



PSPS

Public Sector Partnership Services Ltd

APPENDIX A

BUSINESS PLAN

2025 - 2027



Delivering services for



SOUTH & EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

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Foreword – Chief Executive & Chair



Lewis Duckett
Chief Executive

As an established and successful Local Authority Trading Company, now with a 15-year history of delivering services and transformation to Councils and partners, this plan sets out our strategic aims and ambitions for the next three-year period 2025-2027, as we continue to focus on improving the delivery of our services and outcomes for our Councils, local communities and partner organisations.

PSPS now has a three shareholder-owner model, following Boston Borough Council joining PSPS in April 2021. The Councils of East Lindsey, South Holland and Boston Borough have also formed a strategic partnership, the South & East Lincolnshire Councils Partnership, which has enabled PSPS to start providing a common approach to business practice and delivery across the Councils, thereby creating further benefits and efficiencies.

We enter this business plan period in the mid-cycle of our current 10-year contract. We have delivered our transformation objectives of our previous business and transformation plan, and present a programme of further transformation opportunity over the next three year period, with a commitment to continue developing our service offer, whilst also committing to support the Councils with their own annual delivery plans.

Our transformation programme will deliver further financial efficiencies, will seek to align delivery approaches across the Councils, as well as making more services accessible for customers and local communities for more of the time, ensuring digital solutions increase the ease and speed of access for customers who choose to use them.

We will ensure we continue to be an employer of choice in Lincolnshire and beyond, focused on developing and retaining talented colleagues and an agile workforce, as well as ensuring we identify and 'grow our own' for the future, to sustain our delivery in an opportunity driven labour market. We will ensure we have a skilled and committed workforce who are excited by the opportunity of challenge and innovation.

We will be a delivery vehicle of transformation, innovation and a system driven approach. We will support our Councils to be the best they can be in delivering more for less, supporting them with significant investment in the local economy for the benefit of residents.

We will continue to explore opportunities for future growth and partnership working which benefits PSPS, our shareholders and local communities.

Lewis Duckett, Chief Executive



Jim Astill
Chair

On behalf of the Board of Directors, I am delighted to endorse and present the Business Plan for 2025-2027 for Public Sector Partnership Services Ltd.

I have been actively engaged, along with key Stakeholders of our Councils, in setting the strategic direction and helping develop the focus for 2025 and beyond, having recognised the significant successes of the Company in supporting the Councils over a long period of time.

The advent of the South & East Lincolnshire Councils Partnership has offered the Company and also the Councils, a significant opportunity for advancing shared-service arrangements, delivering further transformation opportunity, whilst offering the company the creativity to design service models which can further align delivery for each Council and their respective local communities and businesses.

Technology, particularly the opportunity around AI, automation and robotics could provide a significant advancement in ensuring we utilise our skilled workforce on key critical customer delivery, which adds real value and support to customers, whilst being supported by advancing technology to delivery transformative business solutions. We will carefully invest, test and adopt such technology when we can demonstrate it can meet our high standards for delivery.

As a Board, we will continue to look inwards, to ensure we scrutinise, test and support our delivery arrangements for our Shareholders, ensuring good governance delivers robust outcomes for service delivery.

We know we will continue to operate in a challenging financial climate, which presents a number of challenges. We already provide good value for money services. We will further transform and innovate which in turn will help us create further opportunity, both financial and improved outcomes. We are committed to supporting our workforce and ensuring we are modern and progressive for the future.

We are committed to exploring opportunities for growth, which align and support with our strategic aims and ambitions. Our primary focus is on the services we deliver and with a customer base whom we are familiar and experienced in providing both quality and value .

Jim Astill, Chair of PSPS Board 2024/25

What is Public Sector Partnership Services Ltd?

Public Sector Partnership Services Ltd (PSPS) is a Local Authority Trading Company (LATCo), wholly owned by South Holland, East Lindsey and Boston Borough Councils.

We were established in 2010, originally called Compass Point Business Services Ltd. In 2018, we re-branded to recognise our journey and a new public sector focus for the future. As we enter 2025, we will have been operating as a LATCo for fifteen years and are now delivering services to the UK's largest geographical shared three-way Councils partnership.

We primarily continue to deliver a range of front and back-office enabling services and functions to our Councils and local communities across the Districts and Borough.

A LATCo is normally a Joint Venture arrangement, designed to operate at arms-length. We were created to be flexible, innovative, commercial and whose governance arrangements are overseen by a Board of Directors, with Shareholders and Stakeholders who hold the organisation to account for its delivery and performance. Our successes are reflective that our delivery arrangements are under-pinned by a solid partnership approach, with a shared understanding and commitment for delivery to the Councils, customers, local communities, and businesses.

We deliver a range of services including:

- HR & Payroll
- Financial Services
- ICT & Digital
- Customer Contact
- Revenues & Benefits
- Procurement & Contracts
- Health & Safety
- Telecare

Since our 21-23 Business Plan was approved, we have achieved further growth to become a three-shareholder owned LATCo model and have also introduced a new Procurement and Contracts service, in addition to delivering the existing services we have provided since 2010.

