



*served by One Team*

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

# APPENDIX B – PERFORMANCE FRAMEWORK

Final Draft Version 1.0



## Summary of Performance Progress

- ADD overall summary of performance progress

**Rob Barlow**  
Joint Chief Executive – S&ELCP



## Recommendations

The following are recommended to support our aspirations for our partnership:-

1. ADD

**Rob Barlow**  
Joint Chief Executive – S&ELCP



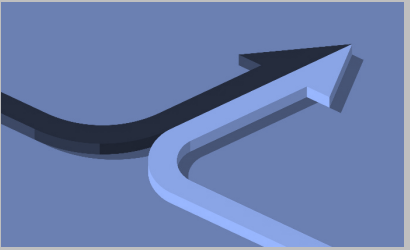
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## SECTION 1: STRATEGIC AMBITION

# Strategic Ambition

This section of performance report sets out the Strategic Ambition of the partnership, the priorities for the sub-region on behalf of all local communities served by the South and East Lincolnshire Councils Partnership.

To achieve the Strategic Ambition will require working in partnership with a range of partnerships within Lincolnshire and more widely.



## 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.

The Indices of Multiple Deprivation will be used as a baseline to monitor progress for the Strategic Ambition of the South and East Lincolnshire Councils Partnership.

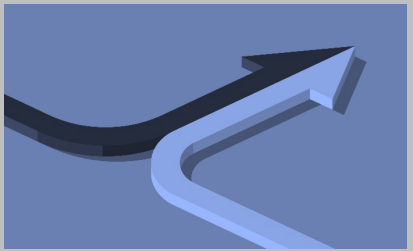


### IMD indicators local authority ranking for the proposed partnership (1-317)

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



## S&ELCP – Income Deprivation

### Strategic Ambition

#### Income

The measures identified on this slide support this deprivation domain and therefore provide a baseline to monitor progress.

A number of areas of focus have been identified where the S&ELCP can make a positive difference.

There are 7 domains of deprivation, which combine to create the Index of Multiple Deprivation, the Income Deprivation domain represents **22.5%** of the total Index of Multiple Deprivation.

KPI	Target	South Holland DC	Boston BC	East Lindsey DC
Adults and children in Income Support Families				
Adults and children in income-based Jobseeker's Allowance families				
Adults and children in income-based Employment and Support Allowance families	Develop baseline and targets to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership			
Adults and children in Pension Credit (Guarantee) families				
Adults and children in Working Tax Credit and Child Tax Credit families, below 60% median income not already counted				
Asylum seekers in England in receipt of subsistence support, accommodation support, or both				
Adults and children in Universal Credit families when no adult is in 'Working – no requirements' conditionality regime				

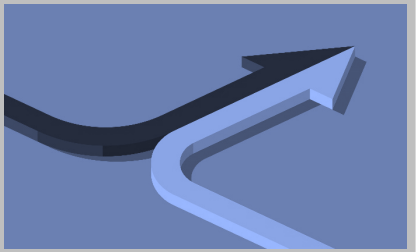
Income

To make a positive impact on improving Income the partnership should focus on:

- 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.

Economy & Growth Strategy

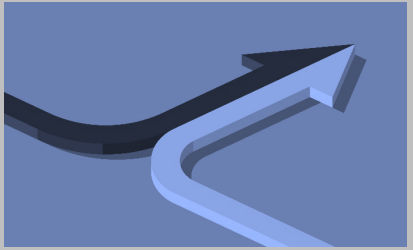
This strategy will identify actions to support positive progress for local communities and local places targeted at the **Income** Deprivation Domain.



	Economy & Growth Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

Tourism & Destination Strategy

This strategy will identify actions to support positive progress for local communities and local places targeted at the **Income** Deprivation Domain.



	Tourism & Destination Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

## S&ELCP – Employment Deprivation

KPI	Target	South Holland DC	Boston BC	East Lindsey DC
Claimants of Jobseeker’s Allowance, aged 18-59/64				
Claimants of Employment and Support Allowance aged 18-59/64				
Claimants of Incapacity Benefit, aged 18-59/64				
Claimants of Severe Disablement Allowance, aged 18-59/64				
Claimants of Carer’s Allowance, aged 18-59/64				
Claimants of Universal Credit in the ‘Searching for work’ and ‘No work requirements’ conditionality groups				

Develop baseline and targets to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership

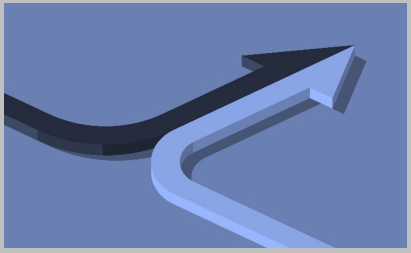
Employment	<p>To make a positive impact on improving Employment the partnership should focus on:</p> <ul style="list-style-type: none"> <li>How well businesses can use the internet for commerce, measuring the speed of internet and how widespread access to superfast internet is.</li> <li>The access of affordability of electricity and gas services.</li> <li>The quality of water infrastructure and the reliability and cost of water.</li> <li>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.</li> <li>How open the market is to new participants, versus protection of the incumbents.</li> <li>The legislative and policy driven factors that encourage entrepreneurialism, including property costs, compliance and local government restrictions.</li> <li>How dynamic and flexible the workplace is for both employer and employee.</li> </ul>
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### Strategic Ambition Employment

The measures identified on this slide support this deprivation domain and therefore provide a baseline to monitor progress.

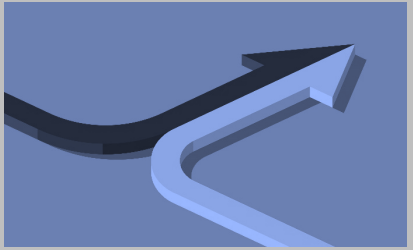
A number of areas of focus have been identified where the S&ELCP can make a positive difference.

There are 7 domains of deprivation, which combine to create the Index of Multiple Deprivation, the Employment Deprivation domain represents 22.5% of the total Index of Multiple Deprivation.



Transport & Infrastructure Strategy

This strategy will identify actions to support positive progress for local communities and local places targeted at the **Employment** Deprivation Domain.



	Transport & Infrastructure Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

# S&ELCP – Education, Skills & Training Deprivation

## Strategic Ambition

## Education, Skills & Training

The measures identified on this slide support this deprivation domain and therefore provide a baseline to monitor progress.

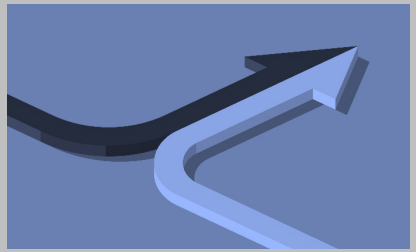
A number of areas of focus have been identified where the S&ELCP can make a positive difference.

