

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

Tel: (01507) 601111 Ext. 613420

Email: ann.good@e-lindsey.gov.uk

Website: www.e-lindsey.gov.uk

Date: Monday, 29 April 2024

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, 8th May, 2024** 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, Tom Ashton, Martin Foster, Richard Fry, Sarah Devereux, William Gray, Adam Grist and Steve Kirk

EXECUTIVE BOARD AGENDA

Wednesday, 8 May 2024

Item	Subject	Page No.
1.	<u>APOLOGIES FOR ABSENCE:</u>	
2.	<u>DISCLOSURE OF INTERESTS (IF ANY):</u>	
CONFIDENTIAL INFORMATION:		
To consider excluding the public and press for the following items and if appropriate the Chairman to move:-		
That by Regulation of 22(1)(A) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, 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 confidential information as defined in paragraph(s) 3 of the Act.		
3.	<u>MINUTES:</u> To confirm the Open and Confidential Minutes of the Meeting held on 20 th March 2024.	1 - 12
4.	<u>ACTION SHEETS:</u> To confirm Actions following the Meeting held on 20 th March 2024.	13 - 14
KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE BOARD		
5.	<u>INVESTMENT TO SUPPORT VILLAGES, PARISHES AND MARKET TOWNS ACROSS EAST LINDSEY:</u> To consider a package of initiatives to strengthen support for villages, parishes and market towns across East Lindsey.	15 - 24
6.	<u>LONDON ROAD SPORTS PAVILION:</u> To consider a London Road Sports Partnership grant award.	25 - 32
NON KEY DECISIONS		
7.	<u>SOUTH & EAST LINCOLNSHIRE COUNCIL PARTNERSHIP GROWTH AND PROSPERITY PLAN:</u> To consider the South & East Lincolnshire Partnership Growth and Prosperity Plan.	33 - 70

- 8. PRODUCTIVITY PLAN:** 71 - 80
To consider the Productivity Plan.
- 9. PARTNERSHIP ENGAGEMENT PLEDGE:** 81 - 90
To consider the Partnership's Engagement Pledge.
- 10. UNREASONABLE BEHAVIOUR POLICY:** 91 - 112
To consider the Draft updated Unreasonable Behaviour Policy.

MATTERS/INFORMATION REFERRED FROM THE COUNCIL

None.

- 11. DATE OF NEXT MEETING:**
The programmed date for the next Meeting of this Board will be agreed at the Council AGM on 22nd May 2024.

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) 1, 2 & 3 of Part 1 of Schedule 12A of the Act (as amended).

KEY DECISIONS - ITEMS TO BE RECOMMENDED TO THE COUNCIL

- 12. COMMERCIAL PROPERTY PORTFOLIO – 009:** 113 - 122
To consider an Exempt Report.

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Minutes of a Meeting of the Executive Board held in The Hub, Mareham Road, Horncastle, Lincolnshire LN9 6PH on Wednesday, 20th March, 2024 at 6.00 pm.

PRESENT

Councillor Craig Leyland (Chairman)
Councillor Graham Marsh (Vice-Chairman)

Councillors Tom Ashton, Sarah Devereux, Martin Foster, Richard Fry, William Gray, Adam Grist and Steve Kirk.

Councillor Fiona M. Martin, M.B.E. attended the Meeting as an Observer.
Councillor Ros Jackson attended remotely as an Observer.

OFFICERS IN ATTENDANCE:

Robert Barlow	- Joint Chief Executive
Christine Marshall	- Deputy Chief Executive (Corporate Development) and S151 Officer
John Leach	- Deputy Chief Executive, Communities
Mike Gildersleeves	- Assistant Director, Planning and Strategic Infrastructure
Phil Perry	- Assistant Director - Leisure and Culture
Ann Good	- Democratic Services Manager
Elaine Speed	- Senior Democratic Services Officer and Civic Officer
Colleen Warren	Head of Finance, Public Sector Partnership Services Ltd (remotely)
Stuart Leafe	Strategic Finance Manager (remotely)

70. APOLOGIES FOR ABSENCE:

There were no apologies for absence.

71. DISCLOSURE OF INTERESTS (IF ANY):

No disclosures of interest were received.

72. MINUTES:

The Open and Exempt Minutes of the Meeting held on 14 February 2024 were confirmed and signed as a correct record.

73. ACTION SHEETS:

The Actions following the Meeting held on 14 February 2024 were confirmed as complete.

74. COMMUNITY BUILDING DE-CARBONISATION PILOT:

A report was presented by the Portfolio Holder for Community Safety, Leisure and Culture and Carbon Reduction that sought Member approval to accept a funding award of £162,500 and to amend the revenue/capital budget for 2024/25 accordingly.

It was noted that National Gas contacted East Lindsey District Council, via IPB Communications, in June 2023 regarding upgrade works being undertaken at the Hatton Gas Compressor Station.

As part of social and community commitments, funding of £162,500 had been made available to support a project that would provide a legacy in the local area.

A proposal had been developed to support a pilot programme to deliver energy efficiency improvements to community-led assets within a 10-mile radius of the Hatton area and to provide an opportunity to both upskill Council officers and train local volunteers to become green community champions.

The Portfolio Holder outlined the background to the proposal detailed at paragraphs 1.1 to 1.4 of the report presented, including reference to delivery by East Lindsey District Council of a successful programme of grant funded works to domestic properties for over two years, and enquiries received from those responsible for community assets, in particular village halls keen to understand what funding might be available to help make buildings warmer and reduce rising utility costs.

Further reference was made to funding awarded for this programme enabling a pilot project working with a number of community assets within a 10 mile radius of Hatton Gas compressor station as stipulated by the funders, National Gas, as detailed at Appendix A to the report.

Paragraphs 2.1 – 2.9 of the report detailed the potential to tap into additional funding via the Government’s voluntary, community, and social enterprise (VCSE) Energy Efficiency Scheme. Once initial assessments had been undertaken, groups would be invited to apply for a grant share of the capital funding available and would be fully supported from start to finish, as works were undertaken.

The Capital works could include a variety of measures such as fabric upgrades to all roof and floor installations, modern heating controls, LED lighting upgrades and even low carbon heating solutions.

This work complemented the work of the South and East Lincolnshire Carbon Action Network, (SALCAN) in helping to raise awareness of what communities and individuals could do.

The Portfolio Holder highlighted the programme would have a positive impact on the carbon footprint of the district through reducing the carbon emissions from community buildings.

During discussion Members fully supported the recommendations and it was

RESOLVED

1. That approval be granted to accept the funding award of £162,500 and approves delivery of project as set out in the report;
2. That approval be granted for the amendment of the revenue budget for 2024/25 to include the £37,500 and amend the Capital programme for 2024/25 to include the £125,000.

Reasons:

To enable acceptance of the funding award and to start work on the programme in 2024/25.

Other options:

To enable acceptance of the funding award and to start work on the programme in 2024/25.

75. LOCAL DEVELOPMENT ORDER - SKEGNESS GATEWAY:

A report was presented by the Portfolio Holders for Planning and the Coastal Economy pertaining to the making of a Local Development Order (LDO) for the mixed use development known as "Skegness Gateway". In his introduction the Councillor Ashton highlighted the huge amount of work invested in the project and extended his thanks to Mike Gildersleeves, Assistant Director for Planning and Strategic Infrastructure.

The proposals sought to bring forward a mixed use development that would:

1. Contribute positively to the future of Skegness;
2. Stimulate the local economy; provide year-round permanent employment through commercial development;
3. Provide jobs and education facilities to provide learning opportunity, and;
4. New housing stock contributing to housing needs and assists in the delivery of the wider development project.
5. Provide significant biodiversity and environmental enhancements.
6. Provide opportunities for improvements to affordable housing provision, sustainable transport, health and education facilities.

The principle of this development and the bringing forward of the Local Development Order had been considered by the Planning Policy Committee and Executive Board.

Councillor Ashton referred to the background to the LDO, as detailed at paragraphs 1.1 to 1.6 of the report. Reference was made to the supporting exception test as detailed at paragraph 8.81 of Appendix 1 to the report and to paragraph 8.85 of Appendix 1 that referred to mitigation

proposals. The Portfolio Holder for Coastal Communities highlighted the benefits to the area in terms of the positive impact on the deprivation challenges faced in Skegness.

The Portfolio Holder for Finance queried mitigation in place given that climate conditions were changing and negative events becoming more intense.

The Assistant Director, Planning & Strategic Infrastructure highlighted the considerable amount of background technical work undertaken, including extensive rounds of modelling, including breach scenarios.

During discussion, Members fully supported the recommendations .

Thanks were extended to the Skegness Gateway Team for their attendance and best wishes extended to Mike Gildersleeves in his future role.

RESOLVED

1. That the making of, and the formal adoption of the Skegness Gateway LDO be approved, subject to the satisfactory completion of all associated legal agreements which will include those entered into pursuant to section 106 of the Town and Country Planning Act 1990 (as amended) as well as others which are not;
2. That the Assistant Director: Planning & Strategic Infrastructure (or alternative Officer as may be authorised by the Chief Executive) be delegated in consultation with the relevant Portfolio Holders, to make amendments to the Order (including its conditions) and associated documents as may be required prior to its formal adoption, subject to those amendments not significantly altering the material scope or effect of the Order.

Reasons:

It is considered that the proposed Skegness Gateway LDO could be made and formally adopted, subject to the satisfactory conclusion of all associated legal agreements. In the event these are not completed, the Order would not be made or adopted.

Additionally, scope is also requested to make amendments as necessary to the Order and associated documents prior to adoption, as is usual as documents are refined through legal review before formal publication and adoption. This would enable efficient processing of the necessary changes without further referral back to the Executive. Such amendments are not expected to alter the scope or effect of the Order or proposed development.

The full reasons for making of the Skegness Gateway LDO are set out throughout this document, and in documents forming appendices to this report.

Other options:

There are only two alternative options to the recommendations presented, these are:

1. To defer the decision and refer the matter back to Officers and the promoters, to seek amendments or variations to the order, or completion of the legal agreement(s) prior to the re-consideration of the proposals by the Executive; or
2. To decline to make the Order at this time, providing reasons for this decision. Noting that the LDO may not be continued with.

76. 2023-24 QUARTER THREE FINANCE UPDATE:

A report was presented to provide information on the Council's Finances on 31st December 2023 as detailed in the attached appendix A for the following areas: general fund revenue budget, general fund reserves position, capital programme for 2023-2024 and Treasury Management Performance.

The Portfolio Holder for Finance referred to:

- The General Fund provisional outturn forecast of a surplus of £522,000 as detailed in table one, Appendix A to the report, together with an analysis of the variations.
- Savings target, of £1.38 million, identified against this target was the amount of £927,000 for Quarter 3. In terms of Internal Drainage Boards, (IDBs) the financial pressure generated by the IDBs had been supported by government for 2023 and 2024 to the sum of £923,000 for which the Council was very grateful. However, the issue and challenge of a long term solution to this problem had been raised again with government officials in order to seek a resolution that enabled the Council to make use of the Council Tax it raised for the purpose that was set.
- Reserves, general fund specific reserves had seen a reduction in balance of £1,852k. Further specific details were set out in Appendix A Table 3. The General Fund reserve balance remained at £1.822 million.
- Capital general fund. The total revised general fund capital programme for 2023/2024 was £48.058m as detailed in table five of Appendix A. The updated budget carry forward due to slippage on the General Fund Capital Programme was £23.979m as detailed in Table 5, which was to be noted following approval by Council as part of the 23-24 budget setting which took place on the 28th of February.

- Treasury Management Section 2.4 provided detail of the Council's investments held at 31st of December 2023. The original profiled net budget for investment income at Q3 was £1.536m and actual investment income was estimated to be £2.399m. This was an increase in income above budget of £836k.
- Treasury Management. The original profiled net budget for 2023/24 was £3.071m and the forecast outturn was estimated to be 4.826m. This estimated out turn is an increase in income above budget of £1.755m.
- On 9th of October 2023, the Council prematurely repaid £20m of external borrowing to the public Works Loan Board. The financial implications of this decision had now been reflected within the reported position for Q3, with a credit to revenue of £398k in 2023/24.

During discussion Members supported the proposals and commended the Portfolio Holder for Finance and the Finance Team for their financial management.

The Portfolio Holder for Community Safety, Leisure and Culture reflecting on the need to find a longer-term solution on flood alleviation, advocated future lobbying in respect of the regulations.

The Portfolio Holder for Coastal Communities wished to highlight that Kingfisher Caravan Park had delivered over budget, as detailed in Table 2 of Appendix A to the report.

RESOLVED

1. That the current forecast unbudgeted surplus of £522k and the detail set out in Appendix A be noted;
2. That approval be given for the drawdown of:
 - a) £82,040 from the Housing Reserve in respect of the Household Support Scheme concerning the Post Office payout which will be distributed to agreed household support projects;
 - b) £133,000 from the Service Transformation Reserve – Funding for 2 Planning Enforcement consultants;
 - c) £148,550 from the Economic Growth Reserve - External consultancy services required to complete the East Lindsey Strategic Flood Risk Assessment;
3. That the changes to the approved capital programme budget for 2023/24 of £2.25m as set out in Appendix A Table 4a be recommended to full Council.

Reasons:

To ensure the Council's forecast financial position for 2023/24 is considered and related decisions approved. It is important that the Executive are aware of the financial position of the General Fund to ensure that they can make informed decisions that are affordable and financially sustainable for the Council.

Other options:

To not approve the financial movements outlined.

77. STREET ART & GRAFFITI POLICY

A report was presented that set out the proposal for the adoption of a new Graffiti and Street Art management policy, detailed at Appendix A to the report presented, to enable the development of street art in the district and in support of the sub regional strategy and the culture framework strategy.

The Portfolio Holder for Leisure and Culture outlined the background to the report, including the policy developed by South Holland District Council after receiving a local petition requesting a street art wall from local residents and artists in 2021.

It was now the intention to work towards adoption of the policy across the South and East Lincolnshire Council Partnership, (S&ELCP) sub region. It was highlighted the policy enabled the Council to remove street art where it did not meet the guidelines laid out in the policy, delivering best practice in graffiti management. The policy also enabled the potential for using street art to engage with young people and provide the opportunity to work with artists as part of our cultural offer to develop their creativity in dedicated spaces rather than going down the route of illegal graffiti.

The Portfolio Holder highlighted the benefit of using street art promote culture and heritage in our area and asked Members to support the recommendations, noting that recommendation 1 was to approve the policy by Executive Board.

RESOLVED

1. That the Street Art and Graffiti Policy be approved.
2. That any final amendments and future changes to the Policy be delegated to the Portfolio Holder for Leisure and Culture.
3. That the outcome of the Piloting phase which took place in South Holland be noted.

Reasons:

This policy enables a safe space for local artists to create and develop street art while empowering the Council to remove art that does not meet

the required standards. The policy is based on best practice policies in operation across the country and internationally.

Other options:

Do nothing, no space is provided for this type of art.

78. DATE OF NEXT MEETING:

The next meeting of Executive Board was noted as Wednesday 8th May 2024.

79. CONFIDENTIAL INFORMATION:

RESOLVED

That by Regulation of 22(1)(A) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, 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 confidential information as defined in paragraph(s) 3 of the Act

80. SWIMMING POOL SUPPORT FUND:

A confidential Report was presented for consideration.

Following which, it was

RESOLVED

That the recommendations detailed in the confidential report be approved.

Reasons:

As detailed in the confidential report.

Other options:

As detailed in the confidential report.

The meeting closed at 7.04 pm.

By virtue of
Regulation 22(1)(A) of the Local Authorities (Executive
Arrangements) (Access to Information) (England)
Regulations 2000.