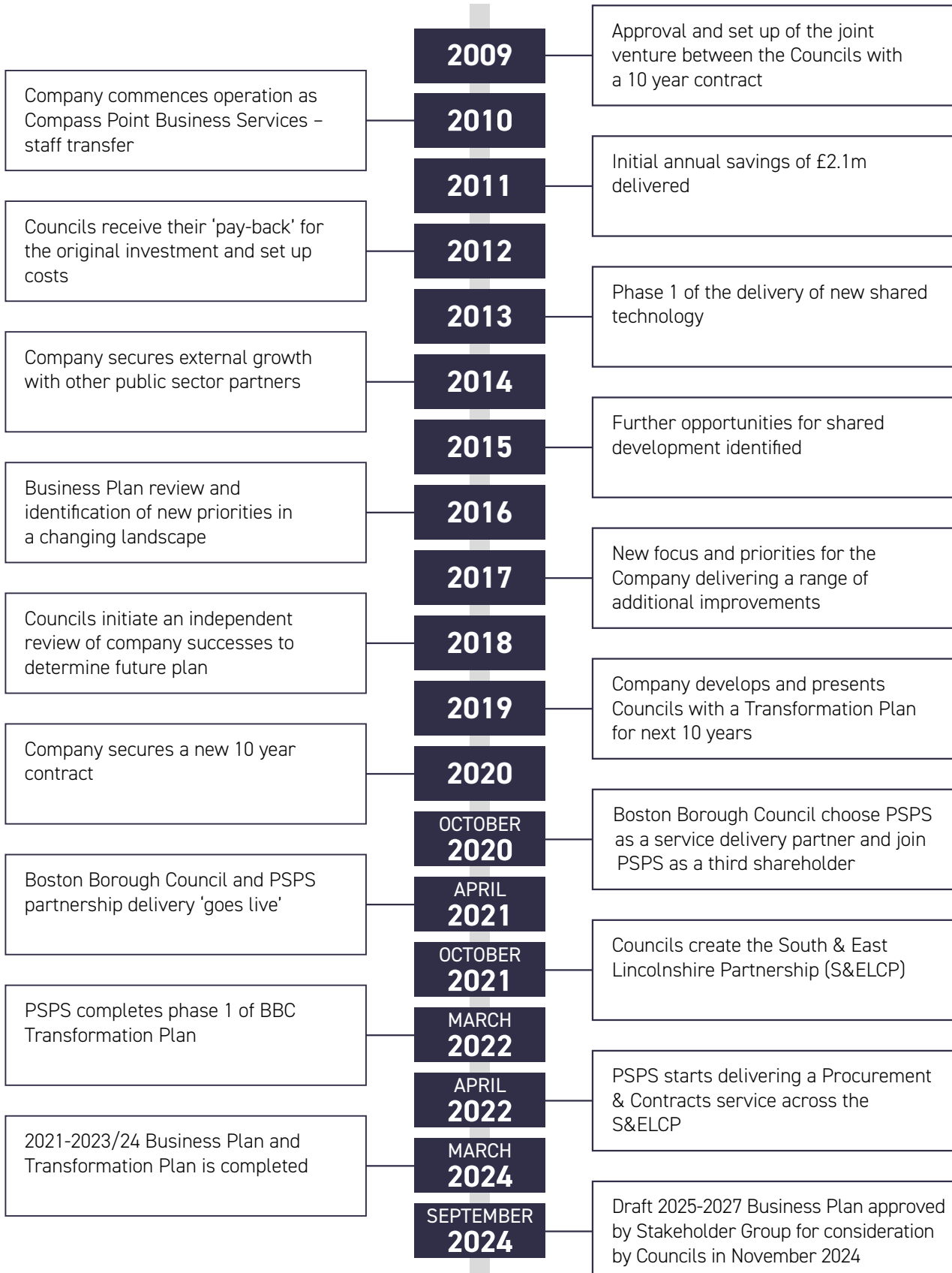
Over the last fourteen years, we have delivered significant financial savings, efficiencies and alignment. Based on the original savings achievement, over the last fourteen years, this has realised cumulative savings of £29.1m. We have delivered a further programme of transformation over the last four years which has realised a further £1.7m saving and our next three-year Transformation Plan will deliver a further £ XX, if all of the projects are approved for delivery. This will result in cumulative savings delivered by PSPS by 2030 of £XXX.

We deliver services through a partnership commissioning arrangement, with annually agreed standards of delivery, performance and cost, which are also aligned to the Councils Annual Delivery Plan. Since the inception of the Councils shared partnership, we have been able to develop and deliver new efficiencies by designing and implanting a singular approach to requirements. This is starting to create some further capacity to reinvest into other business areas or activity.

With the new Council administrations which were elected in May 2023, our new Stakeholder groups have been involved with the development of our 2025-2027 strategy for Transformation and future delivery arrangements. Our Councils have a strong relationship with one another and recognise that PSPS will be a vehicle in which to support and enable future transformation for their respective Councils as well as PSPS.

We have a dedicated and committed workforce of circa 290 employees, who provide a 'one-team' approach to delivering services across the geographical customer and Council boundaries. We are passionate in supporting our Councils achieve their ambitions for their residents and businesses.

Our Journey



Our Strategic Intention

PSPS intends to be a preferred partner of choice across the Local Authority sector, with the ability to provide customer confidence in its service delivery, which has been gained through significant experience and achievement over fifteen years.

The opportunity to engage a LATCo as a partner service provider, which works seamlessly alongside in-house services, to create modern customer-focused shared-services, which are tailored to local need, but sufficiently comprehensive to recognise the value of established professional business services, can deliver significant financial efficiencies and value for money.

We will continue to ensure we deliver robust end to end business approaches across all services, which are further developed through the advancements of technological solutions.

We want to enhance our customer offer and levels of satisfaction, to increase self-serve opportunities and greater access of online services.

OUR VISION

To be a preferred shared-services provider across local authorities, providing good quality value for money services.

OUR MISSION



"Together we will provide high quality professional services which achieve outstanding performance, satisfaction and confidence for our customers, communities and colleagues."

OUR FOCUS - STEPP

1. SERVICE DELIVERY

- We put our customer at the heart of what we do and deliver a great service that will be remembered. We operate as 'one team' in partnership with our Councils but recognise we are independent from them. Our corporate behaviours will underpin everything we do.

2. TRANSFORMATION

- We will continually improve and innovate and aren't afraid to try something new. We will invest in, and develop, our organisation, our people, and technology to deliver the best possible outcomes for our service users.

3. ENGAGEMENT

- We work in collaborative partnership with our customers, understanding their individual aims and objectives and work together to meet challenges. We develop professional relationships built on trust, respect and confidence.

4. PEOPLE

- We recognise people are our most important asset and we will support them to achieve their full potential.
- We will ensure we will have the right people, skills and ambition to deliver our objectives
- We will ensure we recruit and retain the right balance of skills and experience

5. PERFORMANCE

- Everyone understands what's required of them and how they contribute to meeting the organisational objectives. We will recognise and celebrate great performance and challenge and address under-performance. We individually and collectively take responsibility for delivering against our target.

Our Strategic Intention

OUR VALUES



PROFESSIONALISM

- We act with integrity and honesty
- We are polite and respectful
- We take pride in the work we do
- We maintain high standards



ONE TEAM

- We work together as team players
- We demonstrate high levels of communication
- We work collaboratively across departments
- We share experience and knowledge



INNOVATION

- We embrace new ideas and creativity
- We strive to provide better solutions
- We are ambitious and forward thinking



SUPPORTIVE

- We encourage and assist each other
- We actively listen to others
- We are empathetic and helpful



EXCELLENCE

- We aim to exceed expectations
- We will provide a high-class service
- We strive to be the best at what we do



Our Services



Customer Contact

Customer Contact provides the first point of contact for many of the Councils' customers, residents and businesses, providing high quality services through a range of different contact methods including telephony, face-to-face, social media, administration, web chat and email.

Supporting a property base in excess of 150,000, with over 300,000 residents and responding to over 600,000 contacts per year, we consistently deliver exceptional standards of customer service and satisfaction. Since 2010 we have demonstrated our ability to deal with high call volumes and peaks in demand, supporting a large number and variety

of projects and initiatives for our Councils annually.