There are 7 domains of deprivation, which combine to create the Index of Multiple Deprivation, the Education, Skills & Training Deprivation domain represents **13.5%** of the total Index of Multiple Deprivation.

KPI	Target	South Holland DC	Boston BC	East Lindsey DC
Key Stage 2 attainment: scaled scores				
Key Stage 4 attainment: average capped points score				
Secondary school absence				
Staying on in education post 16				
Entry to higher education				
Adults with no or low qualifications, aged 25-59/64				
Adults who can not speak English or cannot speak English well, aged 25-59/64				

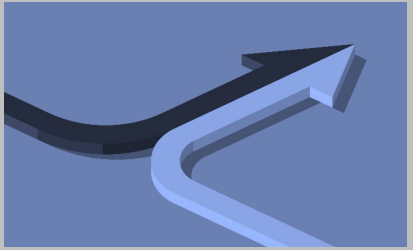
Develop baseline and targets to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership

Education, Skills & Training	<p>To make a positive impact on improving Education, Skills &amp; Training the partnership should focus on:</p> <ul style="list-style-type: none"> <li>How well education is attended and the educational outcomes of early childhood education. It supports the development of linguistic, cognitive, social and emotional skills.</li> <li>The provision and outcomes of primary education in the local authority area including core literacy and numeracy skills.</li> <li>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.</li> <li>The extent to which students from a particular local authority area will go on to further education, either through apprenticeships or university.</li> <li>The level of skills in a local authority population, by measuring the number of adults with different levels of qualifications.</li> </ul>
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Education & Skills Strategy

This strategy will identify actions to support positive progress for local communities and local places targeted at the **Education, Skills & Training** Deprivation Domain.



	Education & Skills Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

# S&ELCP – Health Deprivation & Disability

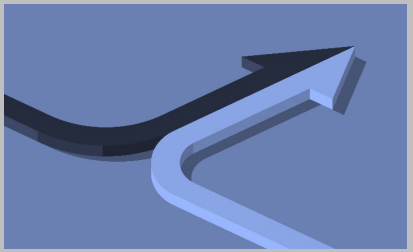
## Strategic Ambition

## Health & Disability

The measures identified on this slide support this deprivation domain and therefore provide a baseline to monitor progress.

A number of areas of focus have been identified where the S&ELCP can make a positive difference.

There are 7 domains of deprivation, which combine to create the Index of Multiple Deprivation, the Health Deprivation domain represents **13.5%** of the total Index of Multiple Deprivation.



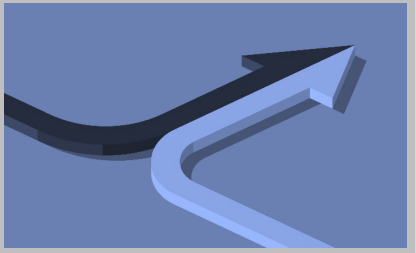
KPI	Target	South Holland DC	Boston BC	East Lindsey DC
Years of potential life lost				
Comparative illness and disability ratio				
Acute morbidity				
Mood and anxiety disorders				

Develop baseline and targets to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership

Health & Disability	<p>To make a positive impact on improving Health &amp; Disability the partnership should focus on:</p> <ul style="list-style-type: none"> <li>The set of physiological characteristics and lifestyle patterns that increase the likelihood of developing disease, injury or illness, or of suffering from premature death.</li> <li>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.</li> <li>The ability of a health system to treat and cure diseases and illnesses once they are present in the population.</li> <li>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.</li> <li>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.</li> <li>The mortality rate of the areas population through different stages of life.</li> </ul>
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Health & Well Being Strategy

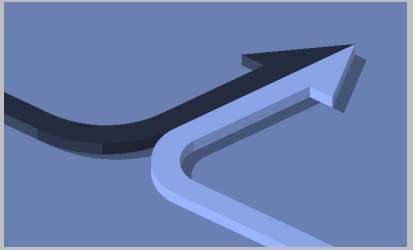
This strategy will identify actions to support positive progress for local communities and local places targeted at the **Health & Disability** Deprivation Domain.



	Health & Well Being Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

Leisure & Culture Strategy

This strategy will identify actions to support positive progress for local communities and local places targeted at the **Health & Disability** Deprivation Domain.



	Leisure & Culture Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

## S&ELCP - Crime

### Strategic Ambition

### Crime

The measures identified on this slide support this deprivation domain and therefore provide a baseline to monitor progress.

A number of areas of focus have been identified where the S&ELCP can make a positive difference.

There are 7 domains of deprivation, which combine to create the Index of Multiple Deprivation, the Crime Deprivation domain represents **9.3%** of the total Index of Multiple Deprivation.

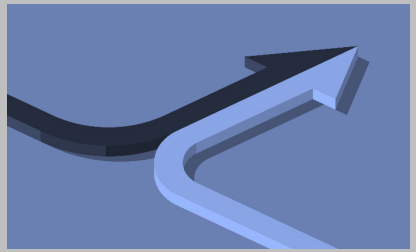
KPI	Target	South Holland DC	Boston BC	East Lindsey DC
Recorded crime rates for:-				
Violence				
Burglary				
Theft				
Criminal Damage				

Develop baseline and targets to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership

#### Crime

To make a positive impact on improving Crime the partnership should focus on:

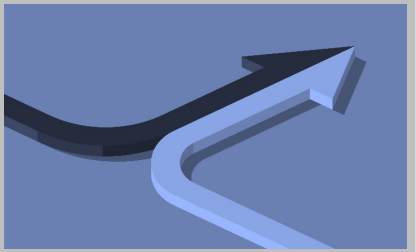
- The level of violent crime based on the extent of knife crime, robbery, sexual offences, domestic abuse, homicides, modern slavery and forced marriages.
- The level and impact of property crime, based on criminal damage, theft, burglary and fraud.
- The level of disorderly behaviour, looking at public 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.



# S&ELCP – Community Strategy

## Community Strategy

This strategy will identify actions to support positive progress for local communities and local places targeted at the **Crime** Deprivation Domain.



	Community Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

## S&ELCP – Barriers to Housing & Services

### Strategic Ambition

### Barriers to Housing & Services

The measures identified on this slide support this deprivation domain and therefore provide a baseline to monitor progress.

A number of areas of focus have been identified where the S&ELCP can make a positive difference.

There are 7 domains of deprivation, which combine to create the Index of Multiple Deprivation, the Barriers to Housing & Services Deprivation domain represents **9.3%** of the total Index of Multiple Deprivation.