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Actions from the Executive Board Meeting held on 20 March 2024

1.	APOLOGIES FOR ABSENCE:	
	None.	Noted
2.	DISCLOSURES OF INTEREST:	
	None.	Noted
3.	MINUTES:	
	The Open and Exempt Minutes of the Meeting held on 14 February 2024 were confirmed and signed as a correct record.	Noted
4.	ACTIONS:	
	The Actions were noted as complete.	Noted
5.	COMMUNITY BUILDING DE-CARBONISATION PILOT:	
✓	RESOLVED 1. That approval be granted to accept the funding award of £162,500 and approves delivery of project as set out in the report; 2. That approval be granted for the amendment of the revenue budget for 2024/25 to include the £37,500 and amend the Capital programme for 2024/25 to include the £125,000.	GM/CA/ SB
7.	LOCAL DEVELOPMENT ORDER - SKEGNESS GATEWAY:	
✓	RESOLVED 1. That the making of, and the formal adoption of the Skegness Gateway LDO be approved, subject to the satisfactory completion of all associated legal agreements which will include those entered into pursuant to section 106 of the Town and Country Planning Act 1990 (as amended) as well as others which are not; 2. That the Assistant Director: Planning & Strategic Infrastructure (or alternative Officer as may be authorised by the Chief Executive) be delegated in consultation with the relevant Portfolio Holders, to make amendments to the Order (including its conditions) and associated documents as may be required prior to its formal adoption, subject to those amendments not significantly altering the material scope or effect of the Order.	TA/SK/MG

8.	<u>2023-24 QUARTER THREE FINANCE UPDATE:</u>	
✓	<p>RESOLVED</p> <p>1. That the current forecast unbudgeted surplus of £522k and the detail set out in Appendix A be noted;</p> <p>2. That approval be given for the drawdown of:</p> <p>a) £82,040 from the Housing Reserve in respect of the Household Support Scheme concerning the Post Office payout which will be distributed to agreed household support projects;</p> <p>b) £133,000 from the Service Transformation Reserve – Funding for 2 Planning Enforcement consultants;</p> <p>c) £148,550 from the Economic Growth Reserve - External consultancy services required to complete the East Lindsey Strategic Flood Risk Assessment;</p> <p>3. That the changes to the approved capital programme budget for 2023/24 of £2.25m as set out in Appendix A Table 4a be recommended to full Council.</p>	RF/CM/ CW
9.	<u>STREET ART & GRAFFITI POLICY:</u>	
✓	<p>RESOLVED</p> <p>1. That the Street Art and Graffiti Policy be approved.</p> <p>2. That any final amendments and future changes to the Policy be delegated to the Portfolio Holder for Leisure and Culture.</p> <p>3. That the outcome of the Piloting phase which took place in South Holland be noted.</p>	GM/PP
10.	<u>SWIMMING POOL SUPPORT FUND – CONFIDENTIAL DUE TO STRICT EMBARGO:</u>	
✓	<p>RESOLVED</p> <p>That the recommendations detailed in the confidential report be approved.</p>	GM/CM/ SB



REPORT TO:	Executive Board 8 th May
REPORT OF:	Cllr Steve Kirk and Cllr Adam Grist
SUBJECT:	Investment to support villages, parishes and market towns across East Lindsey
PURPOSE:	To consider a package of initiatives to strengthen financial support for villages, parishes and market towns across East Lindsey.
KEY DECISION:	Yes
PORTFOLIO HOLDER:	Councillors Steve Kirk and Adam Grist
REPORT AUTHOR:	Matthew Hogan – Assistant Director Strategic Growth and Development
WARD(S) AFFECTED:	All
EXEMPT REPORT?	No

SUMMARY

This proposal is to;

- To create a Community Loan facility, to be made available to parish councils and to be aligned with the administration of the existing UK Shared Prosperity Fund (UKSPF) and the Rural Prosperity Fund Programmes (REPF) for East Lindsey District Council.
- Bolster the grant funds available to communities across East Lindsey district, by extending the current GRASSRoots programme and Communities and Place investment theme under UKSPF, therefore offering further grant support for community, parish and market town development projects
- This is with a view to offer a coherent, unified financial offer for communities and parishes, establishing a longer-term ‘single point of contact’ for these organisations to receive advice and support on securing third party (public, private and third sector), parish reserve loans, and UKSPF/RPF grant funding. The proposed reconfigured UKSPF & RPF Service would offer expertise on the Community Loan fund, and will administer the

remaining grant funding over an extended period of delivery, enabling a rapid and substantial expansion of the number of community projects delivered in East Lindsey's parishes.

- The above reflects a total £870,000 investment in support for community projects, funded through the recently established Corporate Priority Reserve.

RECOMMENDATIONS

- 1) To allocate £620,000 from the Corporate Priority Reserve to support the expansion of (and administration of) the successful LCF GrassROOTs scheme, alongside increased investment in Communities and Place projects (parish, village hall and market town development projects).
- 2) To delegate authority to the s151 in conjunction with the AD Strategic Growth and Development to agree the final split of resources required as an addition to the budget in respect of revenue and capital.
- 3) To allocate a further capital sum of £250,000 to be added to the Capital programme as a Community Loan Facility financed from the Corporate Priorities Reserve and note that the administration of this will be undertaken as part of the UK Shared Prosperity Fund and Rural Prosperity Fund Programmes.

REASONS FOR RECOMMENDATIONS

Considerations and conclusions for this investment are made within the text of this report, including the options appraisal below.

OTHER OPTIONS CONSIDERED

Option 1 - Proceed as per the recommendation of this Report

Under this option there will be the creation of a loan fund, coupled with an expansion of the successful LCF GRASSroots grant funding scheme, leading to an increased number of Communities and Place projects delivered locally, resulting in greater investment in rural communities, augmented pride in place and longer term, sustainable support to community buildings. The risks associated with the upcoming end of the UK Shared Prosperity Fund Programme shall also be partially ameliorated. This will support the realisation of the benefits as set out within the report below.

Option 2 – Do nothing

Under this option, the recommendations are not taken forward, with the opportunity to expand the level of support offered to parish, village hall and community projects not realised and the wider benefits of the report detailed below will also not be realised.

1. BACKGROUND

- 1.1 The South and East Lincolnshire Councils Partnership has been awarded a significant allocation of UK Shared Prosperity and Rural Prosperity Funding (£12.15m, less administration). In East Lindsey Council, this allocation totals £6.14m. Launching in January 2023, the Programme delivers an Investment Plan agreed with the Department for Levelling Up, Housing and Communities (DLUHC), itself based on an extensive consultation with local communities and elected Members.
- 1.2 In line with our approved Investment Plan and DLUHC guidance, funding has been split equally across three themes:
- **Communities and Place** – Supporting pride in place, improving residents’ experiences of their communities.
 - **Supporting Local Businesses** – Supporting local businesses to grow and local productivity, supporting employment growth.
 - **People & Skills** – Reducing economic activity, supporting employment growth and improving the skills of adult learners.
- 1.3. Members and the wider community, upon extensive consultation, have highlighted investment in parishes and market towns as a strategic priority. This priority is embodied within SELCP’s emerging Growth and Prosperity Plan. This is why the UK Shared Prosperity Fund Programme has invested a major proportion of its available funds into initiatives that support this, both through the main Programme (for example, through investment in the Old Bolingbroke Gas House and the transformation of Wainfleet Market Place) and through a substantial (£645,750, inc. administration), ringfenced fund for small grants (up to £24,999) to parish councils, village halls and community projects – LCF GRASSroots.
- 1.4. The GRASSroots scheme, administered by the Lincolnshire Community Foundation, has been a major success, investing over £725,000 in community assets across the Partnership area in only nine months, with positive reviews and at a low administrative cost to the taxpayer (comparing favourably with delivering ‘in house’). Examples of projects supported in East Lindsey District include:
- Woodhall Spa Cricket Club – New cricket nets (£19,842)
 - Skegness Sports Association – A new boiler and replacement furniture for the Club House (£24,999)
 - Horncastle Town Council – A series of community events and improving signage and the public realm in Horncastle (£17,207)
 - The Coastal Eco Centre – A Programme of arts and crafts events for local residents (£17,086).
 - Aby with Greenfields Parish Council – Renovations to Aby Village Hall (£16,000)
 - Spilsby Town Council – New play equipment (£21,000).
- 1.5. The funding source for these interventions is the UK Shared Prosperity Fund and Rural England Prosperity Fund. This is UK Government funding, which is currently time limited until March 2025. The future beyond March 2025 is unclear, due to the requirement for a

national decision on the future of UKSPF/REPF funding. This means that these community projects must be delivered in completion by March 2025. It also means that the support offered to these community groups ends abruptly at this point, with time-limited provision for supporting project sustainability or future project development.

- 1.6. The success of this scheme has also meant that demand far outstrips the supply of funding available, with only £228,000 remaining to distribute. It is therefore likely that the scheme will close before the end of the UKSPF Programme (March 2025). The next Round (to be determined in April 2024) has £279,131 in Applications, currently being processed. There is a risk that the Fund will close in the early Summer without additional support.
- 1.7. The proposed Community loan facility would be a ringfenced fund offered by the District Council which offers a loan fund for Parish Councils to support capital projects, which can then be paid back through the Parish precept process. The proposal is to offer loans at the Bank of England Base Rate plus +1% and is a simpler, easier process that can be offered at a smaller scale than a more complex Public Works Loan Board loan application. The Parish can also choose the duration of their loan from 5, 10 and 15 years. This builds upon a model used elsewhere within the wider South and East Lincolnshire Councils Partnership.
- 1.8. A Community Loan application may be more appropriate for a parish than a UKSPF grant in the following circumstances:
 - The application does not meet the outcomes required by the UKSPF Communities and Place Prospectus or the GRASSroots grant criteria. A number of applications have been submitted to the UKSPF/RPF Programme which meet this definition.
 - The application is of a value above £24,999 (the maximum value of a GRASSroots grant) or cannot be delivered in multiple phases below £50,000 - £75,000.
 - The project cannot be delivered in full prior to March 2025 (i.e. the end of the UKSPF/RPF Programme).

There is an opportunity to create a comprehensive 'single point of contact' for funding parishes, communities and market towns to facilitate and maximise available grant and loan funding available from both the Council and third-party funding sources.

2. PROPOSAL

- 2.1. The proposal is to build on the successes of the Communities and Place UKSPF Strand and to resolve some of the inherent risks associated with the impending end of the UKSPF Programme through investment from Corporate Priority Reserve, bringing together a Community loan facility with the UKSPF/RPF Programme.
- 2.2. An immediate additional investment of £870,000 would enable the expansion of the current investment in communities through the UKSPF programme, coupled with additional support through a loan facility. These Funds will be invested in accordance with the principles of the Council's existing UKSPF Investment Plan (as well as the emerging SELCP Growth and Prosperity Plan) and in so doing, will count as 'Leveraged Additional Investment' to the UKSPF Programme. Resource will also be allocated to extend the contract management arrangements for Communities and Place projects and the LCF Contract (for an additional nine months beyond the current UKSPF Programme). This has

the benefit of giving communities additional time to deliver, certainty for the contract delivery team and supporting a greater number of projects across a wider range of geographies within East Lindsey District.

- 2.3. The financial implications of this resourcing strategy, assuming a non-continuation of UKSPF funding post March 2025, are as below:

Budget Line	Proposed Allocation
1. Additional Resource – Parish Precept, Community Loan and additional Community Grants (Dedicated Officer – 1FTE)	£50,000
2. Nine Month ‘In Principle’ extension of relevant contract management officers within the UKSPF/RPF Programme Team (3FTE)	£170,000 (If UKSPF renewed, this allocation will move to line 5)
3. Additional Allocation of Funds to LCF GRASSroots in East Lindsey District to support Parishes, Village Halls and Community Groups	£250,000
4. Initial proposed community loan funding	£250,000
5. Additional Allocation of Funds – Strategic projects to support rural communities and Market Towns	£150,000
Total Cost	£870,000

Should UKSPF be extended, the resourcing implications of this approach would be reviewed further, likely resulting in an even greater allocation of funds to parishes and Market Towns.

- 2.4. In conjunction with this, to bring about an alignment of the proposed Community Loan with the UKSPF/RPF programme, so as to offer a combined, long-term grant funding and loan funding mechanism to parish and town councils. This will be supported by a dedicated officer, who will also have responsibility (alongside the external partners delivering the YMCA ‘Empowering Rural Communities’ project) for encouraging non-precepting parishes to form meetings (so as to enable them to become bodies that may bid for and access funding, commencing a process of addressing historic imbalances in third party funding for rural communities). This resource will also be available to the other two Districts in the Partnership, recharged to ELDC on an ‘as needed’ basis (with recharge funds utilised for additional grant distribution). This will create a comprehensive ‘single point of contact’ for funding parishes, communities and market towns to facilitate and maximise the available grant and loan funding available from both the Council and third-party funding sources.

3. EXPECTED BENEFITS TO THE PARTNERSHIP

- 3.1 These recommendations will allow the council to meet the commitments that it has given to DLUHC through the UK Shared Prosperity Fund. It will also meet the key political commitment of ensuring that funding is distributed equitably and widely to businesses within the council area, as well a commitment to support local economic growth, pride in place, growth in visitor numbers and improvements in community assets and facilities. Principally, the focus here will be on increasing the number of community projects

delivered and improvements to community facilities (including sports facilities, village halls, community centres and parks).

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

This project will be contract managed by the UK Shared Prosperity/Rural Prosperity Fund team, with additional resource to support delivery, with a dedicated contract manager for the LCF GRASSroots scheme and each individual community project funded through the main Programme. The Community Loan advisory resource will also be available to the other two Districts in the Partnership, recharged to ELDC on an 'as needed' basis (with recharge funds utilised for additional grant distribution).

CORPORATE PRIORITIES

The recommendations align with the four priorities for the SELCP, as defined within the South East Lincolnshire Councils Partnership Sub Regional Strategy. Those priorities are Growth and Prosperity, Healthy Lives, Safe and Resilient and Environment.

STAFFING

The recommendations will lead to the extension of existing fixed term contracts for the UKSPF team, to support with delivery of community facility investment across the District until January 2026.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

Use of Corporate Priorities Reserve, in-line with the priorities approved as part of the 2024/25 Budget Setting process, is delegated to the Executive Board

DATA PROTECTION

None

FINANCIAL

The combined allocation of £870,000 in Corporate Priority Reserve funds to the UK Shared Prosperity Fund and Rural Prosperity Fund from the Corporate Priorities Reserve

RISK MANAGEMENT

Risk management shall be undertaken within the context of the contract management process. The applicant has produced a project-specific risk register, and this is being kept under review. The three key risks are as follows:

- **Programme over-subscription** - This will be mitigated through utilising specialist resource to direct applicants to the most appropriate source of funding, whether this is UKSPF Main Programme, UKSPF GRASSroots, Community Loan or other, third-party funding. Applicants' expectations will be managed through the competitive process, including effective Programme communications.
- **The impact of a delayed announcement on UKSPF renewal** – Due to the likely late date of a General Election in 2024, this risk has a high likelihood. The high level of uncertainty so close to the end of the Programme would risk staff attrition and a loss of organisational

memory/expertise. The additional resource provided by this proposal will assist in terms of providing increased capacity for planning future, additional Programmes, as well as reducing the impact of a late renewal announcement on any future Programme.

- **Communities' capacity to deliver on their proposals for funding** – Many of the 'quick to deliver' projects have been funded through the current Programme and so intensive work through the YMCA Empowering Rural Communities is currently being undertaken to build a pipeline of projects (this will be supported by a dedicated bid writer to support proposals). The extension of contract management capacity will assist in the provision of intensive support to these groups, as will the extended time to deliver.

STAKEHOLDER / CONSULTATION / TIMESCALES

None

REPUTATION

No specific reputational risks arising in this case. However, there is a substantial reputational risk associated with not committing UKSPF/RPF funding in a timely manner and to high quality projects that meet the outcomes that the Local Authority has committed to within the UKSPF/RPF Investment Plan, such as this one. At a project level, under-delivery is likely to carry substantial reputational risk and this will be managed closely through the contract management process.

CONTRACTS

The project will be managed through a standard UKSPF/RPF Grant Funding Agreements, as with all UKSPF/RPF projects that are externally contracted. This will be managed by a dedicated contract manager within the service, with further oversight provided by senior leadership within the Growth Directorate.

CRIME AND DISORDER

The report recommendations propose a increase in investment across East Lindsey District; investments which will bring about community initiatives that will directly and indirectly support crime prevention, anti-social behaviour and community cohesion.

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

The council has considered equalities, diversity and inclusion in formulating this recommendation, including compliance with relevant legislation. This includes protected characteristics under the 2010 Equalities Act and subsequent amendments. It is the view of the author that there are no implications in this regard in respect of this report recommendation. The proposed grant funding and advisory support shall be open to all within our local community and there shall be reasonable adjustments for those facing barriers to access. This shall be monitored through the contract management process.

