

If you would like any further information or have any special requirements in respect of this Meeting, please contact Ann Good, Democratic Services Manager on (01507) 613420

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Date: Tuesday, 14 March 2023

Dear Councillor,

Executive Board

You are invited to attend the **Executive Board** Meeting to be held at **The Hub, Mareham Road, Horncastle, Lincolnshire LN9 6PH** on **Wednesday, 22nd March, 2023** at **6.00 pm**, for the transaction of the business set out in the attached Agenda.

The public and the press may access the meeting via the following link <https://bit.ly/ELDCYT> where a livestream and subsequent recording of the meeting will be available or by attending the Meeting.

Yours sincerely,



Robert Barlow
Chief Executive

Membership

Councillors Craig Leyland (Chairman), Graham Marsh (Vice-Chair, in the Chair), Tom Ashton, Sarah Devereux, Martin Foster, Richard Fry, William Gray, Adam Grist and Steve Kirk

EXECUTIVE BOARD AGENDA

Wednesday, 22 March 2023

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KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE BOARD

9. PROPOSED TRANSFER OF PROCUREMENT AND CONTRACTS FUNCTION TO PUBLIC SECTOR PARTNERSHIP SERVICE LTD. PROCUREMENT AND CONTRACT TEAM:

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To consider an alternative option for the future delivery of procurement and contract services across the Partnership.

N.B. Appendix A is Exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972.

EXEMPT INFORMATION

To consider excluding the public and press for the following items and if appropriate the Chairman to move:-

That under Section 100(a)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item on the grounds that, if they were present, there could be disclosed to them exempt information as defined in paragraph(s) 3 of Part 1 of Schedule 12A of the Act (as amended).

10. CULTURAL DEVELOPMENT FUND ROUND 3:

To Follow

Exempt Report to follow.

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Minutes of a Meeting of the Executive Board held in The Hub, Mareham Road, Horncastle, Lincolnshire LN9 6PH on Wednesday, 15th February, 2023 at 6.00 pm.

PRESENT

Councillor Craig Leyland (Chairman)

Councillors Graham Marsh, Tom Ashton, Martin Foster, Richard Fry, William Gray and Steve Kirk.

OFFICERS IN ATTENDANCE:

Robert Barlow	- Joint Chief Executive
John Leach	- Deputy Chief Executive, Communities
Christine Marshall	- Deputy Chief Executive (Corporate Development) and S151 Officer
Adrian Sibley	- Deputy Chief Executive, Programme Delivery and SIRO
Mike Gildersleeves	- Assistant Director, Planning and Strategic Infrastructure
Samantha Knowles	- Chief Finance Officer, PSPS Limited
Lydia Rusling	- Assistant Director - Economic Growth
Emily Spicer	- Assistant Director, Wellbeing and Community Leadership
Donna Hall	- Head of Public Protection and Deputy Monitoring Officer
Roxanne Warrick	- Healthy Living Strategic Lead
Ann Good	- Democratic Services Manager
Elaine Speed	- Senior Democratic Services Officer and Civic Officer

66. APOLOGIES FOR ABSENCE:

Apologies for absence were received from Councillors Sarah Devereux and Adam Grist.

67. DISCLOSURE OF INTERESTS (IF ANY):

At this point in the Meeting Members were invited to declare any relevant interests, none were declared.

68. MINUTES:

The Open and Exempt Minutes of the Meeting held on Wednesday 11th January 2023 were confirmed and signed as a correct record.

69. ACTION SHEETS:

The Actions of the Meeting held on Wednesday 11th January 2023 were confirmed as complete.

70. NATIONAL PORTFOLIO ORGANISATION:

A report was presented to enable consideration of the preparation required for National Portfolio Organisation funding from Arts Council England. It was noted that Arts Council England (ACE) had confirmed investment for the South and East Lincolnshire Councils Partnership (SELCP) from the 2023-2026 Investment Programme for National Portfolio Organisation (NPO) as funding per annum of £651,993 (total of £1,955,799 for a three year programme) to commence from April 2023 and would continue through to March 2026.

The Activity Plan for the first year (from April 2023) had been submitted to ACE for approval. If successful, East Lindsey District Council as the accountable body for the ACE funding, would be awarded £651,993 (split across the Partnership Councils, variable subject to particular outputs at any time) to deliver an art and cultural programme in line with the Activity Plan. The Plan included the development of three Creative Hubs to help deliver the activity Boston Guildhall, Ayscoughfee Hall, the Colonnade at Sutton on Sea) and the establishment of a Culture Board to oversee the programme. The Culture Board would support collaboration and exchange programmes to establish the area as a hub for regional cultural development, with an exemplar approach to the inclusion of heritage within arts and culture.

During his introduction of the report the Portfolio Holder for Coastal Economy referred to approval for Magna Vitae, the Council's delivery partner for culture, to manage the delivery of the funded programme to actively engage with all NPO's across Lincolnshire. It was highlighted that care would be taken to ensure no duplication of ACE funding. The Portfolio Holder wished to express his thanks to Lydia Rusling, Assistant Director for Economic Growth and officers involved.

N.B. Councillor Ashton joined the meeting at 6:08pm.

During discussion Members supported the recommendations and referred to the benefits and the recognition from Arts Council England.

RESOLVED

1. That approval of the inclusion of £651,993 revenue grant funding per annum into the Council's Budget for 2023/24 and Medium-Term Financial Plan for 2024/25 and 2025/26 be recommended to Council;
2. That (subject to Council approving the budget) that approval be given for the Council to be the accountable body for the National Portfolio Organisation funding award, acceptance of the grant and approval of delegated authority to agree the grant terms and conditions to the Assistant Director Economic Growth;

3. That the future use of Sutton on Sea Colonnade as a Cultural Hub be approved and any necessary in-kind contributions to support the delivery of the funded programme;
4. That approval be given for Magna Vitae, the Council's delivery partner for Culture, to be commissioned to manage delivery of the funded programme;
5. That delegation be agreed for the Assistant Director Economic Growth in consultation with the relevant Portfolio Holders to establish a Culture Board and agree its Terms of Reference;
6. That the Activity Plan (attached at Appendix B) be noted and delegation be authorised to the Assistant Director Economic Growth in consultation with the relevant Portfolio Holders to modify and approve future plans.

Reasons:

To meet Arts Council England requirements to access annual funding allocations through the National Portfolio Organisation funding, and to establish a Culture Board.

Other options:

The application to Arts Council England was a competitive process and the funding award is based on the commitment to deliver the Activity Plan. Funding would not be awarded, or could be withdrawn if the Council did not support the proposals.

71. ANNUAL BUDGET REPORT 2023/24, MEDIUM TERM FINANCIAL STRATEGY, CAPITAL PROGRAMME AND CAPITAL STRATEGY, TREASURY MANAGEMENT STRATEGY, PAY POLICY STATEMENT AND ANNUAL DELIVERY PLAN:

A report was presented to enable consideration of the General Fund Budget for 2023/24, including the use of reserves, Medium Term Financial Strategy, Capital Programme and Strategy, Treasury Management Policy/Strategy, MRP Policy and Annual Investment Strategy and the Annual Delivery Plan.

Firstly, the Portfolio Holder for Finance wished to extend his thanks to Christine Marshall, Deputy Chief Executive (Corporate Development) and s151 Officer and her team for their work in preparing the budget. During his introduction the Portfolio Holder referred to this year's budget being set within a background of unprecedented inflationary pressures and significant changes in residents, customers and business needs. It was highlighted that despite this the Council was well placed and able to take a considered approach to mitigating these exceptional challenges. Furthermore, the Council had been and continued to be successful in drawing in significant capital and revenue investment for the area.

It was noted that the budget had been through a consultation procedure and the summary had been circulated (Appendix 5). The draft budget proposals had been considered by Overview Committee and Audit and Governance Committee respectively, Overview Committee Minute 71 and Audit and Governance Committee Minute 46 refer.

The Treasury Management Strategy was also presented to Audit and Governance Committee on 1st February, Audit and Governance Committee Minute No. 46 refers and had been updated to reflect the final budget accompanying the report presented.

Key budget pressures were listed at paragraph 3 of the report and were noted as:

- A pay award for 2022/23 was agreed in November 2022 averaging 5% across the pay spine. For 2023/24 a 5% award had been assumed, this allowance would be held corporately and adjusted to any savings target should it be settled at a lower level. This was one of the most significant impacts in the budget.
- Pension contributions would be 23.8% in 2023/24 with an additional lump sum amount payable towards the deficit on the pension scheme. This rate was applied only to those staff in the local government pension scheme. The pension contribution rate was assumed to stay at 23.8% throughout the life of the MTFS.
- The return on cash investment reflected recent increases to Bank of England base rates which had increased significantly from the recent historic low levels.
- Electricity and gas costs had been inflated for 2023/24, as a result of increased wholesale prices.
- Vehicle fuel costs have also experienced inflationary pressures.
- Increased Internal Drainage Board levy of particular concern (as detailed at paragraph 6.1 of the report presented).
- Increased contract and service costs were similarly a feature of the budget, albeit officers and members are working closely to seek to manage these implications and impacts, these included:
 - External audit fees;
 - External contract pay and inflation pressures.

In respect of Council Tax and Business Rates paragraph 4.1 of the report detailed the previous Medium Term Financial Strategy (MTFS) committed to a Council Tax increase in line with the maximum allowed under the recent Local Government Settlement. For ELDC in 2023/24 this was a £4.95 (3.16%) per annum increase (for band D properties). This would generate additional income of £321k and the increase was reflected through the life of the MTFS.

Business rates budgeting for 2023/24 was particularly complex this year due to a number of changes, including the inflation measure used to increase the local government funding amount within the Settlement Funding Amount using the CPI September indicator 10.1% instead of the RPI September Indicator (12.6%).

The National Non-Domestic Rates Form (NNDR1) production was now particularly important in terms of changes to the business rate yield which heavily influenced not just our own budgets, but also the Pool of councils within Lincolnshire and significantly the County Council. This was an area of focus as the Council sought to understand the changes within the yield, particularly as a result of Covid and changes as a result of the Business Rate Revaluation 2023.

In order to manage and review this important income stream and the changes within it, regular review meetings were taking place internally. There had also been some significant changes which need further and detailed consideration in terms of growth, appeals and new hereditaments.

Information on the support delivered by the Local Government Settlement, delivered on 6th February 2023 was detailed at paragraph 5 of the report. The main points from the settlement were detailed at paragraph 5.2 of the report.

In terms of balancing the budget the following areas had been considered as part of the budget setting process:

Short Term – Potential use of reserves to support one off pressure and for invest to save initiatives; New Homes Bonds to be set aside to support service efficiencies whilst medium term activity is actioned; continued work to engage on the IDB finance challenge and review of all new pressures and service budgets to consider efficiency opportunities and alternative options.

Medium Term – Work with PSPS on transformation plans; driving transformational change using the S&ELP sub-regional partnership as a driver; review of all assets to maximise income and efficiencies; delivering and supporting economic growth and reviews of fees and charges in light of inflationary increases in costs, where appropriate. It was noted that detailed efficiency and transformation plans were being put together for Members.

The Councils Capital Strategy was detailed at Appendix 2 and focused on the core principles of capital investment.

The five year General Fund Capital Programme included provision for investment and growth linked to the Councils Strategic objectives. Final decisions on individual projects would be subject to approval and detailed business cases. The main areas of continued investment were:

- Disabled Facilities Grants;
- IT Systems;
- Asset Improvements;
- Grant Funding bids.

Due to the nature of some capital projects, it was common for large scale project timing to change over the medium term. The budget provided the best estimates of deliverability available at the time of production and the programme would be flexed over time as reported in quarterly reports to Executive Board and Council.

General Fund Specific Reserves were budgeted to reduce by £12.484m in 2023/24, this was predominantly to fund the Capital Programme which had seen slippage on some of the larger schemes. This figure would be adjusted once the outturn for 2022/23 was known.

There had been a number of significant changes particularly within the Collection Fund relating to the appeals provision, the recent new business rate changes and the Councils renewable element. Detailed analysis of these changes was still underway in terms of future years impacts. As a result of these changes additional funding is was being set aside to reserves and in 2023/24 it was proposed that the following sums be made available for use in the following areas:

- Decarbonisation of Assets - £1.5m
- Cost of Living Support for Residents - £1m

These would be funded from the New Initiatives/Contingency Reserve.

Thanks were extended to Councillor Fry for an extensive report. During discussion Members noted the conversations being held on the IDB Levy at Government level.

RESOLVED

That the following recommendations be approved for onward referral to Full Council on 1st March 2023:

1. The Revenue Estimates for the General Fund for 2023/24 (Appendices 1, 1a and 1b) be approved;
2. That the Council Tax for a Band A property in 2023/24 be set at £107.76 (£3.30 per annum increase on 2022/23 levels) and band D £161.64 for 2023/24 (a £4.95 per annum increase on 2022/23 levels);
3. The additions to and use of reserves (as detailed at Appendix 1) be approved;
4. The Medium Term Financial Strategy (at Appendix 1) be approved;
5. The Capital Programme and Capital Strategy (Appendices 1 and 2) be approved;
6. The Treasury Management Policy 2023/24 (Appendix 3a) and Treasury Management Strategy, including the Minimum Revenue Provision

Policy and Annual Investment Strategy 2023/24 (Appendix 3b) be approved;

7. The Annual Delivery Plan for 2023/24 (Appendix 4) be approved;

8. That Executive Board notes the results of the Budget Consultation process at Appendix 5 (to follow);

9. That Full Council delegates approval to the Deputy Chief Executive Corporate Development (S151), to account as required for any s31 grant and reserve transactions required in respect of the Collection Fund;

10. That delegated authority be given to the Deputy Chief Executive Corporate Development (S151), in consultation with the Portfolio Holder for Finance, to make any necessary amendments to the budget prior to Council due to late notifications.

Reasons:

To comply with the budgetary and policy framework.

Other options:

None were considered.

72. CARBON FOOTPRINT 2021:

A report was presented to provide an updated carbon footprint for 2021. It was noted that East Lindsey District Council had agreed an ambitious target to reduce its carbon emissions to net zero by 2040, with a minimum reduction of 45% by 2027, in line with the Carbon Reduction Plan and the strategic aim of the Corporate Strategy. This report and accompanying analysis sought to provide an annual update on our progress towards these targets.

During his introduction the Portfolio Holder for Community Safety, Leisure and Culture and Carbon Reduction referred to the crucial role that local authorities played in driving forward change and leading by example. As part of East Lindsey District Council's commitment to reducing carbon emissions, its annual Carbon Footprint had been recorded to enable monitoring of these emissions and guide towards its net zero ambition.

It was noted that in 2021, East Lindsey District Council's total emissions decreased by 26.3% compared to the baseline year (2019), however they increased compared to the previous year by 8.3%, going from 1,756.5 tCO₂e to 1,902.8 tCO₂e.

In the 2020 Carbon Footprint, significant reductions were made to our emissions totalling 32%, however some of these resulted from impacts of the COVID pandemic, such as reduced occupancy of buildings and agile working. Whilst it was hoped to maintain these gains as far as possible, re-opening of facilities and offices, alongside partial returns to the office, had resulted in an increase in electricity, gas, waste and commuting

emissions this year. The figures for energy use for the operational fleet were laid out within the report.

With methodology for carbon foot printing continuously evolving, the Carbon Trust had advised the Council should also seek to include upstream scope 3 emissions in the 2021 Carbon Footprint, which had not been considered so far. These were emissions that arose from the production, refining, and transport, of the considered activities, providing a truer picture of their impact. The inclusion of upstream scope 3 emissions would again bring ELDC's footprint in line with current methodology. Upstream Scope 3 emissions must be measured as part of the Council's Carbon Footprint to truly achieve net zero. The upstream scope 3 emissions in 2021 totalled 445.2 tCO₂e.

The Climate Change and Environment Team had identified LED lighting upgrades at Louth Street Scene Depot as a decarbonisation project which was estimated to achieve an emissions reduction of 1.09tCO₂e/yr. Unfortunately, works had not progressed as anticipated in 2021 due to resourcing pressures on the Property Services team, however these upgrades were due to be completed before the end of the current financial year, and they would therefore begin to have an impact on the Carbon Footprint for 2023.

It was noted that a significant piece of work would be undertaken during the coming months to establish a Carbon Footprint for assets operated by Magna Vitae on behalf of the Council and to undertake an important decarbonisation study for leisure facilities, including fitness suites and the Embassy Theatre. This work would ensure that partnering organisations were not left behind in the journey to net zero and would identify works required to lower building emissions, whilst also reducing the pressure of rising operating costs through energy price increases. Finally, the Portfolio Holder highlighted the work within the sub region to bring forward green energy which would greatly reduce the Council's Carbon Footprint.

During discussion Members fully supported the recommendations.

RESOLVED

- 1) That the findings of the Carbon Footprint for 2021 in line with the Partnership's commitment to reducing its carbon emissions to net zero by 2040 be noted;
- 2) That approval be granted for the addition of upstream scope 3 emissions to the baseline year and subsequent footprint reports in line with Carbon Trust recommendations as required to meet a net zero target.

Reasons:

To ensure that members are kept abreast of progress towards our net zero targets and provide an understanding of the factors which have

impacted this progress. To bring ELDC in line with developments in footprint reporting which will also ensure consistency in approach across the South and East Lincolnshire Councils Partnership.

Other options:

None - local authorities have a legal obligation to adapt to and mitigate climate change in line with the provisions of the Climate Change Act 2008. The Council has also made a commitment to reduce its carbon emissions to net zero by 2040 with a minimum emissions reduction of 45% by 2027.

73. LINCOLNSHIRE DISTRICT COUNCILS' HEALTH AND WELLBEING STRATEGY:

The Portfolio Holder for Better Ageing, introduced a report to enable consideration of the adoption of the Lincolnshire Districts Health & Wellbeing Strategy and associated Action Plan as a framework for improving health and wellbeing across the County and to commit to working closely with partners in the public, private and voluntary sector to implement the strategy and positively impact on health outcomes for residents of Lincolnshire.

Lincolnshire district councils were committed to developing an ambitious agenda for improving health and wellbeing in Lincolnshire. Tackling health inequalities through policy areas where district councils influenced social determinants of health, working collaboratively across the districts and with strategic health system partners. A strategy had been developed focussing on 5 key lever areas. These areas were noted as: Housing & Homelessness, Activity & Wellbeing, Environment & Climate, Economic Inclusion and Working with Communities.

The Strategy was an overarching document, developed by engagement across Lincolnshire within the health system. Following the Covid Pandemic, the 7 Lincolnshire authorities had developed a culture of working closer together on challenges. The district councils were committed to continuing this culture and to developing an ambitious agenda to improve health and wellbeing in the county through the Lincs Health and Wellbeing Board, Integrated Care Partnership and Leaders, Chief Executives and Officers. Members noted the Executive Summary at Appendix 1, the Strategy at Appendix 2 and the Action Plan at Appendix 5. For transparency Councillor Gray asked it be noted that he was currently a member of the Lincolnshire Integrated Greater Care Board, the Lincolnshire Integrated Care Partnership and the Lincolnshire Wellbeing Board and he chaired the Housing Health and Care Delivery Group on behalf of the Lincolnshire County Council and the Healthy Living Board on behalf of the South and East Lincolnshire Councils Partnership.

