

## Appendix D

ID	What do you think have been the positives of the S&ELCP so far? Do you have any examples of positive impact you would like to share?	What would you improve about the S&ELCP? Do you have any suggestions you would like to share?	What do you think the key area(s) of focus should be for the Partnership in the year ahead?
1	Seeing how other councils work. Sharing staff. Cross-council scrutinies that have a bigger impact.	It's like working in a much bigger organisation, so it's easier to lose track of staff roles and other staffing changes. I could do with a database to look it all up sometimes!	Finances. Local government finance looks like it is going to be targeted again by austerity, and being able to deliver services will depend on actually having money to do that. Collective lobbying will be important there.
2	A higher profile for the sub-region in dealings with central government	Response times to questions from elected members	Economic growth and efficient delivery of services
3	The partnership has enabled us to engage with higher offices in local and national government due to the size of the organisation and the added strength that gives us in negotiating with these offices. As a partnership we are achieving more joined up ways of doing things by adopting best practices that have been adopted and used successfully by other partners in the partnership in the past	In some areas there appears to be gaps in officer cover. This could be due to the ambitious resourcing targets and in understanding ways of work in the three organisations joining as one. It is early days in the partnership and these things will no doubt be identified and rectified, wherever possible, in the future	One of the key areas is ensuring that finances remain stable across the partnership in these times of financial pressure Staffing issues should be taken in to account to ensure our officers remain challenged but not 'over challenged' as they carry out their daily roles and responsibilities We must continue to ensure that we remain focused on overcoming some of the inequalities we see across areas of the partnership where we have many residents living in great deprivation
4	Not a positive for SH, but one for another council is they have seen the success of our pride work, so rolled it out in their area- and rolled it out quickly without red tape and hold up. Sadly we seem to be unable to achieve similar benefits and roll outs quickly for the benefit of the residents of SH	More time focussed on SH. Growth in particular seems to be far more interested in EL and Boston and we seem to be lagging more and more behind. Extremely disappointing.	Simple areas to collaborate on and share ideas.- communities is the ideal service to look to combine and share- waste would be a terrible one to do so- it's crucial to SH and one of the few things we do well- we can't risk that as an area being diluted due to sharing, so I hope no plans to look at that service until things are much better within the partnership.

<p>Nothing obvious.</p> <p>5</p>	<p>Try</p>	<p>Try and improve services to our electorate and</p>
<p>We have a longer name.</p> <p>6</p>	<p>Provide a better service to East Lindsey residents because as far as we can see so far our services have got much worse, officers cannot be contacted without a lot of delay, they have little or no knowledge of background to issues and they have no idea of the constitutional requirements. If these could be remedied so much the better....and we could return to a bit more normality.</p>	<p>Doing the job better, caring about the job and being efficient. Economic Development seems to avoid market towns. So attention to detail in something would help!</p>
<p>The partnership having more success at grant funding due to the coverage of the partnership.</p> <p>7</p>	<p>It is difficult to say how to improve from a councillor point of view. At least we have a contact list and a point of contact if we are unsure who to contact.</p>	<p>Solidifying the partnership so that at all levels, the stall feel happy and confident in their role and feel valued over the whole partnership, not just the council they work for where their role is over the three councils.</p>
<p>Greater impact with our partners, selling ourselves as a sub region and therefore getting more traction with the like of the Midland Engine, NHS , central government and businesses all of which is and will bring in more inward investment.</p> <p>8</p>	<p>An assumption that the delivery plan has all been signed off and can be taken through the three councils without any challenge. The reality is that it has only been signed off at a strategic level and the detail has not been approved. Time needs to be built in to allow proper scrutiny of business cases when they are presented and not rushed through.</p>	<p>Devolution / Unitary plans will inevitably need to be at the top of the agenda and we need to ensure we are well prepared for any bids the County might put in. Delivery on key projects such as the towns deals, UKSPF and Levelling Up bids if successful.</p>