HEALTH AND WELL BEING

The report recommendations propose a increase in investment across East Lindsey District; investments which will bring about community initiatives that will directly and indirectly support health and wellbeing.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

The report recommendations propose a increase in investment across East Lindsey District; investments which will bring about community initiatives that will directly and indirectly support the environment.

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

MISSIONS	
This paper contributes to the follow Missions outlined in the Government’s Levelling Up White paper.	
Living Standards	By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
Research and Development	By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.

ACRONYMS

DLHUC – Department for Levelling Up, Housing and Communities

APPENDICES
None

BACKGROUND PAPERS	
<i>(If none then insert the working ‘No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.’ Also delete the below text/boxes.)</i>	
Background papers used in the production of this report are listed below: -	
Document title	Where the document can be viewed
UKSPF Prospectus	https://www.e-lindsey.gov.uk/article/23065/UK-Shared-Prosperity-Fund

CHRONOLOGICAL HISTORY OF THIS REPORT
A report on this item has not been previously considered by the Council.

REPORT APPROVAL	
Report author:	Matthew Hogan Assistant Director (Strategic Growth and Development)
Signed off by:	Councillors Steve Kirk and Adam Grist Joint Portfolio Holders - UKSPF
Approved for publication:	Christine Marshall, Deputy Chief Executive – Corporate Development

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REPORT TO:	Executive Board
DATE:	8 th May 2024
SUBJECT:	London Road Sports Pavilion
PURPOSE:	To agree a London Road Sports Partnership grant award.
KEY DECISION:	Yes
PORTFOLIO HOLDER:	Deputy Leader of the Council and Portfolio Holder for Community Safety, Leisure & Culture and Carbon Reduction.
REPORT OF:	Phil Perry, Assistant Director – Leisure & Culture
REPORT AUTHOR:	Phil Perry, Assistant Director – Leisure & Culture
WARD(S) AFFECTED:	Louth St Mary's
EXEMPT REPORT?	<i>No</i>

SUMMARY

The London Road Sports Partnership was formed by three stakeholders, supported by the Lincolnshire Football Association and the Football Foundation through the Home Advantage scheme. The Partnership has entered a tenancy at will to be replaced by a lease once finalised with the Football Foundation. The Executive Board approved the site's transfer through a long lease, with a Service Level Agreement being prepared to supplement lease terms. The Partnership faces sustainability risks without initial financial support from the Council, needing to generate income to cover costs and establish reserves. Unlike Magna Vitae, the Partnership will have a full repairing lease, resulting in further savings for the Council on repairs and maintenance costs. This report covers the financial support needed to initially sustain the site during Years 1-5.

RECOMMENDATIONS

That Executive Board:

1. Agree in principle to provide grant funding to the new London Road Sports Partnership, subject to the outcome of ongoing legal and financial due diligence.

REASONS FOR RECOMMENDATIONS

Failure to agree to this support would mean that the London Road Sports Partnership would not be able to financial manage the site and the site would close.

OTHER OPTIONS CONSIDERED

N/A

1. BACKGROUND

- 1.1 East Lindsey District Council (the Council), on 1st January 2015, entered into a contractual relationship and long term (25 years) strategic partnership with Magna Vitae, a non-profit distributing organisation and registered charity and the agreement is due to expire on 31st December 2039.
- 1.2 Over the first 6 years of Magna Vitae working in partnership with the Council, significant change has been undertaken to reduce the Magna Vitae management fee and enable the savings agreed within the Council's transformation programme.
- 1.3 Magna Vitae manage a number of core and non-core facilities on behalf of East Lindsey District Council through a Funding Management Agreement, including the London Road Pavilion site, April 2024.
- 1.4 It should be noted that costs to the Council also include the ongoing maintenance and investment requirements of the London Road Pavilion site are managed through the Council's Assets Team.
- 1.5 A report to Council dated 11 October 2017 report entitled, Culture and Leisure Service and Contract Fee Proposals and Associated Magna Vitae Business Plan 18/19 to 2022/23, included Magna Vitae working principles for the duration of its business plan once implemented. In the report, section 4.4 detailed the working principles for Non-Core Services, which included Magna Vitae aiming to develop alternative means by which non-core venues, including the London Road Pavilion site, can continue to contribute to improved health outcomes, whilst requiring no service fee from the Council.
- 1.6 Section 2.1.5 of the 18/19 to 2022/23 Magna Vitae Business Plan, MV stated it would: *'..... seek to secure, over the period 2018-2021, new commissioning and contract opportunities; and alternative delivery and funding means to enable the sustainability. Where such opportunities are not available nor forthcoming the trust will continue to liaise with the Council as to the ultimate decision about future arrangements.'*

2. REPORT

- 2.1 In March 2018, Magna Vitae started the London Road Pavilion Project, on the basis that the existing Astroturf pitch would be refurbished and converted into a 3g pitch. This would be coupled with a declining contribution from the Council annually in the management fee to Magna Vitae, to be replaced by increased income streams that a 3g pitch would generate for Magna Vitae, or an alternative provider. It was also agreed in a side letter that this position would need revisiting should a replacement Astroturf pitch be laid instead, as this surface would generate a lower level of net revenue than would a 3g facility. Following consultation, it was the Astroturf replacement option that was chosen and delivered.
- 2.2 The provision of Leisure services was subsequently severely affected by the COVID 19 Pandemic and cost of living crisis, which both changed the economic landscape nationally and delayed the transfer of the site from Magna Vitae to an alternative community-based delivery model for an additional year. Magna Vitae continued to operate the site at a cost to the Council of £93.5k for the 23/24 financial year.
- 2.3 The decision to replace the Astroturf surface with a like for like option and the change in the economic landscape, meant that Magna Vitae's initial business plan working principles were no longer realisable. Magna Vitae subsequently withdrew from delivering the project, handing the lead to Council Officers to find a management solution for the site from April 2024, when Magna Vitae were to surrender its lease.
- 2.4 The London Road project continued to progress with Officers consulting four stakeholders on a sustainable solution, three of those went forward to form the London Road Sports Partnership.
- 2.5 Officers also worked collaboratively with the newly formed Sports Partnership, Lincolnshire Football Association and the Football Foundation, on a successful bid into the Home Advantage scheme, to support the transfer of the site to the Partnership. The scheme includes elements of capital and revenue funding streams, as well as support for the Partnership in setting up governance and leasing arrangements for the site, to aid its future sustainability.
- 2.6 The Sports Partnership is well on its way to setting up its governance arrangements, it has entered into a tenancy at will from April 2024, which is soon to be replaced with a lease, once arrangements are finalised with the Football Foundation.
- 2.7 The Executive Board approved the disposal of public open space by way of long lease, at its 14 February 2024 meeting, and officers are working with legal colleague on the preparation of a Service Level Agreement, to supplement the lease terms.
- 2.8 Working towards transferring the site to the Partnership following the departure of Magna Vitae, has though raised risks over its future sustainability, without initial financial support from the Council. The new Partnership has the full operating costs for the site, but initially only has limited income streams. Working through its budget, it is clear that it initially needed to generate income in line with the level of funding Magna Vitae received through its funding management agreement, to meet annual costs, plus the opportunity to generate an operating reserve and a sinking fund.

- 2.9 This would equate to a grant to the Partnership of up to £95k in year 1, reducing by at least 25% per annum over years 2-5. The ambition is to taper the grant to zero, working as appropriate with the Sports Partnership to support their journey to sustainability. Discussions as appropriate regarding progress towards this ultimate ambition will take place over the described five-year period.
- 2.10 In line with 1.4 above, unlike Magna Vitae, the Partnership is taking on a full repairing lease, which will result in further savings being realised by the Council. The Council's spend on repairs and maintenance over the past three financial years is as follows:
- 2021/22 = £17,573
 - 2022/23 = £24,096
 - 2023/24 = £84,528 (£51,397 – Proforma B works)

3. CONCLUSION

- 3.1 The transfer of the London Road Pavilion from Magna Vitae to the London Road Sports Partnership progressed well, with the Partnership now working towards acquiring funding through the Home Advantage scheme to improve the site. However, there are risks regarding the sustainability of the site without initial financial support from the Council. It is essential for LRSP to generate additional income, but they will need financial support to the same level that Magna Vitae previously received to cover their annual maintenance costs and build reserves. The Council will realise savings on repairs and maintenance costs with LRSP taking on a full repairing lease. Collaborative efforts between the Council, the Partnership, and funding bodies will be crucial to ensure the long-term success and sustainability of the London Road site.
- 3.2 The report therefore recommends that the Executive Board agree in principle to the provision of grant funding of the new London Road Sports Partnership over 5 years, as detailed in section 2.9 of the report, subject to the outcome of the ongoing legal and financial due diligence.

EXPECTED BENEFITS TO THE PARTNERSHIP

Keeping a busy sports site open offering leisure and wellbeing activities meeting SELCP's sub-regional strategy priorities - Healthy Lives; Environment

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

None

CORPORATE PRIORITIES

Maximise healthy and active lives.

STAFFING

None

WORKFORCE CAPACITY IMPLICATIONS

None

CONSTITUTIONAL AND LEGAL IMPLICATIONS

None

DATA PROTECTION

None

FINANCIAL

In 23/24 as part of the contract with Magna Vitae (MV), ELDC paid £93,551 for the operation of The Pavilion, London Rd, Louth.

The proposal to support the Partnership over a 5-year term before negotiating a fixed fee thereafter, creates an increase in overall cost to the Council of £289,850 over the period, offset by a reduction in building maintenance of £93,500 over the same period.

In the 24/25 budget, the MV contract has been reduced accordingly to reflect the cessation of services provided by MV at London Rd. There is budget provision for Building Maintenance, both Programmed and Responsive, totalling £18,700, being £12.0k on the Sports Field and £6.7k on The Pavilion building, London Rd.

It is reported above at paragraph 2.10 that the Partnership is taking on a full repairing lease, which will result in savings being realised by the Council i.e. a budgetary saving of £18.7k in 24/25 with regards to Building Maintenance noted above.

	£ Year 1 2024/25	£ Year 2 2025/26	£ Year 3 2026/27	£ Year 4 2027/28	£ Year 5 2028/29
Revenue					
Facility Management Fee	95,000	71,250	53,450	40,100	30,050
Building Maintenance Savings	(18,700)	(18,700)	(18,700)	(18,700)	(18,700)
Total Revenue Cost	76,300	52,550	34,750	21,400	11,350

Works were undertaken during 23/24 to the value of £51.4k to prepare the site up to an agreed standard ahead of handover to the Partnership, those works will continue into 24/25 due to delays and are expected to total an additional £30.5k, all of which are funded from reserves by way of agreement through the Proforma B process.

RISK MANAGEMENT

There is currently a Tenancy at will in place whilst an application to the Charitable Commission for charitable status is pending.

Removal of grant support to sustain the site in early years is likely to result in site closure, if the Council does not support this decision.

STAKEHOLDER / CONSULTATION / TIMESCALES

Consultation was undertaken with the London Road Pavilion stakeholders, principal users, local Ward members and Louth Town Council.

REPUTATION

Removal of management of the site will result in reputational damage of the council and with limited green spaces in the area will likely attract media attention.

CONTRACTS

None

CRIME AND DISORDER

None

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None

HEALTH AND WELL BEING

Improved access to the local community to play and discover sports and activities to be involved with to include but not limited to football, cricket and hockey. The open green spaces will also be available for local residents to utilise for their daily exercise routines (e.g., walking, running).

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

None

ACRONYMS

None

BACKGROUND PAPERS

Report to East Lindsey District Council, 11 October 2017 - Culture and Leisure Service and Contract Fee Proposals and Associated Magna Vitae Business Plan 18/19 to 2022/23.

CHRONOLOGICAL HISTORY OF THIS REPORT

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

REPORT APPROVAL

Report author:	Phil Perry – phil.perry@boston.gov.uk
Signed off by:	John Leach – john.leach@boston.gov.uk
Approved for publication:	CLlr Graham Marsh – graham.marsh@e-lindsey.gov.uk

FINANCE PROFORMA

PROFORMA FOR APPROVAL OF THE RELEASE OF RESOURCES

(CAPITAL AND REVENUE BUDGETS)

FROM:

THIS PROFORMA PROVIDES THE FINANCIAL IMPLICATIONS
IN RESPECT OF THE ATTACHED

REPORT:

REPORT DATE:

OPTION 1	£ Year 1 2024/25	£ Year 2 2025/26	£ Year 3 2026/27	£ Year 4 2027/28	£ Year 5 2028/29
Revenue					
Facility Management Fee	95,000	71,250	53,450	40,100	30,050

Building Maintenance Savings	(18,700)	(18,700)	(18,700)	(18,700)	(18,700)
Total Revenue Cost	76,300	52,550	34,750	21,400	11,350

Funding required:

Total capital cost £

Revenue cost £ 196,350

Considered by:

Enter committee here

Enter Council or
Cabinet/Executive here

Date:

Financial Services Comments

Risk

Procurement

Value for Money Efficiency

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



REPORT TO:	Executive Board
DATE:	8 May 2024
SUBJECT:	Growth and Prosperity Plan for the South and East Lincolnshire Councils Partnership
PURPOSE:	To recommend to Council the Growth and Prosperity Plan for the South and East Lincolnshire Councils Partnership
KEY DECISION:	<i>No</i>
PORTFOLIO HOLDERS:	Cllr Adam Grist, Portfolio Holder Cllr Steve Kirk, Portfolio Holder
REPORT OF:	Lydia Rusling, Assistant Director for Economic Growth Phil Norman, Assistant Director for Strategic Planning Matthew Hogan, Assistant Director for Strategic Growth & Development
REPORT AUTHOR:	Lydia Rusling, Assistant Director for Economic Growth
WARD(S) AFFECTED:	All
EXEMPT REPORT?	No

SUMMARY

In January 2024, Councillors approved a Sub-Regional Strategy for the South and East Lincolnshire Councils Partnership, replacing the existing corporate strategies for each local Council. The strategy identified specific priorities including the commitment to stimulate growth and enhance our places. As one of the four core priorities, the development of a **Growth and Prosperity Plan** will reflect the vision and priorities of the sub-regional strategy.

The South and East Lincolnshire Councils Partnership has secured Government funding and attracted investment across three local authority areas – East Lindsey, Boston and South Holland. The Growth and Prosperity Plan will compliment and deliver the ambition of the sub-regional strategy, demonstrating the Partnership's commitment to a place-based approach to enable and deliver growth. It will focus on positive society-wide benefits of economic growth to improve the quality of life for our communities.

This proposed Growth and Prosperity Plan sets out principles and priorities for the Partnership to support a prosperous, productive and creative economy. The Plan has been considered at all member briefings and has been refined based on feedback received from members, the evidence base and consultation with stakeholders.

RECOMMENDATIONS

1. The Executive Board recommends the Growth and Prosperity Plan at Appendix A to Council, subject to any final consultation feedback as agreed with the relevant portfolio holders.
2. The Executive Board recommends to Council that the Growth and Prosperity Plan becomes a line of inquiry in the Partnership's Annual Scrutiny, complementing the sub-regional strategy process.
3. Specifically for East Lindsey District Council, to support the development of a Locality Plan and investment into Market Towns, Parish's and Villages.

REASONS FOR RECOMMENDATIONS

The Growth and Prosperity Plan will reflect the vision and priorities of the 24/25 – 28/29 Sub-Regional Strategy and align strategic priorities across the Councils to further support the benefits of collaborative working. A single Growth and Prosperity Plan for the Partnership will demonstrate to external partners our alignment and collective focus on a prosperous, productive and creative economy. This will be particularly helpful when engaging with partners and businesses, Government and funders, and leveraging further investment into the sub-region.

OTHER OPTIONS CONSIDERED

No nothing. It has already been agreed by Councillors, through the priorities of the sub-regional strategy, that a Growth and Prosperity Plan should be developed. Therefore, this option is not recommended.

1. BACKGROUND

1.1 The South and East Lincolnshire Councils Partnership Business Case identified issues of common importance and opportunities that would be secured through the formation of the South & East Lincolnshire Councils Partnership. Since the Partnership formed in 2021 the Councils have achieved a significant amount together – including external funding, financial efficiencies/savings, shared service opportunities and greater engagement with strategic partners. The collective voice of the Partnership has resulted in greater influence for our Councils with external partners at a regional and national level.