Our multi-skill and multi-site delivery model, provides enhanced resilience for continued effective delivery, allowing an optimum approach to respond to change. Our staff are highly skilled and versatile, which allows them to support a wide range of council services and using different contact methods, supported by fully aligned infrastructure, technology and practices.

Our team members are well trained, highly skilled and professional in their delivery of services that meet differing customer needs, which will include signposting to digital channels wherever beneficial or providing more hands-on support to our vulnerable customers.

We are already delivering outstanding services, maximising the benefit and efficiency of technology, however we remain focused on continual improvement and we embrace company and client council ambitions for transforming how customers access our services. We continue to explore opportunities to allow us to lead the way for positive change that will allow customers to interact with us digitally more often, which will be quicker, easier, and at a time of their choosing. We aim to increase accessibility, to increase first-contact resolution, to reduce avoidable contact and to maintain high levels of customer satisfaction. Our high standards are defined in our customer charter and underpinned by meticulous service plans, which puts customer and service requirements at the heart of delivery and performance.



Procurement and Contracts

The Procurement and Contracts service is responsible for ensuring compliant spend, whilst also ensuring that the Company, and its Client Councils, receive value for money offerings from suppliers. We also provide contractual support through reviewing terms and conditions, and supporting with the effective management of contracts through performance monitoring, and supplier relationship management.

We are focused on continuously improving and developing our staff, and we invest in the team through the facilitation of their Chartered Institute of Procurement and Supply (CIPS) qualifications, as well as wider training within Public Sector Procurement. The professional advice that we provide to both internal and external stakeholders, including officers, Councillors, and suppliers, is invaluable to ensure that public money is spent compliantly and value for money is achieved on every project.

The service delivery that we provide to the Client Councils, as well as the Company, is paramount to the way

that we work. We ensure strong, working relationships are in place with key stakeholders. We strive to seek efficiencies through contract alignment, and collaborative procurement opportunities. With technology at the forefront, we look to utilise AI tools and automation to enable the team to focus on the more strategic areas of work.

We are seeking to grow the service by on-boarding new Clients in the future to create an income stream for the Company, offering a range of different services such as a fully managed service, ad-hoc projects, training, and consultancy.



Corporate Services

The Corporate Services Department is responsible for a range of centralised support functions, helping to ensure PSPS is high performing and compliant with its governance and statutory obligations.

Our professionally qualified Health and Safety team provide expert advice to colleagues across our Shareholding Councils and PSPS, ensuring that a deeply embedded health and safety culture exists across all work areas and teams. Protecting people from harm is their passion and priority.

Our corporate support and development functions do an enormous amount to help keep PSPS operating in accordance with law and our service level agreements. They deliver the company's communications strategy, which includes showcasing PSPS as an employer of choice, and our expert designers help to create high-quality digital designs for Councils and Company. There is a strong emphasis on performance and assurance, with a close monitoring and analysis of achievements, outcomes, and programmes of improvement. The team also provides a compliance function, supporting and managing areas of risk

management, information governance, company governance, and business continuity.

Corporate Services also bring project expertise into the organisation, and they will lead on developmental projects that can range from coordinating fun events on all-in days to project-managing our flagship staff awards event.

Our Telecare-Lifeline function serves residents in our local area, offering vulnerable residents the opportunity to continue to live a high-quality life with independence, thanks to the security of the 24-7 monitoring option offered by our alarms.



Revenues and Benefits

Our experienced Revenues and Benefits service is responsible for billing, collection and recovery of council tax, business rates, sundry debt and housing benefit overpayments on behalf of our client Councils, and the processing and payment of Housing Benefit, and Council Tax Support, providing essential support to residents across the districts.

We are focused on delivering high quality professional services which put the customer at the heart, and we achieve this through our end to end service model and approach to performance monitoring and management.

Maximising revenue, and minimising loss are primary objectives for our service.

We operate pro-actively through a range of activity including quality assurance, interventions, fraud investigation, review and visiting programmes.

A number of our team members are professionally qualified members of the Institute of Revenues, Rating and Valuation (IRRV), and our commitment to investment in learning and development ensures a highly knowledgeable and experienced workforce, that ensures quality and compliance.

Our transformation activity will provide increased online and self-service options to enable customers to access our service at a time that suits them.



HR

Our team of HR professionals deliver a range of exceptional HR Services to public sector organisations across four key areas.

We believe in being different, which means tailoring our service to help our clients develop and support their workforce. We offer timely expert advice and guidance, from getting the basics right through to managing complex employee relations and help to overcome any workplace issues. We have extensive and specialist knowledge in Local Government pay and terms and conditions of service. We'll develop HR best practice solutions to your policies, processes, and transactional activities,

ensuring whether it is the administration of your contractual changes, annual leave or pay, that this is processed accurately and timely.

Our payroll service is HMRC-recognised and gives you the peace of mind that you are in expert hands. We make sure your people are paid accurately, on time and in line with current regulations. We navigate payroll complexities and compliance, so you don't have to.

We deliver a seamless talent acquisition experience; you only get one chance to make a first impression. When it comes to finding the best new people, we have it covered.

From guiding hiring managers through the best approaches to developing competitive compensation packages to knowing how

to reach the best-fit candidates, our talent acquisition service will help you to identify, attract and hire top talent and provide an ideal onboarding experience.

We help build a sustainable organisation through developing the very best leaders and teams. Giving your leaders the tools they need to be effective with a new set of skills.

Delivering targeted learning and development programs that build business agility. With the flexibility to support a variety of modalities and content, from classroom to on-the-job training delivery.

Supporting you to improve retention by making top performers feel valued and giving them a vision of opportunity within your organisation.



Finance

Our Financial Services Department takes pride in its ability to support our Client Council's day to day financial needs leaving them free to shape and deliver essential public services across their districts. The department provides a wide range of high-quality services including the end-to-end financial management of budgets, payment processes as well as maintaining a number of complex financial systems that support day to day delivery of financial services.

The service also includes a dedicated Treasury & Investment function that manages the short-term assets and liabilities for all of our Client Council's, ensuring that they have the optimum amount of working capital to support day to day services. In addition to this we also provide specialist advice and support in other key areas such as banking, insurance and VAT.

The Financial Services Department continually strives for service improvements and new ways of working, embracing new technologies

wherever possible including enhancing and upgrading its Finance system, "Unit4-Business World", to ensure it delivers quality financial information for our Client Councils.