Councillor Gray concluded by extending his thanks to officers for their work.

During discussion Members were fully supportive of the recommendations and the Portfolio Holder for the Coastal Economy advised that this was a far reaching document that would make a real difference to residents.

RESOLVED

That the Lincolnshire Districts Health and Wellbeing Strategy be adopted as a document, which provides the Council with the framework for improving health and wellbeing in the South and East Lincolnshire Partnership Sub-Region, and to commit to engaging fully in both the further development of this strategy and the delivery of the actions outlined.

Reasons:

The Strategy is an overarching document, developed through engagement with agencies across Lincolnshire within the health system. It gives a solid strategic framework and high-level objectives to use to further develop the Healthy Living Action Plan for the South & East Lincolnshire Partnership to drive local delivery in addressing health inequalities. It demonstrates a clear commitment to shared objectives to improving the health and wellbeing of local residents through district action.

Other options:

Not to adopt the strategy – not recommended.

74. TEST LE 29/06/23

75. DRAFT LITTER AND FLY-TIPPING ENGAGEMENT AND ENFORCEMENT STRATEGY:

A report was presented that introduced the draft Litter and Fly-Tipping Engagement and Enforcement strategy proposed for adoption across the South and East Lincolnshire Council Partnership. The strategy set out the ambition to tackle these issues through a stronger focus on engagement, education and enforcement. An Action Plan had been developed to support the strategy and detail the key activities to take place which included a social media campaign, improved signage and deployment of overt cameras to act as a deterrent and capture evidence. The new enviro-crime enforcement contract, which had just been adopted across the Partnership, would also see an increase in enforcement for littering, fly-tipping and other environmental offences as well as patrols and the capability to respond to community concerns. The Strategy was attached at Appendix A. Thanks were extended to the officers involved.

The Portfolio Holder for Operational Services highlighted a change to the recommendations as follows:

'That Executive Board approve the Litter and Fly-Tipping Engagement and Enforcement Strategy and Action Plan. with the commitment to review and carry out consultation in six months.'

It was considered that a review and consultation after 6 months would be more meaningful.

RESOLVED

That the Litter and Fly-Tipping Engagement and Enforcement Strategy and Action Plan be approved, with the commitment to review and carry out consultation in six months.

Reasons:

To enable the Council to take forward the Strategy and Action Plan to tackle the issues of Litter and Fly-tipping. A review will be carried out in six months to consider the impact that the Strategy and Action Plan are having on the issues of litter and fly-tipping.

Other options:

Do nothing.

76. CONFIRMATION OF ARTICLE 4(1) DIRECTION:

A report was presented to retain the requirement for planning permission for the demolition of 55 Eastfield Road Louth LN11 7AL.

It was noted that in July 2022 the Council had received an application for Prior Approval for the demolition of Former Douglas Electronic Industries Ltd, 55 Eastfield Road, Louth LN11 7AL. The process of Prior Approval only allowed the local planning authority to control of how the site was left, and did not allow the Council to refuse demolition. After receiving a number of responses from residents opposing its demolition on the grounds that it was a heritage asset, an Executive decision was made using emergency powers to impose an Article 4(1) with immediate effect. As a result, planning permission was now needed for demolition. This requirement expired at the end of 6 months (March 2023) if not confirmed. This report sought to confirm the Direction to allow the requirement for planning permission to remain.

Confirming the Article 4(1) Direction would continue to withdraw the permitted development rights granted by Class B (Any building operation consisting of the demolition of a building), and Class C (Any building operation consisting of the demolition of the whole or any part of any gate, fence, wall or other means of enclosure) of Schedule 2, Part 11 of the Town and Country Planning (General Permitted Development) Order 2015 (as amended), until which point the Direction was revoked.

By confirming the Direction, Planning Permission would therefore be required for demolition allowing the proposal to be considered against local and national planning policies.

RESOLVED

That confirmation of Option 5 be approved - To confirm the Article 4(1). To remove permitted development rights for Class B (Any building operation consisting of the demolition of a building), and Class C (Any building operation consisting of the demolition of the whole or any part of any gate, fence, wall or other means of enclosure) of Schedule 2, Part 11 of the Town and Country Planning (General Permitted Development) Order 2015 (as amended), concerning Land at Former Douglas Electronic Industries Ltd, 55 Eastfield Road, Louth LN11 7AL

Reasons:

A number of objections were received with regard to an application for Prior Approval for the demolition of the Former Douglas Electronic Industries Ltd, 55 Eastfield Road, Louth LN11 7AL. Application reference: N/105/01648/22. The objections raised identified the building as a heritage asset, worthy of proper consideration in the planning process. Having reviewed the information available which is set out later in this report, the Council agreed that the building is a non-designated heritage asset and as such should be a material planning consideration.

Prior Approval does not give the council the ability to consider the proposal against local and national planning policy. Nor can it prevent the demolition. For the site to be considered against policy, permitted development rights would need to be removed in order to require a full application for the demolition.

A number of options were available to restrict permitted development rights but given the time constraints associated with the Prior Approval only one option, Article 4(1) with immediate effect was achievable. Prior approvals must be determined in 28 days. Therefore, an Executive decision was made using emergency powers to impose an Article 4(1) with immediate effect on 15th September 2022.

Unlike regular Article 4 Directions which require consultation in advance of implementation, a Direction with immediate effect requires this consultation to be carried out, for a minimum of 6 weeks after it is imposed, but expires at the end of 6 months (March 2023) if not confirmed.

This report seeks to confirm the Direction to allow the requirement for planning permission to remain. 6 weeks of consultation were carried out from the 15th September until the end of October 2022. Consultation included a press notice, direct notification of the owner, LCC and the Secretary of State, site notices, and a copy of the Direction and Report was available online on the Council's website and as a hard copy in the reception of Tedder Hall.

No responses were received. However, the owner's agent was in regular contact with the Planning Officer and acknowledged that a planning application would now be required and have begun pre-app discussions for the site.

The Louth Civic Trust were pivotal in requesting the council step in to prevent demolition, but did not submit formal comments during the consultation period. They have however kept in touch with the Council for updates and support the continuation of the Article 4 Direction. It may be useful to note that the Louth Civic Trust have also submitted the site for listing. This application was rejected. Had it of been successful there would not have been any need to confirm the Article 4 Direction, as listed buildings do not benefit from permitted development for demolition, and in addition require Listed Building Consent for alterations or extension. However, the Civic Trust have appealed this decision and are currently awaiting a response. This may take months.

Other options:

1. Do nothing let the Article 4 Direction expire – reverting to Prior Approval for future demolition after 15th March 2023
2. Serve a “Building Preservation Notice” under Section 3 of the Planning (Listed Building and Conservation Areas) Act 1990 (as amended) - spot list
3. Submit for Listing [normal process] - in process with appeal submitted by Louth Civic Trust
4. Extend Louth Conservation Area under Section 69 of the Planning (Listed Building and Conservation Areas) Act 1990 (as amended) – to be considered in future
5. Confirm Article 4(1) under Schedule 3, Article 4(1) 2 of The Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended)

Preferred option is Option 5 to confirm the Article 4(1) Direction. The listing process (Option 2 and 3) is already in motion but looks unlikely to be implemented. Extending the Conservation Area (Option 4) to include the building remains an option but one which needs more time to consider as it would involve included a number of other properties as well, and further consultation is required.

Therefore Option 5 is considered the most appropriate response to this matter.

The need for planning permission does not prevent demolition, but requires an application for planning permission to be submitted and can be determined having had full consideration of any representations received and the local and national planning policies.

77. CHIEF EXECUTIVE DECISION NOTICE - UK SHARED PROSPERITY FUND ACCEPTANCE AND ALLOCATION OF BUDGET:

RESOLVED

That the UK Shared Prosperity Fund Acceptance and Allocation of Budget Decision Notice be noted.

78. EXCLUSION OF PUBLIC AND PRESS:

RESOLVED

That under Section 100(a)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item on the grounds that, if they were present, there could be disclosed to them exempt information as defined in paragraph(s) 1, 2 & 3 of Part 1 of Schedule 12A of the Act (as amended).

79. CULTURAL DEVELOPMENT FUND: ITEM WITHDRAWN FROM AGENDA

This item had been withdrawn from the Agenda.

80. SUSTAINABLE WARMTH DELIVERY - NEXT PHASE:

An Exempt Report was presented in relation to the next phase of the Sustainable Warmth Delivery funding. The report contents were presently exempt due to a strict embargo.

RESOLVED

That the recommendations contained in the Exempt Report be approved.

Reasons:

As contained within the Exempt Report.

Other options:

As contained within the Exempt Report.

81. COMMERCIAL PROPERTY PORTFOLIO 006:

An Exempt Report was presented relating to Commercial Property Portfolio 006.

RESOLVED

That the recommendations contained within the Exempt Report be approved.

Reasons:

As contained within the Exempt Report.

Other options:

As contained within the Exempt Report.

The meeting closed at 7.08 pm.

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By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Agenda Item 3

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Actions from the Executive Board Meeting held on 15 February 2023

1.	<u>APOLOGIES FOR ABSENCE:</u>	
	Councillors Devereux and Grist.	Noted
2.	<u>DISCLOSURES OF INTEREST:</u>	
	None.	Noted
3.	<u>MINUTES:</u>	
	The Open and Exempt minutes of the meeting held on 11 th January 2023 were confirmed and signed as a correct record.	Noted
4.	<u>ACTIONS:</u>	
	The actions of the meeting held on Wednesday 11 th January 2023 were confirmed as complete.	Noted
5.	<u>NATIONAL PORTFOLIO ORGANISATION:</u>	
✓	<p>RESOLVED</p> <p>1. That approval of the inclusion of £651,993 revenue grant funding per annum into the Council's Budget for 2023/24 and Medium-Term Financial Plan for 2024/25 and 2025/26 be recommended to Council;</p> <p>2. That (subject to Council approving the budget) that approval be given for the Council to be the accountable body for the National Portfolio Organisation funding award, acceptance of the grant and approval of delegated authority to agree the grant terms and conditions to the Assistant Director Economic Growth;</p> <p>3. That the future use of Sutton on Sea Colonnade as a Cultural Hub be approved and any necessary in-kind contributions to support the delivery of the funded programme;</p> <p>4. That approval be given for Magna Vitae, the Council's delivery partner for Culture, to be commissioned to manage delivery of the funded programme;</p> <p>5. That delegation be agreed for the Assistant Director Economic Growth in consultation with the relevant Portfolio Holders to establish a Culture Board and agree its Terms of Reference;</p> <p>6. That the Activity Plan (attached at Appendix B) be noted and delegation be authorised to the Assistant Director Economic Growth in consultation with the relevant Portfolio Holders to modify and approve future plans.</p>	GM/LR

6.	ANNUAL BUDGET REPORT 2023/24, MEDIUM TERM FINANCIAL STRATEGY, CAPITAL PROGRAMME AND CAPITAL STRATEGY, TREASURY MANAGEMENT STRATEGY, PAY POLICY STATEMENT AND ANNUAL DELIVERY PLAN:	
✓	<p>RESOLVED</p> <p>That the following recommendations be approved for onward referral to Full Council on 1st March 2023:</p> <ol style="list-style-type: none"> 1. The Revenue Estimates for the General Fund for 2023/24 (Appendices 1, 1a and 1b) be approved; 2. That the Council Tax for a Band A property in 2023/24 be set at £107.76 (£3.30 per annum increase on 2022/23 levels) and band D £161.64 for 2023/24 (a £4.95 per annum increase on 2022/23 levels); 3. The additions to and use of reserves (as detailed at Appendix 1) be approved; 4. The Medium Term Financial Strategy (at Appendix 1) be approved; 5. The Capital Programme and Capital Strategy (Appendices 1 and 2) be approved; 6. The Treasury Management Policy 2023/24 (Appendix 3a) and Treasury Management Strategy, including the Minimum Revenue Provision Policy and Annual Investment Strategy 2023/24 (Appendix 3b) be approved; 7. The Annual Delivery Plan for 2023/24 (Appendix 4) be approved; 8. That Executive Board notes the results of the Budget Consultation process at Appendix 5 (to follow); 9. That Full Council delegates approval to the Deputy Chief Executive Corporate Development (S151), to account as required for any s31 grant and reserve transactions required in respect of the Collection Fund; 10. That delegated authority be given to the Deputy Chief Executive Corporate Development (S151), in consultation with the Portfolio Holder for Finance, to make any necessary amendments to the budget prior to Council due to late notifications. 	CM/RF

7.	CARBON FOOTPRINT 2021:	
✓	RESOLVED 1) That the findings of the Carbon Footprint for 2021 in line with the Partnership's commitment to reducing its carbon emissions to net zero by 2040 be noted; 2) That approval be granted for the addition of upstream scope 3 emissions to the baseline year and subsequent footprint reports in line with Carbon Trust recommendations as required to meet a net zero target.	GM/CA/ HP
8.	LINCOLNSHIRE DISTRICT COUNCILS' HEALTH AND WELLBEING STRATEGY:	
✓	RESOLVED That the Lincolnshire Districts Health and Wellbeing Strategy be adopted as a document, which provides the Council with the framework for improving health and wellbeing in the South and East Lincolnshire Partnership Sub-Region, and to commit to engaging fully in both the further development of this strategy and the delivery of the actions outlined.	WG/ES/ RW
9.	DRAFT LITTER AND FLY-TIPPING ENGAGEMENT AND ENFORCEMENT STRATEGY:	
✓ <input type="checkbox"/>	RESOLVED That the Litter and Fly-Tipping Engagement and Enforcement Strategy and Action Plan be approved, with the commitment to review and carry out consultation	MF/CA/ DH
<input type="checkbox"/>		
10.	CONFIRMATION OF ARTICLE 4(1) DIRECTION:	
✓ <input type="checkbox"/>	RESOLVED That confirmation of Option 5 be approved - To confirm the Article 4(1). To remove permitted development rights for Class B (Any building operation consisting of the demolition of a building), and Class C (Any building operation consisting of the demolition of the whole or any part of any gate, fence, wall or other means of enclosure) of Schedule 2, Part 11 of the Town and Country Planning (General Permitted Development) Order 2015 (as amended), concerning Land at Former Douglas Electronic Industries Ltd, 55 Eastfield Road, Louth LN11 7AL	TA/MG/ EW
<input type="checkbox"/>		

11.	CHIEF EXECUTIVE DECISION NOTICE - UK SHARED PROSPERITY FUND ACCEPTANCE AND ALLOCATION OF BUDGET:	
✓ <input type="checkbox"/>	RESOLVED That the UK Shared Prosperity Fund Acceptance and Allocation of Budget Decision Notice be noted.	NOTED
<input type="checkbox"/>		
12.	SUSTAINABLE WARMTH DELIVERY - NEXT PHASE:	
✓ <input type="checkbox"/>	RESOLVED That the recommendations contained in the Exempt Report be approved.	GM/CA/ SB
<input type="checkbox"/>		
13.	COMMERCIAL PROPERTY PORTFOLIO 006:	
✓ <input type="checkbox"/>	RESOLVED That the recommendations contained within the Exempt Report be approved.	CL/AF



REPORT TO:	Executive Board
DATE:	22 March 2023
SUBJECT:	South and East Lincolnshire Councils Partnership Asset Management Strategy 2023 – 2028.
PURPOSE:	To ask Executive Board to endorse the draft South and East Lincolnshire Councils Partnership Asset Management Strategy 2023 – 2028 and recommend it to Council for adoption.
KEY DECISION:	No
PORTFOLIO HOLDER:	Councillor Richard Fry, Portfolio Holder for Finance.
REPORT OF:	Assistant Director - General Fund Assets
REPORT AUTHOR:	Assistant Director - General Fund Assets
WARD(S) AFFECTED:	All
EXEMPT REPORT?	No

SUMMARY

As sovereign Councils and as a Partnership, we recognise that effective use of our land and property assets form one of the essential ingredients for high quality service delivery and creating and ensuring value for our residents. Our aim is to manage a well-planned and well maintained property portfolio, ensuring that we can demonstrate value for money and, more importantly, that by using our assets well, secure wide value for our community.

Appendix 1 presents the draft South and East Lincolnshire Councils Partnership Asset Management Strategy 2023 – 2028 that has been considered by each sovereign Council's scrutiny function and referred to each executive body. Cabinet is now asked to endorse the Strategy and recommend it to Council for adoption as it forms part of the Council's Policy Framework.

The draft has been purposefully crafted to be high level in that it seeks to set the guiding principles for Asset Management across the SELCP and only seeks to set a focussed number of high level actions in order to shape and drive the detailed work necessary within each Council to manage and maintain their respective assets.

Whilst it is intended to supersede each Council's highest level Asset Management Plan, it does not immediately supersede the various process and policy documents that sit below those plans as that will require a 'detailed review of the detail'.

RECOMMENDATIONS

That Executive Board endorse the draft South and East Lincolnshire Councils Partnership Asset Management Strategy 2023 – 2028 attached at Appendix 1 and recommend its adoption to Council.

REASONS FOR RECOMMENDATIONS

Developing and adopting a partnership wide Asset Strategy is a key action prescribed in the Partnership's 2022/23 work plan. The draft at Appendix 1, with a very minor amendment included as a consequence of scrutiny at Boston, was referred to Executive Board by Overview on 24 January 2023.

OTHER OPTIONS CONSIDERED

NA

1. BACKGROUND

1.1 Having set out within the SELCP Workplan that a new Asset Strategy is required for the three sovereign Councils, the draft attached at Appendix 1 was considered by South Holland's Policy Development Panel on 13 December 2022, East Lindsey's Overview Panel on 24 January 2023 and Boston's Corporate and Community Committee on 2 February 2023. The draft includes all comments made by each panel/committee and is now presented to the Executive for its endorsement and recommendation to Council for adoption. As the Strategy forms part of the Council's Policy Framework, adoption is reserved to Council.

1.2

2. REPORT

- 2.1 Each SELCP Council is responsible for delivering a wide range of public services with each playing a key role in community leadership and setting out their priorities within their respective Corporate Plans.
- 2.2 In order to deliver services effectively and contribute towards each Council's Corporate Strategy, partner Councils need a clear framework for understanding the 'value' and condition of their land and property, ensuring that each secures the maximum value from their respective general fund asset portfolios.
- 2.3 Although the size and diversity of each Council's portfolio varies significantly, each Council faces pressures on its finances and needs to continually take a robust but realistic view about what they keep, what they dispose of, what they use and what

they acquire; assets need to be considered **strategically**, considered in light of each Council's **priorities**, and considered in light of each Council's **resources**.

- 2.4 Appendix 1 presents a draft South and East Lincolnshire Councils Partnership Asset Management Strategy 2023 – 2028 updated to include all comments made by each Council's respective scrutiny body.