1.2 Each Council supported the development of a sub-regional strategy to replace existing corporate strategies at each Council. The new sub-regional strategy was approved at the beginning of 2024 and builds on the Partnership business case, identifying the priorities for the Partnership going forward and the outcomes that should be expected for the sub-region. The strategy has informed the Partnership Annual Delivery Plan, shaped the Partnership's Performance Monitoring Framework and has guided the development of the Growth and Prosperity Plan.

2. REPORT

2.1 Growth and Prosperity is a core priority for the South and East Lincolnshire Councils Partnership. The Growth and Prosperity Plan has been developed from the principles of the South and East Lincolnshire Councils Partnership Business Case and the vision and priorities of the 24/25 – 28/29 Sub-Regional Strategy.

2.2 Reflecting the sub-regional strategy, we are committed to work with partners and stakeholders to stimulate growth and enhance our places and the environment by attracting investment, engaging with our communities and supporting businesses.

2.3 The Plan captures the commitment to deliver the Government funded programmes, ensuring both their outputs and outcomes support the growth and prosperity of the sub-region. Informed through our

activity and funding, we have a deep understanding of our places across the Partnership geography, which has been reflected in the Plan’s Economic Context.

2.4 Principles of collaboration, enabling, delivery, place-based, sustainable, coordinated and evidence-led are reflected in the Plan. These principles are for the Partnership as a whole, to enable a proactive and supportive environment for growth with cooperation and coordination across directorates.

2.5 The Plan aims to take a forward looking and future-proof approach, whilst reflecting strategic policy influences of “Levelling Up”, along with the LEP Economic Statement, Industrial Strategy and Strategic Infrastructure Delivery Framework (SIDF) owned by ALL Lincolnshire Councils.

2.6 The proposed strategic priorities identified in the Plan include:

- **Vibrant Town Centres and Regeneration**
- **Supporting Priority Sectors and Businesses**
- **Supporting Skills, Learning and Employment Opportunities**
- **Enabling Growth and Housing**
- **Attracting Investment**

Each of these strategic priorities are aligned to the issues and opportunities for each Council area.

2.7 A Theory of Change is proposed to ensure interventions address the issues and provide measurable outputs and wider outcomes and impact for our sub-region.

2.8 The Growth and Prosperity Plan will compliment and deliver the ambition of the sub-regional strategy, therefore six-monthly updates on progress via existing partnership performance reporting, with links to Performance Management Framework and Annual Delivery Plans will support delivery and a framework for monitoring.

2.9 An annual review of actions with oversight by a Growth & Prosperity Board is also proposed.

3. CONSULTATION

Informal Cabinet and Executive briefings at all 3 Councils:	November – December 2023
Stakeholder Board:	Monday 4th December 2023
Growth and Planning team away day:	22nd February 2024
1st All member briefing:	Monday 26th February 2024
2nd All member briefing:	Tuesday 26th March 2024

3.1 Member briefings demonstrated broad support for the principles and objectives contained within the plan. The draft Growth and Prosperity Plan was shared with all members on 23 February, ahead of the member briefings.

3.2 Following the Council’s adoption of the Plan, the Council’s communication team will support with both internal and external communications, whilst the Growth team will continue to utilise the Plan to engage with the team, the wider partnership and external partners through the establishment of the proposed Growth & Prosperity Board. The Board will also support the monitoring of delivery.

4. LOCALITY PLAN FOR EAST LINDSEY DISTRICT COUNCIL

4.1 For East Lindsey District Council, further consultation has taken place with the Portfolio Holders for Coastal Economy and Market Towns and Rural Economy and the Leader. This has instigated a programme of work that will support the Growth and Prosperity Plan, developing governance and delivery for East Lindsey.

4.2 It was determined that ELDC required a specific response to capture all actions (past and into the future) for the locality. There was a desire to provide a focus in the first instance on the Market Towns, Parish's and Villages (MTP&V) whilst progressing a more expansive piece of work to ensure full coverage in line with the intentions of the Growth and Prosperity Plan.

4.3 The investment into market towns and parishes will build on previous work, including the Vital and Viable Programme and other Council areas. It will have oversight by a Locality Growth Board, to be established.

4.4 It is proposed that the East Lindsey Locality Growth Board will include the following representation:

Councillor Representation:

- Cllr Craig Leyland – ELDC Leader
- Cllr Steve Kirk – Portfolio Holder for Coastal Economy
- Cllr Adam Grist - Portfolio Holder for Market Towns and Rural Economy
- Cllr Tom Ashton – Portfolio Holder for Planning
- Representative from Town/Parish Councils x 2

Officer Support:

- Lydia Rusling – Assistant Director, Economic Growth
- Matthew Hogan, Assistant Director for Strategic Growth & Development
- Emily Spicer – Assistant Director, Well Being and Community Leadership
- Phil Norman – Strategic Planning Lead
- John Leach – Deputy Chief Executive (Communities)

4.5 The work programme will incorporate a framework for action planning and an overview of past work in ELDC. Economic and Community Well-Being /Community Leadership will support a Divisional Action Planning meeting and ensure members aspirations for investment in Market Towns is captured.

4.6 The development of a £9 million investment programme for Market Towns, Parish's and Villages will be delivered during 2024/2025. The focus is proposed to be on the following six thematic areas:

1. Civic Pride
2. Health and Security
3. Community Assets and Community Development*
4. Culture and Heritage
5. Regeneration and Business Support
6. Employment

** This will focus on a Community Loan facility, to be aligned with the UK Shared Prosperity Fund (UKSPF) and the Rural Prosperity Fund Programmes (REPF) – see separate report from Matthew Hogan.*

4.7 The Civic Pride initiative will be led by the Neighbourhood Services Division, Health and Security will be led by the Well-Being and Community Leadership Division, Assets and Community Development will be led by the Assets Team supported by the Well-Being and Community Leadership Division, Culture and Heritage will be led by the Leisure and Culture Division working with the Economic Growth Division, Regeneration and Business Support will be led by the Economic Growth Division and the Employment strand will be led by the Planning and Strategic Infrastructure Division.

4.8 Each Assistant Director will be tasked with developing their strand of the funding programme, including relevant criteria to utilise the assigned funding in line with the Council's financial and legal regulations etc.

4.9 The programme will run during 2024/25 and should be considered with any carry over for future years. Each strand of the programme will have its own specific timeline agreed with the Leader and relevant Portfolio Holders.

CONCLUSION

The adoption of a Growth and Prosperity Plan for the South and East Lincolnshire Councils Partnership is a positive step in further increasing the influence of the Partnership and its collective ambition for the communities it serves.

EXPECTED BENEFITS TO THE PARTNERSHIP

As set out in the report.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCIL'S PARTNERSHIP

As set out in the report.

CORPORATE PRIORITIES

This Strategy would set the sub-regional priorities for the Partnership; and includes any sovereign Council specific priorities alongside.

STAFFING

None arising from this report.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

None arising from this report.

DATA PROTECTION

None arising from this report.

FINANCIAL

There are no financial implications arising directly from this report. The Strategy will shape future service delivery and work programmes, which will feed through the annual budget at each Council or the wider decision-making process, as required.

RISK MANAGEMENT

None arising from this report.

STAKEHOLDER / CONSULTATION / TIMESCALES

As set out in section 3 of this report.

REPUTATION

The move to a single Sub-regional Strategy would be positive for the reputation of the Partnership, particularly with external partners/funders.

CONTRACTS

There are no contract implications arising directly from this report.

CRIME AND DISORDER

None arising from this report.

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None arising from this report.

HEALTH AND WELL BEING

None arising from this report.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None arising from this report.

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER MISSIONS

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

Living Standards	By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
Research and Development	By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
Transport Infrastructure	By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
Digital Connectivity	By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
Education	By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.
Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years. Wellbeing By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
Pride in Place	By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.
Housing	By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government's ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.
Crime	By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.
Local Leadership	By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

ACRONYMS

None.

APPENDICES	
Appendices are listed below and attached to the back of the report: -	
<i>APPENDIX A</i>	<i>Draft Growth and Prosperity Plan</i>
<i>APPENDIX B</i>	<i>Growth and Prosperity Plan Evidence Base – TO FOLLOW</i>

BACKGROUND PAPERS	
Background papers used in the production of this report are listed below: -	
Document title	Where the document can be viewed
Partnership Sub-Regional Strategy	www.SELCP.co.uk

REPORT APPROVAL	
Report author:	Lydia Rusling, Lydia.Rusling@e-lindsey.gov.uk
Signed off by:	Rob Barlow, Chief Executive
Approved for publication:	CLlr Craig Leyland, Leader

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Growth and Prosperity Plan: Enhancing places and the environment with our communities and businesses



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Timeline for engagement and adoption:

- Informal Cabinet and Executive briefings at all 3 Councils: November – December 2023
- Stakeholder Board: Monday 4th December 2023
- Growth and Planning team away day: 22nd February 2024
- 1st All member briefing: Monday 26th February 2024
- 2nd All member briefing: Tuesday 26th March 2024
- Cabinet / Executive for adoption:
 - Boston – 24th April 2024
 - South Holland – 30th April 2024
 - East Lindsey – May 8th 2024

Introduction



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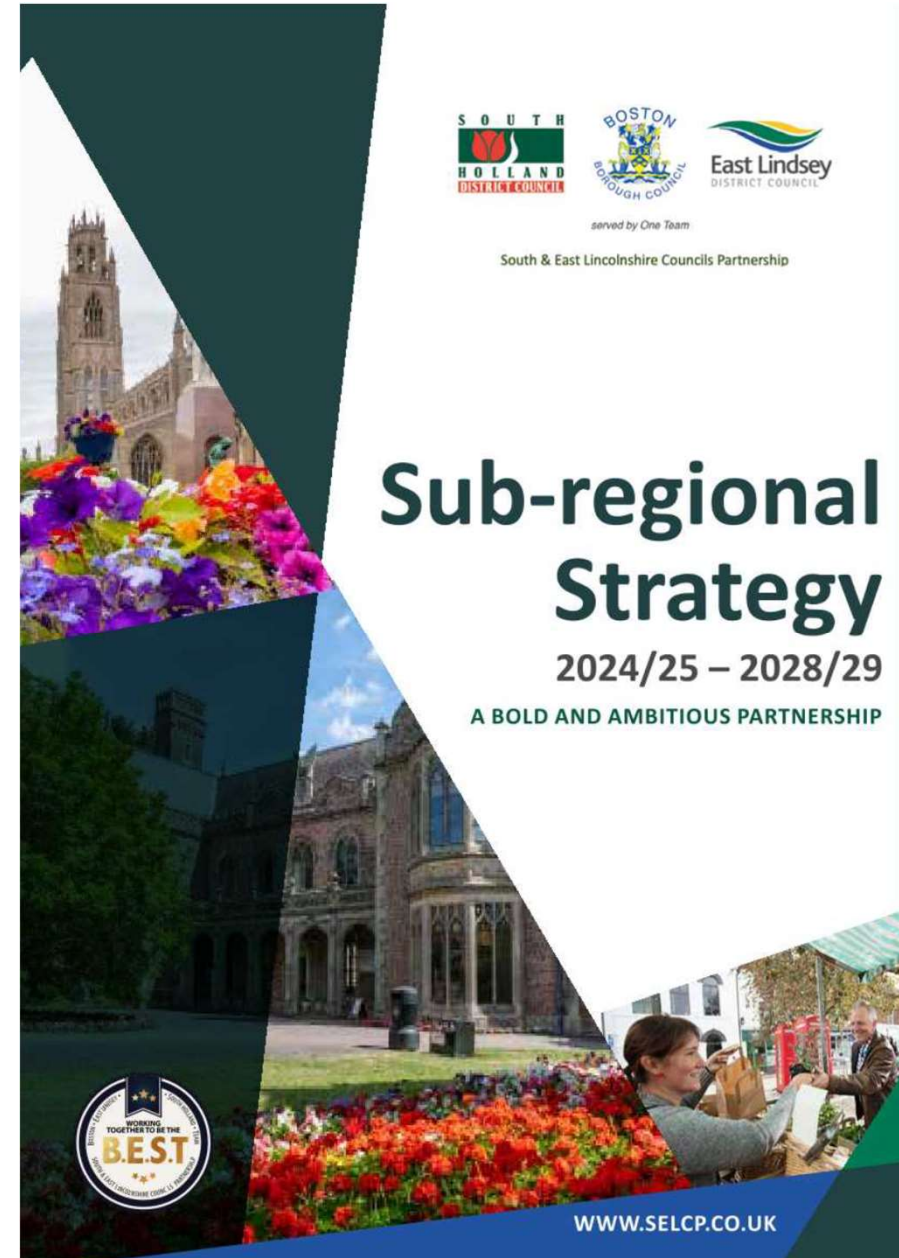


SUB-REGIONAL STRATEGY

Growth and Prosperity is a core priority for the South and East Lincolnshire Councils Partnership.

The Growth and Prosperity Plan will reflect the vision and priorities of the 24/25 – 28/29 Sub-Regional Strategy.

- Compliments and delivers the ambition of the sub-regional strategy
- Six monthly updates on progress via existing partnership performance reporting
- Links to Performance Management Framework and Annual Delivery Plans
- Annual review of actions
- Oversight by a Growth & Prosperity Board



Introduction

The South and East Lincolnshire Councils Partnership is a bold and ambitious partnership that is committed to delivering growth and regeneration for our communities.” SELCP Sub-Regional Strategy 2024/25 – 2028/29

Our Partnership has secured Government funding and attracted investment across three local authority areas – East Lindsey, Boston and South Holland. We are committed to our place-based approach to enable and deliver growth and will focus on positive society-wide benefits of economic growth to improve the quality of life for our communities.

This Growth and Prosperity Plan sets out our principles and priorities to support a prosperous, productive and creative economy. We need to adapt, improve productivity and create a flourishing, sustainable, and creative year-round economy that benefits all our communities to address the complex coastal and rural needs and challenges of our area. Connecting businesses, people and place is at the heart of our Plan to build on our traditional sectors – supporting the visitor economy and agri-food industries – whilst enabling and supporting growth and transformation of our economy.

Reflecting the sub-regional strategy, we are committed to work with partners and stakeholders to stimulate growth and enhance our places and the environment by attracting investment, engaging with our communities and supporting businesses.

We will:

- Deliver the Government funded programmes, ensuring both their outputs and outcomes support the growth and prosperity of the sub-region
- Work collaboratively to increase access to learning opportunities and economic diversification through increasing skills to support new services and business creation
- Work with partners to enable greater connectivity, through excellent mobile and broadband connectivity, enhanced availability of employment land, improved road and transport links, to deliver green and sustainable long-term economic growth.

Economic Context

Evidence led interventions, enabled through funding and responded to in an agile way.



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Our Growth and Prosperity Plan has been developed from the principles of the South and East Lincolnshire Councils Partnership Business Case and the Sub-Regional Strategy. We have a deep understanding of our places across the Partnership geography, which has been informed through activity and funding:

- **Connected Coast: Town Deals for Mablethorpe and Skegness, East Lindsey Levelling Up, and Cultural Development Fund**
- **Boston Town Deal, Levelling Up Fund and Levelling Up Partnership**
- **UK Shared Prosperity Investment Plan**
- **Cultural Framework for Renewal and Destination Management Plan**
- **South Holland Levelling Up, Town Centre Forums and National Lottery Heritage Fund project in Spalding**
- **East Lindsey Economic Analysis supporting the Local Plan**
- **Heritage and Urban Surveys, Conservation Area Appraisals, Indices of Deprivation, and health data.**

Strategic Policy Influences:

- Capturing the principles of “Levelling Up”
- A forward looking and future-proof approach
- Alignment with LEP Economic Statement (currently being refreshed), Industrial Strategy and Strategic Infrastructure Delivery Framework (SIDF) owned by ALL Lincolnshire Councils.
- Strategic alignment with sectors, range of influencing factors and place-based approach.
- Aligned with OFLOG metrics.



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ECONOMIC STORY FOR THE SUB-REGION

The three local authority areas of Boston, East Lindsey and South Holland are the regional coast for the East Midlands.

They cover **1019 square miles** (45% of the administrative county of Lincolnshire) and with 306,000 people represent 40% of its population.

The Wolds which forms the inland spine of the northern part of the land is an Area of Outstanding Natural Beauty. Boston has a heritage and archaeological cluster of international significance and has the only port of scale in the administrative county of Lincolnshire. South Holland along with Boston forms the northern rim of the Wash and is an integral part of the internationally significant Fenland of England.