All our Financial Services Teams enjoy a close working relationship with our Client Councils to make certain that they receive the best advice possible and ensure that all their statutory and discretionary financial requirements are met.



ICT

ICT is a key enabler for the development, delivery and transformation of business systems, improving efficiency and enhancing the customer journey for the Company, its Client Councils and their residents.

Our team of highly trained and certified ICT staff offer specialist services, delivering a range of ICT disciplines from robotics and

automation to technical architecture and web application development. With multi-site, multi-client experience we have the strategic and operational skills to support even the most complex of organisations.

The team have vast Public and Private sector experience; ensuring our ICT provision is delivered by experts with real world knowledge of the challenges and difficulties being faced on a daily basis. Our vision is to be at the forefront

of delivering high quality, accessible, secure and efficient ICT services to the Public Sector.

With a customer centric approach, we are continuously reviewing how we can utilise technology to make improvements for our internal and external customers, priding ourselves on high levels of customer satisfaction, we ensure our team remains approachable and supportive.

The Financial Context

Our primary source of income will continue to come from our shareholder Council clients over the next Business Plan period. Naturally, our core services will primarily be delivered to the South & East Lincolnshire Councils.

We continue to ensure we deliver good value for money services. During 2023/24 we have bench-marked our service costs against three individual Councils with a similar geographical make-up across the East Midlands region. Based on publicly available data, our services were 20% cheaper than each of the three Councils.

We will develop a core contract price with our Councils for 2025/26. We will develop our MTFP from this, taking into account our assumptions now for inflationary and cost of living increases, with a view to providing our Council with a cost for services for the duration of this business plan. This will be supported by a programme of Transformation and efficiency savings over the same 3 year period to 2027/28.

| | 2024/25 |
|--------------------------|---------|
| Service Contract Cost £m | 16.1 |

We anticipate that in addition to the above funding sources, there will be some Contract Change Notices (CCN's) funding for service matters which fall outside of our core contract costs for BAU services, which will be for additional start and finish projects or pieces of work. These will be agreed separately.

The cost of our services continues to be shared between the three Councils, based on a population split basis. Where one Council requires a specific service solely for its own benefit, we will utilise the CCN route to ensure financial compliance.

| | 2024/25 |
|---------------|---------|
| CCN Income £m | 0.9 |

Capacity challenges which are created by additional and increased demand or new service requirements continues to be a challenge. Our current pricing of services are underpinned by Service Level Agreements (SLA's), many of which have agreed demand levels. We will require a joint approach to see how demand can be reduced, automated or simplified to avoid further cost pressures being created and added to the contract costs.

| | ELDC | SHDC | BBC |
|------------|------|------|-----|
| 2024/25 £m | 6.8 | 4.0 | 3.5 |

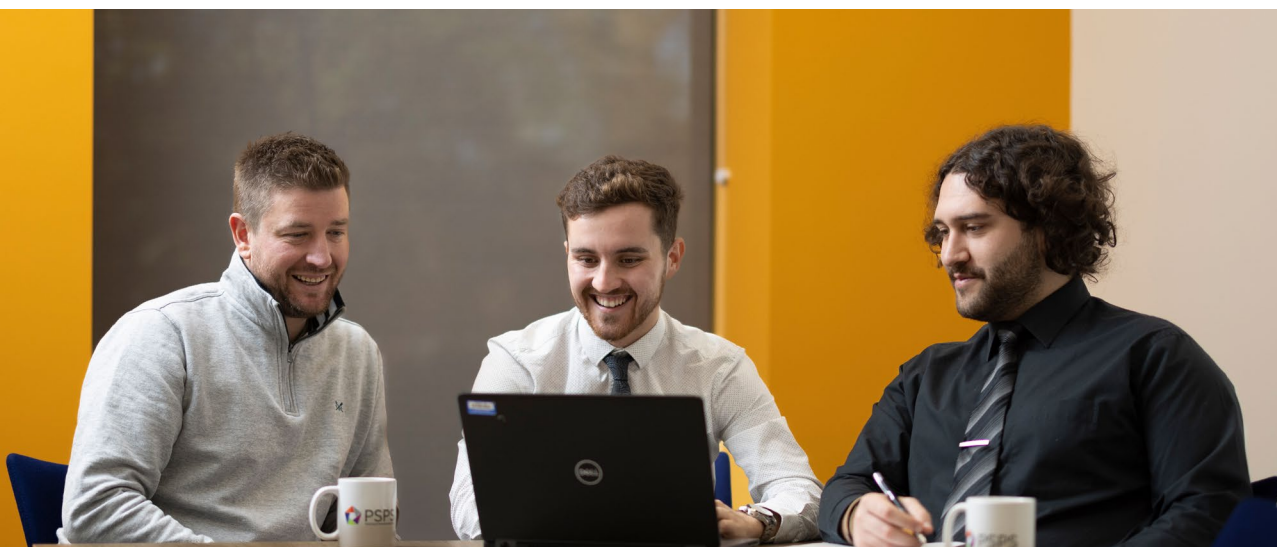
One of these drivers is the continued economic challenges faced the both local communities, business and also the internal services needing to identify savings for long term sustainability.

We will develop and monitor a transformation plan which will deliver savings to our three Councils.

| | 2024/25 - 2030/31 |
|---------------------------|-------------------|
| Transformation Savings £m | 4.57 |

(subject to final investment/business plan consideration and costs)

The Councils continue to benefit from the use of a LATCo vehicle to manage pay related costs.



Governance & Internal Scrutiny

At PSPS we are proud of our tradition of achieving outstanding performance, high standards of compliance, and effective risk management. Our robust governance and scrutiny framework helps us to achieve these outcomes.

- On a quarterly basis our **Chief Executive challenges Senior Leaders** on key areas, including performance and audit outcomes, budget management, people management, information governance, cyber security, and health and safety.
 - Performance is monitored daily at our **Daily Management Meetings (DMM)**.
 - On a quarterly basis, our wider leadership cohort attend **Operational Management Board (OMB)** meetings, where their involvement in all key service delivery, compliance and management functions are reviewed.
 - A '**Client Liaison**' function provides the Councils with an opportunity to appoint a responsible officer for monitoring PSPS' performance. This function also oversees the completion of Master and Departmental **Service Level Agreements (SLAs)**, which are updated annually to ensure service delivery expectations are agreed and documented.
- Our processes are independently reviewed by expert **auditors**:
 - External auditors review our accounting processes annually
 - The Council's commission audits of our services offered to them
 - Our Board of Directors appoint their own internal auditor who will also audit PSPS services and areas of risk on their behalf
 - All activity is overseen by our **Board of Directors**, who meet 5 times a year to seek reassurance on operational matters and to set out a strategic direction for PSPS.
 - A **Stakeholder Group**, made of representatives of the shareholding councils, will meet twice a year to ensure the direction of travel for their company aligns with their strategic vision.



