



served by One Team

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

APPENDIX A - WORK PROGRAMME

Final Version 1.0

South and East Lincolnshire Councils Partnership - Introduction



The Councils need to agree a Work Programme for the following key reasons:-

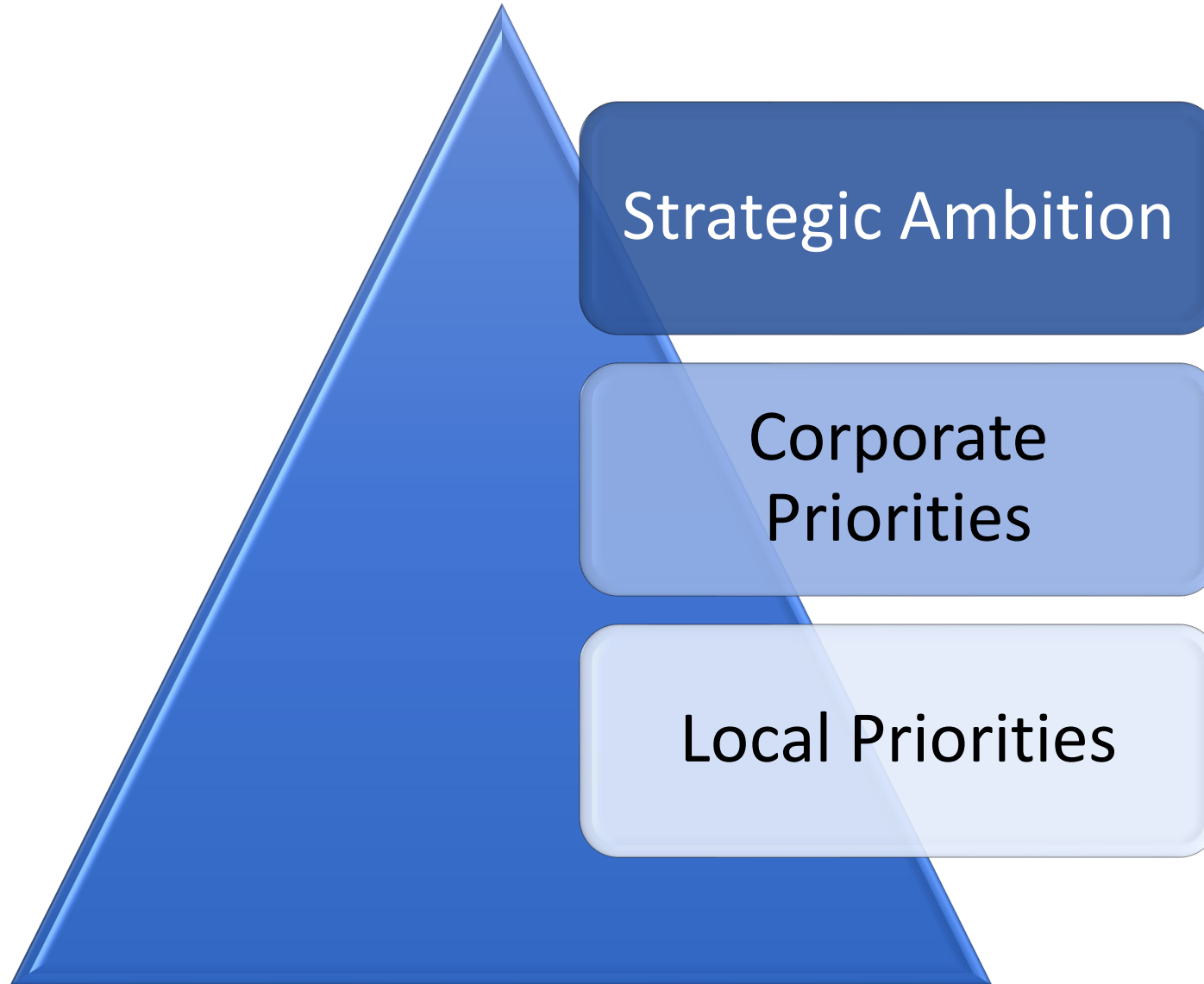
- To seek engagement, identify priorities and provide direction for Members and Officers;
- To bring the partnership to life;
- To deliver on the business case outcomes, both financial and non-financial; and
- To help direct and manage resources effectively and efficiently across the partnership.

Guiding parameters for the development of the Work Programme:-

- The Work Programme should have a short, medium and long term focus;
- Activity should range between operational and strategic aims and objectives;
- The Work Programme should seek to benefit all partner councils (including companies); and
- An underlying key driver is the ambition to achieve more from the partnership by working together for all our communities.

Strategic Ambition

- **Strategic** – a focus on the priorities with our external partners within Lincolnshire and nationally;
- **Corporate** – a focus on the priorities within our partnership across the three partnership councils (including companies); and
- **Local** – a focus on the priorities for each of our sovereign councils.