The area provides **38% of Lincolnshire's GVA** at a figure of £17,019 per head compared to an administrative county average of £17,776.

The northern section of the area (East Lindsey) has an internationally significant tourism sector base, Boston is the hinge for the area and its main service centre and South Holland is the horticultural hub of the East Midlands, part of a globally significant centre of food manufacturing and logistics.

A 2022 study commissioned by Lincolnshire County Council identified 37 settlements across Lincolnshire which have the functionality of a town, **18 of these settlements are in the SELCP** area. The table showing the ranking of these settlements ->

This range of settlements clearly marks out the area as **polycentric** with one service centre (**Boston**) but a cluster of towns. Overall, **64% of the population of the area live within its towns** which is roughly on a par with the administrative county of Lincolnshire (66%) as a whole. **4 of the 10 largest towns** in the administrative county of Lincolnshire are in the South and East Lincolnshire Councils Partnership sub-region.

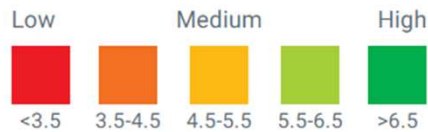
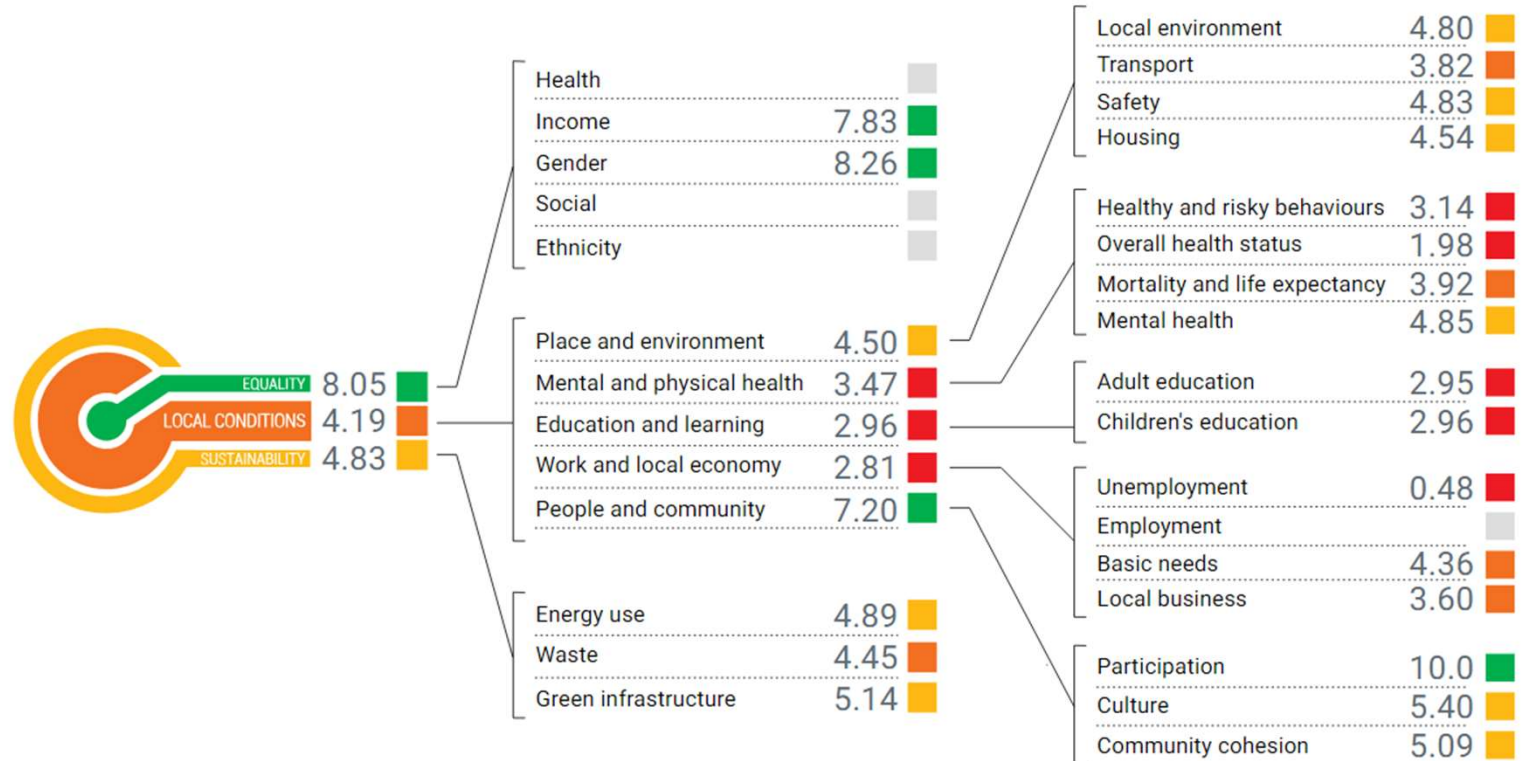
This sparse pattern of settlements and the predominance of two economic sectors: tourism and food manufacture, both subject to seasonality, along with significant distance from markets at the eastern extremity of the area, have led to **significant pockets of deprivation**. These are particularly prevalent on the **East Lindsey coast**.

	Town	2011	2020	Change	% Change
1.	Lincoln BUA	114,644	125,044	10,400	0.09
1.	Grantham BUA	43,986	47,004	3,018	0.07
1.	Boston BUA	41,340	46,506	5,166	0.12
1.	Spalding BUA	31,702	36,737	5,035	0.16
1.	Skegness BUA	24,876	25,612	736	0.03
1.	Gainsborough BUA	20,922	23,339	2,417	0.12
1.	Stamford BUA	20,628	21,734	1,106	0.05
1.	Sleaford BUA	17,412	18,741	1,329	0.08
1.	Louth BUA	16,466	17,637	1,171	0.07
1.	Bourne BUA	13,948	17,040	3,092	0.22
1.	Market Deeping BUA	13,586	14,339	753	0.06
1.	Mablethorpe BUA	12,505	12,551	46	0.00
1.	Holbeach BUA	7,900	8,395	495	0.06
1.	Horncastle BUA	6,807	7,219	412	0.06
1.	Washingborough BUA	6,469	6,869	400	0.06
1.	Welton (West Lindsey) BUA	6,385	6,689	304	0.05
1.	Bracebridge Heath BUA	5,685	6,081	396	0.07
1.	Conningsby BUA	5,193	5,889	696	0.13
1.	Kirton (Boston) BUA	4,815	5,492	677	0.14
1.	Long Sutton (South Holland) BUA	5,147	5,343	196	0.04
1.	Market Rasen BUA	4,773	5,277	504	0.11
1.	Crowland BUA	4,227	4,786	559	0.13
1.	Woodhall Spa BUA	4,314	4,382	68	0.02
1.	Saxilby BUA	3,987	4,319	332	0.08
1.	Cherry Willingham BUA	3,963	4,291	328	0.08
1.	Sutton Bridge BUA	3,878	3,992	114	0.03
1.	Nettleham BUA	3,436	3,972	536	0.16
1.	Alford BUA	3,472	3,900	428	0.12
1.	Spilsby BUA	3,452	3,746	294	0.09
1.	Metheringham BUA	3,601	3,427	-174	-0.05
1.	Skellingthorpe BUA	3,356	3,372	16	0.00
1.	Donnington	2,801	3,089	288	0.10
1.	Caistor BUA	2,489	2,812	323	0.13
1.	Billingham BUA	2,054	2,194	140	0.07
1.	Bardney BUA	1,661	2,096	435	0.26
1.	Wragby	1,773	1,890	117	0.07
1.	Wainfleet All Saints BUA	1,749	1,742	-7	0.00

Thriving Places Index

- The Thriving Places Index at district level provides a really useful means of benchmarking the districts.

Boston



East Lindsey

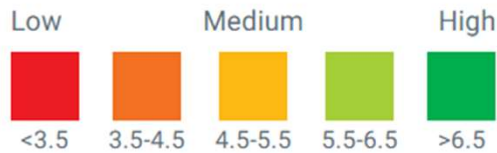
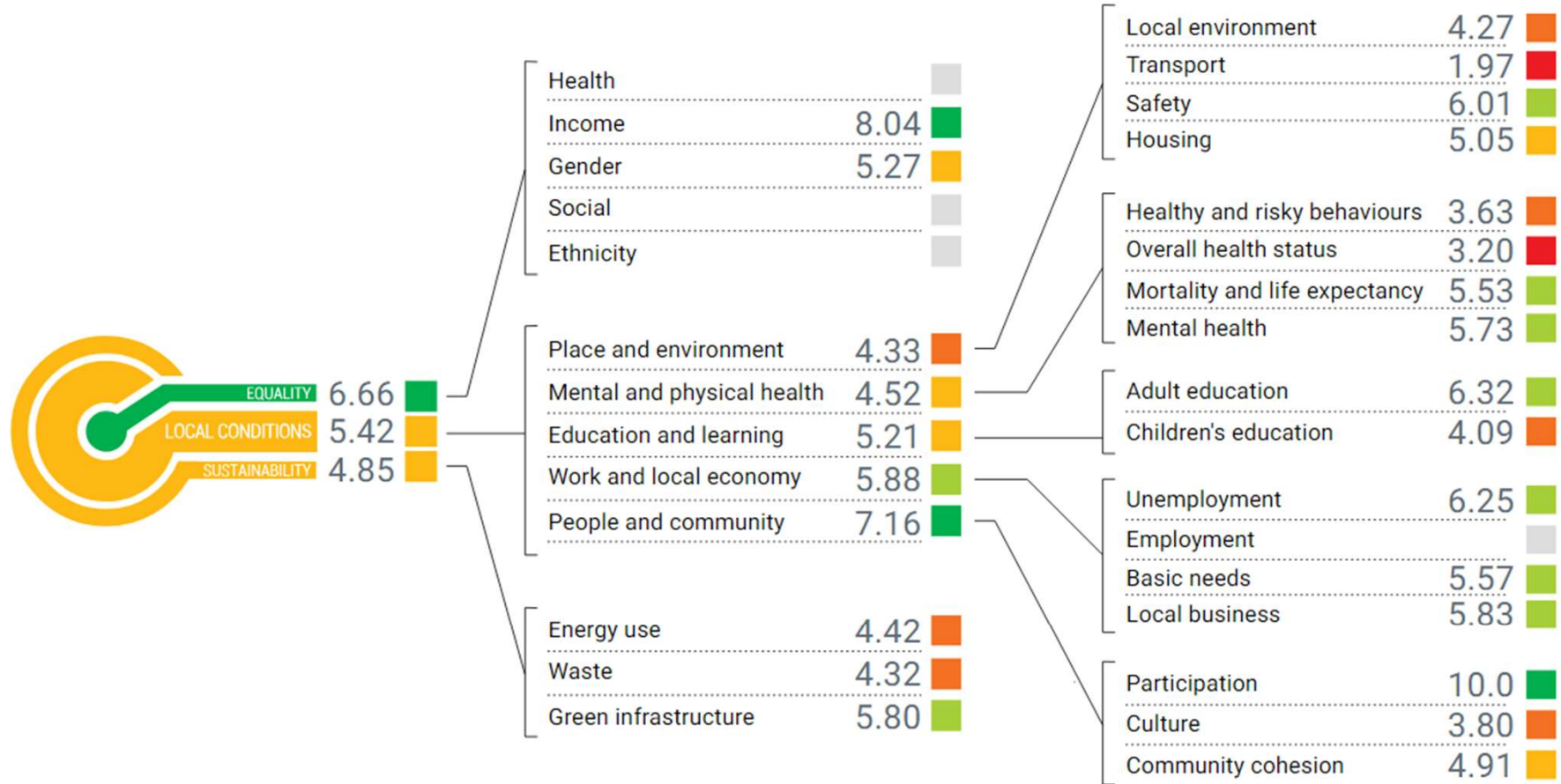


Health	
Income	7.95
Gender	5.59
Social	
Ethnicity	
Place and environment	4.09
Mental and physical health	3.27
Education and learning	1.93
Work and local economy	2.40
People and community	6.42
Energy use	3.49
Waste	4.88
Green infrastructure	5.52

Local environment	3.86
Transport	2.87
Safety	5.31
Housing	4.31
Healthy and risky behaviours	4.54
Overall health status	0.25
Mortality and life expectancy	3.85
Mental health	4.44
Adult education	0.41
Children's education	3.46
Unemployment	0.32
Employment	1.21
Basic needs	3.78
Local business	4.27
Participation	10.0
Culture	3.60
Community cohesion	5.26



South Holland



Principles



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Growth and Prosperity Principles:

- **Collaboration:** Collaborative approach across the SELCP; with a proactive, supportive, and ‘can do’ approach.
- **Enabling others:** An enabling approach, which is recognised, valued, and supported by other aspects of the organisation, to enable growth and prosperity.
- **Delivery focused:** Delivery what we are currently doing, and doing it well. Where new projects will make a difference, we will ensure they are appropriately resourced.
- **Partnership focus:** Collaboration inspired by the Vital & Viable programme and Town Deal Boards, bringing people together. In principle willingness to work with partners to enable delivery.
- **Place focused:** Place-based approach, recognition and expertise of local knowledge.
- **Sustainable:** Strengthening capacity by investing in a sustainable approach; recognising the need for resilience and succession planning over a longer-period.
- **Coordinated:** Coordinated approach and resourcing of a centralised information resource to support decision making and development of new projects and timely delivery.
- **Evidence-led:** Evidence and data led – including monitoring vacancy rates, footfall, visitor data, business rates, car parking.

Strategic Priorities



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STRATEGIC PRIORITIES

Vibrant Town Centres and Regeneration

Supporting Priority Sectors and Businesses

Supporting Skills, Learning and Employment Opportunities

Enabling Growth and Housing

Attracting Investment



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STRATEGIC PRIORITY: **VIBRANT TOWN CENTRES AND REGENERATION**

- Revitalise and regenerate town centres and high streets to improve the quality of life of local residents by addressing the needs of local communities.
- Promote diversity of use, including the visitor economy, leisure, health/well-being, hospitality, culture and town-centre living.
- Enable a programme of events, festivals and activities to bring to life capital investment and market towns.
- Deliver the existing core programme of regeneration activity through the Long-Term Plan for Towns, Town Deal, Levelling Up, Cultural Development Fund and National Lottery Heritage Funding.
- Develop the programme of delivery based on funding opportunities (e.g. UKSPF, National Lottery) and the Vital and Viable programme in partnership with IPM.
- Create conditions for further inward investment.

STRATEGIC PRIORITY: SUPPORTING PRIORITY SECTORS AND BUSINESSES

- Active engagement with the business community to support growth
- Supporting businesses to grow and develop including direct support; Building sector collaboration, supply chain development, mentoring and product development.
- Promoting priority and emerging sectors and responding to challenges (e.g. site closures).
- Supporting, promoting and encouraging a diverse and thriving economy; linked to place, but with sub-regional, national and international value.
- Attracting and nurturing new sectors and opportunities, along with the skills to serve them.
- Supporting green and sustainable development and investment – linked to de-carbonisation and net-zero challenges.

CULTURE, HERITAGE AND THE VISITOR ECONOMY:

- Promoting the area as a destination for visitors – marketing the area to visit and experience the coast, market towns, countryside, heritage, culture.
- Working with businesses to develop and promote the visitor offer and taking advantage of market trends and opportunities.
- Supporting the Visit England national policy for Local Visitor Economy Partnerships

AGRI-FOOD & LOGISTICS:

- Maintaining, sustaining and improving our existing offer; including addressing connections and demands.
- Supporting R&D, modernisation and technology enhancements – e.g. Holbeach Food Enterprise Zone and the automation agenda.
- Supporting the continuation of the Centre for Food, Fresh Produce and Logistics.

STRATEGIC PRIORITY: **Supporting skills, learning & employment opportunities**

- Understanding **workforce requirements** and **facilitating relationships** between **business and education providers** – promoting aspirational careers and skills for the future.
- Encouraging “**Inclusive Growth**” by creating opportunities for all – recognising our diversity of workforce and population; responsive to needs
- **Working with FE/HE providers** and schools to ensure we have a workforce for now and the future; promoting skills development of all ages.
- Promoting and **delivering events and opportunities to raise aspiration**, and demonstrate careers locally, regionally, nationally and internationally; raising aspiration.
- **Shifting our role**, enabled through UKSPF (proactive and building) to demonstrate what we can deliver in our area; commissioning services as necessary.
- Ensuring **correlation with priority sectors** to ensure we have the workforce our sectors need; responsive to our challenges.