3. CONCLUSION

- 3.1 Endorsing the draft attached at Appendix 1 and recommending its adoption to Council will provide this Council and each partner Council with a strategic, robust and consistent asset framework to take forward.

EXPECTED BENEFITS TO THE PARTNERSHIP

Adoption of the draft will provide a common approach to Asset Management across the SELCP where it benefits each sovereign partner.

IMPLICATIONS:

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

Adoption of the Strategy will provide a common approach to Asset Management across the SELCP where it benefits each sovereign partner.

CORPORATE PRIORITIES

- Create an environment that helps businesses to survive and grow.
- Be creative in generating income to the Council so that we can afford to continue delivering high quality services that make use of the latest technologies and focus on the needs and aspirations of residents.

STAFFING

Adoption of the Strategy will support the drive to create a single SELCP staffing model.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

There are no constitutional or legal implications of adopting the Strategy.

DATA PROTECTION

NA.

FINANCIAL

There are no direct financial implications of adopting the Strategy; future recommendations and actions as a consequence of adopting the Strategy may be subject to detailed business cases and separate decisions.

RISK MANAGEMENT

None at this juncture in terms of adopting the draft presented at Appendix 1.

STAKEHOLDER / CONSULTATION / TIMESCALES

The first draft was routed through SLT in November 2022; it has been signed off by the Portfolio Holder; it was subject to Overview scrutiny on 23 January 2023 as well as being subject to scrutiny by South Holland's Policy Development Panel on 13 December 2022 and Boston's Corporate and Community Scrutiny Committee on 2 February 2023.

REPUTATION

None at this juncture.

CONTRACTS

None at this juncture.

CRIME AND DISORDER

None.

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None at this juncture.

HEALTH AND WELL BEING

None at this juncture

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None at this juncture.

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

(Use this section to highlight any links to the 12 missions contained in the Levelling Up White Paper set out below. Delete any which are not applicable. If none, insert the word 'none'.)

MISSIONS

This paper contributes to the follow Missions outlined in the Government's Levelling Up White paper.

Living Standards	NA.
Research and Development	NA.
Transport Infrastructure	NA.
Digital Connectivity	NA.
Education	NA.
Skills	NA.
Health	NA.
Wellbeing	NA.
Pride in Place	NA.
Housing	NA.
Crime	NA.
Local Leadership	NA.

6. ACRONYMS

- ELDC – East Lindsey District Council
- SELCP – South and East Lincolnshire Councils Partnership.

APPENDICES

Appendix 1 – Draft South and East Lincolnshire Councils Partnership - Asset Management Strategy. 2023 – 2028.

BACKGROUND PAPERS

None.

CHRONOLOGICAL HISTORY OF THIS REPORT

The draft Strategy was considered by the Council's Overview committee on 23 January 2023 and referred to the Executive.

REPORT APPROVAL

Report author:	Assistant Director - General Fund Assets Andy.fisher@boston.gov.uk
Signed off by:	Assistant Director - General Fund Assets Andy.fisher@boston.gov.uk

Approved for publication:

Councillor Richard Fry, Portfolio Holder for Finance.

Appendix 1

**South and East
Lincolnshire
Councils
Partnership Asset
Management
Strategy.**

2023 – 2028.

Contents

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Strategic asset management can be defined as the activity of aligning property assets with the strategic aims and direction of the organisation and adding both financial and non-financial value to the organisation as a result.

Royal Institution of Chartered Surveyors; 2021

Overview

As sovereign Councils and as a Partnership, we recognise that effective use of our land and property assets form one of the essential ingredients for high quality service delivery and creating and ensuring value for our residents. Our aim is to manage a well-planned and well maintained property portfolio, ensuring that we can demonstrate value for money and, more importantly, that by using our assets well, secure wide value for our community.

Although taking account of previous plans, this Asset Strategy is purposefully drafted to be high level in that it sets the guiding principles of Asset Management for SELCP and only sets a focussed number of high level actions in order to shape and drive the detailed work necessary to manage and maintain our assets.

Whilst it supersedes each Council's highest level Asset Management Plan, it does not immediately supersede the various process and policy documents that sit below those Plans that exist across the SELCP as those documents may or indeed may not need amendment following a 'detailed review of the detail'; for example, South Holland District Council's 2020 Industrial Unit Lettings Policy remains fit for purpose and does not become defunct as a result of this Strategy.

The following sections set out guiding principles of the Strategy and the strategic approach that SELCP Councils will take in relation to its general fund assets throughout the life of this Strategy.

1 Introduction

- 1.1 This Strategy replaces the highest level General Fund Asset Management Plan or Strategy at each Council across the South and East Lincolnshire Councils Partnership (SELCP) and is adopted at sovereign Council level. The purpose of the Strategy is to provide the strategic framework within which each council will manage its general fund land and property assets.
- 1.2 The strategy will have a five year scope, with the five strategic priorities set out driving the monitoring, review and updating of the Strategy to ensure it remains relevant and fit for purpose throughout, and covers all of each Council's operational and non-operational general fund assets. Partnership councils each have a diverse asset base, including but not being limited to:
- Land and buildings that are used, in part or whole, to deliver services directly to the public; for example, the Municipal Buildings in Boston, Priory Road offices in Spalding and the many car parks, play parks and open spaces that each Council owns and manages within their respective areas.
 - Assets that support service delivery; for example, South Holland's West Marsh Road operations depot, Boston's St John's operations depot and East Lindsey's operations depots in Louth and Skegness.
 - Income generating assets; for example industrial units, commercial units and office accommodation, together with other land and property concessions offered and let to the market at commercial rates.
 - A range of Community Assets, for example country parks, public open spaces and other recreational areas.
- 1.3 More traditional views about asset management are no longer appropriate; today we have new and different challenges and our operating model continues to need to change and evolve; there are many drivers for change, including but not being limited to:
- **Sustainability and climate change** – is a key focus of the SELCP with decarbonising property assets requiring action to be taken in the short term in the context of long-term perspectives.
 - **Technology and data** – are critical facets of strategic asset management that should be a focus of alignment for SELCP.
 - **Constrained resources** – is a constant factor in local government.
 - **Operating models** – need to be adaptive and agile, just as we have demonstrated with the formation of SELCP.
 - **Collaboration** – our collaboration with partners continues to grow and provides opportunity not only to do things differently, but to do different things that add greater value to partner Councils and our communities.

- **Service transformation** – collaboration on asset management can be a trigger for the streamlining of service delivery; the Horncastle HUB is a good example of how East Lindsey District Council has transformed its entire operating model.
- **Place-making** – as sovereign Councils and as a Partnership, we have priorities that focus on meeting the needs of our communities and about the nature and pace of growth; strategic asset management can actively support both; for example, the acquisition and disposal of assets that drive, facilitate or support growth.
- **Adaptability** – COVID-19 has shown that public service delivery is not solely contingent on the asset platforms and operational arrangements that had previously been in place and has highlighted the importance of adaptability across the entire spectrum of asset management, from setting a strategy, such as the SELCP Workforce Strategy, to redefining spaces in workplaces.

1.4 Based on the drive for change, the guiding principles of this strategy are set out below.

The guiding principles of this strategy are to:

- Promote the efficient, effective and sustainable use of land and buildings and protect and optimise the value of all general fund Council assets to each Council and the communities they serve
- Generate efficiency gains, capital receipts and most importantly, maximise revenue income in order to 'self-fund' repairs and maintenance as far as possible and use any surpluses to support other council services
- Ensure that our assets are appropriately maintained and that all statutory land and property requirements are always met or exceeded
- Pursue innovative accommodation solutions that meet each council's current and future needs
- Reduce carbon emissions and improve environmental sustainability wherever a and whenever it is reasonably practicable to do so

2 SELCP Councils

2.1 Each SELCP Council is responsible for delivering a wide range of public services and each play a key role in community leadership with the priorities of each being set out within their respective Corporate Plans.

- 2.2 In order to deliver services effectively and contribute towards each Council's Corporate Strategy, partner Councils need a clear framework for understanding the value and condition of their land and property assets and that each Council ensures that each secures the maximum value from their respective general fund asset portfolios.
- 2.3 Although the size and diversity of each Council's portfolio varies significantly, each Council faces pressures on its finances and needs to continually take a robust but realistic view about what they keep, what they dispose of, what they use and what they acquire; assets need to be considered **strategically**, considered in light of each Council's **priorities**, and considered in light of each Council's **resources**.
- 2.4 As at 31 March 2022, the audited value of each Council's general fund asset base was:
- **Boston Borough Council:** £39,352,654
 - **East Lindsey District Council:** £96,241,694
 - **South Holland District Council:** £23,910,300
- 2.5 In addition, the collective annual income from all income generating assets across the SELCP is approximately £10,000,000; that income is vital to each partner Council and subsidises other services; managing and maintaining those income generating assets is clearly critical to the financial security of each Council so proportionate investment into our general fund assets is essential to maintain or enhance the income each portfolio generates. Whether operational assets such as car parks, or investment assets such as industrial units, ongoing strategic investment will be required.
- 2.6 The value assets have to service delivery, the value they have to the financial position of each Council and more importantly, the value they provide, generate and derive for communities should therefore be the drivers behind all asset based decisions; in light of this, it is absolutely appropriate for SELCP Councils to develop the Royal Institution of Chartered Surveyors 2021 advice and to adopt the following strategic approach to its general fund assets.

Across the SELCP:

- assets should be retained that are of strategic importance or where there is a demonstrable need to support service delivery and they are fit for purpose

- assets may be retained or acquired to generate revenue or where they support the delivery of other objectives, e.g. growth, skills and environmental enhancement or protection
- assets may be used, disposed of or acquired to support collaboration with public sector partners, charitable and voluntary organisations and other stakeholders
- assets will be managed in full compliance with all relevant legislation; where energy performance significantly affects asset viability, disposal or alternative use will be considered alongside investment
- assets will be made as energy efficient as resources and innovation allow as SELCP is committed to its wider plans for adapting to climate change
- space will be optimised in support of service delivery through the continual refinement of flexible working practices
- the acquisition, disposal or transfer of assets may take place to deliver social value to the community where appropriate

3 Understanding our Property Assets

- 3.1 Without knowledge of a system, you can't act upon that system; that is true of a property portfolio. The knowledge needed to act on a system is diverse and requires representative input; as a result and in line with good practice, the first priority of this Strategy may sound operational, but is in fact highly strategic:

STRATEGIC PRIORITY 1:

By the end of Q1 of 2023/24, to have a set up a Strategic Asset Group at each partner Council; the standing group shall consist of the Portfolio Holder, the Asset Manager, a Finance representative and an Assistant Director to be a critical friend.

- 3.2 Based on the strategic approach to general fund asset management set out at section 2.6, the second priority of this strategy is:

STRATEGIC PRIORITY 2:

By the end of Q3 2023/24, to have undertaken a strategic assessment of each general fund asset held by each Partner Council in order to produce a single Partnership based classification of which assets should be retained and which should be considered for disposal or other. That classification will be developed for each Council's portfolio on the same basis, agreed by each Executive and will then drive individual business cases that propose the disposal, repurposing or community transfer of each asset that is not to be retained throughout the life of this Strategy.

4 Maintenance of our Property Assets

- 4.1 This Strategy seeks to align the approach to asset maintenance across the Partnership; asset maintenance should be condition and data led and each Council should target their resources (outside of meeting all legal requirements) where those resources will have the greatest value; that does not simply mean that resources are focused towards general fund assets on grounds of safety, urgency and risk but to do so strategically!
- 4.2 To do so strategically requires two principle things; 1 – a platform to record, measure and monitor that condition against, and 2 - a comprehensive understanding of asset condition. Given the difference across the Partnership in terms of both, the third strategic priority of this Strategy is:

STRATEGIC PRIORITY 3:

By the end of Q4 2023/24 to have a single property management system common to each SELCP Council where all property information is held seamlessly and accessible to all Partner colleagues.

- 4.3 Condition and data led investment into each Council's general fund assets will continue to be critical going forward with a key annual exercise being the preparation of planned maintenance programmes. As part of 'business as usual', each Council will update its planned maintenance programme annually and use the annual budget setting process to present any case for additional resources as appropriate for both capital and revenue, having first followed the necessary steps for any capital ask.

6 Efficiency in Asset Management and Value for Money

- 6.1 SELCP Councils have a diverse range assets that in revenue terms across the three Councils account for approximately £1,500,000 spend per annum and capital expenditure that can run into £millions in a busy year. Whilst the procurement of all goods and services is always compliant with each Council's constitutional requirements, there is significant scope for partner Council's to review their staffing models, contracting and procurement arrangements and their constitutional arrangements for property as an executive function. As a consequence, the following strategic priorities have been set:

STRATEGIC PRIORITY 4:

By the end of Q3 2023/24, to have a single Asset Team structure in place across the SELCP that increases resilience and ensures that all necessary and appropriate skills are available to the three partner Councils.

STRATEGIC PRIORITY 5:

By the end of Q4 2024/25, to have procured one or more responsive maintenance contractors across the SELCP to ensure consistency in cost, quality and service.

7 Compliance

- 7.1 Arguably it is not necessary to set out in a Strategy that you will comply with 'all prevailing legal requirements', but as public sector organisations it is not possible to overstate each Councils commitment towards compliance; each Council will therefore seek to ensure full, lawful Health and Safety compliance in relation but not limited to: Asbestos compliance, Legionella compliance, Fire Safety compliance, Gas Safety compliance, Accessibility compliance, Electrical Safety compliance and Energy Performance compliance.

8 Asset Disposal and Acquisition

- 8.1 The decision to dispose of any land asset, whether by way of a long lease or freehold disposals; or to acquire any land asset, shall only be effected in accordance with each Council's constitution. Assets can be declared surplus and/or disposed of for a number of reasons, congruent with the principles set out at section 2.6, including but not being limited to when:

- they make no contribution to the delivery of services
- their retention is not economically viable
- they afford no strategic or value opportunity, or when;
- an alternative has been identified which would be more cost effective.

Equally, assets can be acquired, where, for example,

- they contribute towards service delivery
- they support growth or any strategic, community, environmental or social value outcome
- they can generate income, or,

- where they release an asset for disposal
- 8.2 When making a decision about an asset disposal or acquisition which falls outside of the adopted Scheme of Delegation to Members or Officers, the respective Council's Executive will receive an appropriate report, make any decision necessary and fit, referring the matter to Full Council where required.

9 Monitoring and Review.

- 9.1 This Strategy will be monitored annually by way of report to the respective body within each partner Council. Each review will assess relevant progress against the Strategy's Strategic Priorities and will inform whether and how the Strategy is updated to ensure it remains live and relevant throughout.

DRAFT



REPORT TO:	Executive Board
DATE:	22 nd March 2023
SUBJECT:	Performance and Governance Framework – Quarter 3 Monitoring Report 2022/23
KEY DECISION:	No
PORTFOLIO HOLDER:	Councillor Craig Leyland, Leader of the Council and Portfolio Holder for Corporate Affairs
REPORT AUTHOR:	Richard Baldwin
WARD(S) AFFECTED:	All
EXEMPT REPORT	No

SUMMARY

This is the quarterly report covering performance and risk monitoring information for Quarter 3 of 2022/23 (as at December 2022).

RECOMMENDATION

1. That Executive Board considers any further action in respect of the performance and risk information contained within the report and appendices.

REASONS FOR RECOMMENDATIONS

To monitor delivery of performance and governance objectives and to support future planning and decision making within the Council.

OTHER OPTIONS CONSIDERED

Alternative reporting arrangements

REPORT

Background

- 1.1 A joint performance management framework has been agreed across the South & East Lincolnshire Councils Partnership for 2022/23 to support the delivery of services.
- 1.2 Key Performance Indicators (KPIs) have been agreed to capture performance against the strategic priorities of the Partnership and the individual Councils.
- 1.3 A combined performance report has been presented to Strategic Leadership Team (SLT) and this information has then been split out by Council for Executive reporting.
- 1.4 This report presents the performance information for East Lindsey District Council for Quarter 3 of 2022/23 (April to December 2022).

Performance (Appendix A)

- 2.1 In total there are currently 75 KPIs for East Lindsey District Council, 25 of which are trend only indicators. 22 KPIs are meeting or exceeding their target, 6 KPIs are within tolerance, and 15 are below target. A further 7 are not yet available. The KPIs that are below target are as follows:
- 2.2 Performance below targets in Q3:
 - Percentage of cases opened at homelessness prevention stage (i.e. before they have become homeless)
 - Number of families with children placed into B&B for more than 6 weeks
 - Percentage of Revenues & Benefits Calls Answered
 - Percentage of corporate complaints responded to within corporately set timescales
 - Business rate collection rate
 - Time to process new Council Tax Support and Housing Benefit claims (days)
 - Time to process Council Tax Support and Housing Benefit change events (days)
 - Percentage of major planning applications determined within 13/16 weeks (or agreed extended period)
 - Percentage of minor planning applications determined within 8 weeks (or agreed extended period)
 - Percentage of other planning applications determined within 8 weeks (or agreed extended period)
 - Percentage of car parking income received against agreed budget
 - Percentage of commercial rent received against agreed budget
 - Percentage of available pitches occupied on Kingfisher Caravan Park
 - Invest East Lindsey: Percentage of available holiday lettings taken against occupancy target
 - Invest East Lindsey: Percentage of available holiday lettings taken against occupancy target

2.3 Performance below target but within tolerance in Q3:

- Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless
- Percentage of Customer Contact Calls Answered
- Percentage of fly-tips (hazardous and standard) collected within 10 working days of being reported
- Percentage of information requests responded to within statutory timescales
- Percentage of commercial rent collected against that due
- Council tax collection rate

Risk management (Appendix B)

- 3.1 The strategic risk register is included which has been reviewed and signed off by SLT, including review of comments from Audit & Governance Committee at their last meeting.
- 3.2 CORP002 - Uncertainty of future Lincshire flood defence scheme. Likelihood has been reviewed by the Assistant Director as requested by Committee. This has been noted but the likelihood score has not changed at this time. It is a future increasing risk and we have no evidence to demonstrate the risk profile has changed significantly but this will be kept under review.
- 3.3 CORP011 – Delivery of office relocation project – recommend removal as project has successfully completed.
- 3.4 Three new strategic risks identified following review across the Partnership – Capital Programme; Externally Funded Schemes; and General Fund Assets

CONCLUSION

The performance and governance reporting and review arrangements support the Council to manage its services in an effective and efficient manner.

EXPECTED BENEFITS TO THE PARTNERSHIP

A Partnership approach has been agreed for 2022/23.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCIL'S PARTNERSHIP

A Partnership approach has been agreed for 2022/23.

CORPORATE PRIORITIES

Whole report.

STAFFING

None specific to this report.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

None specific to this report.

DATA PROTECTION

None specific to this report.

FINANCIAL

None specific to this report.

RISK MANAGEMENT

Section 3 of the report and Appendix B.

STAKEHOLDER / CONSULTATION / TIMESCALES

Consultation with SLT

REPUTATION

None specific to this report.

CONTRACTS

None specific to this report.