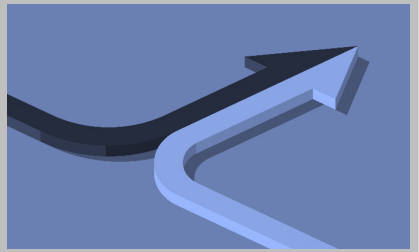
KPI	Target	South Holland DC	Boston BC	East Lindsey DC
Road distance to a:-				
Post Office				
Primary School				
General store or supermarket				
GP surgery				
Household overcrowding				
Homelessness				
Housing affordability				

Develop baseline and targets to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership

#### Barriers to Housing & Services

To make a positive impact on Barriers to Housing & Services the partnership should focus on:

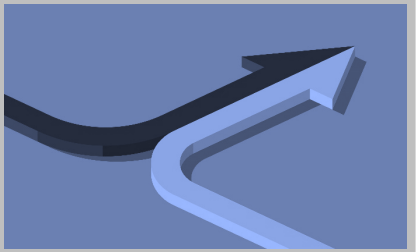
- The proportion of individuals with the minimum amount of resources that is necessary to survive and attain wellbeing. This element should include the number of children in poverty.
- The quality of accommodation and the impact of the accommodation environment on the health of residents. Including measures 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.



# S&ELCP – Housing Strategy

## Housing Strategy

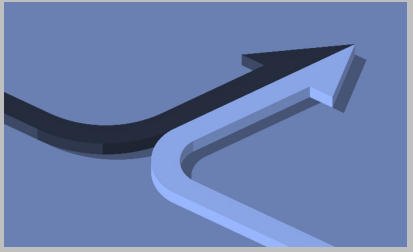
This strategy will identify actions to support positive progress for local communities and local places targeted at the **Barriers to Housing & Services** Deprivation Domain.



	Housing Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

# Homelessness Strategy

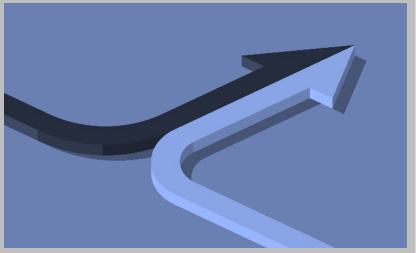
This strategy will identify actions to support positive progress for local communities and local places targeted at the **Barriers to Housing & Services** Deprivation Domain.



	Homelessness Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

## Assets & Property Strategy

This strategy will identify actions to support positive progress for local communities and local places targeted at the **Barriers to Housing & Services Deprivation Domain**.



	Assets & Property Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

## S&ELCP – Living Environment Deprivation

KPI	Target	South Holland DC	Boston BC	East Lindsey DC
Houses without central heating				
Housing in poor condition				
Air quality				
Road traffic accidents				

Develop baseline and targets to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership

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"> <li>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.</li> <li>The level of pollution to which local communities are physically exposed and the effect this has on mortality.</li> <li>The quality of the outdoor spaces and forest.</li> <li>The quality of the area’s water and the risk of flooding.</li> <li>The quantity of waste collected and the level of recycling.</li> </ul>
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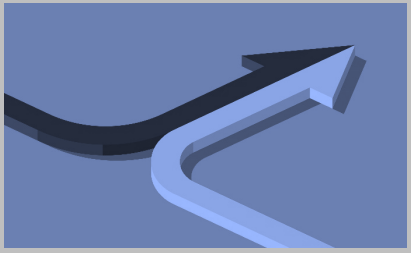
### Strategic Ambition

### Living Environment

The measures identified on this slide support this deprivation domain and therefore provide a baseline to monitor progress.

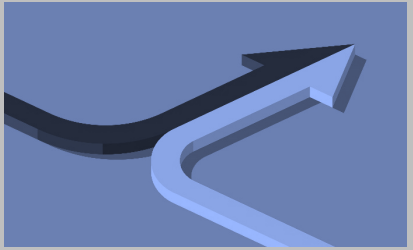
A number of areas of focus have been identified where the S&ELCP can make a positive difference.

There are 7 domains of deprivation, which combine to create the Index of Multiple Deprivation, the Living Environment Deprivation domain represents **9.3%** of the total Index of Multiple Deprivation.



# Climate Change Strategy

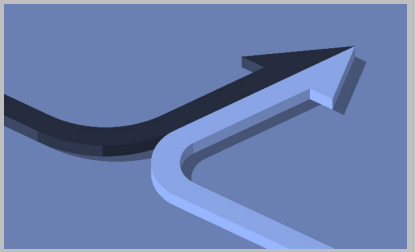
This strategy will identify actions to support positive progress for local communities and local places targeted at the **Living Environment** Deprivation Domain.



	Environment Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

Environment Strategy

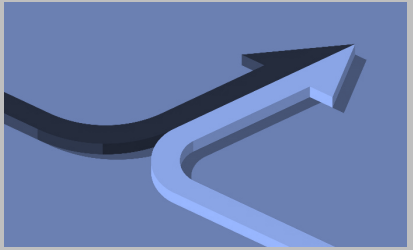
This strategy will identify actions to support positive progress for local communities and local places targeted at the **Living Environment** Deprivation Domain.



	Environment Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		

Energy Strategy

This strategy will identify actions to support positive progress for local communities and local places targeted at the **Living Environment** Deprivation Domain.



	Environment Strategy	KPI
ACTION 1		
ACTION 2	Develop Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership Joint Strategy	
ACTION 3		
ACTION 4		
ACTION 5		



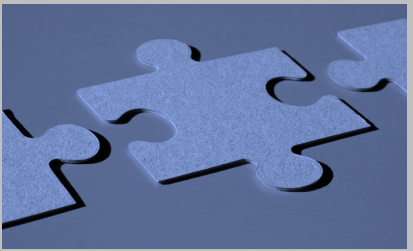
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## SECTION 2: CORPORATE PRIORITIES

## Corporate Priorities

This section of the performance report sets out the Corporate Priorities of the partnership, recognising the opportunity across the partnership and the sovereignty of the individual councils.