Our Priorities

We have a number of corporate priorities, plans and objectives, however our key business plan aims are:

1. Provide high quality services to our Customers, Councils and Company
2. Deliver our programme of Transformation
3. Deliver our financial savings and efficiencies
4. Develop our organisation to ensure it continues to be a great place to work
5. Explore opportunities for growth with other Local Authority partners

How will we achieve our key aims and how will we measure success?



1. Provide high quality services to our Customers, our Councils and within the Company

- We will continually develop and benchmark work, what we do and how we do it
- We will listen and act on various performance assessments and customer feedback to continually improve
- We will set ourselves stretching targets and outcomes in all we do



2. Deliver our programme of Transformation

- We will develop, engage and consult with our stakeholders on all areas of transformation
- We will ensure clear accountability and responsibility for project management and delivery of our transformation plans and develop an internal programme of post implementation review
- We will maximise technology, innovation and business efficiency in all aspects of our work



3. Deliver our financial savings and efficiencies

- We will ensure robust financial process and management scrutiny alongside our MTFS
- We will align our transformation plan to our financial planning process
- We will ensure strong programme management of all projects and will regularly report to our Board and client Councils



4. Develop our organisation to ensure it continues to be a great place to work

- We will implement our 'People Plan' and strategy with clear outcomes for people
- We will develop various programmes, training and development which supports every employee from Apprentices to Senior Leaders.
- We will assess our effectiveness through our staff survey, recruitment and on-boarding processes and various open forums which exist to engage with our people



5. Explore opportunities for growth with other Local Authority partners

- We will engage with other Local Authorities in Lincolnshire to explore potential opportunities
- We will engage with both local and national programmes of work affecting local government
- We will explore new opportunities and services with our existing Councils

Our People

“Our people are vital to our organisation’s future success and our future success will only be achieved through our people.”

Lewis Duckett, Chief Executive.

Our mission, vision and values set out a collective and shared focus for our organisation’s future success. Our people are integral to this being achieved. Continued challenges in the labour market results in employers needing to do more to attract, recruit and retain a successful workforce.

We will be more than half-way through our 2023-2026 People Plan objectives by the time our Business Plan is launched. We will seek to refresh and update this plan to take us into 2027/28.

We continue to have five core areas of focus in our People Plan

1. Attract & Retain Talent
2. Raise Skills & Standards
3. Support Health & Wellbeing
4. Reward & Recognise our People
5. Work Together for Our Future

We have engaged with our workforce over a number of years to ensure we understand their priorities, primarily through our Staff Survey, which was last completed during 2024. Over 80% of our workforce engaged and contributed to this survey, which demonstrates we have a committed and engaged workforce who want to share their views.

The top five themes on which we will focus are:

1. Pay & Remuneration
2. Reward & Recognition
3. Agile & Hybrid Working
4. Workforce Health & Wellbeing
5. Equality, Diversity & Inclusion

Agile and hybrid working across our sectors has become the norm post the pandemic, which has opened up a number of benefits and opportunities for employees and employers. We need to continue to ensure we successfully support training and development, early career employees, equality and diversity, health and well-being and a focus on the customer, to ensure we can adapt in the longer-term to ensure we stay connected and motivated when the workplace is now in a number of places every day.

We will continue to explore new and different ways of working. With our continuing market challenges around remuneration and reward, we need to ensure we understand what other factors could motivate and engage

employees for longer. We have already trialled different work-week models for delivery, which saw a significant increases in motivation and health and wellbeing.



Transformation Plan

PSPS have developed an ambitious transformation plan, which has been agreed in principle by our Client Councils.

Centred around a people approach designed to modernise and improve efficiency for our employees and customers, the PSPS Transformation Plan is at the core of our service delivery model.

PSPS may need to regularly review and refresh these plans, taking into consideration a new Labour Government, the Devolution Bill and the pace of development of technology, especially in the field of Artificial Intelligence. However, our commitment will remain consistent.

We commit to:

Putting the customer at the heart of service delivery

Modernising our approach and embedding a more accessible and consistent service

Using technology to best effect, ensuring a considered approach to using innovative technology

Delivering efficient and effective services

Ensuring we are best placed to deliver resilient and compliant services

Enabling our staff to deliver upon these commitments

Our transformation plans between 2025-2028 are split into three themes:

Our Customers/Residents

- 24x7 digital telephony provision
- Integrated web forms, improving speed of transactions
- Demand reduction and channel shift
- Improved payment options
- Commitment to plain English
- Customer / Digital journey review
- Aligned opening hours to demand
- Virtual appointments offer for residents

Modernisation & Efficiency Improvements

- Faster Revenues & Benefits processing through automation
- More efficient process across back-office services through intelligent automation
- Aligned single income management system
- Modernised and enhanced cloud hosted Financial system
- Single Revenues & Benefits system
- Aligned Partnership green waste process redesign
- Improved Fraud and Overpayment recovery
- Modernised and more efficient postal services

Organisational Development

- Commitment to cross Company customer satisfaction Key Performance Indicators (KPI)
- Understanding of customer journey and satisfaction through regular surveys
- Income generation
- Future Skills Development

Commissioning & Performance

A critical success factor for the Company is the way in which the Client Councils commission and receive their services, in a shared partnership arrangement.

The Company should be an 'enabler' to ensure the services it delivers to its customers and councils can deliver maximum benefit, efficiency and value.

We have well established processes which enable the Company to have a 'helicopter view' of each of its Councils individual corporate priorities and objectives on an annual basis. We should maximise every opportunity to align business processes and practices with both clients in the services which we deliver, where the same requirements and outcomes can be achieved, as this will lower the costs of the services we can provide.

Although our Councils operate individually of one another, the services which we deliver to both are broadly based on the same needs and requirements – as they are both Lincolnshire district councils, with similar demographics.