Strategic Programme

- The following slides identify the opportunities for the partnership building upon the existing corporate priorities for each sovereign council and the departmental structure of the partnership.
- This slide highlights the strategic opportunities for the partnership.



The Strategic Programme (Top Ten) for the South and East Lincolnshire Councils Partnership:-

1. Strategy platform for the Partnership focussing on improving outcomes for all communities across the sub-region (early focus on Transport and Infrastructure and Health & Wellbeing);
2. The strategic case for Devolution for the sub-region;
3. Piloting opportunities with Government (Levelling Up Agenda – Education and Skills, Housing, Health);
4. Place-based regeneration, including supporting infrastructure, across the sub-region of South and East Lincolnshire;
5. Joint partnership approach to the Internal Drainage Boards;
6. Co-ordinated partnership response to the Environmental Bill;
7. Health and Leisure offer across the sub-region;
8. Shared Service Opportunities across the partnership, including our strategic partnership with PSPS Ltd, to improve service efficiency and effectiveness;
9. Workforce Development Strategy for the partnership; and
10. ICT Strategy for the partnership.

Growth Directorate

- Economic Growth
- Strategic Growth and Development
- Planning and Strategic Infrastructure



S&ELCP – Growth Directorate

Priority	Planned Programme
Strategic	<ul style="list-style-type: none"> • Partners: Education/Skills – College, University and Schools, Chamber of Commerce, Strategy and actions for tackling deprivation (Local Levelling Up), Regional Developer relationships, Library of Business cases for desired Economic growth projects, Approach to working with Internal Drainage Boards and Environment Agency, FEZ, LEP and LCC, Ambitious and Inclusive Growth. • Government: Seek Government Pilot Status for Education and Skills in the sub-regional geography, Level Up Funding Requirements – Infrastructure, Skills & Education, Jobs, Successful Levelling Up bids/programmes.
Corporate	<ul style="list-style-type: none"> • Policy Alignment: Investment Prospectus, Income Generation Strategy, Economic & Growth Strategy, Tourism/Destination Strategy, Local Plan, Transport & Infrastructure Strategy, Education & Skills Strategy, Energy Strategy. • Quick Wins: Align vital and viable programmes of delivery across Partnership, Levelling Up Bid for SHDC, Delivering of outcomes for the Town Centre groups for Holbeach and Spalding. • Shared Services: Economic Development, Planning. • Shared Learning: Securing external funding, Tourism development, Business support, Heritage expertise. • Partnership Platform: Expansion of commercial venture, Existing Company platforms, Commercial Land, House building programme, Housing Companies, Energy. • Back Office Alignment: • Asset Rationalisation: • Procurement:
Local	<p>ELDC - Towns Fund – Mablethorpe and Skegness, Skegness Foreshore Master Plan, Further Education opportunities in Louth.</p> <p>BBC - Towns Fund, Port Expansion.</p> <p>SHDC – Grants4Growth programme, Open for Business initiative.</p>

S&ELCP – Communities Directorate

Partnership Priorities

Communities Directorate

- Well Being and Communities Leadership
- Regulatory
- Leisure and Culture
- Neighbourhoods



Priority	Planned Programme
Strategic	<ul style="list-style-type: none"> • Partners: Establish new working relationships with Key partners, Strategy and actions for tackling deprivation (Local Levelling Up), Early Help collaboration, Voluntary Sector. • Government: Approach to implementing the Environment Bill.
Corporate	<ul style="list-style-type: none"> • Policy Alignment: Community Strategy, Environment Strategy, Leisure & Culture Strategy, Health and Wellbeing Strategy, Housing Strategy, Homelessness Strategy, Climate Change Strategy. • Quick Wins: Outdoor spaces and new woodlands initiative, Homelessness Prevention, Improve access to leisure provision. • Shared Services: Climate Change team, Health & Safety – Policy and Practice, Land Charges, Single Leisure and Culture operator, Single Waste Service, Public Protection & Regulatory Services, Emergency Planning & Business Continuity, Waste Collection, Street Cleaning, Grounds Maintenance, Fleet Maintenance, Environmental Management, Leisure and Culture, Building Control, DFG Advice, Approval and Administration. • Shared Learning: Rough Sleeping, Behavioural Insights, Recovery from Covid-19; Diverse community integration, Healthy lifestyles programmes, Carbon reduction, Wellbeing Service – Wellbeing Lincs, Safeguarding, Housing Advice and Support, ‘Affordable Warmth’ – Energy Efficiency, Housing Support Fund, Out of Hours contracts, Resettlement Scheme. • Partnership Platform: Market Town development initiative, Magna Vitae, Community Reserve Loan Scheme for Parishes. • Back Office Alignment: • Asset Rationalisation: Office/Depot space. • Procurement: Leisure Facilities.
Local	<p>ELDC - Establish a Commercial Waste Service, Magna Vitae Leisure and Culture, Implement new Trust, Community Hub Service Access Model, Delivery of 3G pitch in Louth (subject to funding), Deploy BEIS Green Homes Funding, Aging Better Programme, New learning facility in Skegness, New Leisure and Learning Centre in Mablethorpe.</p> <p>BBC - Delivery the Empowering Healthier Communities Programme, Deploy BEIS Green Homes Funding.</p> <p>SHDC – Leisure facilities, Pride in South Holland Programme.</p>