<p>The ability to have a louder voice when lobbying, applying for funding, or talking to investors. We also have access to more expertise from officers who have worked in other areas. Economies of scale and being able to balance the budget.</p> <p>9</p>	<p>I would like the Councils to get together and plan the annual meeting calendar and if some topics affect all three councils develop more in depth joint scrutiny to help get a joined up policy making it easier for residents who cross over areas and to save time in officer presentations.</p>	<p>Drainage rate alteration, i.e. taken out of the capped precept. Continue to review policy and more joint working whilst retaining sovereignty of each council. Making the electorate aware of how our three council now work and promoting the benefits</p>
<p>Value for money, combined skills are greater, there is greater capacity within the Council and Partners.</p> <p>10</p>	<p>Directives need to work together more, One Team.</p>	<p>Meeting each of the sovereign councils strategies, while bedding in further and enabling staff at all levels.</p>
<p>Positive shared resources which is also a negative. Negative not much of a scrutiny if there are only 3 questions, just seems a box ticking exercise. Doesn't really matter what anyone says good or bad, Things will only change if the ruling party wants it too.</p> <p>11</p>	<p>Allow all parties an equal say/share as to what happens with the partnership and not a one side vote from the ruling party.</p>	<p>Lowering the price of the green bins.</p>
<p>Haven't seen any yet</p> <p>12</p>	<p>Get back to proper in house meetings</p>	<p>Stick to the promises first made</p>
<p>The combined officer cadre has positively influenced operational activity in both finance and property. The officers have all had a positive influence on our ability to deliver for residents.</p> <p>13</p>	<p>We need to improve communication. That will happen as the new structure crystallises.</p>	<p>Maintaining financial resilience.</p>
<p>Greater combined power and influence in the main issues that affect us all, drainage, flooding and transport issues.</p> <p>14</p>	<p>Collectively apply pressure on LCC and Government for improved road repairs considering 40%+ of all fresh produce originates do passes through South Holland!</p>	<p>Improved internal communications regarding business developments and ways of savings by simplifying processes and streamlining functions.</p>

<p>I've not seen any evidence yet of this partnership being the success that was promised. Middle managers and junior staff appear overwhelmed with work, as they now appear to juggle several roles at the same time. Workloads have increased and vacancies are held open for far too long and this has had a detrimental impact on their ability to deliver. It's become a rather patronising practice of the ruling groups to continually offer sickly praise to staff in public, however, this often leaves the listener feeling that the orator is being disingenuous. Councillors who have their finger on the pulse are just fed up with this nonsense and if you watch carefully whenever this happens, you just might catch weary officers rolling their eyes in disbelief.</p> <p>15</p>	<p>Only SHDC has a political leader who possesses vision, imagination, conviction and political skill so it's depressing to think that the other two are by consequence officer-led. Sadly, the majority of the residents don't care as they don't bother to vote, and most of the councillors are too lazy to acquaint themselves with what's actually going on and rely on their 'Leaders' to spoon feed them. All three councils make a mockery of scrutiny so in an effort to be constructive, why not start there? The three LAs need to be open to real challenge and stop manoeuvring 'friendly,' incompetent or closely related councillors (to the Executive) into Chairmanship positions. There are also too many dual-hatted members and most of them are just in it for the allowances. We know this because when it comes to actually doing any ward work, they are lazy, lazy, lazy, lazy. This in turn gives each council a really bad reputation. As to ELDC and BBC the fish rots from the head.</p>	<p>Staffing: departments need to be properly staffed in order for each council to be able to deliver effectively. Working from home: a discreet piece of work around the benefits or drawbacks of this and a forward strategy drawn up and consulted on. Real estate: if buildings are going to be half empty with LA staff, then we need to find a way to ensure that these buildings are put to good use in other ways.</p>
<p>I do think the positivity will be achieved in the future.</p> <p>16</p>	<p>Regular meeting through Teams.</p>	<p>Study each case of each Borough individually.</p>
<p>I think it is difficult to asses at this early stage if the changes made are actually positives. However it does appear that the senior management arrangements are now well embedded. Whether the pledge of 'three councils, one workforce' has been fully delivered I think we have to say the jury is still out on that one.</p> <p>17</p>	<p>Ultimately it is something of a unique animal within the local government world, neither a combined authority nor a unitary, and ultimately further powers need to be acquired to move towards being the latter or it will need to be sold to Westminster as the role model for all areas. Sometimes being unique can often mean also being side-lined.</p>	<p>I think the answers to the first two questions answer this.</p>