CRIME AND DISORDER

None specific to this report.

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None specific to this report.

HEALTH AND WELL BEING

None specific to this report.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None specific to this report.

ACRONYMS

- B&B: Bed & Breakfast accommodation
- CC: Customer Contact
- DD: Direct Debit
- KPIs: Key Performance Indicators
- NDR: Non-domestic rates (business rates)
- R&B: Revenues & Benefits
- SLT: Strategic Leadership Team

APPENDICES

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

APPENDIX A	Q3 Performance
APPENDIX B	Strategic risk register

BACKGROUND PAPERS

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

CHRONOLOGICAL HISTORY OF THIS REPORT

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

REPORT APPROVAL

Report author:	Richard Baldwin, richard.baldwin@e-lindsey.gov.uk
Signed off by:	James Gilbert, james.gilbert@e-lindsey.gov.uk
Approved for publication:	Councillor Leyland, Leader of the Council

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Performance Framework

1 April 2022 – 31 December 2022

(Quarter 3)

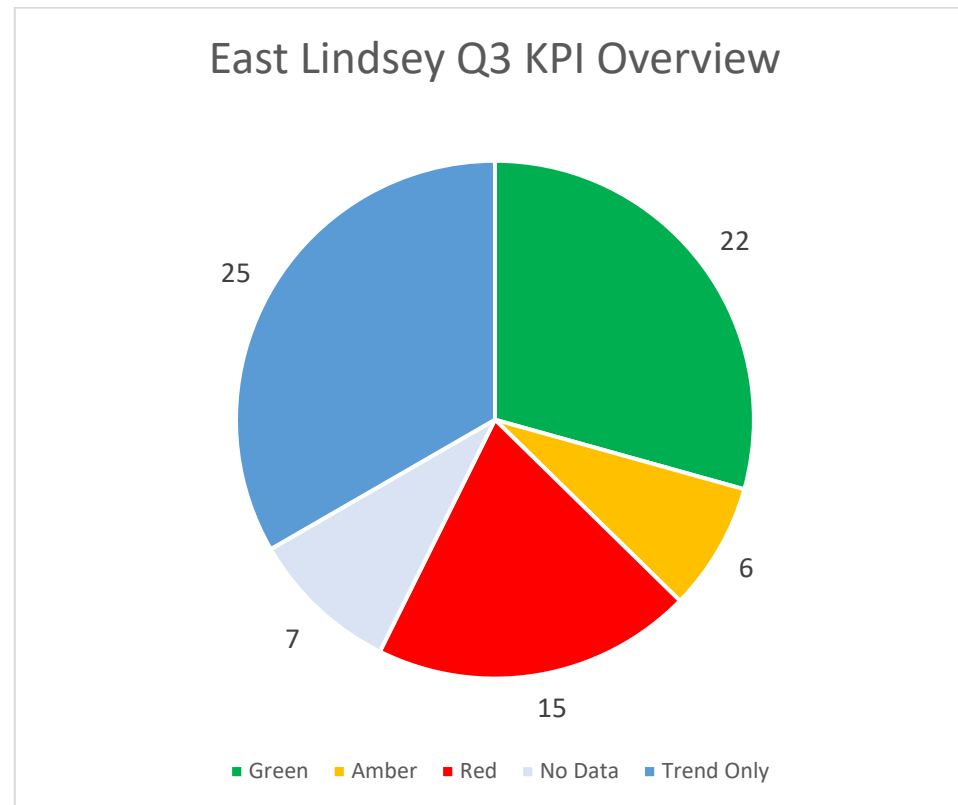
The report provides the Quarter 3 Performance Update.

In total there are: 75 KPIs, of which 25 are trend only. Additionally, there are finance KPIs still to be added pending the SLA with PSPS contracted services.

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

The charts breakdown ELDC KPIs, showing the total number that are above target, within tolerance, below target, trend only and those that have not reported data for Quarter 3, 2022/23.

KPIs that are not due to report until year end, or where the KPIs have not been finalised, have been removed from this report.



East Lindsey: Wellbeing and Community Leadership

KPIs 2022/23	Target	Performance	Status
Percentage of cases opened at homelessness prevention stage (i.e. before they have become homeless)	70%	50.00%	
Commentary: Performance is being reviewed by the Service Manager with a view to bringing forward additional interventions in Q4.			
Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless	70%	68.00%	
Number of verified rough sleepers	Tr	43	Tr
Number of families with children placed into B&B for more than 6 weeks	0	1	
Commentary: The cases continue to be reviewed with appropriate support provided.			
Number of properties improved through Council intervention	Tr	21	Tr
Number of long term empty properties brought back into use through council support and intervention	Tr	No data	
Wellbeing Lincs contractual - Service users supported to achieve an overall improvement in self-reported outcomes	98%	99.00%	
Wellbeing Lincs contractual - Overall improvement in all outcome scores across all service users leaving the service	200%	310.00%	
Wellbeing Lincs contractual - Percentage of service users who go on to receive long term support from adult care	5%	No data	
Percentage of Revenues & Benefits Calls Answered	90%	84.56%	
Commentary: Further improvement made since November, marginally missing target for Q3. Continued focus on performance measures through Q4.			
Percentage of CC Calls Answered	90%	86.84%	
Commentary: 6,514 calls in Dec 2022 vs 4,621 in Dec 2021 (+1,893). Despite a further 30% increase in demand when compared to last year, target achieved and also Q3 target achieved. Continuing to focus on performance measures through Q4.			
Combined Customer Satisfaction - Monthly	90%	99.74%	
Quality of Service - Combined	90%	97.74%	
Average speed of answer - CC (Seconds)	120	107	
Average speed of answer – Revenue and Benefits (Seconds)	240	219	
Percentage tax base vs DD Sign up	60%	65.13%	

East Lindsey: Regulatory

KPIs 2022/23	Target	Performance	Status
Land Charges - Average number of days taken to process Local Authority searches (working days)	10	3.28	
Food Safety – percentage of rateable food businesses with a rating of 3 (generally satisfactory) or above as a Percentage of the total number of rateable food businesses.	98%	98.00%	
Food Standards Agency Local Authority Food Safety Inspections Recovery Plan milestones achieved	100%	100%	

East Lindsey: Leisure and Culture

KPIs 2022/23	Target	Performance	Status
Visitor numbers / number of tickets sold, by venue	Tr	114,473	Tr
Number of swims	Tr	30,880	Tr
Number of swimming lessons	Tr	28,091	Tr
Number of gym members	Tr	3,349	Tr
Market stall occupancy rate	Tr	59.80%	Tr

East Lindsey: Neighbourhoods

KPIs 2022/23	Target	Performance	Status
Percentage of household waste collected for recycling and composting - annual measure	45%	Not available	
Commentary: Data not currently available from Lincolnshire County Council.			
Percentage of recycling collected that is contaminated and unable to be recycled	28%	Not available	
Commentary: Data not currently available from Lincolnshire County Council.			
Number of requests for waste re-collection per 100,000 collections	Tr	106.00	Tr
Percentage of fly-tips (hazardous and standard) collected within 10 working days of being reported	95%	91.33%	
Commentary: So far in Q3 91.33% of fly-tips were collected within 10 working days. Total of 316/346.			
Percentage of Danfo repairs carried out within 24 hours (EL public toilets)	Tr	80.00%	Tr
Percentage of streets graded b and above - litter	95%	97.00%	
Percentage of streets grading c and above - detritus	90%	90.00%	

East Lindsey: Corporate

KPIs 2022/23	Target	Performance	Status
Percentage of Partnership workforces (surveyed collectively) who said 'Yes' when asked if they felt valued at work?	Tr	72.00%	Tr
Percentage of the Partnership workforces (surveyed collectively) who said 'yes' they feel there are opportunities in the Partnership to learn and develop their skills and expertise	Tr	70.00%	Tr
Percentage of the Partnership workforces (surveyed collectively) who said 'yes' they feel the Partnership recognises and supports positive mental health in the workplace	Tr	74.00%	Tr
Percentage of the Partnership workforces (surveyed collectively) who feel informed about the Partnership and what decisions it is making	Tr	38.00%	Tr
Staff Turnover (Percentage)	Tr	0.25%	Tr
Number of working days lost to sickness per FTE	Tr	0.6	Tr

East Lindsey: Governance

KPIs 2022/23	Target	Performance	Status
Percentage of corporate complaints responded to within corporately set timescales	95%	73.00%	
Commentary: The four late responses to the complainant are a result of receiving the response from the department after the deadline.			
Percentage of subject requests responded to within statutory timescales	100%	100.00%	
Percentage of information requests responded to within statutory timescales	100%	99.00%	
Number of instances where service areas have failed to notify the DPO promptly of any identified data breaches	Tr	3	Tr
Number of late reports not made available to the DEMS teams at agenda publication	Tr	12	Tr
Percentage registering to vote by telephone/online v paper	Tr	72%	Tr

East Lindsey: Finance

KPIs 2022/23	Target	Performance	Status
Business rate collection rate (Percentage) (Cumulative)	79.50%	74.25%	
Commentary: Performance has been adversely affected this month by a single large assessment that has been brought in the local rating list backdated prior to 1 April 2023. The assessment has increased the annual collectable debit by over 10% (£3.5m). It is anticipated that this liability will be collected (as billed) over the remainder of the financial year.			
Council tax collection rate (Percentage) (Cumulative)	81.20%	80.74%	
Commentary: In month performance reflects the deferred start to statutory recovery. The collection rate is also affected by the large increase in direct debit and subsequent reprofiling of instalments due to the energy rebate scheme. We anticipate collection and recovery to be challenging in 2022/23 as a result of the cost of living and energy cost crises.			
Time to process new Council Tax Support and Housing Benefit claims (days)	22	28.71	
Commentary: Improved performance in comparison to previous month in days to process. Backlog of work is impacting upon days to process as high volume of CTS claims received, continue to target these on a daily basis to reduce the outstanding volume.			
Time to process Council Tax Support and Housing Benefit change events (days)	9	14.04	
Commentary: Reduction of the backlog of work continued in December, which impacted on days to process in month, however improved performance in comparison to previous month.			

East Lindsey: Economic Growth and Strategic Growth and Development

KPIs 2022/23	Target	Performance	Status
Inward Investment: number of events attended/hosted	Tr	8	Tr
Inward Investment: enquiries/leads responded to	Tr	5	Tr
Inward Investment: jobs created/new businesses	Tr	0	Tr
Inward Investment: external funding achieved	Tr	£4.4million	Tr
High Street Regeneration: number of businesses supported and improved through Town Centre Transformation / Healing the High Street / Towns Fund projects	Tr	No data	
High Street Regeneration: footfall	Tr	No data	

East Lindsey: Strategic Growth and Development

KPIs 2022/23	Target	Performance	Status
Number of new homes built by the authority - Partnership target of 80	Tr	11	Tr

East Lindsey: Planning and Strategic Infrastructure

KPIs 2022/23	Target	Performance	Status
Percentage of major planning applications determined within 13/16 weeks (or agreed extended period)	65%	40.00%	
Commentary: Slight drop in performance owing to clearance of some older cases where extensions of time could not be agreed. Performance over the rolling 2year period remains good.			
Percentage of minor planning applications determined within 8 weeks (or agreed extended period)	75%	70.00%	
Commentary: Marginally below target, reflective of some decisions taken where extensions of time could not be agreed. Overall performance remains good.			
Percentage of other planning applications determined within 8 weeks (or agreed extended period)	75%	71.00%	
Commentary: Marginally below target, reflective of some decisions taken where extensions of time could not be agreed. Overall performance remains good.			
Percentage of all planning decisions that were subject to extensions of time in period	30%	25.00%	
Percentage of decisions (major / minor / others) taken under delegation within period	Tr	96%	Tr
Percentage of major planning appeals allowed within the last 2 years (rolling period) against number of applications determined	10%	0.00%	
Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined	10%	0.20%	
Percentage of minor & other planning applications validated within 5 working days against total received	90%	96.00%	
Percentage of major planning applications validated within 10 working days against total received	90%	100.00%	

East Lindsey: General Fund Assets

KPIs 2022/23	Target	Performance	Status
Business Centre occupation, Louth - Percentage of total gross internal area occupied	85%	97.00%	
Business Centre occupation, Mablethorpe - Percentage of total gross internal area occupied	68%	85.00%	
Occupancy Rate at end of Quarter: Industrial Units	90%	100.00%	
Occupancy Rate at end of Quarter: Other investment property	95%	100.00%	
Percentage of car parking income received against agreed budget	100%	93.42%	
Commentary: Income in the last quarter is down on forecast; this is primarily due to less use of a number of key Skegness car parks with a £50k gap in income from budget being the biggest difference.			
Percentage of commercial rent received against agreed budget	100%	85.57%	
Commentary: This is the cumulative figure of all rent due in year against all rent paid to the end of the quarter 3. ELDC have reported but there is a query over the calculation.			
Percentage of commercial rent collected against that due	93%	91.00%	
Repairs & Maintenance: Percentage committed spend against budget	Tr	84.80%	Tr
Percentage of Kingfisher Caravan Park income received against agreed budget	100%	No data	
Percentage of available pitches occupied on Kingfisher Caravan Park	60%	48.20%	
Invest East Lindsey: number of Caravan Sales completed - annual target 45	11	9	
Invest East Lindsey: Percentage of available holiday lettings taken against occupancy target	65%	33.00%	

Appendix B

Ref Number	Risk Name	Lead Risk Owner	Causes	Impact and Consequences	Mitigation	Likelihood	Impact	Overall Risk	Q3 comment
			(What is causing this risk)	(What might happen if the risk is not addressed)	(What measures are in place already to manage this risk)				
1	CORP001 - Reduction in government funding to deliver Council services and local priorities	Deputy Chief Executive (Corporate Development)	The way that local government is funded is undergoing radical change, with the continued demise of direct government grant being replaced by incentives to grow the local economy and to secure benefits through increased business rate activity.	There is a lower certainty in regard to future finances and the continued need to reduce costs and explore income generating opportunities to maintain funding for service delivery. This continued changing climate presents challenges in agreeing the Council budget to deliver Council services and local priorities.	The S151 Officer closely follows all policy and practice changes being implemented by the Government and responds to relevant consultations. In-year budgets are closely monitored on a regular basis and inclusive budget challenge and budget building events are held throughout the year. Due to Covid19 the budget is currently being monitored very closely and a number of mitigating measures have been introduced. There will be regular reviews to ensure that the council is managing any shortfalls and/or costs.	3	4	Medium (12)	
2	CORP001(a) - Reduction in council income	Deputy Chief Executive (Corporate Development)	The current Covid19 pandemic has resulted in a loss of income to the council. It is anticipated that recovery may impact on the local economy for an extended period of time – so impact on income for the council may be over a protracted period.	Covid19 - the council is heavily reliant on income from a range of sources. The pandemic has had an immediate and significant impact on this income.	The s151 Officer is looking in detail at the impact of loss of income on the budget, and will continue to monitor the Council's finances very closely over the coming months, and will make recommendations for carefully managing expenditure.	5	5	High (25)	
3	CORP001(b) – Supporting recovery from Covid19 for the local economy – people and businesses	Deputy Chief Executive (Growth) / Deputy Chief Executive (Programme Delivery)	It is anticipated that the pandemic will have an impact on national and local economies; and may affect businesses and jobs in East Lindsey.	If the Government and Local Government is not able to help economies recover, there may be longer term challenges for businesses and employees resulting in job losses with direct impacts on residents. Areas of deprivation will be of particular concern. When businesses and people are negatively impacted resulting in loss of jobs, council services can come under additional pressure.	ELDC is fully engaged with partners and have already put measures in place to enable the local economy to support them during recovery as example using the welcome back funding. ELDC will look to prioritise planned capital investments that were designed to add value to the local economy. Environmental Health staff are heavily engaged in supporting businesses to adhere to, and work with, government guidelines to enable them to keep their businesses running. ELDC will work with partners to help tackle the expected social and health impacts of the pandemic; not only on deprived communities and vulnerable groups, but for people who may never have been out of work or suffered poor mental health, but may find themselves in that position over the next year.	4	5	High (20)	
4	CORP002 - Uncertainty of future Lincshire flood defence scheme	Assistant Director – Planning and Strategic Infrastructure	The potential for coastal flooding (sea inundation) remains a real threat along the coast, limiting development (growth) opportunities. Recent changes in government policy in regard to partnership funding for flood defence schemes has left future prospects for the Lincshire flood defence scheme uncertain.	Without an agreed long term solution there is a concern that there may be a more significant flood incident in the future that would impact on the Council's ability to respond; and the level of risk may impact on the long term economic health of the district and the safety of communities.	The Council is an active member of the Lincolnshire Resilience Forum and Lincolnshire Flood and Drainage Management Strategy Board. The Council will continue to work with partners, local MPs and the government to identify a solution to the future funding needs of the Lincshire scheme. The Council is also undertaking a number of activities including its Strategic Flood Risk Assessment to support and inform the Local Plan moving forward. Equally, the Council is part of a number of groups, including a collaborative approach with the Environment Agency, to seek to identify the challenges and opportunities for the coast in the future.	2	5	Medium (10)	Likelihood has been reviewed by the Assistant Director as requested by Overview Committee. This has been noted but the likelihood score has not changed at this time. It is a future increasing risk and we have no evidence to demonstrate the risk profile has changed significantly but this will be kept under review.
5	CORP003 – Business continuity and recovery in the event of a major incident or event	Assistant Director – Regulatory	The Council has a central role to play in the response to a major incident or event in the community and the subsequent recovery phase. The risk of flooding, both coastal and inland is increasingly recognised as one of the most significant and 'likely' events that the Council will need to help with recovery. There are also internal incident and events which could impact on the Council's operations directly (e.g. cyber-attack, IT infrastructure failure, building fire).	In the immediate response phase to an emergency in the District, the "Blue Light" services will take the lead with the Council taking the lead role in the subsequent recovery phase There could be significant impact on service delivery and potentially Council finances.. Covid19 – most emergencies play out over a few weeks, with some ongoing support needed at a low level of resource sometimes for months. The current pandemic has already been longer than any emergency we've dealt with, has required more resources, and has had a significant financial impact. The ability of staff to deal with such a long emergency situation could impact on their resilience, and our ability to deliver all our services.	The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-regions and procedures and policies are being joined up to make our response to and recovery from an incident more efficient and effective. Staff across the S&ELCP are regularly trained at both Silver and Gold command in order to take a full part in a Lincolnshire-wide emergency response and support our partners in the sub region. All three councils are members of the Lincolnshire Resilience Forum, enabling access to expertise held by LCC whilst retaining staff, resources and expertise in each sovereign council within an EP&BC structure across the Partnership. Senior staff within the Councils are involved in training exercises delivered by the Local Resilience Forum (LRF). Regular 'live' training exercises are coordinated at County level to maximise preparedness in each sovereign council and across the sub region. Each authority has an Emergency Plan & Business Continuity Plan in place in order that service delivery can be prioritised and maintained at such times. A joint emergency and business continuity plan was approved in 2021 for ELDC and BBC to improve resilience and capability with plans for a more joined up approach across the sub region with the advent of the S&ELCP. Public Sector Partnership Services (PSPS) and Magna Vitae have Business Continuity Plans in place. Work begins in 2023 to update and align all BC plans across the Partnership	3	5	High (15)	
6	CORP004 - Failure to comply with Health and Safety requirements	Assistant Director – Regulatory	The Council has a clear responsibility to both staff and recipients of services under Health and Safety legislation and needs to effectively manage its responsibilities.	There can be consequences to the organisation's finances and reputation relating to non-compliance of health and safety requirements. There is also the risk of harm to individuals. Covid19 – is classified as a workplace hazard. If staff were not protected as much as possible from transmitting the virus there could have been a serious impact on staff health, and real risk that essential services could not be delivered.	The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-region and procedures and policies are being joined up to provide a more efficient and effective approach towards H&S compliance. The partner Council receive specialist Health and Safety advice from Public Sector Partnership Services who support the Partnership Health and Safety Governance Group (chaired by the Assistant Director – Regulatory) and the Staff Health and Safety Forum. Both operate under agreed terms of reference and feed into the LT – Governance. LT Governance receive minutes and recommendations for approval from the Governance Group and the staff Forum. Policies and procedures are agreed at the Governance Group and referred to LT Governance for information. Health and Safety is included within Internal Audit's annual audit plan. The audit undertaken in 2021 demonstrated a substantial level of assurance.	2	3	Medium (6)	