S&ELCP – Corporate Development Directorate

Partnership Priorities

Corporate Development Directorate

- Corporate
- Governance
- Finance
- Housing



Priority	Planned Programme
Strategic	<ul style="list-style-type: none"> • Partners: Establish new working relationships with Key partners, Target service growth into areas of priority, Partnership Expansion, Drainage Board Levy – taking forward the financial challenge • Government: Devolved functions, Structural Reform.
Corporate	<ul style="list-style-type: none"> • Policy Alignment: Workforce Development Strategy, ICT Strategy, Medium Term Financial Strategy, Procurement Strategy, Customer Strategy. • Quick Wins: Early efficiency opportunities, Funding and recruitment of additional funding officer post, Review areas of ‘big expenditure, alignment of workforce training plans. • Shared Services: Expansion of existing shared team opportunities across the partnership including PSPS Ltd; Legal, Democratic Services, Performance, Risk Management, Internal & External Audit, Contracts and Procurement, Communications, Elections and facilitating Transformation. • Shared Learning: Communications, Organisational Development, Housing management and delivery. • Partnership Platform: Develop business cases to explore back office service opportunities with PSPS Ltd, Performance Management, Develop the customer experience through the use of new technologies, Transformation Plan – an order for planned and opportunistic service reviews, New ways of working with partner organisations, Explore opportunities for constitutional alignment. • Back Office Alignment: Treasury Management and Investment Strategy, All three Councils ICT brought up to the same standard to enable collaboration, Single telephony system, Continued deployment of Microsoft 365 functionality, Single customer service system. • Asset Rationalisation: Assisting services in consideration of the various opportunities and potential delivery models • Procurement: Significant opportunity to drive efficiencies and savings through aligned procurement strategies and policies
Local	<p>ELDC - Deliver new Case Management System, Improve digital service access for residents.</p> <p>BBC - Continue to deliver improvements to the ICT environment, Improve digital service access for residents, Develop new BBC website.</p> <p>SHDC - Improve digital service access for residents, Sheltered Housing Review.</p>

S&ELCP – Programme Delivery Directorate

Partnership Priorities

Programme Delivery Directorate

- Strategic Projects
- General Fund Assets
- Strategic Growth and Development



Priority	Planned Programme
Strategic	<ul style="list-style-type: none"> • Partners: Establish new working relationships with Key partners inc. statutory bodies, Regional and local developers and contractors, Market intelligence and good/ best practice in design, procurement, delivery. • Government: Grant sourcing, Regional and national engagement on delivery of delivery of projects.
Corporate	<ul style="list-style-type: none"> • Policy Alignment: Assets & Property Strategy, including corporate asset management, maintenance programme and purchase and sale of surplus land, Housing Building Strategy. • Quick Wins: Delivery of key capital works, Planned maintenance and construction projects, Recruitment for complex delivery, Securing additional government funding for Changing Places. • Shared Services: Cash Collection Car Parks, Property, Assets and Facilities Management, Planned Maintenance, Caretaking, Project delivery. • Shared Learning: Home building, Contractor engagement, Contractor procurement, Technical services, Design and operation of assets, Disposal and acquisition, Project assurance, Data management. • Partnership Platform: Expansion of commercial ventures, Commercial land, Welland Homes, Invest East Lindsey Limited, Housing delivery, Construction and professional services frameworks. • Back Office Alignment: Single approach to programme management, Contractor procurement/engagement, Design standards, Project management including risk and contract management including dispute resolution. • Asset Rationalisation: Asset rationalisation programme across the partnership, including office accommodation and options, purchase and procurement of key sites. • Asset Investment and Portfolio building : Refresh of key investment criteria and prudent reinvestment, Off market transaction option, Review approach to planned maintenance. • Procurement: Commonality and consistency of approach, social value maximisation.
Local	<p>ELDC - Delivery of Public Sector Hub at Horncastle and new office base in Skegness and disposal of Tedder Hall and Skegness Town Hall, Towns Fund Project & Levelling Up Delivery, Establish a new illuminations offer on the coast, Capitalise on the contribution potential of Invest East Lindsey, Agree and deliver a sustainable model for Kingfisher Caravan Park, Complete programme of community asset transfers, Changing Places and public conveniences upgrades.</p> <p>BBC - Towns Fund Project and Levelling Up Delivery, Review key operating leases, Changing Places and public conveniences upgrades.</p> <p>SHDC – Spalding and Holbeach Town Centres, Food Enterprise Zone delivery in partnership, Options for investment in operational assets, Housing delivery, Capital schemes, Commercial properties estate management and investment, Changing Places and public conveniences upgrades.</p>