Actions

In order for a partnership to be successful, like any good relationship, it needs to be constantly worked on, nurtured and developed. The following **constraints** have been identified, it is recommended that these factors are considered in the partnership governance arrangements on a regular basis.



Constraint	Action
<p>What are the financial benefits of sharing?</p> <ul style="list-style-type: none"> • Will there be economies of scale? • Will there be opportunities to re-design systems and processes to be more cost effective? • Will there be procurement savings? • How will savings be distributed between partners? 	<p>The business case had identified the scale of financial opportunity arising from the sharing of the senior management team and the wider benefits available to the partnership. This has been identified in Section 4 – Scope of Services, Section 5 – Financial Opportunity and Section 6 – Structure (Proposed for Consultation). The scale of financial opportunity will be dependent on the future political decisions and the programme of work identified in Section 9 – Programme Governance & Management.</p>
<p>What investment will be needed and where will it come from?</p> <ul style="list-style-type: none"> • What resources will different partners contribute to the shared service? • Is external funding available to support the shared service development? • Will there be costs to get out of existing contracts? What will redundancies, if any, cost and who will pay for these? 	<p>For some areas of financial opportunity there will be a need to invest resources to achieve the identified benefits, this is a natural position for a programme of this size and scale and provides each partner council the opportunity not only to share the cost of the investment but to achieve a greater scale of return than would be achievable alone.</p>
<p>What are the non-financial costs and benefits?</p> <ul style="list-style-type: none"> • What changes will there be in the quality of service? • What will be the impact of change on service users and staff? 	<p>Section 4 – Scope of Services has identified a range of ‘Partnership Potentials’ to be further explored and recommendation as part of the service review programme. This provides the opportunity to review the baseline level of service quality and service cost across the partnership councils and to identify improvements, where this is a political priority. The partnership platform provides the opportunity to improve service outcomes for all communities it serves across South East Lincolnshire.</p>
<p>Will sharing deliver benefits quickly enough?</p>	<p>Initial benefits have already been identified through the sharing of the senior management team across the partnership. Section 4 – Scope of Services and Section 3 – Enablers and Opportunities begin to identify the early opportunities. A timeline for October 2021 has been set out to achieve this aim.</p>
<p>What is the exit strategy?</p> <ul style="list-style-type: none"> • What will be the costs of withdrawing? 	<p>The Memorandum of Agreement sets out the arrangements for the termination of the partnership and the basis for attributing costs.</p>



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SECTION 9: PROGRAMME GOVERNANCE & MANAGEMENT

Partnership – Programme Governance & Management

This section of the Business Case sets out the proposed arrangements for the delivery of the opportunities and benefits contained within the business case.

The objectives of the programme are:

1. To develop the culture of the partnership.
2. To establish good and effective political and officer relationships across the new partnership team.
3. To establish a programme for service reviews
4. To identify and target growth into areas of political priority.
5. To establish new ways of working with partner organisations.
6. To develop shared service policy through shared Member working.
7. To explore opportunities for constitutional alignment.
8. To develop plans for Ambitious Growth.
9. To develop plans for Partnership expansion.
10. To develop plans for locally led deals, devolution and reform in South East Lincolnshire.

Key Deliverables:

Phase One – Set Up

- Common governance framework and approach
- Common performance framework and service standards
- Annual Delivery Plans

Phase Two - Accelerate

- Service Review Programme
- Resource Priority Strategy

Phase Three - Embed

- Ambitious Growth Strategy
- Partnership Expansion Strategy
- Public Sector Reform Strategy

Programme Stages:

- Phase One – April 2022
- Phase Two – 2022/23
- Phase Three – 2023/24



Partnership – Programme Governance & Management

This section of the Business Case sets out the proposed arrangements for the delivery of the opportunities and benefits contained within the business case.

The scope of this programme includes all aspects of the opportunities and benefits contained within the business case.

The detailed programme will be subject to further member approval (October 2021).

The recommendations resulting from any aspect of the service reviews will also be subject to further member approval.

Joint Strategy Board – Members

- To support the joint management structure and joint working of the councils, the Joint Strategy Board will be held to consider matters of interest, opportunities for joint working and any potential further joint working of the partnership in accordance with the **Memorandum of Agreement**.

Stakeholder Group – Council Leaders - Members

- To be responsible for strategic assurance and monitoring of the programme across organisations, ensuring the programme delivers to agreed strategic objectives.
- To report on a Monthly basis.
- To be attended by the Chief Executive (or a nominated Deputy in their absence)
- To be chaired alternatively by the Leaders who act as joint programme SROs.

Programme Board - Officers

- To provide overall management, guidance and control to the programme ensuring the programme delivers agreed outputs and the work streams are on point for delivery. It is responsible for the direction approval and decision-making of the programme.
- To report on a Monthly basis.
- To be chaired by the Chief Executive & Head of Paid Service.

Delivery Team - Officers

- To be responsible for day-to-day delivery and support of the programme.



Partnership – Programme Governance & Management

This section of the Business Case sets out the proposed arrangements for the delivery of the opportunities and benefits contained within the business case.