7	CORP006 – Local Plan not delivering economic growth & prosperity	Assistant Director – Planning and Strategic Infrastructure	The Local Plan sets the framework for economic growth in the district 2011-2036. The strategy restricts growth on the coast around towns such as Skegness and Mablethorpe and makes limited allocations of employment land across East Lindsey. This gives rise to a real risk that economic growth and prosperity will be contained if existing commitments are not delivered in the right place, in the right quantum at the right time.	Local people will not have access to the home and jobs they need. Prosperity will be reduced.	The Local Plan is monitored regularly with an Annual Report produced, in addition, measures such as the 5-Year Housing Land Supply and Housing Delivery Test are good indicators as to the delivery of the Local Plan. Decisions are taken against the plan, however, they do not preclude other developments from coming forward as appropriate for consideration. Appeal decisions also inform our understanding of Plan performance. There is a statutory requirement for a 5-year review of the Local Plan (after 2024). There is presently no indication that the plan is not performing as required (even when giving regard to Covid and Brexit effects), and it is considered that the plan is sufficient to support the growth and prosperity of the district..	3	3	Medium (9)
8	CORP007 - Failure to deliver safeguarding children, young people and vulnerable adults responsibilities	Assistant Director – Wellbeing and Community Leadership	The Council has statutory duties in relation to safeguarding. Section 11 of the Children Act requires a regular audit to assess our capacity to respond appropriately and identify improvements needed. The Council also has statutory duties to safeguard individuals and communities in relation to the Care Act 2014, the Mental Capacity Act 2005, Modern Slavery Act 2015 and in relation to Prevent.	In relation to non-compliance there are potentially significant reputational risks to the Council	Lead Officer and Deputies identified, with the Portfolio Holder for Communities overseeing this area. The Safeguarding Policy and Procedures have been reviewed. The lead officer liaises regularly with other District Councils and external agencies. Team leaders identify relevant actions and staff training in their service plans. Human Resources supports safer recruitment (including DBS checks) and training for officers, volunteers and councillors. An incident reporting mechanism is in place to monitor the Council's responses. Wellbeing Lincs Service has provided a countywide response and support service for vulnerable and clinically vulnerable residents. Safeguarding was a key focus of a report to LCC during the Covid response. The District Councils and County Council continue to meet to collaborate and discuss matters around safeguarding policy and procedures.	2	4	Medium (8)
9	CORP008 - Failure to comply with Information Governance and Management requirements	Assistant Director – Governance	Increased understanding of the public's right to information means that we have to be fully aware of our legal duties. The increase in data also means we have to be able to manage information more effectively, including reducing the amount of unnecessary data held.	Data protection breaches which can result in significant fines from the Information Commissioner's Office.	All employees receive annual online training in data protection. Arrangements are in place to ensure that the organisation is compliant with the new General Data Protection Regulation (GDPR) requirement, including lead staff attending training. PSPS also have a lead officer overseeing compliance. An experienced Data Protection Officer is in place who monitors training, compliance and development of policy; also, full assessment of any breaches, providing recommendations for continual improvement. There is now additional resilience with two qualified DPOs in place across the Partnership which allows for cover.	2	4	Medium (8)
10	CORP009 – Attainment of revenue through Treasury Management policies and commercially driven capital expenditure	Assistant Director – Finance	At any time the Council has significant sums of money lodged with financial institutions to cover both day to day costs and long term investments. It is important that policies are clear and unambiguous in relation to the placing and management of such investments to safeguard public money. Uncertain national and international economic conditions may affect the rating of financial institutions and hence their perceived integrity as a safe haven for public money can be affected. Commercial property performance may vary through differing market conditions and valuations changes are likely.	Investment presents both positive (opportunity) and negative risks the latter of which is a loss of finance to support Council services and loss of finance which is being held on behalf of other organisations.	A long term strategy is in place, supported by strong internal awareness and governance and external professional advice. The Council's Investment Policy and Strategy are kept under constant review with regular updates to Management Team, Portfolio Holder and Executive Board. Audit and Governance Committee receives regular updates and the annual report is presented to Full Council. Members are encouraged to be fully appreciative of changes and risks through training and seminars.	2	4	Medium (8)

11	CORP010 – Resilience and quality of service delivery arrangements with third parties	Assistant Director – Communities and Leisure	This risk relates to the potential for the failure of potential for the failure of a major supplier of Council services or partners with whom the Council co-delivers/enables provision of services and operations	In the event of a failure, either in resilience or quality, there are likely to be a mix of financial, service delivery and reputational impacts to the Council.	Assessment of business plans for key partnerships. Regular performance reports and monitoring meetings with third parties. Some key partnerships based on open book approach to financial monitoring A new 10 year contract with PSPS is now in place, providing increased certainty for staff. Covid 19 has affected the leisure industry in particular, and there are regular meetings between ELDC and Magna Vitae to provide support in managing the current difficult circumstances. MV has been able to provide help and support with some of our Covid19 response measures.	3	3	Medium (9)	
12	CORP011 – Delivery of office relocation project	Assistant Director – General Fund Assets	The Council has agreed an office relocation project.	This is a significant project for the whole council with a range of aspects from the building being ready on time and on budget, through to ensuring that services are not adversely affected during the transition from the old to the new offices. If this risk is not addressed, then some aspects of the project may negatively impact on overall delivery as planned.	The Office Relocation project has a separate risk register managed by the Assistant Director (Assets). A management project team meet regularly to ensure that all building and staffing aspects of the project are managed in an integrated way. The project team has ensured that it has learnt from the experience of others, and explored good practice. Staff will be fully involved in the moving process, and input to some aspects of the building contents. The finances of the project are being monitored against the project budget. Should there be any significant change to the funding arrangements or project costs then this would be subject to further reports as required under the Constitution.	1	3	3	Recommend removal as project has successfully completed
13	CORP012 – Technology Infrastructure failure	Head of ICT & Digital (PSPS)	The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents.	The Council relies heavily on the ICT infrastructure for normal business operation. Depending on the service lost, the impact could be severe	The Council has a series of resilience arrangements in place through its service provider, PSPS. Work is continuous to ensure these are fit for purpose across a range of areas. In recognition of the outage of the Internet connection in September, PSPS considered an elevated risk score, however an outage does not mean the likelihood of reoccurrence is any greater, therefore whilst it may have been elevated at that given time, the overall rating remains the same for the period of this risk register. In relation to this a Major Incident review has been conducted and is in the process of being shared with the ICT Strategy Board, SLT and Portfolio Holder. This review considers resiliency options that may be used to lower the risk scoring in the future. These options were previously considered in 16/17 by the then SHDC Strategic ICT Manager and corresponding Executive Director and were considered cost prohibitive when reviewed against likelihood.	2	5	High (10)	
14	Cyber Incident	Head of ICT & Digital (PSPS)	The risk of the council's ICT infrastructure being severely impact as the result of a cyber incident, both in terms of downtime of systems and loss of data/information.	The threat landscape across the UK is continuously increasing and appears on the national risk assessment. The Council need to constantly adapt in its security mitigation and training to ensure they are both prepared from a technical and from a people aspect	Defence in depth in the form of firewalls, Mimecast and antivirus is deployed both at the perimeter and the internal Local Area Network. The ICT team play an active part in the East Midlands WARP (Warning, Advice and Reporting Point) which allow us to have early sight of issues being experienced across neighbouring Authorities and Agencies. ICT is also a member of the CISP formed by the National Cyber Security Centre, this allows us early awareness from the central agency responsible for cyber threats across the UK as well as allowing them to monitor our environment to a degree. These mitigations afford ICT awareness of emerging threats.	3	5	High (15)	
15	Capital Programme	AD: Programme Delivery	Escalating costs Onsite Issues Grant funding withdrawal Non-compliance of grant funding obligations Insufficient Pre-project planning and specs (Brief-Creep) Partners withdrawal	Failure to deliver Major capital schemes within the capital programme resulting in Reputational Damage Financial impact Failure to deliver council objectives Reduced ability to secure future funding	Robust programme and project management Regular and structured reporting mechanisms Robust and effective governance (financial and project) Effective working with partners and 3rd Party delivery Risk transference and mitigation	2	3	Medium (6)	Recommended new strategic risk following review across the Partnership
16	Externally Funded Schemes	AD: Programme Delivery	Escalating costs Onsite Issues Grant funding withdrawal Non-compliance of grant funding obligations Insufficient Pre-project planning and specs (Brief-Creep) Partners withdrawal	Failure to deliver externally funded capital schemes resulting in Reputational Damage Financial impact Failure to deliver council objectives Reduced ability to secure future funding	Robust programme and project management Regular and structured reporting mechanisms Robust and effective governance (financial and project) Effective working with partners and 3rd Party delivery Risk transference and mitigation Requesting extra funding prior to project commencement where required	2	4	Medium (8)	Recommended new strategic risk following review across the Partnership
17	General Fund Assets	AD: Assets	This risk identifies the need for the council to adhere to all prevailing statutory codes as they relate to council assets and functions	Failure to meet statutory requirements in regard to general fund assets	The asset team have compiled a working list of assets that either have compliance contracts in place or we have local contractors with the jobs in hand. A spreadsheet has been created and a considerable amount of time has been spent updating it ready so we can add to the new database of Technology Forge. The restructure has taken place so we now have the SOPM (Strategic & Operational Property Manager) for budget management, meetings job criteria and Strategic Property acquisitions and sales. This role encompasses the day to day running of the asset team. The Estates Officer for lease arrangements, new tenants, site management and all tenant referrals including day to day issues. Repairs officer - For day to day repairs and allocation of work required in conjunction with liaison via the Estates Officer and SOPM. The Project Manager role is also now defined and runs all medium and major projects for the team. The BSO (Business Support Officer) is a new temporary role which monitors jobs coming in and is also a hands-on role that ultimately saves the Council budget money by undertaking jobs ourselves. The SOPM would be the Senior Responsible Person for the Assets and Compliance routines. Training takes place on a required basis. Asbestos training being the last training of significance that was undertaken by the team	1	4	Low (4)	Recommended new strategic risk following review across the Partnership

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REPORT TO:	Executive Board
DATE:	22 March 2023
SUBJECT:	South & East Lincolnshire Councils Partnership – Digital Strategy and ICT Roadmap
PURPOSE:	To bring forward a shared Digital Strategy and ICT Roadmap for the South & East Lincolnshire Councils Partnership that provides direction of travel for future Digital/ICT developments.
KEY DECISION:	No
PORTFOLIO HOLDER:	Councillor Graham Marsh, Deputy Leader of the Council
REPORT OF:	James Gilbert, Assistant Director – Corporate
REPORT AUTHOR:	James Gilbert, Assistant Director – Corporate
WARD(S) AFFECTED:	N/a
EXEMPT	No

SUMMARY

When the South & East Lincolnshire Councils Partnership was formed the Business Case approved by each Council identified key areas of activity to be taken forward to facilitate the Partnership ambitions in relation to improved services to communities and greater service efficiency.

This report brings forward a Digital Strategy and ICT Roadmap (Appendix A) for the South & East Lincolnshire Councils Partnership. This Strategy would replace existing ICT/Digital Strategies in each Partnership Council.

The implementation of a shared Digital Strategy and ICT Roadmap is one of the identified top 10 priorities for the Partnership in the approved work programme.

The Strategy has been reviewed by a Partnership Scrutiny Task Group. The findings and recommendations from that Task Group are appended to this report at Appendix B.

Ongoing development/investment in Digital and ICT – in an ordered way – will ensure the Councils can maximise the benefits of technology to deliver services and improve service efficiency.

RECOMMENDATIONS

1. That the South & East Lincolnshire Councils Partnership Digital Strategy and ICT Roadmap at Appendix A be approved.
2. That the findings of the Joint Scrutiny Task Group (Appendix B) be noted.

REASONS FOR RECOMMENDATIONS

For the Councils to maximise the benefits of Digital/ICT in driving efficiency and better serving residents, a shared Digital Strategy for the Partnership, supported by an ICT Roadmap, is required to set out the approach to be taken to future system alignment, investment and development. The Partnership is in a fortunate position in that Public Sector Partnership Services (PSPS) is the Digital/ICT provider to each of the three Councils. A shared Strategy for the Partnership (and PSPS) will benefit PSPS by enabling the company to better plan and deploy resources to focus on common Digital/ICT priorities that support the Partnership's ambition rather than there being competing priorities from individual Councils.

OTHER OPTIONS CONSIDERED

Do nothing – each Council continuing to have its own approach to Digital/ICT is possible but wouldn't be in line with the approved Partnership Business Case. Digital/ICT is a key 'enabler' to achieve much of the ambition set out in the Business Case and is identified as an action in both the Work Programme and Annual Delivery Plan (both of which have been approved by Council).

1. BACKGROUND

- 1.1.** When the South & East Lincolnshire Councils Partnership formed the approved Business Case identified an opportunity to align several areas of policy and strategy across the Partnership.
- 1.2.** In recognition that Digital/ICT is an important enabler for the Partnership and much of the ambition set out in the approved Partnership Business Case, the Partnership's approved Work Programme identifies that a S&ELCP Digital Strategy is one of the top ten priority pieces of work. A such, work has been undertaken early in the Partnership to bring forward a S&ELCP Digital Strategy and ICT Roadmap.

2. REPORT

- 2.1.** The Society for Innovation, Technology and Modernisation (SOCITM) was commissioned jointly by the three Councils to review the Partnership's strategic direction for digital, data and technology and to develop a joint Digital Strategy and ICT Roadmap for the Partnership Councils and PSPS.
- 2.2.** The ICT Roadmap that sits alongside the Digital Strategy provides a number of immediate priority areas for the Partnership to focus on to bring together its ICT provision.

- 2.3.** The Strategy recognises that to bring all ICT together across the Partnership is a long-term ambition and can't be achieved quickly. Across the Partnership Councils there are already several common – and significant - ICT platforms (HR, Finance, as examples) in place and over time it should be possible to align processes and systems creating opportunities to deliver efficiency savings and single service teams Partnership-wide.
- 2.4.** The Strategy also recognises the importance of cyber security and ensuring systems remain up to date and supported. The Councils have recently been awarded £175,000 following a successful funding bid to Government developed by PSPS to support ongoing cyber resilience.
- 2.5.** The Digital Strategy and ICT Roadmap has been informed by SOCITM gaining an understanding of the Partnership's ambition and existing systems, capabilities and resources; supplemented by meetings with Members and Officers. In addition, a Joint Scrutiny Task Group met on 2 occasions when the Strategy and Roadmap were a draft document and had the opportunity to feed their views into the final drafting. The Task Group's report is attached to this report at Appendix B and the recommendations have all been accepted by Portfolio Holders, as below:

Partnership Scrutiny Recommendation	Action taken
Every 2 years, the Digital Strategy and ICT Roadmap should be a Partnership scrutiny topic. In the interim year, the Partnership Annual Scrutiny Review, as part of its scope, should seek assurance the Strategy is making progress.	Portfolio Holders welcome this oversight and recognise scrutiny is important in ensuring the success of this strategy. This has been added into the Partnership scrutiny work programme.
To use 'best practice' from ELDC in upskilling residents in terms of digital skills, with a view to rolling out a training programme to Boston and South Holland residents. As part of this model, to seek feedback from participants on digital service access and journeys.	Funding bids have been made to roll out a similar approach to that in East Lindsey to residents in both Boston and South Holland.
There should be a continued focus on cyber security to ensure it is well embedded within the Partnership and that the importance of cyber security is understood by all.	This will continue to be a key aspect of Digital/ ICT development, as it is at present.
To add a glossary to the Strategy and Roadmap to explain any terms considered technical.	This has been added.

- 2.6.** The Strategy's delivery will be monitored via the ICT/Digital Strategy Board – a key governance board within the Partnership's structure (approved by Council in November 2021). Portfolio Holders will also have ongoing oversight.
- 2.7.** Any projects identified for delivery to support the Digital Strategy and ICT Roadmap would be subject to the development of a detailed Business Case. Therefore, no additional funding is requested at this time.

3. CONCLUSION

3.1. That the ICT/Digital Strategy at Appendix A meets the needs of the Partnership Councils and provides a direction of travel to support the Partnership's ambition.

EXPECTED BENEFITS TO THE PARTNERSHIP

A single Digital Strategy and ICT Roadmap for the Partnership will support the delivery of the opportunities identified in the approved Business Case in relation to improved service delivery to customers, improved service efficiency and financial savings.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

As set out at 'Expected Benefits to the Partnership'. This delivers on one of the top ten priorities in the Partnership's agreed Work Programme.

CORPORATE PRIORITIES

This Strategy will support the delivery of all Partnership and corporate priorities.

STAFFING

None

CONSTITUTIONAL AND LEGAL IMPLICATIONS

There are no constitutional or legal matters arising from this report. Such matters may arise as the strategy is deployed and relevant Officers will be engaged on these matters.

DATA PROTECTION

This is a key consideration as this strategy is deployed and the Data Protection Officer will be involved/engaged in projects.

FINANCIAL

The adoption of this Strategy doesn't commit the Partnership to any expenditure. Individual projects that enable the Strategy's delivery will come forward as a Business Case for consideration at the relevant time.

RISK MANAGEMENT

Adopting the Strategy itself doesn't present any risks. The strategy itself should reduce risk to the Partnership as it seeks to create greater resilience, reduce expenditure and improve accessibility of Council services through the better use of ICT and data.

Projects in the ICT roadmap will have risks associated with them and these will be managed on a project by project basis through the project team.

STAKEHOLDER / CONSULTATION / TIMESCALES

Consultation is detailed in Section 2 of the report.