STRATEGIC PRIORITY: **ENABLING GROWTH AND HOUSING**



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- Building and maintaining relationships – including with Homes England; and raising the profile of our area as a place to do business and invest.
- Ensuring **availability of land supply** – including innovative approaches such as LDOs; being responsive to business needs and exceptional circumstances/opportunities; and identifying opportunities for new sectors
- Promoting **delivery of the activity within Local Plans and future plans**
- **Supporting Housing** (through direct and in-direct support/intervention), the construction sector and its supply and skills chain and creating resilience to future challenges.
- **Enabling Infrastructure and Utilities** to meet the needs of the sub-region – including lobbying of relevant bodies/organisations
- Supporting our **existing regional house builders SMEs** and attracting others to create a diversity of provision and a resilient pipeline of delivery; working with **Registered Providers** and new players to provide **affordable housing**.
- Providing resilient local facilities, services and job opportunities for residents



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STRATEGIC PRIORITY: **ATTRACTING INVESTMENT**

- Enabling new enterprise and attracting investment;
- Ensuring we are open for business and have a “can do” culture
- Promoting employment and housing sites; proactively marketing and supporting inward investment opportunities.
- Facilitating an active market for the supply and demand of business premises, investment incentives opportunity and supporting the development of further funding bids.
- Shifting from public sector investment to enable a balanced and sustainable investment;
- Using a commercial approach to drive business growth; pump-prime opportunities; investment to facilitate future business rate growth.

STRATEGIC PRIORITY: NATIONAL INVESTMENT



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- Understanding and maximising the value of the partnership area to 'UKPLC' – and promotion of our value.
- Recognising and supporting our impact nationally and internationally, including through key assets such as Port of Boston, Sutton Bridge Port, Border Control Points, and nationally significant key sectors.
- Unlocking infrastructure challenges which are a barrier to investment or growth.
- Working with partners and stakeholders to capitalise on opportunities such as national investment in infrastructure, services and facilities; responding to activities in surrounding areas and promoting linkages (e.g. East Coast Hydrogen Plan).
- Championing engagement with the market to enable investment into EV charging, digital connectivity/broadband/mobile coverage
- Bringing together partners and evidence to collaborate and champion investment in transport infrastructure improvements.



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EAST LINDSEY

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ISSUES	ACTIONS
<ul style="list-style-type: none"> • Significant sectoral strengths – 30% of jobs tourism related, manufacturing 30% higher than England average • Coastal economic inactivity – 57% (GB 21.6%) • Second lowest GVA per head £13,897, Lincolnshire £17,776 (UK £28,377) • High Incapacity Benefit 8.7% (GB 6.1%) • Low stock of managerial roles – 34.1% (GB 52.2%) • Wages £100 per week lower than national average • Poor job density – 0.68 (GB 0.85) • Very poor deprivation scores (out of 318): income 42, Employment 25, Education 28, Health 53 • £8 billion of asset at risk from major flood risk 	<p>Place – Market Towns and Heritage Assets</p> <p>Businesses – Family Businesses, Small Business Base, Social Enterprise</p> <p>Skills – New learning hubs (Skegness, Police, Campus for Future Living), Sport and Culture</p> <p>Growth – Sectors: Tourism+, Manufacturing, Health, Energy</p> <p>Investment – Towns Fund, Levelling Up, Family Businesses, Market Towns</p>



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BOSTON

- Population projected to **grow more rapidly** from 2018 than Lincolnshire or the UK to 2043. **14%** compared to 8.5% for England and 9% Lincolnshire.
- Joint second largest town in Lincolnshire and SELCP “hinge”
- High out of work benefits **4.3%** (GB 3.7%)
- Low stock of managerial roles – **38.4%** (GB 52.2%)
- Wages **£100 per week lower** than national average
- Low GVA per head - **£19,906 vs UK £28,377**
- Boston has the **lowest score** in England for **Education** in terms of the 2019 English Indices of Deprivation i.e. **ranked lowest in the country**
- **£6 billion** of asset at risk from major flood risk
- **44.7%** of live births are to non-UK born mothers

Place – Town centre, Housing, Economic infrastructure (inc Port), Social Mobility, Environment

Businesses – Self-employment, Social Enterprise, Diversifying the Economy

Skills – Boston College, Economic Activity, Positive Ageing, Good Work

Growth – Sectors: Food, Health, Culture/Heritage, Inclusive Growth

Investment – Town Fund, Levelling Up (inc A16), PE21, Market Towns



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SOUTH HOLLAND

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- Huge **sectoral strength** in **food manufacturing** – 2.5 times the scale of the national average
- **GVA higher than Lincs** - £19,331, but lower than UK, £28,377
- High out of work benefits 4.3% (GB 3.7%)
- Low stock of managerial roles – 24.4% (GB 52.2%)
- Wages **£30 per week lower** than national average
- South Holland has the **ninth lowest score** in England for **Education** in terms of the 2019 English Indices of Deprivation i.e. **ranked 9th lowest in the country**
- Poor deprivation scores (out of 318): Income 140, Employment 140

Place – Food narrative, visitor economy, land economy, housing, market towns

Businesses – Small business growth, social enterprise, innovation around food – National Centre for Food Manufacture (NCFM) – research

Skills – NCFM, Local Skills provider infrastructure, training hubs, social enterprise

Growth – Sectors: NCFM, UK Food Valley

Investment – Levelling Up (inc A16), Food, Sutton Bridge Port, Market Towns

Theory of Change



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Theory of Change





DELIVERY AND DEPENDENCIES



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Partnership and Alignment Delivery Plan 2024-25

- **Economic Strategy:** Bring forward actions identified within the approved Strategy for 24/25, working closely with key strategic partners, such as Lincolnshire County Council.
- **Investment in utilities:** Lobby external bodies for investment to meet the power, water and digital utility needs of the sub-region; and develop a strategy to address challenges/opportunities.
- **EV charging:** Develop an EV charging framework for the sub-region and engage with the private sector to maximise delivery of EV charging infrastructure.
- **Inclusive Growth:** Develop a strategy to support skills and continued delivery of skills initiatives that respond to the needs of the sub-region.
- **Long Term Plan for Towns Programme:** With partners, develop and commence delivery of plans to maximise the use of the £20m(each) awarded to Boston, Skegness and Spalding over the next 10 years.
- **UK Shared Prosperity Fund and Rural England Prosperity Fund:** Deliver the 24/25 programme, including the People and Skills strand.
- **National Portfolio Organisation and Cultural Development Fund:** Ongoing delivery of both programmes of work focused on arts, cultural and heritage.
- **Cultural-led economic interventions:** Deliver a targeted programme of placed-based and cultural-led interventions within the sub-region.
- **Investment in Transport Network:** Lobby external bodies to build the case for investment in road, rail, port and public transport infrastructure.
- **Government funding confidence**
- **Maintain confidence with Government and other partners through the effective delivery of the existing funding streams** (Town Deal, LUF, CDF etc); ensuring compliance with all funding administration requirements and monitoring.
- **Housing delivery:** Maintain support for housing delivery across the sub-region and explore new delivery models and partners, as well as direct delivery.
- **Tourism delivery:** Support and enhance the tourism offer across the sub-region, including through the Destination Management Plan, Vital & Viable and Boston 400 work.

Dependencies on effective delivery

- Local Actions are reflected in the ADP – focus on delivery
- Opportunities – Long Term Plan for Towns funding, NPO, joint promotion at UKREIIF, current UKSPF programme
- Dependencies – continuation of vitally important funding streams, e.g. UKSPF, the wider economic climate
- Ability to deliver – capability and capacity within the organisation
- Influences – national policy, devolution
- Implementation to ensure ‘we make a difference’:
 - *Resourcing, recruitment and retention*
 - *Raising the profile and promotion with external stakeholders and at events*
- Internal engagement to support a ‘Growth’ approach across the Partnership
- Governance – development of the Growth & Prosperity Board
- Promotion



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Thank you for listening. Comments, questions, and proposals welcome.



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REPORT TO:	Executive Board
DATE:	8 May 2024
SUBJECT:	Productivity Plan
PURPOSE:	To agree the Productivity Plan
PORTFOLIO HOLDER:	Leader of the Council
REPORT OF:	Assistant Director - Corporate
REPORT AUTHOR:	Assistant Director - Corporate
WARD(S) AFFECTED:	n/a
EXEMPT	No

SUMMARY

When the Local Government Finance Settlement was published in late 2023, there was a requirement placed on Councils to publish a Productivity Plan.

This report brings forward the proposed approach for the Council's Productivity Plan.

RECOMMENDATIONS

1. That the Productivity Plan at Appendix A, underpinned by the items listed at 2.4 in the report, be approved, and delegated authority be granted to the Assistant Director – Corporate to update the Plan from time to time in consultation with the Leader.

REASONS FOR RECOMMENDATIONS

To deliver on the Government's requirement and demonstrate the Council's commitment to collaborative working to deliver efficiency and improved outcomes for communities.

OTHER OPTIONS CONSIDERED

Do nothing – not an option due to the Government's requirement to publish a Productivity Plan.

1. BACKGROUND

- 1.1. When the Local Government finance settlement for 24/25 was published in late 2023, it included a requirement for local authorities to develop and share Productivity Plans on their website. These plans, which must be published by the summer Parliamentary recess, should set out how Councils will improve service performance and become more efficient.
- 1.2. The Government has requested that the Plans should be short and draw on work councils have already done, identifying ways to unlock productivity improvements and setting out the key implementation milestones.
- 1.3. Government expects the Productivity Plans to cover four main areas:
 - a) transformation of services to make better use of resources;
 - b) opportunities to take advantage of advances in technology and make better use of data to inform decision making and service design;
 - c) ways to reduce wasteful spend within systems;
 - d) barriers preventing activity that Government can help to reduce or remove.
- 1.4. Alongside this, Government will establish a new productivity review panel, made up of sector experts including the Office for Local Government and the Local Government Association.
- 1.5. Councillors will already be aware of the formation of the Office for Local Government in 2023 and that part of its role will be to review the performance of Local Government.

2. REPORT

- 2.1. When the South & East Lincolnshire Councils Partnership formed in October 2021, the Councils agreed an ambitious Business Case that set out a range of opportunities for the sub-region and Councils by the three Councils working together. Those opportunities included:
 - a) the ability to shape policy at a regional level to help address the challenges the sub-region faces;
 - b) secure more resources to deliver on sub-regional and local priorities
 - c) be more efficient in the way the Councils operate.
- 2.2. The Business Case identified the opportunity to secure £42m in savings/efficiencies over a 10-year period through the Partnership working.
- 2.3. Three years into the Partnership, over 50% of the savings/efficiencies have already been identified and over £180m of external funding has been attracted to the sub-region for significant projects that support service improvements and economic regeneration. In addition, the Councils operate several shared services and share a Corporate Management Team.
- 2.4. The Partnership is underpinned by a range of documents that deliver on the Government's Productivity Plan requirements, including:
 - a) The Partnership Business Case
 - b) The Sub-regional Strategy, which includes a specific priority, 'Efficient and Effective'
 - c) The Partnership Performance Framework
 - d) Partnership Digital Strategy
 - e) Partnership Workforce Strategy
 - f) Partnership Asset Management Strategy
 - g) The Annual Delivery Plan

h) The Annual Budget for each Council

2.5. The Council is intending to publish these documents online by the Parliamentary summer recess, with Appendix A, to deliver on the Government's Productivity Plan requirement.

2.6. These key documents demonstrate the Partnership's ambition to work collaboratively to continue driving efficiency in the way we operate and secure resources to improve services to our communities.

3. CONCLUSION

3.1 The Government's request for Productivity Plans is welcomed and this Council, through its work with partners in the South & East Lincolnshire Councils Partnership, is already delivering against the requirements set by the Secretary of State and this is evidenced in Appendix A and the suite of documents identified at 2.4 in this report.

EXPECTED BENEFITS TO THE PARTNERSHIP

The opportunity to demonstrate to Government the quantity of work already underway in the sub-region to drive efficiency and create opportunities for our communities through improved service provision and economic regeneration.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

None as a direct result of this report.

CORPORATE PRIORITIES

None as a direct result of this report.

STAFFING

None as a direct result of this report.

WORKFORCE CAPACITY IMPLICATIONS

None as a direct result of this report.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

None as a direct result of this report.

DATA PROTECTION

None as a direct result of this report.

FINANCIAL

None as a direct result of this report.

RISK MANAGEMENT

None as a direct result of this report.

STAKEHOLDER / CONSULTATION / TIMESCALES

None as a direct result of this report.

REPUTATION

The Production and publication of this suite of documents in the form of a Productivity Plan demonstrates the Partnership's commitment to Government and other partners to driving efficiency and collaborative working to secure improved outcomes for communities.

CONTRACTS

None as a direct result of this report.

CRIME AND DISORDER

None as a direct result of this report.

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None as a direct result of this report.

HEALTH AND WELL BEING

None as a direct result of this report.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None as a direct result of this report.

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

MISSIONS	
This paper contributes to the following Missions outlined in the Government's Levelling Up White paper.	
Living Standards	By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
Research and Development	By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
Transport Infrastructure	By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
Digital Connectivity	By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
Education	By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.
Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
Wellbeing	By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
Pride in Place	By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.

Housing	By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government’s ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.
Crime	By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.
Local Leadership	By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

APPENDICES	
Appendices are listed below and attached to the back of the report: -	
APPENDIX A	Productivity Plan

BACKGROUND PAPERS	
Background papers used in the production of this report are listed below: -	
Document title	Where the document can be viewed
Local Government Finance Settlement 24/25	https://www.gov.uk/government/collections/final-local-government-finance-settlement-england-2024-to-2025

CHRONOLOGICAL HISTORY OF THIS REPORT	
Name of body	Date
None	

REPORT APPROVAL	
Report author:	Assistant Director - Corporate
Signed off by:	Assistant Director - Corporate
Approved for publication:	Leader of the Council

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PRODUCTIVITY PLAN

Introduction

Our Council is part of the South & East Lincolnshire Councils Partnership. The Partnership is Boston Borough Council, East Lindsey District Council and South Holland District Council.

The award-winning Partnership formed in October 2021 with the specific objective of supporting each Council to become more efficient through the removal of duplication, the sharing of resources and the ability to transform services and reduce overheads. At the same time, we have a collective voice for our sub-region that is helping us to secure additional resources to address the common challenges we face.

The Partnership set an ambitious £42m savings/efficiency target over a 10-year period from its inception and working together the Councils have already identified a large proportion of those savings/efficiencies.

As three Councils working together, we are determined to continue to become more efficient in the way we work and whilst doing so increase the opportunities for the communities we serve through improved service provision and economic regeneration.

Productivity Plan

Our Council's Productivity Plan is a suite of documents, as explained below.

Our Partnership Business Case

The Business Case that was produced when our Partnership formed, identifies the common issues our sub-region faces and what internal changes we can make to drive efficiency. A Partnership progress report goes to each Partnership Council every six months.

The document sets out where we need to work with partners, such as Government, to address the strategic issues our sub-region, and our Councils specifically, face. It also sets out the opportunities to share services and where efficiencies can be secured through collaboration across the Partnership.

[The Business Case link](#)

Sub-regional Strategy

Our Sub-regional Strategy was approved in 2023 and supports the delivery of the Business Case. The Strategy has a range of external focused priorities, plus an internal looking priority 'Efficient and Effective'.

[Sub-regional Strategy link](#)

Our Annual Delivery Plan

The Annual Delivery Plan is agreed by Council each year alongside the budget.

The Plan sets out the key programmes of work we are driving forward over the coming year to deliver the Sub-regional Strategy and progress is tracked and reported to Council. The Plan includes the major schemes we are delivering through the Government's Towns' Fund and Levelling Up Programmes.

As well as progress updates to Council, the Plan is tracked via Joint Strategy Board – this is a twice-yearly meeting when the Cabinets/Executive of each Council come together.

Appendix A

The Plan also includes the timescales for the transformation of services and in some cases what that specific transformation will look like, including how we can better use technology.