A SRO will:

1. Be the visible owner of the programme and key leadership figure in driving it forward
2. Make decisions and be proactive in providing leadership and direction throughout the life of the programme
3. Be accountable for delivering the programme and associated outcomes and benefits
4. Actively promote and champion the programme, including its contribution to corporate priorities

A SRO needs to:

- Take responsibility – including putting things right when they go wrong, and ensuring recognition is given when they go right
- Have a good understanding of the business issues associated with the project
- Be a senior figure with the relevant delegated authority for the project
- Be active and engaged, not just a figurehead
- Have sufficient experience to carry out responsibilities

A SRO must:

- Broker relationships with stakeholders
- Deploy delegated authority to ensure the project achieves its objectives
- Provide advice and guidance to project leads as necessary
- Acknowledge their own skills or knowledge gaps and structure the project accordingly
- Give the time required to perform the role effectively
- Negotiate well and influence people
- Be aware of the broader perspective and how it affects the project
- Represent the interests of the project through effective networking with peers and key stakeholders
- Be honest and frank about project progress

Partnership – Programme Governance & Management

This section of the Business Case sets out the proposed arrangements for the delivery of the opportunities and benefits contained within the business case.

Initial assessment of staff resources required to complete Phase One of the programme:

- Chief Executive & Head of Paid Service
- Deputy Chief Executives
- Project Administration and support
- Communications

Further resource considerations:

Additional expertise maybe required dependent on the risks identified and the implementation plan requirements.

It is anticipated, at this stage, that additional resource considerations will include:-

- HR expertise, support and advice
- Legal expertise, support and advice
- Financial expertise, support and advice
- Procurement, commercial and contract management expertise, support and advice



Partnership – Programme Governance & Management

This section of the Business Case sets out the proposed arrangements for the delivery of the opportunities and benefits contained within the business case.



Purpose

- To provide overall leadership, direction and steer to the programme.
- To provide support and hold officers accountable for delivery.
- To establish and embed a robust and effective governance framework for transformation initiatives.
- To hold discussions and make decisions that will enable the programme to be delivered to time, cost and quality requirements.
- To manage delivery of transformation initiatives, including variances between plans and performance.
- To champion the programme to ensure obstacles and barriers to delivery are removed.
- To ensure sufficient resources are released or made available as required.
- To deliver the programme plan and ensure effective controls are in place to manage risks, assumptions, issues, dependencies and agreed changes.
- To ensure a smooth transition from the programme to business as usual and that outcomes and benefits of transformation are realised.
- To co-ordinate and champion programme communication.

Membership

- The Chief Executive & Head of Paid Service will act as the Chair of the Board.
- The Board comprises the following decision-making members:
 - Chief Executive & Head of Paid Service
 - Deputy Chief Executive & S151 Officer
 - Deputy Chief Executive
 - Deputy Chief Executive
 - Deputy Chief Executive
 - Assistant Director - Governance
- The Board is quorate if the Chair (or his designated lead) and at least two other decision-making members are present. If Board members are unable to attend meetings, they may send a proxy with appropriate experience, knowledge and delegated authority to contribute towards discussion or make decisions, in their stead.
- Where the Board is not in agreement the Chair, in consultation with the SRO's, has a casting vote on all matters.

Partnership – Programme Governance & Management

This section of the Business Case sets out the proposed arrangements for the delivery of the opportunities and benefits contained within the business case.



Roles and Responsibilities

The Chief Executive & Head of Paid Service:

- Chairs the Board
- Takes personal responsibility for ensuring that the programme successfully delivers benefits
- Has clear authority, ensuring that the change maintains its business focus, and that the wider context, including risks and change control are actively managed
- Invests time and commits to furthering programme priorities
- Provides approvals and decisions affecting the programme
- Ensures the Board functions effectively in its decision making and oversight responsibilities

Programme Board Members should:

- Attend Board meetings or if unavailable send a deputy with the authority to make decision on their part
- Contribute to discussion and decision making from the perspective of specific directorates and collective corporate roles and responsibilities
- Provide independent challenge, assurance and support to approvals and decisions affecting programme progress throughout the programme lifecycle
- Actively communicate and champion the programme
- Cascade a broader understanding of transformation activity affecting the councils, encourage matrix working and collaboration, and build effective rigour in the decision-making process

Partnership – Programme Governance & Management

This section of the Business Case sets out the proposed arrangements for the delivery of the opportunities and benefits contained within the business case.



Administration

- The Board will hold monthly meetings. The Delivery Team will provide administration support for these meetings.
- Meetings agendas will be agreed with the Chair. Standing agenda items will be agreed with the Chair. Board members will select work streams for deep dives on a monthly basis. Progress reporting will generally be by exception against tolerances.
- Papers will be circulated at least two days before meetings. Papers may be tabled on the day of the meeting with the consent of the Chair.
- An assumption will be made that all Board members have read circulated papers before meetings with focus on areas of contention or dissent at the meeting.
- Decisions will be made by consensus. If this is not possible the Chair will make a final decision. Decisions and actions arising will be circulated within three days of meetings being held.
- Any post-meeting notes may be included with the consent of the Chair.

Governance

- These Terms of Reference are effective from **[DATE]** and continue until **[DATE]** unless early termination by the Executive Board.
- The powers of the Board are a delegation of powers as specified in the Council's constitution and scheme of delegation.
- The Board is expected to report programme progress to the Executive Board/Cabinet and respective Councils.
- The Delivery Team is responsible establishing links and dependencies across all strategic programme and forums.
- These Terms of Reference may be amended, varied or modified in writing after discussion and agreement by the Executive Board.
- These Terms of Reference will be reviewed every six months from the date of approval by the Executive Board.



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