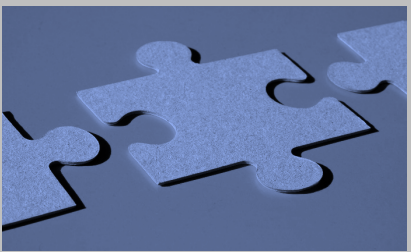
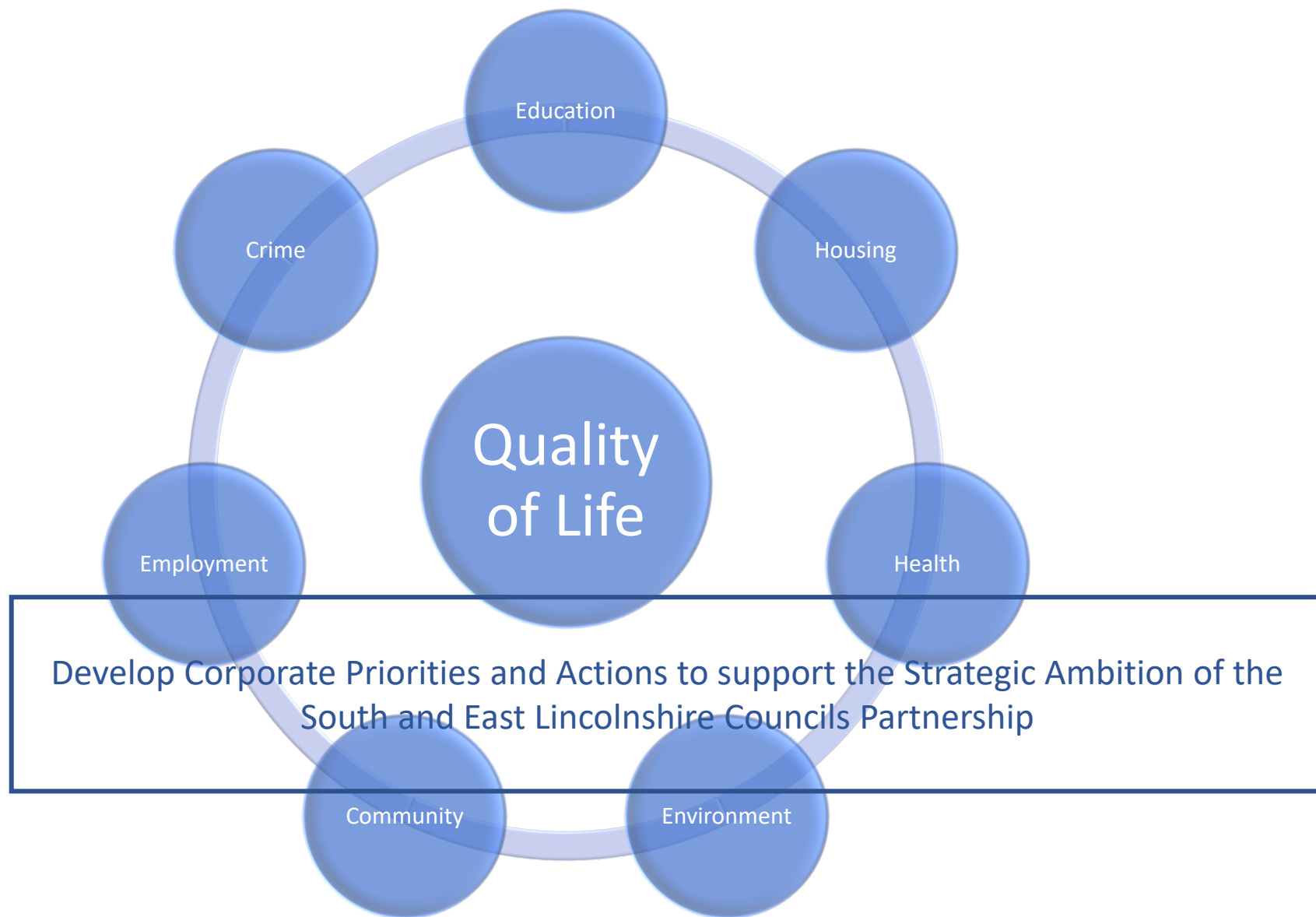
To achieve the Corporate Priorities will require working in partnership across the South and East Lincolnshire Councils Partnership where it is beneficial to all Councils to do so.



## Corporate Priorities

To achieve the Corporate Priorities will require working in partnership across the South and East Lincolnshire Councils Partnership where it is beneficial to all Councils to do so.

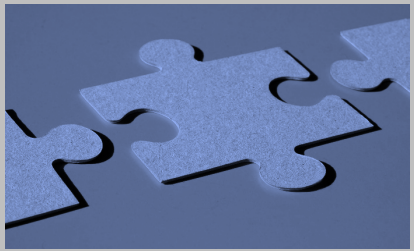
The Corporate Priorities will be targeted at improving the Quality of Life for all our local communities based on 7 areas of focus across the South and East Lincolnshire Councils Partnership.



## S&ELCP - Education

### Corporate Priorities

The Corporate Priorities will be targeted at improving the Quality of Life for all our local communities based on 7 areas of focus across the South and East Lincolnshire Councils Partnership.



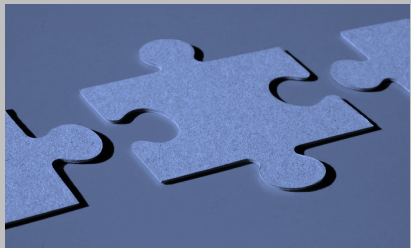
	South Holland	Boston	East Lindsey
Priorities			
	South Holland	Boston	East Lindsey
Action	To work in partnership with key partners in the education sector, including Boston College and University of Lincoln, to ensure that both businesses and residents have access to the necessary skills to support economic growth and prosperity	Strong partnership working with Boston College and schools	Construction of Horncastle Hub in partnership with Boston College.
Action			New learning facility in Skegness.
Action			New Leisure and Learning Centre, Mablethorpe
Action			Further Education opportunities for Louth
Action	<div style="border: 2px solid blue; padding: 10px;"> <p>Develop Corporate Priorities and Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership</p> </div>		

## S&ELCP - Housing

### Corporate Priorities

The Corporate Priorities will be targeted at improving the Quality of Life for all our local communities based on 7 areas of focus across the South and East Lincolnshire Councils Partnership.

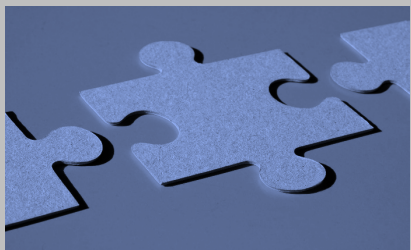
	South Holland	Boston	East Lindsey
Priorities	<ul style="list-style-type: none"> <li>Be a landlord of choice for our council housing tenants.</li> <li>Work to prevent and mitigate homelessness.</li> <li>Enable effective planning and delivery of housing solutions to meet local needs and aspirations to ensure that our residents have access to a range of housing options in the district.</li> <li>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.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Invest and support growth to meet local housing needs by co-funding affordable housing delivery.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ul>
	South Holland	Boston	East Lindsey
Action	To work to prevent and mitigate homelessness, including continuing to work with partners across Lincolnshire to deliver countywide solutions to rough sleeping.	Ambition to construct new houses.	Invest East Lindsey developing a housing construction programme.
Action	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.	<div style="border: 2px solid black; padding: 10px;"> <p><b>Develop Corporate Priorities and Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership</b></p> </div>	
Action	To continue to deliver new homes through the HRA and Welland Homes		



## S&ELCP - Health

### Corporate Priorities

The Corporate Priorities will be targeted at improving the Quality of Life for all our local communities based on 7 areas of focus across the South and East Lincolnshire Councils Partnership.