REPUTATION

None

CONTRACTS

No immediate impacts. However, over time it is expected that systems and contracts can be rationalised.

CRIME AND DISORDER

None

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None

HEALTH AND WELL BEING

None

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None

ACRONYMS

- S&ELCP – South & East Lincolnshire Councils Partnership
- PSPS – Public Sector Partnership Services
- SOCITM – Society for Innovation, Technology and Modernisation

APPENDICES	
Appendices are listed below and attached to the back of the report: -	
APPENDIX A	S&ELCP Digital Strategy and ICT Roadmap
APPENDIX B	Joint Scrutiny Task Group report

BACKGROUND PAPERS	
Background papers used in the production of this report are listed below: -	
Document title	Where the document can be viewed
S&ELCP Business Case	Council's website

CHRONOLOGICAL HISTORY OF THIS REPORT	
Name of body	Date
This report hasn't been to other Committees	

REPORT APPROVAL	
Report author:	James Gilbert, Assistant Director - Corporate
Signed off by:	Christine Marshall, Deputy Chief Executive (Corporate Development)
Approved for publication:	Councillor Graham Marsh, Deputy Leader of the Council



served by One Team

South & East Lincolnshire Councils Partnership

Digital Strategy

2023 – 2029

ICT Roadmap

2023 – 2026



Glossary

To support your reading of this document, here's a glossary of some of the terminology.

Term	Definition
Cyber Security	How individuals and organisations reduce the risk of a cyber attack (e.g., hacking).
Data Assets	Anything comprising of data (e.g., a system or application, database, document, or web page).
Strategic Digital Platform - Goss iCM (Internet Content Management)	The software used for the core of councils' websites as well as transaction functionality via online forms and 'My Account' functionality for regular visitors.
Assisted Self-Service	Delivered by Goss iCM, this allows Customer Contact Agents to complete transactions via online forms on behalf of customers, by mimicking the customer's 'My Account', if held, to maintain a history of user service requests.
My Account	An optional account that can be created by an individual on the councils' websites to hold name and address data. Initially, to speed up form completion, but with a longer-term goal to hold appropriate transaction history and potentially allow some two-way interaction.
Accessibility Regulation	UK law to enforce public sector organisations to make reasonable adjustments to their websites to make them accessible to people with disabilities.
Operating Systems	The computer software essential to manage hardware and provide common services for other computer programs to run. Everyday examples include Microsoft Windows, Apple iOS, and Google Android.
Browser Technology	A software program used to locate and display information on the internet or an intranet, most often in a web page. Common examples include Microsoft's Edge, Apple's Safari, and Google's Chrome.
Smart Technologies	Smart devices that can connect to the internet to send and receive information either dynamically or when programmed to (e.g., smart speakers that can play the radio station you request via voice recognition or remind you about an appointment you have made).
Internet of Things (IoT)	A step on from Smart Technologies where everyday objects are enhanced to connect to the internet and interact with other technologies or services (e.g., smart light bulbs you can turn on and off via Smart Speakers, or by sending navigation instructions to your car).
Data-Driven	An organisation makes strategic decisions based on data analysis and interpretation so they may better serve their customers.

Data Maturity	A measure of how advanced a company's data analysis is.
Data Architecture	How ICT Infrastructure, hardware, software, and services supports your data strategy. Its goal should be to show how data is acquired, transported, stored, queried and secured.
Smart City Technologies	Using IoT devices such as connected sensors, lights, and meters to collect and analyse data (e.g. in waste management for litter bins to be monitored on how full they are to only have emptied them when required).
Big Data	Data that is so large, fast, or complex that it's difficult or impossible to process using traditional methods (e.g., Amazon, they have collected masses of data on what millions of people buy, where they live and which credit cards they use. They offer companies the ability to buy ad campaigns to target ultra-specific demographics based on past purchases).
Open Data	Data that is available to anyone to use and share (e.g., https://www.gov.uk/check-vehicle-tax)
Single Email Domain	A single system hosting all SHDC, ELDC and BBC email domains.
SharePoint 2010	An old version of Microsoft's web based collaborative technology which has reached end of life. Now replaced with SharePoint 365 available to councils as part of their Microsoft Enterprise licensing agreements.
Active Directory	Microsoft's centralised way of managing users, computers and services within a network called a domain. Users and computers must be members of the domain or be trusted by the domain with relevant permissions assigned to allow access to resources such as files, folders, applications, or databases.

Executive Summary

The South & East Lincolnshire Councils Partnership has the opportunity to make a real and tangible difference to the outcomes for local communities and local places. A key and visible component of this is the Partnership's ability to deliver quality services through the use of modern information and digital technologies, both for external use, and for improving ways of working internally to drive efficiency, accuracy, and effectiveness.

This is a strategy for how the South & East Lincolnshire Councils Partnership will deliver the ICT/Digital services our residents, visitors, businesses, partners and staff need in order to thrive and prosper now and sustainably into the future. This fully acknowledges and addresses the collaborative relationship with Public Sector Partnership Services (PSPS) – the Partnership's ICT and Digital provider – recognising that the ICT and Digital foundations required for the Partnership more widely, and for delivery of this strategy specifically, are provided by PSPS. We recognise that the Partnership and PSPS must pull together with clarity of direction and purpose to complete foundational work from which we can build the strategic vision. Alongside development of this strategy, work has been undertaken to assess the capacity and skills of PSPS to support its delivery, and an ICT roadmap developed to identify and sequence the work required to put the right capabilities in place to deliver on this strategy. That ICT roadmap and the current Cyber Security Roadmap must be enacted to meet the Partnership vision defined in this document.

This strategy is about how we can use information and digital technology to realise the potential of the Partnership, reach for the opportunities, and deliver the benefits of partnership working.

Where we are now

Each partner has different levels of digital capability and differing numbers and types of council services have digital channels for people to request services, make reports, and to book or pay for services. This reflects not only the differing service provision across the Partnership, and the priorities and needs of the communities they serve, but also the different system capabilities in the back-office. There is a great deal of legacy technology across the Partnership, and PSPS and the Councils are working hard to rationalise, harmonise, and modernise the technologies. There is still much more to do and it can't be done overnight, however, to realise the technology benefits of the partnership and move to a strong position from which to deliver strategic change, any strategy, including this one, must balance ambition against the realistic capability to deliver.

Outline of pre-existing strategies

As well as the wider strategic landscape, there are four existing strategies relating to technology. These are:

- [SHDC Digital Strategy](#) - 2019-2022
- [ELDC ICT Strategy](#) - 2020-2024
- [BBC IT Strategy](#) - 2019-2023

This Digital Strategy and ICT Roadmap replaces the existing strategies to provide strategic alignment for the direction of ICT/Digital across the Partnership. It also replaces digital elements of other strategies.

Strategic Context and Drivers

The South & East Lincolnshire Councils Partnership came into being in October 2021. This ground-breaking partnership between East Lindsey District Council, Boston Borough Council, and South Holland District Council provides the opportunity to realise both significant cost savings and service delivery improvements through the ability to share expertise, teams, and resources, and amplify the voice and influence of the of the Councils at the sub-regional level, whilst continuing to retain individual council identities and accountability to the local communities which they serve.

This means that we can now work together to leverage those capabilities to drive the transformation of our digital landscape, simplifying and aligning the way we work to reduce costs, increase efficiency, and improve the service offerings for residents across the sub-region in a demonstrable, consistent, and continually improving way.

We will do this through a shared Digital Strategy which sees us working together with our strategic technology partner, PSPS, and with customers, businesses, and partners across all three councils towards a shared and clear vision of a digital future which benefits all across the sub-region.

Digital is one of the fundamentals for achieving the Partnership's strategic ambitions, and this strategy is designed to align to the Partnership's plans, the principles for the Partnership, and the wider strategic landscape. Indeed, much of the opportunity for service alignment in the future relies on common technology being in place.

Key Outcomes

- Over time digital will realise cost-reduction, increase efficiency, and improve services for customers through automation and provision of 24/7 self-service options and relevant information, advice, and guidance.
- Joined-up digital and data will make services smoother, more personalised, and responsive.
- Services will be available anytime, anywhere, and on any device, providing the same high level of service independently whether they are accessed in-person, by telephone, on the web, or a mobile device – in line with modern expectations across all demographics.
- Channel-shift will be achieved as digital channels become the natural first-choice of customers.
- Automation, integration, and standardisation of technology and processes will release resource to focus on more valuable activities and there will be a culture of digital advancement and innovation.
- Clearer, more efficient, division of roles and responsibilities in our ways of working with PSPS will lead to more effective ways of working, with colleagues playing to their strengths and delivering together.
- Demonstrate the benefits of partnership working to the region.

Our Vision

To use digital technology to support the provision of high-quality services to residents, business and visitors.

To become a Partnership that leads the way in its use of digital technology to deliver high quality, secure, digital services which are the first choice for our customers.

To ensure equality of access to our services, whoever you are, and however you choose to contact us.

To design and provide services which focus on inclusivity and customer needs.

To build a proactive culture which welcomes change and embraces innovation.

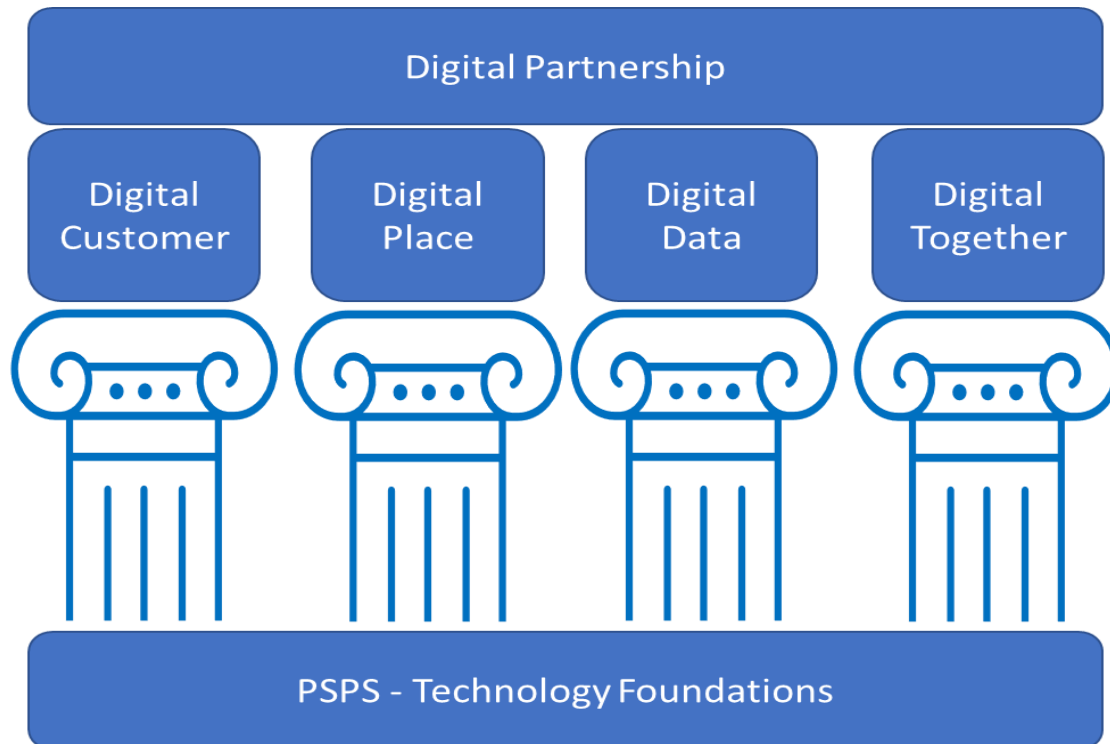
...and doing it together.

We will commit to...

- Work with and listen to the community when designing digital services, listening to feedback, and making continual improvement.
- Working closely with our expert technology partner, PSPS, to lay the digital, data, and technology foundations through the life of this strategy to increase efficiency and opportunity and to create a platform from which to launch future, greater, ambitions.
- Making digital practical and enabling while minimising disruption and delivering value for money.
- Improving the digital skills of our residents and the region through engagement with digital training providers and other partners to develop training and advice for multi-channel delivery.
- Giving staff and Councillors the right digital tools and training to maximise the benefits of the technology.
- Encouraging and supporting the use of digital technology in areas outside of our direct control, such as Health and Social Care.
- Understanding and improving our data assets to reduce inefficiencies, improve accuracy and quality, and realise the value of data.
- Ensuring Information Security and legislative compliance is fundamental to everything we do. We will support and partner with PSPS on the development of policies, process, and technology to deliver the Cyber Security Roadmap which will deliver best practice and external assurance of our security posture.
- Doing the basics well. We recognise that to support a modern digital strategy, foundational technology work will be required to rationalise, modernise, and improve the wider infrastructure and services of the Partnership.

Our Strategy

Our strategy is composed of four critical pillars which together support the ICT/digital vision of the Partnership.



Digital Customer

While each partner supports different communities, and will have different local priorities and needs, we know that all our residents, visitors, communities, and businesses have similar underlying motivations when engaging with a partner council. We want to ensure that it is easy for people to communicate with us using the technologies and channels they prefer and expect of any provider in modern society.

Where we are today, at the start of this strategy, means that we have to firstly provide the strategic foundations to be able to achieve that, and we will work with PSPS to do so, to support the delivery of the next and substantive part of the Digital Customer strategy.

We have selected and are implementing a strategic digital platform in GOSS iCM. This platform delivers the capability we need to transform our digital services and digital customer contact approach and accelerate the delivery of new services, including assisted self-service. The strategy is to focus initially on completing the migration to this platform of all legacy digital services across the Partnership to harness the benefits of being on a single, consistent, and capable digital platform. This focus will reduce complexity, remove the cost of the legacy platforms from the estate, and clear the way to deliver on the substance of our Digital Customer commitments, ultimately delivering those objectives sooner, more efficiently, and in a future-proofed way.

With that foundation in place, we will next lay the groundwork necessary to support both inclusivity and channel shift by developing the assisted self-service functionality on the platform.

We want to make sure that our online services are easy to use and are designed with input and guidance from the people who need them, and that the services offered are the services needed, in the ways they are needed. With our foundational, strategic, platform and assisted self-service in place:

- We will put residents' needs at the heart of designing and improving digital services.
- We will develop digital services to be better connected, accessible and convenient for residents.
- We will deliver digital services that are so straightforward and convenient that all those who can use them will choose to do so whilst those who can't are able to access services in alternative ways.
- We will use digital solutions to help us to get things right first time.
- We will design services to provide feedback to customers at key stages of their interaction.
- We will provide support for those who need extra help.
- We will set standards for digital services for how and when a response can be expected and achieve them.
- Digital services will be secure by design. Security is not a bolt-on and will be considered throughout the design and development of the infrastructure, platform and services at every stage and fully tested. Data used to deliver services will be governed and secured throughout its lifecycle.

Inclusive systems. Our digital services are for everyone in our diverse communities and accessibility and inclusivity will be at the forefront of the design and delivery of all our digital offerings. We will meet our obligations under the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 by meeting the international WCAG 2.1 AA accessibility standard for systems which are under our control, ensure procurement stipulates that incoming systems can or will meet those standards, and request compliance from incumbent suppliers. We will be mindful of the forthcoming WCAG 2.2 standard as it becomes available during the life of this strategy, and work towards adopting that standard in the next digital strategy, when our capability and digital maturity have increased. We will ensure consistency and equality of access for speakers of any language in the sub-region, and for those with impaired vision, motor difficulties, cognitive impairments or learning disabilities, deafness, or impaired hearing.

Channels and Channel Shift. We will improve options for how customers can get in touch. Digital will not just be web, and we will design services to allow us to take opportunities for customers to access services through other channels, such as social media, where there is demand and opportunity to deliver efficiency and value. Customers will be able to use their device of choice at the time of their choosing, and services will be developed to work consistently on the most common and current devices, operating systems, and browser technology. User experience and quality and responsiveness of service will be consistent across channels and devices.

Assisted Self Service. To support both inclusivity and channel shift we will commit to migrating all legacy digital services across the Partnership to our strategic digital platform, GOSS iCM, and to implement assisted self service. This is an important first step for delivering services to digitally excluded customers as part of the overall Digital Customer strategy. Assisted self service supports users who do not have the skills or confidence to access online channels, providing additional support as required. This requires technology shift, and this strategy commits to supporting PSPS to deliver the technology platform work required to provision the functionality and migrate legacy services to our strategic digital platform to provide a single digital platform for all partnership digital services and provides customer My Account functionality and assisted self-service. The

organisational capability to provide inclusive, assisted, self service will be addressed through review of the contact processes and structures to ensure the right skills, training and behaviours for advisors are adapted to meet the assisted model. These measures will improve services to customers, and drive efficiency and cost-savings through a shift from face-to-face and telephony transactions to blended self-service and assisted self-service.

Portals. We will seek ways to minimise the number of portal accounts a customer requires to conduct their council business. The ambition is to have ‘one front door’, a single account for residents to be able access digital services across the digital platform and integrated services, such as council tax and housing benefits. The reality is that connecting existing services into MyAccount may not be technically feasible and, anyway, would divert skills, resource, and focus away from urgent priorities in other areas. The strategy with portals is, therefore, that any new digital service which manages resident or business accounts must be capable of working with MyAccount for initial access. This should be applied as a principle for any procurement or design work. This avoids further portal accounts being introduced through the course of this strategy.

Digital First. The provision of services and new architectures and systems will be digital first. This does not mean digital only, but that digital access will be available for those that need it and will become the channel of choice through being as fully-featured as other, more traditional, service channels, and be as or more responsive. This also means fully digital journeys connected with the back-office automatically, avoiding the ‘digital by deception’ approach that some transactions still use today – where data is collected digitally, but processed manually.

Digital Skills. Digital literacy and skills will be promoted for residents, members and officers. We will assess how we can support residents to improve their digital skills through education and training initiatives. We will seek to narrow the skills divide further by designing services which are simple, intuitive, and familiar, with minimal steps and data collection required to provide the service.

This way, we will increase the number of customers using digital channels, delivering savings and improving value for money for the Partnership, and providing quality service and greater independence for our customers.

Digital Place

We will acquire a deep knowledge and understanding of the strengths and aspirations of our communities and use this knowledge to develop local, place based and community specific services, complemented by digital and online services.

We will improve how officers work in the district, ensuring that work out in the place can be directly linked digitally with back-office systems, embracing opportunities, capturing efficiencies, and providing real time updates, where connectivity allows, to support our place-based approach. This capability will be supported by our Digital Data pillar which will strengthen our ability to understand and integrate our data to increase opportunities to provide joined-up systems which reduce rekeying and improve accuracy and consistency.

We recognise the importance and benefits of Geographic Information Systems (GIS) for managing and delivering services in the sub-region, and an appetite from residents and officers for using mapped data. We will ensure our GIS data and mapping technology is leveraged and extended to improve sign-posting of services, overlaying more public realm information about the place onto interactive maps, integrating mapping with back office systems to improve the reportability of incidences and to avoid duplication of reporting, and to communicate the location of incidents, assets, and works accurately to both residents and place-based workers.