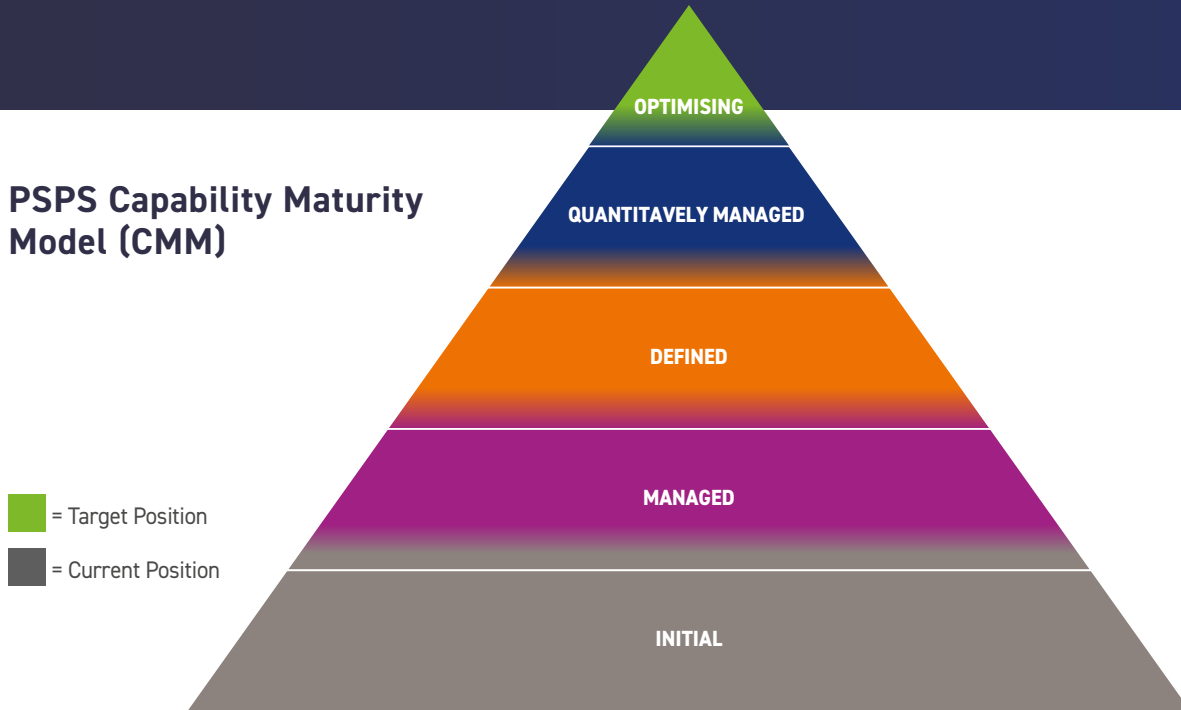
Our Commitment

1. Our commitment is to support our Councils with their annual planning processes, to ensure we can meet their service needs and requirements. A key success factor to this is the annual determination of agreed service level agreements, reporting processes, scrutiny arrangements, and KPI's.
2. We will continue to develop our performance frameworks and reporting process across all services, which will ensure our Councils have full visibility across a range of performance and other KPI information.
3. We will ensure an effective and regular client liaison process takes place with the effective flow of information to our Councils.
4. We will ensure our governance arrangements, the decisions of our Board, our stakeholders and partnership arrangements are open, accessible and transparent to enable the continued success of the Company.
5. In 2019 and in anticipation of our Transformation Plan and agreed investment, we put in place a Project Management Portfolio Board which will oversee the development of all business cases and implementation of transformation plans, to ensure a rigorous and consistent approach to project management, the majority of which are being implemented on behalf of our Councils. This will ensure corporate oversight is delivering against each ongoing project.



Customer Satisfaction & Maturity Assessment

PSPS Capability Maturity Model (CMM)



| | Initial Score 1 | Managed Score 2 | Defined Score 3 | Quantitative Score 4 | Optimising Score 5 |
|---------------------|---|--|---|---|--|
| Customer Experience | <p>Recognises importance of customer experience fundamentals</p> <p>Investigating customer experience on roadmap, Various disjointed efforts.</p> <p>Strong reliance on manual forms and processes.</p> <p>Minimal self-service. User Experience or process for capturing.</p> <p>Customer experience is inconsistent and often unpleasant.</p> <p>Email marketing (Basic), web analytics</p> | <p>An element of self-serve is in place.</p> <p>Intensified focus on problem resolution based on customer feedback.</p> <p>High-level Customer experience objectives outlined, and touchpoints identified.</p> <p>Customer experience is particularly important, formalised programmes begin to emerge.</p> <p>More formalised voice of the customer emerges.</p> <p>Basic technology advances, such as Webchat.</p> <p>Email marketing (segmented), socials (listen), customer tracking (reporting)</p> | <p>Customer experience roadmap established.</p> <p>Digital improvements and chatbots across the service.</p> <p>Clear internal hand-offs and elevated level of on-time delivery.</p> <p>Quality measures and framework defined.</p> <p>Customer experience is monitored and drive insights</p> <p>Transformational projects in place to improve customer experience.</p> <p>Focus on redesigning processes, not incremental or piecemeal improvements.</p> <p>Establish community, profile, content, and visitors. Rules based personalisation, engagement analytics.</p> <p>CRM established and tracking customer journey.</p> <p>Automation (Basic)</p> | <p>Customer insight influences decision making and adaptability. PSPS respond timely or ahead of requirement to change.</p> <p>Digitisation, including data validation and flow through, is fully delivered.</p> <p>Customer Experience is one of the core tenets of our strategy.</p> <p>PSPS have a comprehensive, actionable picture of customers, and a culture of accountability.</p> <p>Automation (Advanced) Delivers minimal exception rules</p> <p>Regular testing with customer engagement groups.</p> <p>Budgets and board approval for customer experience projects in place.</p> | <p>Activities are continuously monitored and regularly optimised based on results.</p> <p>Full understanding of customer expectations, driving product/service development and aligned with business strategy.</p> <p>Customer experience recognised as core brand strategy.</p> <p>Strong relationships with customers, they share positive stories if their experiences with others.</p> <p>Customer centric with virtual assistance integrated across all services.</p> <p>All outward-facing staff have strong customer service capabilities.</p> <p>Automated decisions</p> <p>Predictions and predictive analytics</p> |