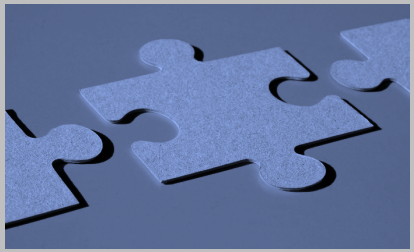


	South Holland	Boston	East Lindsey
Priorities	<ul style="list-style-type: none"> <li>Lead, enable and embed the provision of a range of improved local community, cultural and art facilities that support the enhanced wellbeing of South Holland's communities.</li> <li>Lead the provision of contracted leisure facilities and explore options for future delivery to enhance the wellbeing of South Holland's communities.</li> <li>Ensure that our public protection services continue to enable our communities to remain healthy and safe through our regulatory activities.</li> <li>Target leisure facilities to provide a programme of activities to tackle obesity and inactivity in South Holland.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Make Boston a healthy and safe place to work.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
<div style="border: 2px solid #004a87; padding: 10px; margin: 10px auto; width: 80%;"> <h3 style="text-align: center; color: #004a87;">Develop Corporate Priorities and Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership</h3> </div>			
	South Holland	Boston	East Lindsey
Action	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.	Maintaining services at the Pilgrim Hospital.	Aging Better Programme
Action	To target leisure facilities to provide a programme of activities to tackle obesity and inactivity in South Holland	Continue to provide and improve access to leisure provision to support active communities.	Magna Vitae Leisure and Culture Trust to enable a healthy and active community.

## S&ELCP - Environment

### Corporate Priorities

The Corporate Priorities will be targeted at improving the Quality of Life for all our local communities based on 7 areas of focus across the South and East Lincolnshire Councils Partnership.



	South Holland	Boston	East Lindsey
Priorities	<ul style="list-style-type: none"> <li>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.</li> <li>Create further outdoor spaces and new woodlands to enhance the natural environment and to encourage our communities to have active lifestyles.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
	South Holland	Boston	East Lindsey
Action	To create further outdoor spaces and new woodlands to enhance the natural environment	Carbon Reduction Programme for the Council including Climate Change Assembly targeting key sectors.	Carbon Reduction Programme for the Council.
Action	To support our local industries with the transition to low carbon, especially in agri-foods sectors	Ensure the successful bedding in of the paper and card recycling service in Boston and its success thereafter.	Climate Change Assembly targeting key sectors.
Action			Working with the Environment Agency on improved coastal defences.

**Develop Corporate Priorities and Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership**

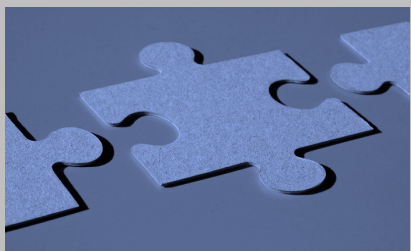
## S&ELCP - Community

### Corporate Priorities

The Corporate Priorities will be targeted at improving the Quality of Life for all our local communities based on 7 areas of focus across the South and East Lincolnshire Councils Partnership.

	South Holland	Boston	East Lindsey
Priorities	<ul style="list-style-type: none"> <li>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.</li> <li>Support Parishes to deliver capital works and improvements through the new community reserve loan scheme.</li> <li>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.</li> <li>Help shape, influence and respond to emerging national policy to ensure that we maximise the opportunity for South Holland.</li> <li>Keep residents, businesses, and partners informed about council services and latest opportunities through clear and effective communications.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Making use of the latest technology will increase the efficiency of our services so we can deliver more for our communities.</li> <li>There is also the opportunity to be more creative in the ways we generate income to fund our core services.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
<div style="border: 2px solid #0056b3; padding: 10px; margin: 10px auto; width: 80%;"> <h3>Develop Corporate Priorities and Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership</h3> </div>			

	South Holland	Boston	East Lindsey
Action	To lead the provision of contracted leisure facilities and explore options for future delivery to enhance the wellbeing of South Holland's communities	Empowering Healthier Communities Programme – funded by MHCLG.	Towns' Fund – Mablethorpe and Skegness
Action	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	Towns' Fund – Boston	
Action	Deliver an improvement plan for Spalding and Holbeach town centres, supporting high street economy and the town centres as a community hub		



## Corporate Priorities

# S&ELCP - Employment

The Corporate Priorities will be targeted at improving the Quality of Life for all our local communities based on 7 areas of focus across the South and East Lincolnshire Councils Partnership.

	South Holland	Boston	East Lindsey
Priorities	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Deliver substantial and continued growth as proposed through our Local Plan, in conjunction with our key partners</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>

Develop Corporate Priorities and Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership

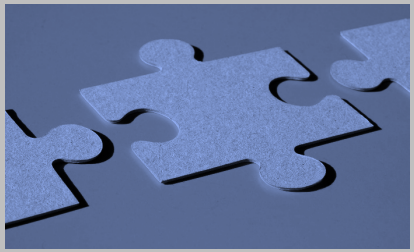
## Corporate Priorities

## S&ELCP - Employment

	South Holland	Boston	East Lindsey
Action	Growing South Holland's agri-food cluster and horticulture sector, and creating higher value jobs through projects such as the FEZ	Attracting investment/new businesses to the Borough.	Attracting investment/new businesses in the Borough
Action	Enabling housing growth as a driver of local employment.	Strong focus on working with the Port of Boston.	Extending the visitor economy/season.
Action	Deliver a clear "Open for Business" approach across all Council services that promotes and supports business growth and inward investment		
Action	Continue to deliver a full range of services and initiatives that support our businesses, including our Grants4Growth programme		

The Corporate Priorities will be targeted at improving the Quality of Life for all our local communities based on 7 areas of focus across the South and East Lincolnshire Councils Partnership.

Develop Corporate Priorities and Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership



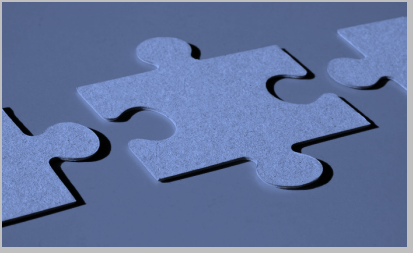
## Corporate Priorities

### S&ELCP - Crime

	South Holland	Boston	East Lindsey
Priorities	<ul style="list-style-type: none"> <li>Work with our partners such as Lincolnshire Community Safety Partnership and Parish Councils to reduce and prevent crime and anti-social behaviour</li> <li>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.</li> </ul>		
Action	CCTV Partnership	CCTV Partnership	CCTV Partnership with BBC and Town Councils.