[Annual Delivery Plan link](#)

Digital Strategy

The Partnership agreed a Digital Strategy and ICT Roadmap in 2023 to set the future direction of travel to realise cost-reduction, increase efficiency and improve services based on customer need. This includes joined-up, accessible services, plans for channel shift, automation and integration. Key projects include a single collaboration/email tool across the Partnership, technology alignment across services, assisted self-service and a continued focus on cyber security.

[Digital Strategy link](#)

Workforce Strategy

The Partnership has a Workforce Strategy in place that seeks to provide a platform to empower our workforce, invest in professional development and ensure colleagues have access to the support they need. This strategy seeks to make us an employer of choice and is a tool we are using to address wider sector recruitment challenges in key services that are impacting many Councils.

[Workforce Strategy link](#)

Asset Strategy

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. We have a Partnership Asset Management Strategy in place to support us in managing our portfolio with optimum efficiency and to secure the best return for our community.

[Asset Strategy link](#)

Our Performance Framework

The Performance Framework for the Partnership sets ambitious targets around service delivery. Progress is scrutinised by each Council on a quarterly basis.

[Performance Framework link](#)

Our Council's budget

Whilst we have a suite of documents all agreed on a Partnership-wide basis, each Council agrees its annual budget setting in February/March.

The budget documents for our Council include the Medium Term Financial Strategy that sets out our funding commitments for the forthcoming years and the efficiencies/savings the Council needs to achieve to deliver a balanced budget.

Budgets are monitored via the Executive/Cabinet on a quarterly basis.

[Budget link](#)

Area for Government support

Internal Drainage Board levies

Appendix A

A significant financial pressure for the Council is Internal Drainage Board levies. The Partnership has formed a Local Government Association Special Interest Group that is lobbying Government on this issue. The Group now has 29 Councils and fully recognises the important work of Internal Drainage Boards in protecting our communities. The significant and ongoing increases in levies charged to the Council by Drainage Boards – a sum the Council can't control – is a major concern and is having an impact on our ability to invest in front line services. Since 2021, the levies charged to the Council, and our partners, have increased as follows:

Council	22/23	23/24	24/25
Boston Borough Council	£2,150,000	£2,475,000	£2,825,000
East Lindsey District Council	£3,941,000	£4,980,000	£5,311,000
South Holland District Council	£2,767,000	£3,167,000	£3,413,000

We welcome the Government's commitment to implementing a longer-term funding solution for Internal Drainage Boards prior to the 25/26 Local Government Finance Settlement.

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REPORT TO:	Executive Board
DATE:	8 May 2024
SUBJECT:	Partnership Engagement Pledge
PURPOSE:	To consider the Partnership’s Engagement Pledge
KEY DECISION:	No
PORTFOLIO HOLDER:	Councillor Craig Leyland, Leader
REPORT OF:	James Gilbert, Assistant Director - Corporate
REPORT AUTHOR:	Shaun Gibbons, Group Manager – Communications and Engagement
WARD(S) AFFECTED:	All
EXEMPT REPORT	No

SUMMARY

The Partnership’s Engagement Pledge sets out the Partnership’s key principles when engaging and consulting with the sub-region’s residents, businesses and stakeholders.

RECOMMENDATIONS

That Executive Board approves the Engagement Pledge at Appendix A.

REASONS FOR RECOMMENDATIONS

To ensure the Partnership has a clear and consistent approach in all engagement activities.

OTHER OPTIONS CONSIDERED

Do nothing – do not adopt the Engagement Pledge. This option is not recommended – it’s good practice to have broad principles of engagement and consultation adopted across the Partnership.

1. BACKGROUND

- 1.1 The Engagement Pledge at Appendix A follows South Holland District Council’s Peer Review in July 2023 in which a recommendation was to “strengthen how the voice of residents and communities inform

future service delivery”.

1.2 Despite this recommendation being specific to South Holland District Council, it is recommended that the Partnership adopts this Pledge as part of its corporate approach to engagement.

1.3 This Engagement Pledge sets out the broad principles of how each council will approach its engagement work. The Pledge makes clear each council’s commitment to providing a clear and consistent approach when engaging with residents, businesses and stakeholders.

2. REPORT

2.1 With more than 300,000 residents, thousands of small, medium and large businesses and a broad number of stakeholder agencies (such as neighbouring councils, Police, NHS, government and non-government agencies) across the sub-region, it is vital that the Partnership’s work reflects the thoughts and ambitions of its communities.

2.2 The Partnership’s engagement and consultation processes are crucial to how it communicates with its residents, businesses and stakeholders, however, each serve slightly different purposes.

- **Engagement** refers to the process of involving the community in decision-making and keeping them informed about our activities. Engagement is about relationship building, gathering feedback, and encouraging a sense of involvement and ownership among residents.
- **Consultation** is a more formal process which seeks input from the community on specific issues or decisions. This often involves seeking feedback on proposed policies, projects, or plans and may include public meetings, surveys, or focus groups.

2.3 In essence, engagement is broader and ongoing, focusing on communication and relationship-building, while consultation is more targeted and specific, seeking input on particular matters.

3. SCRUTINY

As part of the Pledge’s development, consultation has taken place via the scrutiny committees at each Partnership Council. The table below sets out the feedback and action take in respect of the feedback.

Council	Feedback	Action
BBC (C and C)	No amendments	n/a
ELDC (Overview)	<ul style="list-style-type: none"> • Clarity and reassurance that printed materials will be used for those without access to digital services • Clarity around what “community leadership” means • Tighten up the pledge around working alongside community leaders. 	<ul style="list-style-type: none"> • Altered the accessibility section to reflect use of traditional methods of communication • Added to the proactive outreach section of the pledge. • As above.
SHDC (PMP)	Clarity of feedback mechanisms	Added examples of feedback mechanisms under Feedback heading.

CONCLUSION

This Pledge at Appendix A sets out the Partnership’s intention to have a consistent approach to engagement and consultation.

EXPECTED BENEFITS TO THE PARTNERSHIP

This Pledge, which will be published on the SELCP and individual Council websites, will bring a clear and transparent process when conducting engagement and consultation exercises in the future.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

To provide a clear and consistent set of broad principles when engaging and consulting with residents, businesses and stakeholders.

CORPORATE PRIORITIES

The Pledge will support the existing Communications Strategy for residents, stakeholders, etc to see and benchmark against.

The Pledge will also be adopted by any agency, individual or partnering organisation working alongside the Partnership which is consulting and engaging with the sub-region's residents, businesses and stakeholders on our behalf.

STAFFING

No direct staffing implications.

WORKFORCE CAPACITY IMPLICATIONS

No direct staffing implications.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

There is a need to ensure consultation is undertaken in a meaningful and robust way to inform effective decision making.

DATA PROTECTION

The Data Protection Officer will be informed of any engagement or consultation exercise and, where necessary, Data Protection Impact Assessments completed.

FINANCIAL

None

RISK MANAGEMENT

The risk of not conducting engagement and consultation exercises in accordance with this published Pledge will be mitigated by the inclusion of engagement/consultation sections in the Partnership's Communications Plan. A further mitigation is to inform staff and senior managers of the Pledge's adoption via internal communications and, where applicable, in-house training via the Communications Team.

STAKEHOLDER / CONSULTATION / TIMESCALES

The following have been consulted:

Portfolio Holders
Senior Leadership Team

REPUTATION

There is a risk of reputation if the Pledge is not adhered to and followed. These risks are mitigated as explained above.

CONTRACTS

As described above, any partnering organisation or individual who are/is tasked with consulting or engaging with residents, etc on behalf of the Partnership or an individual Council will be expected to adhere to the principles outlined in the Pledge.

CRIME AND DISORDER

None

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

The Pledge clearly outlines the Partnership’s obligations to uphold equality, diversity and safeguarding when consulting and engaging with residents. Where necessary, Equality Impact Assessments to inform consultation/engagement activities.

HEALTH AND WELL BEING

None

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

This Pledge contributes to the following Missions outlined in the Government’s Levelling Up White Paper:

Pride in Place

MISSIONS	
This paper contributes to the following Missions outlined in the Government’s Levelling Up White paper.	
Living Standards	By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
Research and Development	By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
Transport Infrastructure	By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
Digital Connectivity	By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
Education	By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.
Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
Wellbeing	By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
Pride in Place	By 2030, pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.

Housing	By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government’s ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.
Crime	By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.
Local Leadership	By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

ACRONYMS

None

APPENDICES
Appendix A – Engagement Pledge

BACKGROUND PAPERS
N/a

CHRONOLOGICAL HISTORY OF THIS REPORT		
Scrutiny		
Corporate and Community (BBC) – 21 March	Overview (ELDC) – 16 April	Policy Development Panel (SHDC) – 9 April
Cabinet/Executive Board		
BBC – 26 June	ELDC – 8 May	SHDC – 30 April

REPORT APPROVAL	
Report author:	Shaun Gibbons, Group Communications and Engagement Manager - Corporate
Signed off by:	James Gilbert, Assistant Director – Corporate
Approved for publication:	Councillor Craig Leyland, Leader

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South & East Lincolnshire Councils Partnership

Engagement Pledge

Introduction

As a council partnership, we are committed to delivering a broad range of council services that provide value for money for residents and businesses and that meet their needs and expectations.

To ensure that the services we provide to the community are delivered and targeted in the right way, it's vital that we seek the views of residents and businesses to find out what they want and expect from us. We want residents to know their views are being listened to.

This Engagement Pledge for the South & East Lincolnshire Councils Partnership sets out the broad principles that will underpin our engagement with residents, businesses and stakeholders on the work we do.

With more than 300,000 residents, thousands of small, medium and large businesses and a broad number of stakeholder agencies (such as neighbouring councils, Police, NHS, government and non-government agencies) across the sub-region, it is vital that the Partnership's work reflects the thoughts and ambitions of its communities. This Pledge outlines our commitment to inclusivity, transparency, collaboration, and responsiveness in all our engagement activities.

Engagement and consultation – what is the difference?

The Partnership's engagement and consultation processes are crucial to how and when it communicates with its residents, businesses and stakeholders however each serve slightly different purposes.

Engagement refers to the process of involving the community in decision-making and keeping them informed about our activities. Engagement is about relationship building,

gathering feedback, and encouraging a sense of involvement and ownership among residents.

Consultation is a more formal process which seeks input from the community on specific issues or decisions. This often involves seeking feedback on proposed policies, projects, or plans and may include public meetings, surveys, or focus groups.

In essence, engagement is broader and ongoing, focusing on communication and relationship-building, while consultation is more targeted and specific, often when the Partnership is seeking input on particular matters.

Principles of Engagement

Inclusivity

We are committed to engaging with all members of our community, regardless of background or identity. We will actively pursue diverse perspectives and make sure all voices are heard and valued.

Easy

We will ensure that our engagement activities make it as easy as possible for people to get involved, including engaging people in the spaces and places they frequent, and employing different engagement tactics to meet different needs.

Transparency

We will provide clear, accessible information about our decision-making processes, policies, and initiatives. We will strive to communicate openly and honestly, keeping the community up-to-date and informed every step of the way and in everything we do.

Accessibility

We will make our engagement opportunities and channels accessible to all residents, businesses, and stakeholders. We will accommodate different communication preferences and ensure that everyone has the opportunity to take part in the engagement process. For those without access to digital services or technology, we will use traditional methods of engagement such as printed materials and the use of relationships with local and regional media partners. Engagement materials will also be provided in different formats and languages.

Respect

We will treat all individuals with respect and dignity in our engagement efforts. We will listen, acknowledge different viewpoints, and engage in constructive dialogue.

Accountability

We will hold ourselves accountable for the outcomes of our engagement activities. We will follow through on commitments made to the community and continually seek feedback to improve our practices.

Best Practice

Proactive Outreach

We will reach out to communities via different channels, including public meetings, surveys, social media, and community events. We will seek input at various stages of decision-making processes to ensure meaningful participation. We will also work alongside community leaders and champions, such as elected representatives, special interest groups, sports and cultural groups, faith leaders and community action groups.

Consultation and collaboration

We will engage residents, businesses, and stakeholders in meaningful consultation when we require or seek the views of residents, businesses and stakeholders to look at suitable solutions that meet the needs of the community.

Feedback

We will establish clear feedback mechanisms (public sessions, dedicated email addresses, Microsoft Forms, direct communication to identified stakeholders/residents in the form of letters, emails, etc., paper copies of consultation form) to gather input, suggestions, and concerns from the community. We will respond timely to enquiries and feedback, keeping the community informed of any actions taken.

Education and Information

We will provide resources and information to encourage the community to participate effectively in engagement activities. We will make sure all engagement materials are clear, concise, and easily understandable.

Evaluation

We will regularly evaluate our engagement process to identify strengths, weaknesses, and areas for improvement. We will adapt our engagement approach based on feedback from those we wish to gain the views of and best practices to enhance the effectiveness of our engagement activities.

Principles of consultation

Have a purpose

We will not consult for the sake of it. We will consult about policies or implementation plans when they are at a formative stage.

Informative

We will give enough information to make sure those consulted understand the issues and can give an informed response. We will include assessments of the costs and benefits of the options being considered when possible.

Length of consultation

We will consider the length of the consultation. Consulting for too long could delay policy development, while consulting too quickly may not give enough time for consideration and could reduce the quality of responses.

Publishing responses

We will publish consultation responses within 12 weeks of the consultation or provide an explanation why this is not possible. Each of the Council's Planning departments are governed by specific national statutory legislation.



REPORT TO:	Executive Board
DATE:	8 th May 2024
SUBJECT:	Unreasonable Behaviour Policy
PURPOSE:	To present a draft updated Unreasonable Behaviour Policy for the Council and seek approval from the Committee
KEY DECISION:	No
PORTFOLIO HOLDER:	Councillor Craig Leyland - Corporate Affairs
REPORT OF:	John Medler, Assistant Director Governance and Monitoring Officer
REPORT AUTHOR:	Richard Steele – Group Information Manager and Data Protection Officer
WARD(S) AFFECTED:	ALL
EXEMPT REPORT?	No

SUMMARY

The current policy was last updated in April 2017.

There is a clear need to manage the safety of Employees and Members of the Council, and to limit the unnecessary impact on Council resources. This policy is designed to achieve this aim, whilst ensuring that customers are dealt with fairness, consistency and proportionately.

This draft document has been fully reviewed, updated, and aligned across the partnership. Reviewing the policy ensures any updates are captured in the new aligned policy, as well as ensuring the policy is still fit for purpose and complies with all current statutory requirements.

RECOMMENDATIONS

That the Executive Board approves the draft Unreasonable Behaviour Policy at **Appendix A.**

REASONS FOR RECOMMENDATIONS

To ensure the council has suitable procedures in place for dealing with unreasonable and abusive behaviours and unreasonably persistent complainants.

OTHER OPTIONS CONSIDERED

Keep current policy – not recommended.

1. BACKGROUND

- 1.1 The Council is responsible for ensuring it has a suitable policy in place for dealing with abusive behaviour and unreasonably persistent complainants.
- 1.2 The Council wants to deal with complainants in a way that is open, fair and proportionate. A policy-led approach helps staff understand what is expected of them, what options for action are available, and who can authorise these actions. Having a policy that can be shared with complainants if they start to behave unreasonably can help in managing their expectations and behaviour.
- 1.3 Reviewing, updating, and aligning this policy means the council has a clear policy for dealing with these incidences of unreasonable behaviour and unreasonably persistent complaints.

2. REPORT

- 2.1 The policy is being aligned to be the same across the 3 Councils in the S&ELCP - this will provide consistency for all staff when dealing with these incidences.
- 2.2 The policy gives the Council a framework to implement and take appropriate action against incidences of unreasonable behaviour and unreasonably persistent complainants. It clearly defines unacceptable actions under three broad heading of 'aggressive or abusive behaviour,' 'unreasonable demands,' and 'unreasonably persistent.'
- 2.3 The policy also provides detail as to how the Council will manage unreasonable customer behaviour.
- 2.4 This policy has been designed to include corporate oversight and monitoring and has also been reviewed against the LGSCO guidance.
- 2.5 There has been an increase in examples of abusive behaviour, as detailed at **Appendix B**, 'Unreasonable Behaviour Statistics.' Page 13 of the Policy document (**Appendix A**) provides examples of customer behaviours or complaints that may be considered unreasonable, abusive, or unreasonably persistent.