18	Just the opposite. It has causes more problems. Obviously in this questionnaire no provision has been considered for people who consider it to have been a backward more.	Dissolve it.	Cut out the overburden of senior managers and replace them with workers.
19		Better coordination of staff policies and departments	Better communications and not having to wait so long on the phone
20	Promotion at top management level jobs for the 'in gang'	Look at customer service issues.....seem to have forgot as s service level	Customer service and public being able to get answers more efficiently, A need to scrutinise the whole organisation especially at grass roots
21	There have been many positive impacts of the partnership so far some of them include Considerable financial savings Access to a greater number of officers/able to attract more people to want to become an officer because of the increased opportunities for officer development Ability to development more ambitious economic opportunities for example, private electrical network/generation and supply of power. Hydrogen production. Joint strategy between the councils on Carbon Reduction, Community Safety	I think the councils have made giant steps towards working more closely in many areas but think there is much more could be done by aligning portfolio/cabinet areas of responsibility this would allow more joint/focussed portfolio scrutiny meetings. Standardise IT provision for members to deduce costs All three councils using the same providers for services i.e. MV for culture and leisure provision have a more integrated waste collection serviced	Consolidate where we are, we have got a far larger voice in the county and regionally and can really have an influence on developing economic activity, developing "Place" through supporting diverse culture and local community hubs where we support local communities in delivering what they identify their needs are. Having a greater influence on the way that the national spend is shared out and used.
22	Hopeful reduction in staff and staff costs	No	Staff ,planning consistency ,integration

<p>It has facilitated a staff structure with the skills and knowledge to drive improvements in service delivery and scope out major projects across the combined districts. The recent presentation explaining the possible relationship with the renewable energy innovation is something which wouldn't have been possible as individual districts.</p> <p>23</p>	<p>Use the building blocks S&amp;ELCP already has in place to press for a devolvement agreement which will benefit districts across the county.</p>	<p>Bring together what we do best over the three districts to drive forward radical improvements to road and rail infrastructure to link with our underused private ports and create strategic hubs to aid a more efficient distribution of food across the country</p>
<p>Unlike when we were in the Breckland partnership I really feel we are working as one team with Cllrs and residents who have so many of the same issues as we do. We are so close we can work cross border without any difficulties/</p> <p>24</p>	<p>Could we find a more simple and easy to say acronym for the partnership? SH - South Holland, EL - East Lindsey, BB - Boston Borough. SHELBB pronounced Shelby ! Only slightly tongue in cheek.</p>	<p>Promoting growth, looking at new methods of construction for social housing to relieve the backlog of homelessness and help more residents into safe, economical housing.</p>
<p>25</p> <p>Financial savings and strong geographic unity between the participating Councils. Expertise shared across the Councils offering better job opportunities for the staff.</p> <p>26</p>	<p>Communication and access to officers for Councillors. Still difficult to locate who is responsible for what. Greater depth of mutual understanding about each Council's uniqueness. Clarity on how we track officer time dedicated to each Council across the Leadership Team and whether each participating Council is getting a fair share of the resources.</p>	<p>Housing ,well-being ,environmental protection ,cost of living protections</p> <p>Ensuring all core and statutory functions of a District Council are at or above statutory minimum requirements. Ensuring Towns Fund and other grant is successfully drawn down. Ensuring Financial stability is maintained in the face of inflationary pressure.</p>

<p>NONE</p> <p>27</p>	<p>So far as I can say from my point of view, and fellow Councillors, the partnership has not helped our day to day contact with Officers working for ELDC. I feel left behind and out of touch with EL decisions being made together lack of response from Executive Members when asking for information. Back Benchers, specifically in EL are very despondent about this.</p>	<p>Not the Partnership - more inclusion of ELDC Members in matters and promises that we were elected on!!!</p>
<p>28</p> <p>Collaborative work. Understanding other way's of working, whilst sharing sovereign Councils work methods</p>	<p>Further working within the partnership and development, especially below Cabinet level</p>	<p>Leisure and culture, transport/road links</p>
<p>Shared management function ensures joined up approach from C/Ex, Deputy C/Ex and ADs.</p> <p>29</p>	<p>Flow of information from management structure to port folio holders and councillors is not always straight forward.</p>	<p>Expedite service reviews in order to share services across the partnership.</p> <p>Review what services could be absorbed into PSPS.</p> <p>Restore the balance of power (e.g. too much delegation to officers at BBC/SHDC and perhaps not enough at SHDC).</p> <p>Acceptance that SHDC Councillors seek more a more granular level of involvement than their BBC / ELDC peers.</p> <p>Acknowledgement that ADs are busy and a scenario where the next level down can on occasion be responsible for briefing councillors and port folio holders.</p>