We are mindful of developments in Smart Technologies and the Internet-of-Things (IoT) and the benefits these are starting to bring to cities and regions globally and in the UK. Such technologies are proving highly effective in providing a wealth of accurate and current intelligence from assets, resources, and services, increasing efficiency in management and control, and delivering powerful analytical and predictive capabilities. Implementing a fully 'Smart' place is a longer-term ambition that cannot be realised in the timescale of this strategy. This strategy does, however, begin laying the foundations of digital infrastructure and data capabilities needed to meet future ambitions, and to allow opportunities for small-scale pilot schemes and proofs-of-concept to be explored later as our digital and data capability matures.

Digital Data

Data is fundamental to delivering on our strategic objectives. From how transactional data moves between systems, to using data to deliver actionable insights to improve outcomes, using data to make informed decisions, and for sharing with residents and organisations in the place, we will ensure we are using data not only legally but ethically and intelligently, driving value for everyone from the information we process and hold. We will only collect data that is necessary or useful, and we will be fully-transparent and clear on the purpose of the data.

We will invest and support PSPS to develop the skills and technology to allow our data to be understood, maintained at a good level of quality, and distributed securely to the people and services who need it to realise the value of the data we have. We recognise that we are at the start of a journey to become truly data-driven and this strategy will ensure that the technical and cultural foundations are in place to allow us to achieve that over time. We will build our data maturity pragmatically to be cost-effective, scalable, and sustainable to deliver value over the course of this strategy, building data capability towards a position which can competently deliver the greater ambitions the next refresh of this strategy will demand.

This will require increased focus across the Partnership and PSPS on data, and the data workstream will address:

- Roles and responsibilities for data handling and processes between the Partners and PSPS.
- How data should be stored, processed, provisioned, and understood.
- Approaches for making timely and trust-worthy data available to improve decision-making, ensure legislative and regulatory compliance, and increase visibility of how our services are performing – Data Architecture capability within PSPS will be required to understand the data landscape and create a data platform strategy to support the processing, storage, analysis and delivery of data. Many approaches and technologies exist to achieve this and the answer cannot be presupposed here. Work will be required to identify the architecture required to deliver our strategic ambitions.
- Approaches and technology to allow data to be joined-up between systems where this improves processes, accuracy, and efficiency. It is important, for example, that the strategy for digital services on the digital platform does not create data siloes and that transactions from all digital channels are joined-up with back-office and line-of-business systems, digitally, in order to provide a seamless and timely service through all channels and avoid re-keying or the need for officers to use multiple systems to manage their activities on a single-case, as far as possible.
- Developing and adopting a set of data principles, policy, and processes that materialise our commitment to this strategy and can be embedded to guide and support our data culture.
- Enhancing our data governance to oversee implementation of these strategic data practices and monitor the overall effectiveness and value of the strategy.

These are not insignificant tasks, but they are fundamental, foundational steps required to deliver our strategic vision now, and ensure we can effectively deliver more ambitious data capabilities in future strategies. By the time this strategy completes, we will have improved our data quality through data governance, understood it through Data Architecture, and have the technology and tools in place to support the data needs of this strategy, putting us in a position to then seize the opportunities offered by advances in data science, machine-learning, predictive and prescriptive analytics, and use them to transform our services and support ambitions such as Smart City technologies, and shifting from reactive models of delivery to lower cost and more beneficial preventative models, including early, pre-emptive, interventions to support the most vulnerable in our society. None of these ambitions are within reach today.

Over the course of this strategy, these foundational technology, people, and process activities will be used to provide:

- Capture of data accurately, consistently, and right first time.
- Improved visibility and understanding of the quality of data, and the costs of poor quality.
- A clear view of the data we own and its intrinsic value.
- Improved data and information lifecycle management, leading to improved confidentiality, integrity, and availability of data, as well as ensuring risk management and compliance and reducing storage costs and complexity.
- A cultural shift to treating data as an asset with real value.
- A reduction in manual data processing for performance and operational reporting.
- Improved data quality and trust-worthiness of data.
- Provision of standard tools and ways of accessing the data needed for reporting and analysis from a standard, fit-for-purpose, data platform.
- Automated, joined-up data analysis to intelligently inform service improvements and efficiencies, allowing timely interventions to improve people’s lives, and for capacity planning.
- Joined-up and automated processes to ensure systems are integrated, customer interfaces are connected with back-office systems, and rekeying into multiple systems is reduced.
- A path toward a single view of individuals and households across the sub-region, including appropriate and secure sharing across partner councils to support movers within the sub-region.
- Tell us once capability.

Maturing our data capability will allow us to also capitalise on an increase in the availability of Big Data and Open Data (<http://data.gov.uk>), improving our ability to make informed decisions.

Similarly, wherever it is possible we will publish our data openly and online, for reuse by residents, our partners, researchers, and investors, a principle which will be significantly easier to achieve securely, efficiently, and meaningfully as the Digital Data pillar is built.

Digital Together

Our Digital Together approach will unify the way that digital and data services are delivered and continually improved across the Partnership and reinforce the strategic relationship with PSPS so that the collaborative spirit between the Partnership and PSPS is surfaced and explicit as we deliver this strategy. There will be a culture change and a recognition that everybody needs to drive the strategy, and we need to be agile to work efficiently and deliver effectively and at pace.

To truly work together, we will draw together the skills, talent, and experience from all three councils and PSPS to develop digital and data services which are of a consistently high-quality and support re-use as far as practically possible. These will be designed in line with strategic principles and policies ensuring that they meet the needs of our digital communities for both internal and external customers, partners, and businesses.

This will include internal enabling activities to empower ‘smart working’ for the workforce and elected members. We will ensure that:

- key internal systems have full capability to be accessed remotely.
- smart tools (such as collaboration, messaging, webchat, data sharing) are introduced where applicable in order to support staff working remotely.
- sophisticated communications tools (such as video conferencing) are made available to facilitate attendance of meetings and conferences from locations outside of the main Council office locations.
- Systems are automated and integrated, reducing manual effort and improving accuracy and efficiency of service delivery.
- Opportunities to digitalize internal processes, such as in HR, are identified and incorporated into the delivery plan.
- Opportunities to digitize democratic services to members are taken and we proactively use technology to streamline processes and reduce the use of paper and engender a growth mindset around the use and adoption of technology.

Digital Partnership & Ways of working

The Partnership will work efficiently and collaboratively with PSPS to deliver joined-up and seamless digital journeys which integrate with our back-office systems to both reduce manual work (avoiding ‘Digital by Deception’) and deliver a consistent user experience for transactions initiated for any service, from any partner, via any channel.

To reach this objective and increase the pace and value for money, we will revise the way we work with PSPS to deliver digital services. In terms of the technical build, PSPS are the experts and have responsibility, but we recognise that while they have the skills to design digital journeys and processes and undertake these activities on behalf of the Partnership, this impacts the time that can be spent on engineering elements – actually building digital services. The Digital Development capacity in PSPS is not great enough for the Partnership’s current appetite for the service and delivering this strategy will only increase that demand. Therefore, two things must happen: firstly, an increase in resource in the PSPS digital development team is necessary to ensure capacity for important BAU activities and for delivering change, and we will carefully consider the optimum number (as part of a business case), balancing the need to increase capacity with the expected Return on Investment (ROI); secondly, a restructuring of how the Partnership and PSPS work together on digital delivery, with more emphasis on Partnership responsibility for owning and delivering change, while working closely and collaboratively with PSPS to bring the technical skills into the team.

The Partnership will encourage Business cases to come forward for investment that include improvements to ways of working in addition to replacements of systems. It is expected that services will work with the relevant Portfolio Holders in bringing forward Business Cases in order to ensure the right level of operational and political balance is achieved. Ultimately, Business Cases will require approval from the ICT Strategy Board and the ICT Portfolio Holders thereafter.

All projects will be managed in line with the Partnership’s adopted Project Management Framework; with ICT and service specific Portfolio Holders retaining a level of strategic oversight.

Projects will be sized using the project scaling tool contained within the Project Management Framework.

Project highlight reports will be produced covering: overall status, tracking of activities and deliverables and details of risks and/or issues.

Reporting frequency for projects will be as follows:

Project size	ICT Strategy Board	Portfolio Holders, Assistant Directors and Services Managers
Small	Six weekly	Quarterly
Medium		Bi-monthly
Large		Monthly

To deliver approved projects, a modified Partnership team approach will be adopted, utilising existing skills and people, to bring together a single customer process across the Partnership for delivering web and digital change and taking on board best practice and customer feedback.

Projects will usually be planned activity as part of the Annual Delivery Plan for the Partnership.

A project team will consist of

- Service Lead – to engage with counterparts across the Partnership and provide the vision and direction for the project team, and work with the Transformation Team and PSPS to drive the delivery. Be responsible for providing highlight reports to update on project delivery progress.
- PSPS ICT – to provide the technical development capability and be embedded in the project team to build new services and incrementally improve existing services. Their role will be to provide technical infrastructure, web and digital platform development, and data and integration engineering services.
- Transformation Team – to provide project delivery and process re-engineering support.

Additional representatives from other services may be invited depending on skills required.

This approach provides greater clarity of responsibilities between Partnership and PSPS without compromising the spirit of collaboration and allowing us to remain Digital Together.

Foundations for Success

We recognise, and have referred to some in the above strategy, that there are foundations required to firstly provide the conditions for delivering this strategy at all, and secondly, to be laid over the course of this strategy to ensure the Partnership can respond to future demands effectively and increase ambition over time.

The Capacity and Skills assessment conducted to identify what needs to change to ensure PSPS can support this strategy identified key areas that need to be addressed to achieve this. Capacity is one of these areas, with a significant proportion of resource currently spent on BAU activities and little on change. While some of this can be attributed to legacy factors, the reality is that there are too

few resources for supporting a council partnership of our size and delivering the amount of change required. Additional resource will be required to increase capacity in existing areas and to add missing capability to improve the organisational model. More detail is provided in the [Organisational and Cultural](#) section below, and in the accompanying Delivery Roadmap. Any request for additional resources – either temporary or permanent – will be brought forward for consideration as part of a business case.

Technology

A critical success factor is technology and the need for the Partnership and PSPS to support each other and deliver foundations – and the strategy – collaboratively.

Alongside and aligned with this strategy an ICT Roadmap has been developed which informs on activities and areas of focus for delivering efficiencies, cost-savings, reduced complexity, and improved technology and organisational capabilities for supporting the Partnership on a day-to-day basis and for preparing for and delivering strategic objectives. This is provided in this document.

The roadmap gives life to the specifics around capacity, skills, and the technology activities and platforms required. Delivery of this strategy will require more capacity and skills in areas of digital development, data and integration architecture, security, and project management being indicated.

Key projects which are foundational for aligning systems, infrastructure, and data across the Partnership in readiness for delivering our strategy are:

- Single Collaboration/Email Tool – maximising the utilisation of the investment in licensing and ongoing work to create single email domain. This is a key lever for delivering fundamental digital collaboration capabilities into the Partnership, facilitating modern collaborative working across the sovereign councils.
- SharePoint 2010 Migration.
- Web accessibility review.
- Technology Alignment – ongoing work to align the technology estate to rationalise where possible and optimise support.
- Rationalising shared applications at the point of contract renewal.
- Assisted self-service.
- Delivering the Cyber Security Roadmap.
- Review of the Active Directory configuration to ensure it is providing the experience the Partnership requires.

A principle that we are committing to in this strategy and our ICT Roadmap for all of our business systems is ‘adopt, not adapt’. This means adopting standard functionality and provided configurations and avoiding customisation and bespoke development. This reduces costs for implementation of technology, allows innovations in the marketplace to be leveraged, and reduces ongoing support costs. There are implications to this principle for procurement approaches and on ways of working for Partnership services. In the long term, this principle will deliver greater agility for the Partnership and ROI from our suppliers, and we will commit to working with procurement, PSPS, suppliers, and services to ensure this principle is observed and works as intended.

Cyber Security

To re-emphasise the importance of Cyber and Information Security in everything we do, security is a fundamental element that must be considered continually in our day-to-day activities and

throughout any and every project at every stage. Security should not be considered an add-on or optional component. Nor is it solely a technology solution, but something which must be embedded culturally.

To this end, there is a comprehensive Cyber Security roadmap that has been created by PSPS and is being delivered against, which includes People, Process, and Technology elements which together encapsulate our target security posture.

This strategy adopts and supports the delivery of that roadmap.

Organisational and Cultural

Organisational and cultural readiness to deliver the strategy are crucial.

For PSPS, capacity to support the change activities is the critical success factor. The Capacity and Skills assessment was used to facilitate the understanding of the areas of deficit between our starting point and ability to deliver on the ambitions of the strategy. It is this understanding which informed the [Digital Partnership & Ways of working](#) narrative on the need to increase capacity in specific areas to ensure that PSPS is ready to deliver the strategy alongside existing Business as Usual demands.

A number of critical foundations need to be in place within the Partnership itself.

- **Leadership buy-in.** Members and directorates all need to be aligned to actively promote the benefits of modern and joined-up digital and data, recognise their own role in adopting a digital mind-set and delivering the strategy, and to lead the cultural change that is needed.
- **A single plan.** To ensure focus and enable tracking and benefits realisation, a single plan for delivering and governing the strategy needs to be owned at an appropriate level in the Partnership, with cross Partnership and service oversight, including close involvement with the planning and governance from PSPS.
- **Communications and change support.** To ensure that cultural and organisational change is well supported, and that the strategy and delivery plan are well-communicated and embedded across the Partnership, PSPS, and partners and communities in the Place. We recognize that business process re-engineering, adoption of new ways of working, and change management disciplines are as fundamental to the success of the digital strategy as technology.
- **Funding.** Additional investment to accelerate and support the foundational technology changes being made by PSPS to harmonise and rationalise the technology landscape of the Partnership and to put in place the digital capabilities needed. A sustainable funding model is required to maintain skills, resource, and technology to deliver over the course of the strategy, both in the Partnership and for PSPS.

ICT Roadmap

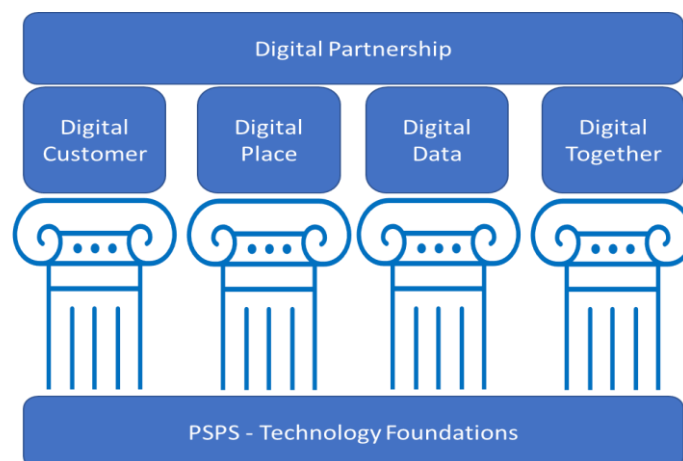
The Roadmap for the short to mid-term is based on improving the maturity of the capabilities identified as weaknesses in the assessment and that support the strategy. Many of these capabilities are foundational and are critical to the successful delivery of the ICT and Digital Strategy of the coming years. These activities are in addition to the existing work outlined in the ICT Plan and the Cybersecurity Roadmap, and will therefore need extra resource, particularly in the short-term. In the long term the improved ways of work should improve efficiency and the additional value realised by the Partnership will mean the business case can be made. Whilst timescales have been identified for the various aspects of the Roadmap, these may need to flex as delivery commences.

The Roadmap covers three years, starting in 2023 on the basis that the ICT and Digital Strategy will take some time to be agreed. Though the strategy covers 2023 – 2029, over three years the roadmap will put in place the foundations to deliver the strategy by the end of 2026. From 2027 iterations of the roadmap can be focussed on projects that deliver new services for the partnership and their residents.

Appendix 4 has been developed to identify when system alignment for services might be possible but in some cases there are some external factors that remain unknown at this time. It is anticipated that Services will use this plan to address the alignment of their backend processes and procedures and will seek to engage with ICT to ensure they are technically prepared.

Key areas in the strategy that will be easier to deliver by focussing on the capability maturity roadmap are:

- Digital Partnership – supporting collaborative working and improved digital services across the partnership
- Digital Data – improved understanding and management of data to extract value and minimise risk
- PSPS Technology Foundations – better governance and definition of services to minimise technical debt, reduce risk and add value to the partnership



Process

	2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Process												
Information & Data Foundations	■	■	■									
Integration Principles				■	■							
Architecture Governance	■	■										
Procurement Process					■							
Contract Review & Alignment	■											
CMDB and Contract Database	■	■										
Solution Design					■	■	■					

- Information & Data Foundations – Development of the partnership vision and approach to managing data across PSPS and the client councils. Development of a relevant operating model that ensures maximum value from the data being held across the organisation and reduction of risk
- Integration Principles – Following the approval of the Information and Data Foundations an agreed approach to the integration of systems and applications and relevant skills and tools to build applications
- Architecture Governance – Put in place Architecture governance based on Enterprise Architecture (EA) best practice, key principles and ensure it is tied into key change processes to ensure alignment of technology change
- Procurement Process – Refine current processes to ensure assurance by the EA governance structures
- Contract Review and Alignment – roadmap to simplify contract arrangements, maximise value and create roadmap of opportunities for change
- CMDB and Contract Database – A consolidated database of systems and contracts, across the partnership. This will have the necessary information to manage systems and associated contracts and define opportunities for review, optimisation and rationalisation of the ICT estate.
- Solution Design – design of the partnership approach to developing new solutions, which clarifies roles and responsibilities, the associated operating model and the skills required

Organisation

	2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Organisation												
Operating Model Review			■	■	■							
Programme & Project Mgmt						■	■	■				
Data Governance	■	■	■									
Design Authority		■	■									

Single Collaboration/Email Tool	■	■	■	■	■	■						
Application Strategy					■	■	■					
Cyber Security	■	■	■	■								
Single Telephony	■	■	■	■								
Assisted Self-service	■	■	■	■	■	■						
Request Services	■	■										
Personal Circs			■	■								
GIS integration				■	■							
Systems Integration					■	■						

- Technology Alignment – ongoing work to align the technology estate supporting the clients to rationalise where possible and optimise support
- Integration Platform – following definition of integration strategy implementation of appropriate solution(s) to manage integrations and associated skills
- Data Platform – following definition of the Information and Data principles, implementation of appropriate solution(s) to manage data and make it available at point of need and support new digital services. What form the platform takes will be defined by other roadmap initiatives to improve the maturity of foundational capabilities.
- Total Cost of Ownership Model – develop partnership model to understand the total cost of owning software and therefore the real opportunities and cost of change
- Single Collaboration/Email Tool – this will provide great impact and deliver on many of the strategic goals, giving a modern digital collaboration suite which facilitates communication and collaboration across the sovereign councils. The work required is to maximise the utilisation of our existing investment in licensing and ongoing work to create single email domain. (Pulled out of the Technology Alignment as a critical workstream.)
- Application Management Principles – agreed approach and operating model for creation of new applications and configuration of systems to minimise development, optimise support and encourage reuse where possible and define the increase in capacity to implement effectively
- Cyber Security – Ongoing work to deliver Cyber Security roadmap
- Implement a single telephony solution across the Partnership, bringing Boston Borough Council into alignment.
- Assisted Self-service – a core part of the strategy, this can be considered as a package of deliverables:
 1. Ability to request services and report issues using intuitive and accessible online forms
 2. Ability to update personal circumstances using intuitive and accessible online forms
 3. Ability to use geolocation software for the accurate location of reporting fly tipping and abandoned vehicles
 4. Improved system integration with back-office systems to speed up response times to residents – dependent on integration platform/strategy.