Customer Satisfaction & Maturity Assessment

| | Initial Score 1 | Managed Score 2 | Defined Score 3 | Quantitative Score 4 | Optimising Score 5 |
|-----------------|--|---|---|--|---|
| Value for Money | <p>Ad hoc pricing, minimal to no benchmarking.</p> <p>Lack of auditability</p> <p>Inconsistent ability to charge for core and additional services.</p> | <p>Cost of core and additional services differentiate, but basic measurements in place.</p> <p>Core service costs are low when compared to market benchmarks.</p> <p>Price changes are reactive, and transaction based.</p> | <p>Competitive, differential pricing and framework in place.</p> <p>Price realisation strategy defined. Price changes are adaptive based on insight with value-based price management.</p> <p>Comparative costs with competitors in the low to mid-range.</p> | <p>Robust mechanisms in place for PSPS services.</p> <p>Effective price segmentation used to deliver cost reduction opportunities and provide high value-based prices.</p> <p>Pre-emptive price changes ahead of competitors/market changes.</p> <p>Competitive service costs, in the upper middle range when compared to market benchmarks.</p> | <p>Dynamic and adaptive pricing used to maximise effectiveness and cost reduction opportunities, and to support clients to leverage opportunities to drive down costs.</p> <p>Core service costs are in the upper range when compared to market benchmarks.</p> <p>Incorporates perceived and quantifiable value to customer.</p> |

| | Initial Score 1 | Managed Score 2 | Defined Score 3 | Quantitative Score 4 | Optimising Score 5 |
|--------------------|--|--|---|--|---|
| People & Workforce | <p>Reactive and tactile, lots of firefighting heroes.</p> <p>Practices applied inconsistently</p> <p>Responsibilities are siloed, working practices are based on historic practices.</p> <p>Employees are not actively performance managed, receiving ineffective, sporadic manager-provided feedback and isolated development</p> | <p>Managers take responsibility for managing and developing their team.</p> <p>Inconsistent performance and development management with feedback provided.</p> <p>Leaders receive basic coaching training and work towards team cohesion.</p> <p>Reactive workforce planning.</p> <p>Lack of relevant skills</p> | <p>Effective, continuous multisource feedback provided from effective leaders</p> <p>Competency-based practices</p> <p>Workforce planning.</p> <p>Career development and progressive development for team growth.</p> <p>Established vision and inclusive culture. Data on workforce composition (including diversity) available.</p> <p>Consistent organisational development management and planning.</p> | <p>Empower and integrate workforce competencies and manage performance quantitatively.</p> <p>Mentoring</p> <p>Empowered workgroup with a self-starting learning culture established and supported driving peer and personal growth</p> <p>Authentic people leaders</p> <p>Ingrained vision and inclusive culture. Data on workforce composition (including diversity) available and used in strategy.</p> | <p>Continuously improve and align personal, workgroup and organisational capabilities.</p> <p>Continuous workforce innovation</p> <p>Performance alignment across the organisation</p> <p>Continuous capability improvement.</p> <p>Inclusive and diverse workforce</p> |

Customer Satisfaction & Maturity Assessment

| | Initial Score 1 | Managed Score 2 | Defined Score 3 | Quantitative Score 4 | Optimising Score 5 |
|---------------------|--|---|---|---|--|
| Customer Engagement | <p>Client feedback is sporadic if at all.</p> <p>Client relationships can demonstrate tension with limited alignment of priorities.</p> <p>Feedback is often reactive without full information available.</p> <p>Customer satisfaction not measured.</p> | <p>Engagement leans towards reactive.</p> <p>Client Liaison Team in place, supported by an agreed governance structure/engagement model.</p> <p>Relationships are improved but can still be reactive and changeable.</p> <p>Customer satisfaction score not measured or low</p> | <p>Active promotion of PSPS to external bodies.</p> <p>Greater parity in client relationships ensures an understanding of priorities and drivers. Senior leaders and liaison team are established and aware of issues arising and no longer reactive.</p> <p>Client feedback mechanism in place with measured outcomes and the ability to measure and map improvements.</p> | <p>Business partnership and strong relationships exist at multiple levels between clients.</p> <p>Partnership Managers are well-connected and highly engaged with positive feedback from clients.</p> <p>Client feedback mechanism in place, with good to high satisfaction scores.</p> | <p>Consensus around priorities for PSPS and its stakeholders with a common pathway to success.</p> <p>Flexible performance measures aligned to client's needs.</p> <p>PSPS known as a 5 Star service provider.</p> <p>All outward-facing staff have strong networking capabilities.</p> <p>Client feedback mechanism in place with excellent satisfaction.</p> |

| | Initial Score 1 | Managed Score 2 | Defined Score 3 | Quantitative Score 4 | Optimising Score 5 |
|------------|--|---|---|--|---|
| Technology | <p>No clear view of ICT operations or strategic direction</p> <p>Budget alignment is unpredictable</p> <p>Standalone technology used to automate paper processes.</p> <p>Products are unpatched leading to security vulnerabilities.</p> <p>Legacy business systems are business critical</p> <p>Processes and functions, and the way systems are integrated are disorganised.</p> <p>Significant improvement is needed.</p> | <p>ICT operations understood</p> <p>Limited strategic direction</p> <p>Budget alignment is unpredictable</p> <p>KPI's used, and stakeholders and outcomes identified before service improvements implemented</p> <p>Limited patching on systems supported by manual activity.</p> <p>Some legacy systems remain business critical</p> <p>Manual synchronisation of data, with only limited integrations</p> <p>Infrastructure and systems are fully on premise.</p> <p>Traditional Disaster Recovery solutions are in place</p> | <p>Defined ICT strategy in place</p> <p>Improved budget predictability</p> <p>Business value is being delivered</p> <p>A more regulated, qualitative, and quantitative approach to ICT operations.</p> <p>Regular training in place.</p> <p>Good visibility of security vulnerabilities with activity underway to remediate Score between 7 - 8</p> <p>APIs in use with some integration between systems.</p> <p>Network Segmentation implemented</p> <p>Some cloud Infrastructure implemented.</p> <p>Projects are aligned to strategy and planned</p> | <p>Relative operational standards in place, aligned to best practice.</p> <p>Risk management in place and understood</p> <p>Fully up-to-date patching regime in place.</p> <p>Clear ICT alignment with organisational and corporate goals.</p> <p>Continuous wide-scale monitoring, cross functional collaboration and knowledge sharing implemented.</p> <p>Continual Service Improvement forms part of operational standards</p> <p>Quantitate performance objectives are predictable</p> <p>Project programmes and portfolios are planned, measured, and controlled</p> | <p>ICT is fully integrated into Organisational strategy</p> <p>ICT processes are robust reducing failure risk, integrated seamlessly across PSPS</p> <p>Automation monitoring consistent with feedback loops implemented.</p> <p>ICT optimises the benefits of digital service delivery</p> <p>Business can act on data and make value add decisions</p> <p>Business processes and ICT systems are driven by the customer needs</p> <p>Network and Infrastructure is fully Cloud where appropriate.</p> <p>Relevant accreditations in place (Cyber Essentials +, ISO27001 certified. Etc)</p> |

Maturity Model



PSPS & Our Environmental Commitment

At PSPS we recognise the important role we have to play in effecting positive environmental change and we are committed to creating an environmentally sustainable and climate-friendly culture.