<p>Savings</p> <p>30</p>	<p>Expanding to include West Lindsey.</p>	<p>Tourism and improving officer response rates.</p>
<p>Greater diversity/ experience officers and members - potentially wider view of experience and ideas</p> <p>31</p>	<p>- We have many similarities with S Holland but are demographically different. We share the agri-food industry as being key to us both. How can we get to each other's areas better so that we can work out how we can share ideas better? In particular, let's start with the similarities and look at each other's methods. E Lindsey has more similarity with the heritage / tourism offer so maybe we be looking at how they promote and capitalize on this side of their economy?</p>	<p>We need to know what we aim to achieve in advance of councillor elections of next year. Therefore, I believe that we should be planning what is the future purpose of the partnership and the possible scenarios that might arise countywide.</p>
<p>I feel been able to work with portfolio holders across the councils has been supportive as we all strive for similar goals.</p> <p>32</p>	<p>Councillor allowances should be the same across the partnership, whether they go up or down to achieve this. Boston Councillors are few, so we have extra meetings and more duties but not valued at the same rate as the other councillors we work with in the partnership.</p>	<p>To continue to make great use of each other's strengths, Knowledge and assets. A great example of this was the department were able to redeploy a much-needed street cleansing machine from our partners to the benefit of the residents of Boston.</p>
<p>It's good that 3 areas can work together creating a safer community and improving infrastructure and transport systems for all residents.</p> <p>33</p>		<p>Transport and infrastructure.</p>
<p>None evident.</p> <p>34</p>	<p>As a councillor: better communication with officers: clearer signposting of which officers are responsible for what and across which areas, more officer time for them to respond / be available.</p>	<p>Poverty, sustainable energy security, affordable sustainable housing, public transport and access to education / training.</p>



35	None	None	Cleaning up littering and fly tipping.
36	Successful integration of services Increase in efficiency and savings Good integration of cultures	More integration of policies Aiming for a common delivery of individual services-for example, planning	Better integration of policies and approach Look to integrate North and South Kesteven District Councils into the partnership Prepare actively for local government reorganisation and devolution
37	Can't think of anything positive. Negative - it is now virtually impossible to contact anyone - have also received negative comment from residents I represent.	Make it easier to contact officers and customer services for councillors and members of the public	Communication with Councillor back-benchers - we are kept very much in the dark over what is going on in East Lindsey
38	Very few positives, sometimes officers appear distant, some appear nervous, meetings are being organised around officers calendars not members, but they carry on and members miss meetings.	LETS DO THINGS WELL, include members as earlier as poss., get details to cabinet members well before meetings. Some officers think they make the decisions, wrong.	STEADY AS YOU GO, NO RUSH otherwise P ship will fall over.
39	Access to officers with specialist experience has been most beneficial in the heritage, visitor economy and arts sector. We are now in the final stages of launching a new Discover Boston Website thanks to the cooperation fostered by Lydia Rusling who was part of the ELDC Team. Plans to promote the big 2030 celebrations of the foundation of Boston Mass will be more effective and on a greater scale because of our cooperation.	I am happy with the way we are working together and developing the working practices in an organic way as required	Promoting the visitor economy

40	<p>I believe that the partnership is working better than the last one which we had with Breckland. The three authorities butt up to the Wash and problems with flooding are relevant to all Councils.</p>	<p>Better IT system so we can all connect</p>	<p>Fly tipping, better policing, harassment to Councillors by members of the public.</p>
41	<p>Not to be negative, I am still chasing the advantages of the Alliance.</p> <p>A general meeting of all Cllrs and officers.</p> <p>Finance, Effectivity, Deliverance, and Projects.</p>		
42	<p>Releasing potential of our districts and residents</p>	<p>Spread the knowledge of what's being done more with residents</p>	<p>Flood defence and growth</p>
43	<p>It is early days yet, but the apparent willingness of three councils, which all have more in common than not, to work together for their mutual citizen's benefit is very promising. Am an enthusiast for it.</p>	<p>More real meeting (in person) between members of the 3 councils would be good. I already know quite a number on ELDC and BBC, but not all my colleagues do.</p>	<p>1 - making sure sea defences are on the government radar as sea level is on the rise. 2 - ensuring not only that we try to attract new businesses to an area where worker loyalty is strong, but let the sizeable ones we've already got know how glad we are that they are here (that helped get Prices to invest in SHDC area) 3 - improve the retail markets. People travel for huge distances to a really good market, ours leave a lot to be desired. 4 - ensure that children's play and leisure facilities are up to date and suitable. It's one of the first things people consider when relocating. Good examples are Cumbria and North Kesteven.</p>