Appendices

Appendix 1 – Data Principles

Name	Data is an Asset
Statement	Data is an asset that has value and is managed accordingly. This includes ensuring that data being processed by suppliers is also managed as an asset.
Rationale	Data is a valuable resource; it has real, measurable value. In simple terms, the purpose of data is to aid decision-making, and to ensure regulatory compliance. Accurate, timely data is critical to accurate, timely decisions. Most corporate assets are carefully managed, and data is no exception. Data is the foundation of our decision-making, so we must also carefully manage data to ensure that we know where it is, can rely upon its accuracy, and can obtain it when and where we need it. If data is not managed correctly the Partnership cannot gain an accurate view of the current state of its services, nor can it make the correct day to day decisions.

Name	Data is Shared
Statement	Officers must have access to the data necessary to perform their duties; therefore, data is shared across services and, where appropriate, Partners.
Rationale	Timely access to accurate data is essential to improving the quality and efficiency of decision-making. It is less costly to maintain timely, accurate data in a single application, and then share it, than it is to maintain duplicative data in multiple applications. The Partnership holds a wealth of data, but it is stored in many incompatible stovepipe databases. The speed of data collection, creation, transfer, and assimilation is driven by the ability to efficiently share these islands of data across the organization. Shared data will result in improved decisions since we will rely on fewer sources of more accurate and timely managed data for all of our decision-making. Electronically shared data will result in increased efficiency when existing data entities can be used, without re-keying, to create new entities.

Name	Data is Accessible
Statement	Data must be easy to find and retrieve and present a consistent, use-case appropriate, version view of data and be accessible for officers to perform their functions. This includes ensuring that data being processed by suppliers is also available.
Rationale	Wide access to data leads to efficiency and effectiveness in decision-making and affords a timely response to information requests and service delivery. Using information must be considered from an enterprise perspective to allow access by a wide variety of users. Officer time is saved and consistency of data is improved.

Name	Data is Secure
Statement	Data is protected from unauthorized use and disclosure. Data is protected from corruption or loss. In addition to the traditional aspects of security classification, this includes, but is not limited to, protection of pre-decisional, sensitive, source selection-sensitive, and proprietary information.
Rationale	With increased use of data, systems integration, and cloud technologies, risk of unauthorised access, modification, and dissemination increases. All architecture must ensure data security, classification, and traceability are managed in line with, and can conform to, information security policy and best practice. Open sharing of information and the release of information via relevant legislation must be balanced against the need to restrict the availability of classified, proprietary, and sensitive information. The scope of data security covers not just inappropriate data access, but also resilience of data storage, recovery, and adherence to regulatory requirements.

Name	Data is Owned
Statement	Each data element has an owner accountable for data quality.
Rationale	One of the benefits of governed and well-architected data is the ability to share data and information (e.g., text, video, sound, etc.) across the organisation. As the degree of data sharing grows and services rely upon common information, it becomes essential that only the data owner makes decisions about the content of data. Since data can lose its integrity when it is entered multiple times, the data owner will have sole responsibility for data entry which eliminates redundant human effort and data storage resources.

Name	Data has Common Definitions
Statement	Data is defined consistently across the Partnership, and the definitions are understandable and available to all users.
Rationale	The data that is managed by applications must be modelled and how the data maps to have the common definition (logical model) understood to enable sharing of data. A common vocabulary will facilitate communications, data sharing, and enable dialogue to be effective. In addition, it is required to interface systems and exchange data.

Appendix 2 - ICT Contract Landscape

View of applications across PSPS and sovereign councils by capability grouping and contracts, as of 2022.

View of applications across PSPS and clients by capability grouping and contracts.



Appendix 3 – Digital Transactions

Transactions which can be completed digitally per sovereign council. Benchmark as of 2022.

Transaction	ELDC	SHDC	BBC
Bulky Waste	Y	Y	
Garden Waste	Y	Y	
Additional Bags	Y	Y	
Abandoned Vehicle	Y	Y	Y
Flytipping	Y	Y	Y
FOI Request	Y	Y	
Give Feedback	Y	Y	
missed waste collection	Y	Y	
public toilet issue		Y	
street cleaning		Y	
litter bin issue		Y	
dog waste bin issue		Y	
anti-social behaviour		Y	Y
faulty street light		Y	
dangerous structure		Y	
dead animal		Y	Y
Noise Problem	Y		
Bonfires	Y		
Odour Problem	Y		
Missing Dog	Y		
Dog Fouling	Y		Y
Pot Holes	Y		
Housing Standards	Y		
Littering	Y		
e-Messenger	Y		
Discarded Needles/Syringes			Y
Feedback & Enquiries			Y
Fraudulent Claims			Y
Housing Disrepair			Y
Littering			Y
Report a Potential House in Multiple Occupation (HMO)			Y
Street Light Fault - BBC			Y
Litter Champion Application Form			Y
Building Control Regularisation			Y
Commercial Waste Quote Form			Y
Holding an Event			Y
Market Stall Booking Form			Y
Council Tax - Single Person Discount			Y
Housing Benefit & Council Tax Support – Change of Circumstances			Y

Appendix 4 – Roadmap for alignment to single systems for Partnership services

Plan (which is subject to procurement/business case for each item) looks at when service specific systems could be aligned partnership-wide.

Corporate system alignment	
Application	Target date
HR (First4HR) system	Implemented
Finance (Unit 4) system	Implemented
Web and self-service (GOSS) web system	Implemented
Performance Management and Risk (Pentana)	Implemented
Single telephone system across the Partnership (roll out RingCentral to Boston)	Q2 2023/24 <i>Business Case being developed</i>
GOSS assisted self-service/GOSS forms	Q3 2023/24
M365 single tenancy (shared mailboxes, calendars, Teams, filestores)	14-to-18-month project (14 if resourced heavily) <i>Business Case being developed</i>
Single room booking system	TBC
Single Intranet solution	TBC
Single GGP solution	Scoping in the New Year (needs to follow Uniform at EL but may be some quick wins)

Potential for ICT system alignment at service level						
(Subject to individual evaluation and business cases; most areas need to align staffing and/or processes first, to better understand the ICT opportunities)						
Systems now and contract expiry dates where relevant						
Directorate	Function	BBC	ELDC	SHDC	Approach	Target date for ICT evaluation / business case
Assets	Car Parks	Chipside Mi Permit	Chipside Mi Permit IPS Machines	None	Process alignment first, then consideration of ICT opportunities	24/25

Potential for ICT system alignment at service level						
(Subject to individual evaluation and business cases; most areas need to align staffing and/or processes first, to better understand the ICT opportunities)						
Systems now and contract expiry dates where relevant						
Directorate	Function	BBC	ELDC	SHDC	Approach	Target date for ICT evaluation / business case
	Property / Technical Services	TF Cloud (Apr 23)	TF Cloud (Apr 23)	Northgate (Apr 23)	ICT alignment would support service resilience and asset management strategy	23/24
Wellbeing and Community Leadership	DFGs	Civica APP (Rolling contract)	Uniform (2030)	Assure	Planned service review first, then consideration of ICT opportunities	24/25
	Homeless and Housing Options	Jigsaw (June 2023)	Jigsaw (June 2023)	Northgate (Apr 23)		24/25
	Private Sector Housing	Civica APP (Rolling contract)	Uniform (2030)	Assure		23/24
	Community Safety	ECINS (Mar 24)	ECINS (Mar 24)	ECINS (Mar 24)	Aligned	Aligned
Regulatory	Env Health	Civica APP (Rolling contract)	Uniform (2030)	Tascomi Public Protection (April 25)	Planned service review first, then then consideration of ICT opportunities; likely place based approach with other opportunities to be explored	23/24
	Building Control	Agile (APAS) (Mar 23)	Uniform (2030)	Ocella (Rolling)		23/24
	Land Charges	Agile (APAS) (Mar 23)	Moving to Total Land Charges (2030)	Ocella (Rolling)		23/24
	Licensing	Agile (APAS) (Mar 23)	LALPAC	Tascomi Public Protection (April 25)		23/24

Potential for ICT system alignment at service level						
(Subject to individual evaluation and business cases; most areas need to align staffing and/or processes first, to better understand the ICT opportunities)						
Systems now and contract expiry dates where relevant						
Directorate	Function	BBC	ELDC	SHDC	Approach	Target date for ICT evaluation / business case
Governance	Democratic Services	Mod.gov	Mod.gov	Mod.gov	Planned service review first, then then consideration of ICT opportunities; likely retain individual arrangements for sovereign councils.	23/24
	Elections	Xpress (Apr 23)	Xpress – (Apr 23)	Xpress (Apr 23)		23/24
Planning and Strategic Infrastructure	Development Control	Agile	Accolaid – moving to Uniform (2030)	Ocella 31/3/2023 rolling contract	Short term: explore opportunities to pilot sharing access to existing ICT systems Longer-term: consider ICT opportunities for implementation after the current Uniform project phases are complete in East Lindsey	25/26
	Mapping	Swiftmap MapInfo licenses (Feb 23 - annual renewal)	GGP	Dynamic Maps By Cadline (12/3/2023)	Vision is for a single mapping solution across the Partnership (see corporate table)	23/24
Neighbourhoods	Commercial Waste	TBC	TBC	N/A	Policy alignment needed first, likely driven by legislation so dependent on DEFRA ICT already mostly aligned and good practice being shared across teams. Aligning Street Scene software is in the ADP (23/24), including potential for routes to be published online to reduce volume of calls.	24/25
	Waste rounds	Collective (annual agreement) PC Link 200 Timespace CCTV Software	Collective (Oct 23)	Collective (June 23) FleetRoute (same as Bartec Collective)		

Potential for ICT system alignment at service level						
(Subject to individual evaluation and business cases; most areas need to align staffing and/or processes first, to better understand the ICT opportunities)						
Systems now and contract expiry dates where relevant						
Directorate	Function	BBC	ELDC	SHDC	Approach	Target date for ICT evaluation / business case
	Street Scene	TBC	Uniform <i>(Moving to Collective)</i> Working Time Solutions (Aug 23)	Collective (June 23)		
	Flytips	TBC	TBC	Collective (June 23)		
	Arboriculture	None	Ezytreev	None	Service review first to look at potential for future consistency, then consideration of ICT opportunities	24/25

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JOINT SCRUTINY TASK GROUP FOR THE PARTNERSHIP

Joint Scrutiny of the draft Digital Strategy and ICT Roadmap

Final Report of the Task Group

Councillors ELDC: R. Jackson, R. Avison

Councillors BBC: J. Welbourn, T. Ashton

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

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

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

Background and Introduction

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

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

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

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

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

Draft Digital Strategy and ICT Roadmap Summary

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

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

Appendix B

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

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

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

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

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

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

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

Scrutiny Task Group Analysis and Discussion

System

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

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

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

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

Users

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

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

Oversight and Governance

Oversight

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

Appendix B

Governance

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

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

Recommendations

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

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

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



REPORT TO:	Executive Board
DATE:	22 nd March 2023
SUBJECT:	Proposed Transfer of Procurement and Contract function to PSPS Procurement and Contract Team
PURPOSE:	To consider an alternative option for the future delivery of procurement and contract services across the Partnership
KEY DECISION:	Yes
PORTFOLIO HOLDER:	Councillor Richard Fry
REPORT OF:	Samantha Knowles, Assistant Director - Finance
REPORT AUTHOR:	Samantha Knowles, Assistant Director - Finance
WARD(S) AFFECTED:	None
EXEMPT REPORT?	Appendix A is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 because it contains commercially sensitive information provided by existing organisations and in relation to the Councils business. The disclosure of this information into the public domain may provide advantage to competitors.

SUMMARY

This report asks the Executive to consider the transfer of procurement and contract services into an alternative provider to supply a single streamlined approach to procurement across the Partnership.

RECOMMENDATIONS

- That the transfer of procurement and contract services to PSPS Ltd. is approved as set out in the business case at **Appendix A**;
- That the ability to approve the necessary deed of variation (which supports changes to the Joint Venture Stakeholder Agreement) and amend any contract documentation resulting from the inclusion of Procurement into PSPS Ltd. be delegated to Robert Barlow, Chief Executive.

REASONS FOR RECOMMENDATIONS

The business case sets out a clear proposal for the future provision of procurement and contract services across the three Councils, as well as being a financially positive proposition.

OTHER OPTIONS CONSIDERED

To do nothing, which would result in the partnership having 3 different solutions for procurement and contract work.

1. BACKGROUND

1.1 Each Council in the South & East Lincolnshire Councils Partnership currently operates a different model with regard to its procurement function:

- ELDC have a part time procurement officer and some ad-hoc external support;
- BBC have an external support contract in place for larger procurement works through Kings Lynn and West Norfolk;
- SHDC have procurement support provided by Breckland Council.

Coordinating this mixed approach is a part time procurement officer, seconded from ELDC initially, but working across the Partnership until 31st March 2023.

1.2 With the start of the Partnership, it became clear that a single solution for procurement would be needed – both in terms of the ability to deliver projects for all three councils using one process and in terms of the actual processes involved in procuring goods and services.

1.3 In addition to the above, some Partner Councils have recently received audit recommendations to update policies and processes and to look to align with the rest of the S&ELCP. Whilst progress has already been made in these areas, a PSPS Procurement & Contracts service would be able to manage those processes together to deliver the required benefits.

1.4 To facilitate the transfer, there will be a termination of the current arrangements:

- ELDC – cancellation of ProContract as of 26th January 2023, plus ending of secondment of Procurement Officer as of 31st March 2023;
- SHDC – termination of contract with Breckland – mutually agreed for 31st March 2023;
- BBC – ending of agreement with KLWN – mutually agreed for 31st March 2023.

2. REPORT

2.1 A business case was received from PSPS. In summary, PSPS stated that they:

- Would develop an in-house Procurement and Contracts service to deliver a single, aligned Procurement service to their 3 Client Councils as well as to PSPS;
- Would ensure a more proactive and compliant procurement function;
- Would support good governance with the expenditure of public funds;
- Would seek efficiencies and alignment of expenditure;

- Would provide best practice procurement advice;
- Would actively support and deal with contract management.

2.2 PSPS indicated that there will be the need for an initial one-off investment to enable implementation of the service, followed by further investment on a revenue basis. These costs are already part of the budget provision for procurement in this year's budget papers. Full details can be found at **Appendix A** to the report.

2.3 PSPS have currently not factored in any savings target or income generation into their business case, however it is anticipated that the contract management function within the service is likely to identify and deliver savings through both alignment and joint procurement opportunities. This will be routinely monitored and reported accordingly.

2.4 The proposal is for PSPS to continue to deliver all the procurement and contract functions that currently exist within the 3 Councils, whilst adding new functions, to include:

- Developing and updating procurement policy, strategy, and plans;
- Delivering value for money from procurement activity;
- Managing and maintaining all Contract Registers, including monitoring review dates to ensure sufficient time is given to assess procurement options;
- Providing spend analysis including looking to seek potential efficiencies through joint procurement activity, as well as challenging non-compliant spend;
- Providing a detailed contract handover to 'Contract Managers' including a Contract Management Plan, as well as being on hand to actively support in the management of contracts, including reviewing performance, attending Contract Review meetings, and providing draft agendas for meetings;
- Training, development, and support for staff including specification writing, tender development, evaluation, and contract management.

3. CONCLUSION

3.1 Following the formation of the South & East Lincolnshire Councils Partnership (S&ELCP), the service that PSPS are proposing will allow for a consistent and aligned approach to Procurement and Contracts across PSPS and the 3 client Councils and dispense with the current unaligned external arrangements, who are at capacity in terms of their ability to deliver a greater service.

3.2 It is envisaged that efficiencies will be delivered by the new Procurement & Contracts service through effective contract management, analysing spend data across PSPS and the client Councils to seek joint-procurement opportunities, and working in a proactive manner to add value throughout the procurement process. This will deliver value for money and future savings.

EXPECTED BENEFITS TO THE PARTNERSHIP

A single approach to Procurement across the Partnership and PSPS will enable officer time to be freed up, and savings to be realised through the tendering of joint contracts where appropriate.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

See paragraph 2.4 of this report for details.

CORPORATE PRIORITIES

Delivering high quality services.

STAFFING

All current support is from external organisations. There is one post via ELDC, that is a secondment due to end on 31st March 2023.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

There will be an overarching SLA between PSPS and the 3 Client Councils. The Contract Procedure Rules have recently been reviewed, updated, and fully aligned across all 3 Councils, with the changes being added to each constitution ready for the start of the new fiscal year.

DATA PROTECTION

As a LATco, PSPS already comply with all data protection requirements with regards data etc. so this will continue for the procurement service also.

FINANCIAL

Costs are set out in the business case at **Appendix A** to the report.

RISK MANAGEMENT

The initial agreement is for three years, with an option for two 12-month extensions. The risk could be increased costs after that initial period; however, this will be mitigated by the savings and efficiencies found by having a joint Procurement and Contract service.

STAKEHOLDER / CONSULTATION / TIMESCALES

Consultation has taken place with the Finance Portfolio Holder, alongside discussions with Audit & Governance members as part of the consultation that took place during the alignment of the CPR.

REPUTATION

Improper procurement activity can have a direct impact on the reputation of the Council, Officers, and Members. It is important therefore, that the Council ensures fair and transparent procurement processes are undertaken along with a robust approach to Procurement.

CONTRACTS

Contracts with Breckland District Council and KLWN were ended by mutual agreement and terminate on 31st March 2023. A Service Level Agreement will be drawn up with PSPS to ensure provision requirements are clear.

CRIME AND DISORDER

None

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None

HEALTH AND WELL BEING

None

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

None

ACRONYMS

PSPS Ltd. – Public Sector Partnership Services Limited

KLWN – Borough Council of Kings Lynn and West Norfolk

CPR – Contract Procedure Rules

SLA – Service Level Agreement

LATco – Local Authority Trading Company

APPENDICES

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

APPENDIX A	Business Case
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BACKGROUND PAPERS

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

CHRONOLOGICAL HISTORY OF THIS REPORT

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

REPORT APPROVAL

Report author:	Samantha Knowles, Assistant Director - Finance
Signed off by:	Christine Marshall, Deputy Chief Executive – Corporate Development
Approved for publication:	Councillor Richard Fry

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