The Corporate Priorities will be targeted at improving the Quality of Life for all our local communities based on 7 areas of focus across the South and East Lincolnshire Councils Partnership.

Develop Corporate Priorities and Actions to support the Strategic Ambition of the South and East Lincolnshire Councils Partnership





*served by One Team*

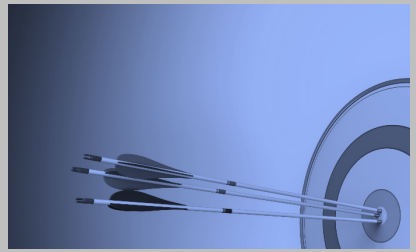
## SECTION 3: LOCAL PRIORITIES

## Local Priorities

This section of the performance report sets out Local Priorities for each individual council which are supported by the partnership.

Each of the identified Portfolio and supporting Directorates will need to prioritise resources to ensure the delivery of outcomes for each individual sovereign council.

The co-ordination of these outcomes will provide an efficient and effective model of delivery and improvement for all Councils within the South and East Lincolnshire Councils Partnership.



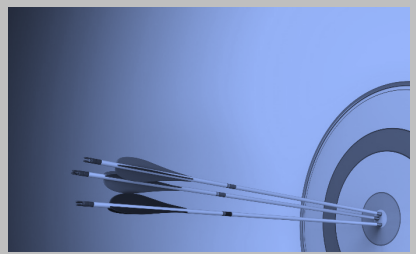
## S&ELCP – Communities Portfolio – Wellbeing and Community Leadership Directorate (1)

### Communities

The Wellbeing and Community Leadership Directorate includes:

- Inequalities & Deprivation
- Community Voluntary Support
- Ageing Better
- Health Liaison, Health Partnerships, Wellbeing, Health Promotion
- Housing Strategy
- Homelessness
- Disabled Facilities Grants
- Housing Standards
- Housing Options
- Community Cohesion
- Safeguarding
- Community Safety, Anti-Social Behaviour, CCTV
- Lottery and
- Customer pathways and their development.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Housing Enforcement requests responded to within timeframe (10 Days)					
Number of properties improved through Council intervention					
Number of long term empty properties brought back into use through council support and intervention					
Participation at leisure centres					
% of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless					
Cases prevented from Homelessness					
Number of families with children placed into B&B for more than 6 weeks					
Community Led Social Housing Units completed					
Time taken to process DFG (Disabled Facilities Grant) applications					



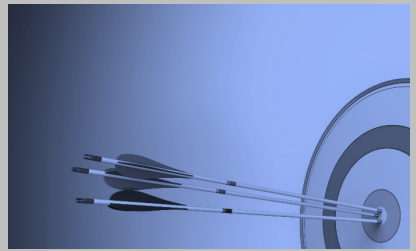
## S&ELCP – Communities Portfolio – Wellbeing and Community Leadership Directorate (2)

### Communities

The Wellbeing and Community Leadership Directorate includes:

- Inequalities & Deprivation
- Community Voluntary Support
- Ageing Better
- Health Liaison, Health Partnerships, Wellbeing, Health Promotion
- Housing Strategy
- Homelessness
- Disabled Facilities Grants
- Housing Standards
- Housing Options
- Community Cohesion
- Safeguarding
- Community Safety, Anti-Social Behaviour, CCTV
- Lottery and
- Customer pathways and their development.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Wellbeing Lincs contractual – Service users supported to achieve an overall improvement in self-reported outcomes					
Wellbeing Lincs contractual – Overall improvement in all outcome scores across all service users leaving the service					
Wellbeing Lincs contractual - % of service users who go on to receive long term support from adult care.					
Community cohesion performance measure					
CCTV performance measure					
Antisocial behaviour measure					
% of customer services calls answered					
Number of calls received					
Customer satisfaction					
Average wait time (seconds) (calculated from after options have been selected)					
Average Call Duration (Once connected to customer contact agent)					



# S&ELCP – Communities Portfolio – Regulatory Directorate

## Communities

The Regulatory Directorate includes:

- Building Control
- Land Charges
- Environmental Health Services
- Public Protection
- Food Safety
- Licensing
- Air Pollution
- Carbon Reduction/Green Agenda
- Safety Advisory Group
- Infectious Diseases
- Pest Control
- Power Stations
- Emergency Planning
- Dog Wardens and
- Corporate Health & Safety.

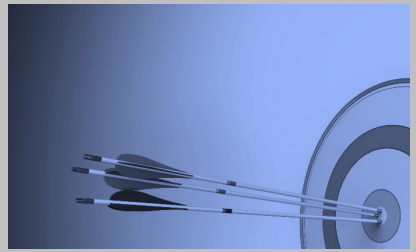
KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Land Charges - Average number of days taken to process Local Authority searches					
Food Safety – percentage of food businesses rated ‘generally satisfactory’ or above					
% CO2E reduction from Local Authority operations					

Measures are under development within service areas around volume, turnaround times, speed of response to customer requests and income. Also, market share for building control and completion of food safety inspection plans, including unrated premises. These measures will be reported to Portfolio Holders and South Holland’s Performance Monitoring Panel.

There is an air pollution measure which is specific to Boston and is reported as part of the Air Quality Plan.

A Service Level Agreement is being developed for Emergency Planning which will include measures for reporting. Similarly, discussions will follow with PSPS around measures for corporate health and safety.

Potentially environmental enforcement (TBC)



# Communities

The Leisure and Culture Directorate includes:

- Leisure & Community Centres
- Sports & Play Development
- Leisure Promotion
- Arts & Culture
- Museums, Events
- Markets and
- Magna Vitae.

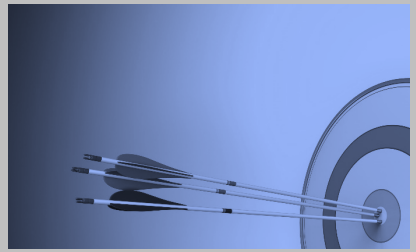
## S&ELCP – Communities Portfolio – Leisure and Culture Directorate

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Visitor numbers / number of tickets sold, by venue					
Number of swims					
Number of swimming lessons					
Number of gym members					
Customer satisfaction, by venue / service area					
Market stall occupancy rate					

Measures are under development within service areas around volumetrics, income/commercialisation, satisfaction/complaints/feedback and outcome measures. These measures will be reported to Portfolio Holders and South Holland’s Performance Monitoring Panel.

A Service Level Agreement is being developed for Magna Vitae which will include measures for reporting such as types of users, customer experience, activity patterns, benefits and impacts.

