

LGA Peer Review 2022 Our Action Plan

Appendix B



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South & East Lincolnshire Councils Partnership



Scope of Peer Review which took place from 10 to 14 October 2022

- Local priorities and outcomes
- Organisational and place leadership
- Governance and culture
- Financial planning and management
- Capacity for improvement



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Action Plan Monitoring arrangements



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- Leadership Team (monthly governance meeting)
- Stakeholder Board
- Joint Strategy Board
- Council via six monthly performance update

Action Status	
Completed	
Not started	NS
On plan	Green
Off plan but mitigation in place to get back on plan	Yellow
Off plan and no mitigation	Red

Recommendations	Action(s)	Lead	Timescale
<p>1. Develop and communicate widely a collective understanding of the Partnership's purpose, future direction, and timescales for delivery.</p> <p>2. Invest in enhancing communications – both internal and external – to match the scale of the Partnership's aspirations.</p>	Develop a Partnership Communications Strategy.	Group Manager - Communications	July 2023
	Undertake an internal communications and engagement review and implement revised approach based on findings.		Jan 2023
	Increase profile of the Partnership and its role in delivering outcomes in external communications.		Ongoing
	Develop a clear narrative for the Partnership that is communicated internally so it can be easily articulated externally by colleagues/Members.		Feb 2023
<p>3. Define long term strategic place shaping ambitions across the Partnership and consider if appropriate committing to one shared set of priorities.</p>	Agree future approach to Corporate Plans.	AD - Corporate	Jan 2023

Recommendations	Action(s)	Lead	Timescale
<p>4. Embrace opportunities to join up around a single approach for key place-based risk and opportunities - such as flood risk, climate adaptation, housing delivery and economic strategy - and commit resources accordingly.</p>	<p>Identify opportunities for key shared priorities as part of the development/refresh of the Partnership Plan/Corporate Plans.</p>	<p>GM – Insights and Transformation</p>	<p>Nov 2023</p>
	<p>Develop joint funding bids on Partnership-wide priorities.</p>	<p>Corporate Management Team</p>	<p>Ongoing</p>
	<p>Ensure we commission the right skills to undertake specialist work where the necessary skills aren't available in-house.</p>		<p>Ongoing</p>
<p>5. Bring consistency to structures, systems, and governance, building on best practice from across the Partnership and elsewhere.</p>	<p>Partnership Review of organisational structure.</p>	<p>Senior Leadership Team</p>	<p>Aug 2023</p>
	<p>Constitutional Review to continue to seek opportunities for alignment.</p>	<p>AD - Governance</p>	<p>Ongoing</p>
	<p>Continue to align teams.</p>	<p>Corporate Management Team</p>	<p>Ongoing</p>



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Recommendations	Action(s)	Lead	Timescale
6. Develop a single Transformation team, approach and long-term rolling plan - linked to MTFS - across the Partnership and PSPS Ltd.	Single team to be implemented across the Partnership.	AD – Corporate	Nov 2022
	Develop and commence delivery of a transformation programme with PSPS.		May 2023
7. Further align performance, risk and financial reporting and management, ensuring Assistant Directors drive service plans that contribute towards each council's MTFS budget gaps.	Continue to develop an Annual Delivery Plan that focuses on alignment.	Corporate Management Team	By March each year
	Continue to align teams.		Ongoing
	Implement shared Portfolio Holder meetings Partnership-wide.	Leaders of Councils	May 2023

Recommendations	Action(s)	Lead	Timescale
8. Prioritise 'getting the basics' in place and working well. This will drive greater productivity and workforce satisfaction and should include:			
a) Speed up provision of a single IT platform for all three councils	Adopt Digital Strategy and ICT Roadmap.	AD – Corporate	Mar 2023
	Bring forward a business case for a single Partnership M365 tenancy.		Mar 2023
	Ensure adequate training is provided to support the roll out of new ICT.		Ongoing as ICT is deployed
b) Agree and communicate scale of service, staff and policy integration and likely timescales	Develop the Annual Delivery Plan and ensure this is widely communicated within services so programme of activity is known Partnership-wide.	Corporate Management Team	Mar 2023
c) Undertake an organisational skills audit	Undertake a Skills Gap Analysis that is forward looking and addresses any gaps identified through training and development (where a skill is particularly specialist commissioning may be a better route)	Group Manager – Organisational Development	Sept 2023

Recommendations	Action(s)	Lead	Timescale
8. Prioritise 'getting the basics' in place and working well. This will drive greater productivity and workforce satisfaction and should include:			
d) Consider how the councils can optimise their use of Section 113 agreement to facilitate further collaboration and cultural change	Encourage use of Section 113 by Assistant Directors in their services.	Assistant Directors	Ongoing as need arises
e) Undertake a timely review of the terms and conditions of all staff from across the three councils, including salary structures.	Undertake a review and consider opportunities for alignment.	PSPS – HR	June 2023
	Ensure colleagues are kept informed.		Ongoing linked to review
f) Increase focus on supporting staff	Deliver the Workforce Development Strategy.	Group Manager – Organisational Development	Ongoing
	Ensure Employee Assistant Programme is easily accessible.		Jan 2023
	Continue to embed values and behaviours.		Ongoing

Recommendations	Action(s)	Lead	Timescale
8. Prioritise 'getting the basics' in place and working well. This will drive greater productivity and workforce satisfaction and should include:			
g) Consider whether the arms-length local authority trading company model (LATCo) remains the optimal vehicle to deliver SELCP's long-term ambitions	<i>This has been considered by the PSPS Stakeholder Board following an external review and the LATCo remains an asset to the Partnership and therefore an appropriate delivery mechanism for the Partnership.</i>	Stakeholder Board	COMPLETED
h) Develop an holistic performance reporting framework for the Partnership	Bring strategic partnership indicators into the 23/24 Performance Framework.	GM – Insights and Transformation	April 2023
	Report sub-regional Indices of Multiple Deprivation data as part of the Performance Framework.		April 2023
i) Continuously learn and share best practice from and with elsewhere	Assistant Directors and Services Managers to embed the sharing of best practice culturally within their services.	Corporate Management Team and Service Managers	Ongoing
	Develop case studies for sharing within the sector (LGA, District Councils Network etc)		Ongoing
	Embed a learning culture Partnership-wide.		Ongoing