3. CONCLUSION

- 3.1** The policy has been fully reviewed and updated to ensure the information is easily accessible and understood by officers and members of the public alike, clearly setting out the processes for different situations.

EXPECTED BENEFITS TO THE PARTNERSHIP

An updated and aligned policy will provide an opportunity to promote the policy and confirm procedures to ensure service areas are aware of their responsibilities in relation to situations which may arise.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

This will be an aligned policy, so officers are working to a single policy and set of procedures, ensuring consistency for officers and residents alike.

CORPORATE PRIORITIES

None

STAFFING

None

WORKFORCE CAPACITY IMPLICATIONS

None

CONSTITUTIONAL AND LEGAL IMPLICATIONS

The impact on individuals Human Rights have been considered throughout the policy.

DATA PROTECTION

The provisions of the Data Protection Act 2018 (including UK GDPR) will be complied with at all times when dealing with people.

FINANCIAL

None

RISK MANAGEMENT

None

STAKEHOLDER / CONSULTATION / TIMESCALES

None

REPUTATION

None

CONTRACTS

None

CRIME AND DISORDER

None

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

There is a need to balance people's right to access information against their individual needs. The Policy makes it clear that considerations must be made in respect to each person's circumstances.

HEALTH AND WELL BEING

The health and wellbeing of staff and members is paramount. This Policy supports a safer working environment where teams are empowered to act where appropriate. Customers would be assessed in respect of their additional needs when considered under the Policy, and ideally a clear mechanism would be put in place to support those individuals.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

None

ACRONYMS

LGSCO – Local Government and Social Care Ombudsman.

APPENDICES

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

APPENDIX A	Draft Unreasonable Behaviour Policy
APPENDIX B	Unreasonable Behaviour Statistics

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

Name of body	Date
Overview	16/04/2024
Executive Board	04/2017

REPORT APPROVAL	
Report author:	Richard Steele – Group Information Manager and Data Protection Officer
Signed off by:	John Medler, Assistant Director – Governance & Monitoring Officer
Approved for Publication:	Councillor Craig Leyland – Corporate Affairs

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South & East Lincolnshire Councils Partnership

UNREASONABLE BEHAVIOUR POLICY

**POLICY FOR DEALING WITH UNACCEPTABLE
CUSTOMER BEHAVIOUR AND UNREASONABLY
PERSISTENT COMPLAINANTS**

1. INTRODUCTION

The Council welcomes the opportunity to hear from its customers when services are appreciated, but also wants to know when things go wrong. We are committed to dealing with all interactions with the Council, including complaints and general communications, and to provide a high-quality service to those who make them in order that we can continuously seek to improve our service, systems, and procedures.

As part of this service, the Council does not normally limit the contact that customers have with its Officers or Members. Persistence in a matter, if justified, should not be considered unreasonable.

However, a very small minority of customers make complaints that are aggressive, abusive, unreasonable, or unreasonably persistent in order to make life difficult for the Council or individuals, rather than genuinely to resolve a grievance.

The Council aims to deal fairly, honestly, consistently, and appropriately with all customers, but we retain the right to restrict or change access to our services where we consider a customer's actions to be unacceptable.

This policy addresses these issues and sets out our approach to those relatively few customers whose actions or behaviour we consider to be unacceptable.

This policy is consistent with anyone's rights under the Data Protection Legislation, Freedom of Information Act 2000, and Environmental Information Regulations 2004.

2. PURPOSE AND OBJECTIVES

The purpose of this policy is:

- To provide a service that is accessible to all customers. However, the Council retain the right, where we consider complainant actions to be unacceptable, to restrict or change access to our service.
- To deal fairly, honestly, consistently, and appropriately with all customer contacts, including those whose actions we consider unacceptable. The Council believes that all customers and Council employees and Members have the right to be heard, understood, and respected.
- To give the Council a framework to implement and take appropriate action against those customers who are deemed to be raising persistent, abusive, or unreasonable complaints or harassing council employees or harassing Members.
- To help Members, employees and partners understand what options for action are available, and who can authorise these actions. It also assists employees to manage the expectations and behaviour of complainants while their complaint is addressed and when they can legitimately refuse a request for information.

The objectives of this policy are to:

- Protect Members, employees, and partners from abusive and unacceptable behaviour from customers;
- Protect Members, employees, and partners from unreasonable, aggressive, or violent behaviour by customers;
- Ensure employees and customers understand how they can deal with unreasonably persistent requests for information.

3. DEFINITION OF UNACCEPTABLE ACTIONS BY CUSTOMERS

People may act out of character in times of trouble or distress. There may have been upsetting or distressing circumstances leading up to a customer contacting the Council. The Council does not view behaviour as unacceptable just because a customer is forceful or determined. However, the actions of customers who are angry, demanding or unreasonably persistent may result in unacceptable demands or behaviour towards Council employees and Members. It is these actions that the Council considers unacceptable and aims to manage under this Policy in order to fulfil its duty of care to employees and prevent unnecessary resource drain on the Council.

The Council has grouped these actions under three broad headings and further examples may be found at **Page 13** of this Policy.

Aggressive or Abusive Behaviour

- a. The Council expect their employees to be treated courteously and with respect. Violence, unwanted physical contact, or abuse towards employees is unacceptable. The anger felt by many customers involves the subject matter of their complaint. However, it is not acceptable when anger escalates into aggression directed towards Council employees.
- b. The language a customer may direct towards our employees or Members can, in times of distress or anger, become personally offensive. If the language or behaviour of a customer appears to be linked to the employee or Members belonging to, or perceived as belonging to, one of the protected characteristics under the Equality Act 2010, this will not be accepted.
- c. Violence is not restricted to acts of aggression that may result in physical harm. It also includes behaviour or language (whether oral or written, or on social media) that may cause employees to feel afraid, threatened or abused.
- d. Examples of behaviours grouped under this heading include threats, physical violence, personal verbal abuse, derogatory remarks, and rudeness. The Council also considers that inflammatory statements and unsubstantiated allegations can be abusive behaviour.
- e. Where physical violence has been used or threatened towards employees or their families/associates at any time, this will, in itself, cause personal contact to be discontinued. Thereafter, only one form of contact will be used such as correspondence in writing. All such incidents will also be

documented on the Cautionary Contact Register and in the first instance reported to the line Manager/Assistant Director and notified as appropriate to the police.

Unreasonable Demands

- a. Customers may make what the Council considers unreasonable demands on the Council, for example through:
 - the amount of information they seek;
 - the nature and scale of service they expect;
 - the number of approaches they make.

What amounts to unreasonable demands will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the complainant.

- b. Examples of actions grouped under this heading include but are not limited to:
 - demanding responses within an unreasonable timescale;
 - insisting on seeing or speaking to a particular employee;
 - continually making phone calls or sending letters or emails without allowing time for a response;
 - repeatedly changing the substance of the complaint;
 - raising unrelated concerns.

The Council considers these demands as unacceptable and unreasonable if they start to impact substantially on the work of the Council, such as taking up an excessive amount of employee time to the disadvantage of other customers or functions.

Unreasonably Persistent

- a. The Council recognises that some customers will not or cannot accept that the Council is unable to assist them further or provide a level of service other than that provided already. Customers may persist in disagreeing with the action or decision taken in relation to their complaint, service request or contact the office persistently about the same issue.
- b. Examples of actions grouped under this heading include:
 - persistent refusal to accept a reasonable decision made in relation to a complaint or service request;

- persistent refusal to accept explanations relating to what the Council can or cannot do;
- continuing to pursue a resolved complaint or service request without presenting any new information.

The way in which these customers approach the Council may be entirely reasonable, but it is their persistent behaviour in continuing to do so that is not.

- c. The Council considers the actions of customers who may be considered persistent to be unacceptable when they take up what is regarded as being a disproportionate amount of time and resources.

4. MANAGING UNACCEPTABLE ACTIONS BY CUSTOMERS

There are relatively few customers whose actions the Council considers unacceptable. How the Council aims to manage these actions depends on their nature and extent. If it adversely affects the Council's ability to do its work and provide a service to others, the Council may need to restrict customer contact with the Council in order to manage the unacceptable action.

The Council, its employees and Members will ensure that all attempts are made to maintain effective communication and positive relationships with customers. Prior to taking action under this policy, officers will ensure that:

- Every reasonable effort has been made to investigate the complaint;
- Every reasonable effort has been made to communicate with the customer;
- The customer is not now providing any significant new information that might affect the Council's view of the complaint

In most instances if the Council consider behaviour is unreasonable, we will explain why, and ask for change. We will also warn that, if the behaviour continues, we may take action to restrict contact with us. Where behaviour is so extreme that it threatens the immediate safety and welfare of our employees, we may report the matter to the police or consider taking legal action. In such cases where there is immediate risk, we may not give prior warning.

The Council will aim to manage contact in a way, wherever possible, that allows a complaint or service request to progress to completion through the Council's regular procedures or allow a customer to raise a new separate complaint or service request. We may restrict a person from face-to-face contact directly with employees or Members and move instead to communicate through email, telephone or letter or a combination of these. The Council will try to maintain at least one form of contact.

The Council will inform the customer in writing that their name is on a 'restricted contact' list, which is maintained by the Information Governance Team. Depending on the severity of restriction this may be shared with other teams, or organisations.

5. DECISIONS ON RESTRICTING CUSTOMER CONTACT

If a customer is considered to be displaying unreasonable, unacceptable, or abusive behaviour, or being unreasonably persistent the relevant Service Manager or Member will consult an Assistant Director for a decision regarding restricting contact. The Assistant Director will make the final decision on the action to be taken following consultation with the Group Information Governance Manager to ensure policy adherence.

In the event of an active incident where there is a threat, the Council has a separate procedure for dealing with immediate direct risk and management of those threats.

Under certain circumstances, the Council may need to place an immediate restriction on an individual's access to services – where possible this decision will be made at Service Manager Level and followed up promptly to gain an Assistant Director's approval.

The Council will record the following information in support of any decision to restrict contact:

- information about the decision-making process:
 - details of the decision maker
 - what limits will be placed on contacts
 - when limits can be lifted or if they should continue and for how long
- advice about who in the Council will be informed that contact with a named complainant is being restricted and why
- links with other Council policies.

Notices, warnings, and decisions will be retained along with the register of decisions and lodged with the Information Governance Team to demonstrate compliance.

6. RESTRICTING CONTACT

Any actions taken by the Council will be proportionate to the nature and frequency of the complainant's current contacts. The Council's objective is to manage the complainant's unreasonable behaviour in such a way that their complaint can be concluded quickly, without further distractions. The following options may be suitable, taking the complainant's behaviour and circumstances into account.

Options could include, but are not limited to:

- Placing limits on the number and duration of contacts with employees or Members per week or month.
- Offering a restricted time slot for necessary calls.
- Limiting the complainant to one medium of contact (telephone, letter, email etc).
- Requiring the complainant to communicate only with one named employee.
- Requiring any personal contacts to take place in the presence of a witness and in a suitable location.
- Refusing to register and process further complaints about the same matter.
- Refusing access to the buildings for a defined period,

A designated officer will be identified to read future correspondence.

If a decision is taken to apply restricted access, the Council will write to the complainant with a copy of the policy to explain:

- why the decision has been taken
- what it means for their contact with the organisation
- how long any limits will last, and
- what the complainant can do to have the decision reviewed.

The Council will keep adequate records to show:

- when a decision is taken to apply the policy
- when an employee asks for this to be done, or
- when a decision is taken to make an exception to the policy once it has been applied, or

- when a decision is taken not to respond to further correspondence, any further letters, faxes, or emails from the complainant will be checked to pick up any significant new information. Officers will tell the complainant that future correspondence will be read and placed on the file but not acknowledged unless it contains material new information.

If contact is made regarding a new issue, this will be treated on its own merits. The Council will consider whether any restrictions previously applied are still appropriate and necessary.

7. WITHDRAWING RESTRICTION

7.1 Individuals right to appeal.

Customers have a right to appeal a decision made by the Council regarding restrictions placed on individuals. At each stage of the process, there will be a statement describing how to appeal.

The appeal process will be simple and accessible. The appeal will be collected by the Information Governance team and passed to a suitable Assistant Director (or Deputy Chief Executive) to consider if the action was proportionate, necessary, and there was a correct application of the policy. A record of this appeal will be held for up to 2 years beyond the cessation of any conditional access.

The purpose of this appeal process is to ensure that individuals are not unduly disadvantaged, and to comply with guidance from the Local Government and Social Care Ombudsman.

Once the internal appeal process is exhausted the individual may be referred to the Local Government and Social Care Ombudsman for final arbitration.

7.2 Periodic review of Restriction.

When imposing a restriction on access, customers/complainants will be given a specified review date.

Reviews will be undertaken at Assistant Director level, supported by the team that originally identified the issues, along with support from the Information Governance team.

Limits will be lifted, and relationships returned to normal unless there are good grounds to extend them. The Council will inform the complainant of the outcome of the review.

Reviews may completely lift any restriction or amend the severity of the limitations applied.

If limits are to continue, officers will explain the reasons and state when the limits will next be reviewed.

8. INFORMING NECESSARY INTERESTED PARTIES.

Individuals subject to action under this policy will be advised formally of the decision. This will include advising that the Council will inform other organisations that may need to know that a customer/complainant has limited access to Council services. This is both for the management of the risk, but also should that organisations services be required to facilitate the customer's needs.

The Council **do not** need consent to share information where it is proportionate to do so but do need to advise the individual of that sharing.

Where customers are identified as also requiring adding to the cautionary contact register, it will also be necessary to share that risk information with local partners.

Any addition to the cautionary contact register will be shared with all S&ELCP councils and their partner organisation PSPS. Customers will be advised as part of the cautionary contact process that this will happen.

Examples of customer behaviours or complaints that may be unreasonable, abusive, or unreasonably persistent. This is not an exhaustive list.

1. Harassment in any form to Members, employees, or partner agencies; or other individuals present in Council buildings.
2. Seeking to coerce, intimidate or threaten employees or other people, whether by use of language, tone of voice or behaviour including body language or through posts on social media.
3. Causing damage to Council buildings, furniture, and equipment in a manner to cause distress.
4. Making what appear to be groundless complaints against employees or Members or attempting to use the complaints procedure to pursue a personal vendetta against a Councillor or employee.
5. Making unnecessarily excessive demands on the time and resources of Council employees whilst a complaint or request is being looked into.
6. Lodging numbers of complaints/requests for information in batches over a period of time, resulting in related complaints being at different stages of a complaints procedure.
7. Refusal to accept that issues are not within the remit of the Council for example overturning of court decisions, dismissal or criminal prosecution of employees or decisions of the Local Government and Social Care Ombudsman.
8. Persistence in contacting the Council and demanding responses or action long after the Council has closed the enquiry/investigation into a matter and all rights of review and appeal have been exhausted.
9. Adopting a 'scattergun' approach: pursuing a complaint or complaints with the authority and, at the same time, with a Member of Parliament/a Councillor/the authority's independent auditor/the Standards Board/local police/solicitors/the Ombudsman.
10. Behaviour which has a significant and disproportionate adverse effect on the Council's resources and other residents.

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Appendix B

Unreasonable Behaviour Statistics

The information has been provided by PSPSL Customer Contact monitoring, and as such can be seen as an indicator of the increase of problematic or abusive behaviour.

This did not capture abusive behaviour directed to Council Officers directly, or members at this time.

There has been a **55% increase** in reports of abuse by customer contact staff in the 3 quarters to date 2023/24 when compared to the same period in 2022/23.

Nature of abuse	2021/22				2022/23				2023/24			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Sexist/disrespectful attitude	2	6	7	4	9	17	10	14	29	14	19	TBC
Inappropriate/offensive language	7	3	5	3	10	36	52	42	73	37	60	TBC
Threats including physical harm or violence	13	13	1	4	9	14	10	3	11	7	11	TBC
Inappropriate religious, cultural, or racial insults	0	2	0	0	0	3	1	2	3	0	2	TBC
Total	22	24	13	11	28	70	73	61	116	58	92	TBC
	70				232				266			

Currently The Councils currently have the following recorded for 2023/24.

Boston

3 Banned from building, with a single point of contact established.

2 Limited to monthly responses to any email submitted, and or no correspondence about specific topics.

East Lindsey

3 people issued a single point of contact, with no correspondence about specific topics.

5 others issued single point of contact due to unreasonable volume and tone of communications.

South Holland

1 Limited contact via feedback.

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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 12

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