Similarly, discussions will follow with Transported around outcome measures.



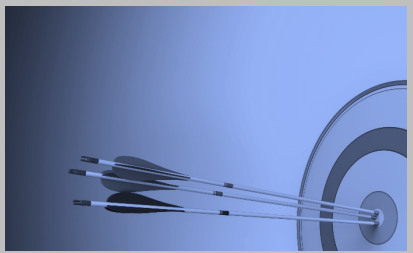
# S&ELCP – Communities Portfolio – Neighbourhoods Directorate (1)

## Communities

The Neighbourhood Directorate includes:

- Bus Stations
- Play Areas
- Waste Collection
- Garden Waste
- Recycling
- Street Cleaning
- Fly Tipping
- Arboriculture
- Public Toilets
- Grounds Maintenance
- Riversides
- Fleet Maintenance
- Commercial Waste
- Town and Parish Liaison.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Percentage of household waste collected for recycling and composting (%)					
% of recycling collected that is contaminated and unable to be recycled					
Number of missed waste collections					
% of successful collections within the district					
% of fly-tips collected within 10 working days (hazardous and standard) of being reported					
% of fly-tips collected within 5 working days of being reported					
Number of working days to deal with fly tipping					
Number of fly tips					
Fly tips breakdown (monthly)					
% of Danfo repairs carried out within 24 hours (EL public toilets)					
Public Toilets performance measure e.g. satisfaction					
Bus Station performance measure					
Play Area performance measure					



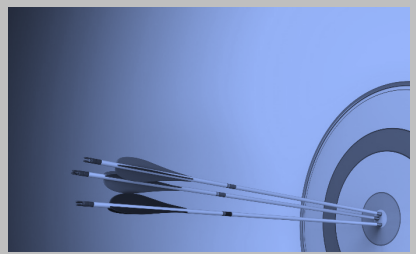
## S&ELCP – Communities Portfolio – Neighbourhoods Directorate (2)

### Communities

The Neighbourhood Directorate includes:

- Bus Stations
- Play Areas
- Waste Collection
- Garden Waste
- Recycling
- Street Cleaning
- Fly Tipping
- Arboriculture
- Public Toilets
- Grounds Maintenance
- Riversides
- Fleet Maintenance
- Commercial Waste
- Town and Parish Liaison.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Street Cleaning performance measures e.g. cleanliness and satisfaction					
Arboriculture performance measure					
Grounds Maintenance measure					
Fleet Maintenance performance measures e.g. vehicle downtime					
Commercial Waste performance measure e.g. income or number of customers compared to previous year					



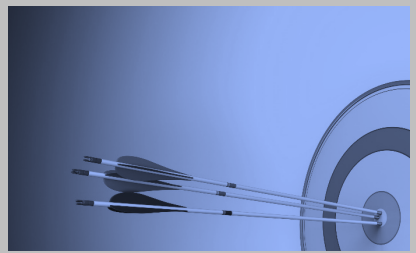
# S&ELCP – Corporate Development Portfolio – Corporate Directorate (1)

## Corporate Development

The Corporate Directorate includes:

- PSPS - ICT & Digital and HR
- Corporate Policy
- Corporate Improvement & Transformation
- Corporate Performance
- Programme Management
- Organisational Development
- Compliance
- Commercialisation of services
- Communications
- Structural Reform and PA Teams.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Percentage of workforce who said 'Yes' when asked if they felt valued at work?					
% of the workforce who said 'yes' they feel there are opportunities in the Partnership to learn and develop their skills and expertise					
% of the workforce who said 'yes' they feel the Partnership recognises and supports positive mental health in the workplace					
% of the workforce who feel informed about the Partnership and what decisions it is making					
Percentage of workforce who said 'Yes' when asked if they felt valued at work?					
Staff Turnover (%)					
Working days lost to sickness per FTE (per month)					
Number of working days lost to sickness					



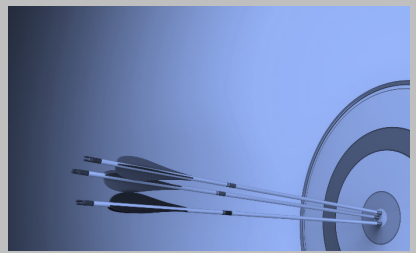
## S&ELCP – Corporate Development Portfolio – Corporate Directorate (2)

### Corporate Development

The Corporate Directorate includes:

- PSPS - ICT & Digital and HR
- Corporate Policy
- Corporate Improvement & Transformation
- Corporate Performance
- Programme Management
- Organisational Development
- Compliance
- Commercialisation of services
- Communications
- Structural Reform and PA Teams.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Number of social media engagements/impressions					
Number of unique website visitors - refers to the number of distinct individuals requesting pages from the website during a given period, regardless of how often they visit.					
% of ICT Calls resolved within SLA					
ICT Strategy measures					
% of council policies up to date					



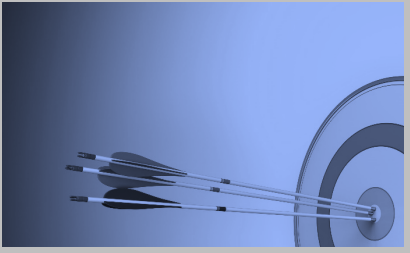
# S&ELCP – Corporate Development Portfolio – HRA Directorate

## Corporate Development

The HRA Directorate includes:

- Careline & Supported Housing
- Housing Policy
- Housing Landlord
- Social Housing Provider Liaison
- Housing Revenue Accounts
- Sheltered Housing and
- Housing Services.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Housing re-let void time (total avg. Key to Key)					
Number of void days					
Decent Homes Standard measures					
Percentage of rent received against amount due					
Number of evictions					
Properties sold under the Right to Buy (RTB)					
Repairs completed on time					



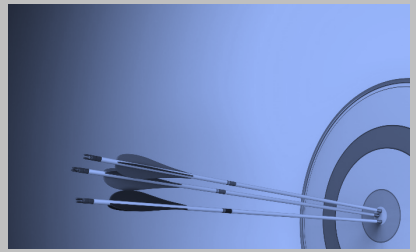
# S&ELCP – Corporate Development Portfolio – Finance Directorate

## Corporate Development

The Finance Directorate includes:

- Finance Strategy
- Financial Management
- PSPS – Council Tax & Business Rates
- PSPS – Revenues & Benefits
- Anti-Fraud
- PSPS – Finance
- PSPS - Treasury Management
- Internal and External Audit
- Insurance
- Grants
- Housing Revenue Account
- General Fund
- Precepts
- Budget
- Procurement
- Collection Fund and Payroll.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Business rate collection rate (%) (Cumulative)					
Council tax collection rate (%) (Cumulative)					
Time to process new Council Tax Support and Housing Benefit claims (days)					
Time to process Council Tax Support and Housing Benefit change events (days)					
% of calls answered – Revenues					
% of calls answered – Benefits					
Customer Satisfaction					
Housing Benefit Local Authority error rate					
Fraud measure					
Treasury Management measure					
% of audit plans completed					
Insurance measure					
Procurement measure					



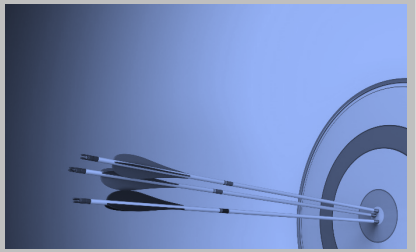
## S&ELCP – Corporate Development Portfolio – Governance Directorate

### Corporate Development

The Governance Directorate includes:

- Risk Management
- Democratic Services
- Legal Services
- Data Protection
- Complaints
- Governance General
- Deputy Monitoring Officers
- Elections
- Freedom of Information
- Investigations and Corporate Support

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
% of information requests responded to within statutory timescales					
% of Subject Rights Requests responded to within statutory timescales					
% of corporate complaints responded to within agreed timescales					
Number of FOI received					
Number of complaints responded to					
% of committee agendas sent out within deadline					
Number of public questions asked at Council, Cabinet, Scrutiny					
Number of people registered to vote					



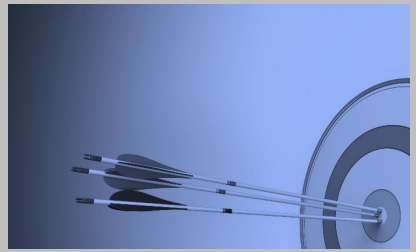
## S&ELCP – Growth Portfolio – Economic Growth Directorate

### Growth

The Economic Growth Directorate includes:

- Inward Investment
- Enterprise Zones
- GLLEP
- Visitor Economy/Tourism
- High Street Regeneration
- Business Improvement District (BID)
- Economic Development
- Town Deal and Levelling Up funding
- Towns Promotion
- Grant Funding
- Town Centre Management
- Skills and Education and Education Liaison.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Business grants awarded as a % of funding received for each grant scheme					
Vital and Viable action plan delivery - % of actions delivered against those due.					
Percentage of all decisions that were subject to extensions of time in period					
% of people on Universal Credit					
Grants4growth delivery					
Business Centre occupation, Louth - % of total gross internal area occupied					
Business Centre occupation, Mablethorpe - % of total gross internal area occupied					
LEP measures					
Towns Fund measures					



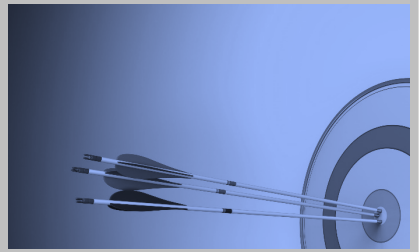
# S&ELCP – Growth Portfolio – Planning Directorate

## Growth

The Planning Directorate includes:

- Strategic Planning Policy
- Local Plan/s
- Planning Development & Management
- Planning Enforcement
- Internal Drainage Boards
- Coastal Defences
- Flood Management
- Historic Environment and Conservation/Heritage.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Percentage of major planning applications determined within 13/16 weeks					
Percentage of minor planning applications determined within 8 weeks					
Percentage of other planning applications determined within 8 weeks					
% of major planning appeals allowed within the last 2 years (rolling period) against number of applications determined					
% of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined					
% of minor & other planning applications validated within 5 working days against total received					
% of major planning applications validated within 10 working days against total received					
Planning Enforcement measure					
Conservation measure					



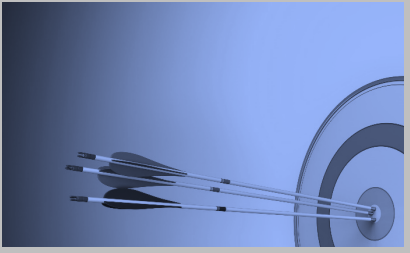
# S&ELCP – Programme Delivery Portfolio – Strategic Projects Directorate

## Programme Delivery

The Strategic Projects Directorate includes:

- Strategic Property Development
- Towns Fund Project Delivery
- Project Delivery and
- Capital Programme.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
% of key projects completed within 10% of original project timeline					
% of key projects completed within 10% of original project costs					
Towns Fund measures					
Capital Programme measures					



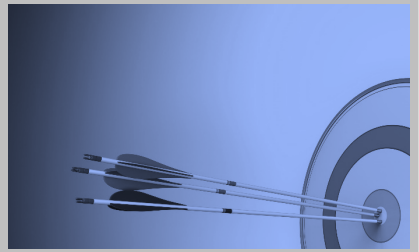
# S&ELCP – Programme Delivery Portfolio – General Fund Assets Directorate

## Programme Delivery

The General Fund Assets Directorate includes:

- Business Centres
- Commercial Units
- Car Parking & Enforcement
- Commercial Rents
- Asset Management (excl. Housing)
- Property Facilities
- Strategic Property Maintenance
- Caretaking
- Repairs & Maintenance
- Garages
- Non-Strategic Property Projects
- Cemeteries & Crematoriums
- Caravan Parks/Ops Sales and
- Invest East Lindsey.

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Percentage of car parking income received against agreed budget					
Percentage of commercial rent received against agreed budget					
% of commercial rent collected against that due					
Caretaking measure					
Repairs and Maintenance measure					
Garages measure					
Cemeteries/Crematorium measure					
Percentage of Kingfisher Caravan Park income received against agreed budget					
% of available pitches occupied on Kingfisher Caravan Park					
Invest East Lindsey measure					



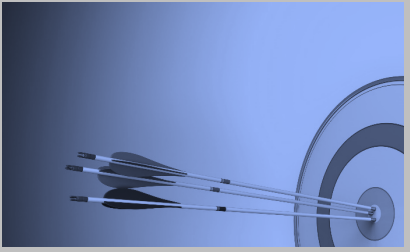
# S&ELCP – Programme Delivery Portfolio – Growth and Strategic Projects Directorate

## Programme Delivery

The Growth and Strategic Projects Directorate includes:

- Housing Delivery
- Post Local Plan Adoption Delivery
- Housing Companies
- House Building
- Inward Investment and Business Engagement
- Major Site Delivery
- Infrastructure Delivery
- Homes England Lead
- Enterprise Zones
- Spalding Western Relief Road, and
- GLLEP

KPI	Quartile	Target	South Holland DC	Boston BC	East Lindsey DC
Housing delivery measure					
Inward investment measure					
Programme delivery measures					





*served by One Team*