As a Local Authority Trading Company, we work closely with our Client Councils and the newly formed South and East Lincolnshire Climate Action Network (SELCAN), which facilitates collaboration across our communities on projects that lead to carbon reduction and adaptation to the impacts of climate change.

Reducing Travel

PSPS is a multi-site organisation with business and customer needs for delivering services from various place locations, to support local communities.

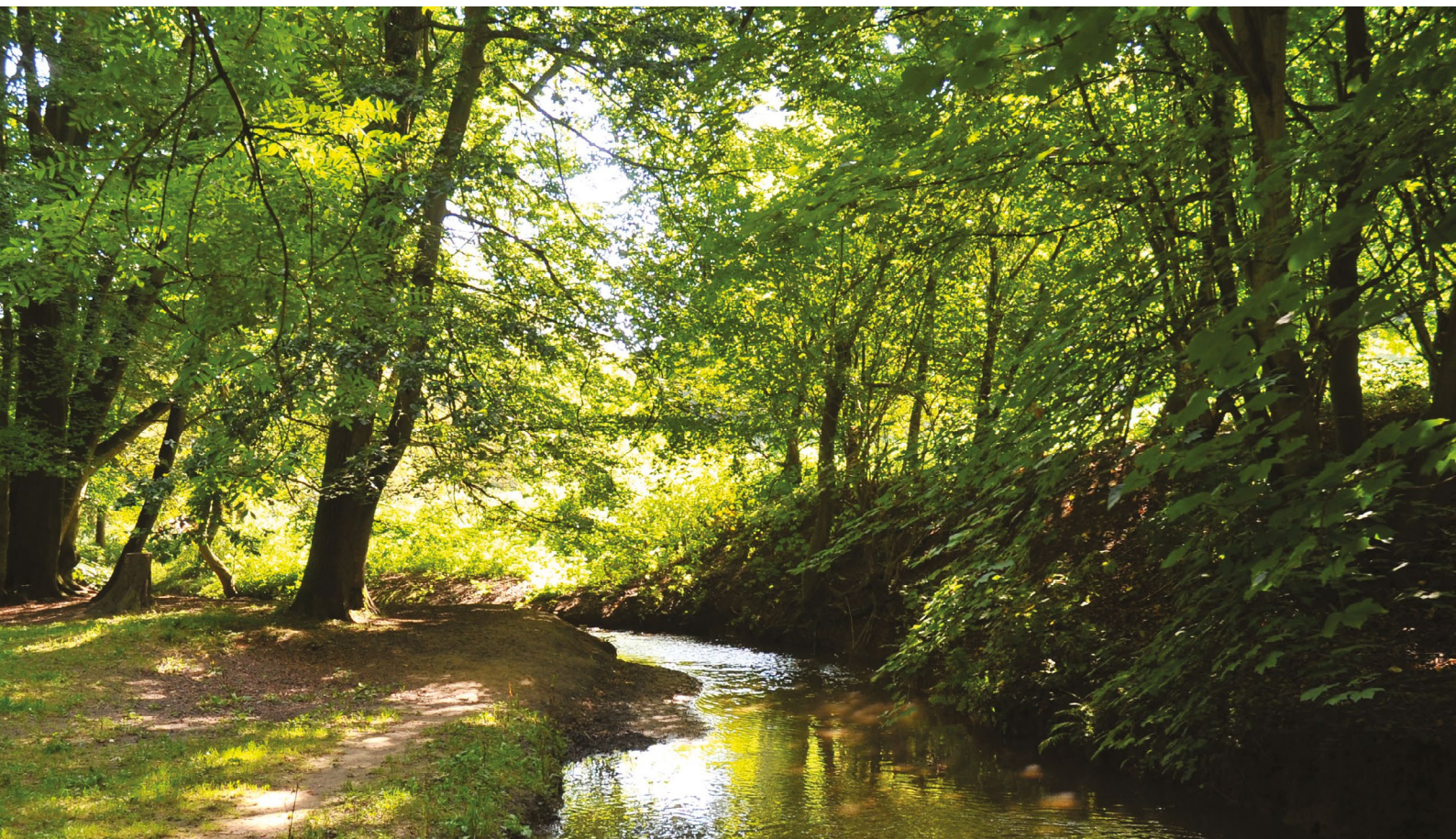
We will continue to take steps to reduce unnecessary travel through our use of technological solutions, such as facilitating virtual meetings via MS-Teams, or providing customers

access to our services digitally, through improved telephony, online and self-serve solutions.

We will continue to encourage car sharing for essential travel, with a company provided forum for colleagues to use to coordinate travel arrangements and with increased mileage rates offered to colleagues claiming for business journeys where they are travelling with passengers.

We also support our employees with working in an agile and hybrid way, which reduces the emissions associated with vehicular commuting to and from our places of work.

We have adapted our salary sacrifice car scheme which is now exclusively Ultra Low Emissions Vehicles (ULEV), these are low emission cars or vans that emit 75g/km CO₂ or less and are seen as a key solution to improve air quality. To date, with a recent initial rollout of just four ULEV fleet vehicles we have already offset 14.66 tonnes of carbon, this figure is expected to increase year on year. We have also increased the value of our cycle to work salary sacrifice scheme, enabling employee's greater choice and access to cycles, including electric bikes, which can increase the amount of employees who could access an alternative form of transport for commuting.



PSPS and our Environmental Commitment

Paper 'Light'

We have taken steps to reduce our paper usage encouraging the use of digital and self-serve options that replace letters and hard-copy application forms; for example, allowing and encouraging customers to make payments online or to pay by direct debit.

By utilising electronic document management systems we reduce our paper footprint which helps to cut down on deforestation and pollution. We also encourage the use of electronic forms and communications to reduce the impact of fossil fuels associated with travel, by reducing car journeys for customers where possible and the delivery of letters via postal firms.

Efficient Buildings

The buildings from which PSPS operates are owned and managed by our Client Councils who have all committed to reducing the carbon footprint of their activities and to achieve net zero emissions.

PSPS has recently occupied part of The Hub in Horncastle, which is East Lindsey District Council's new administrative headquarters. This state-of-the-art and eco-friendly building provides PSPS with an 'A' Energy Efficiency rated location where maintenance costs and carbon footprint are both significantly reduced thanks to efficient heating/cooling systems, a dynamic Building Management System (BMS), roof mounted solar PV panels generating approximately 23,000kWh's per annum.

With access to work locations with efficient BMS, which economically heat buildings in the winter and cool them in the summer, PSPS is able to offer its employees one comfortable location from which they can collaborate and work, negating the need to separately heat hundreds of individual employee homes, ultimately reducing CO2 emissions in our communities.

Sustainability in Procurement and Supply Chains

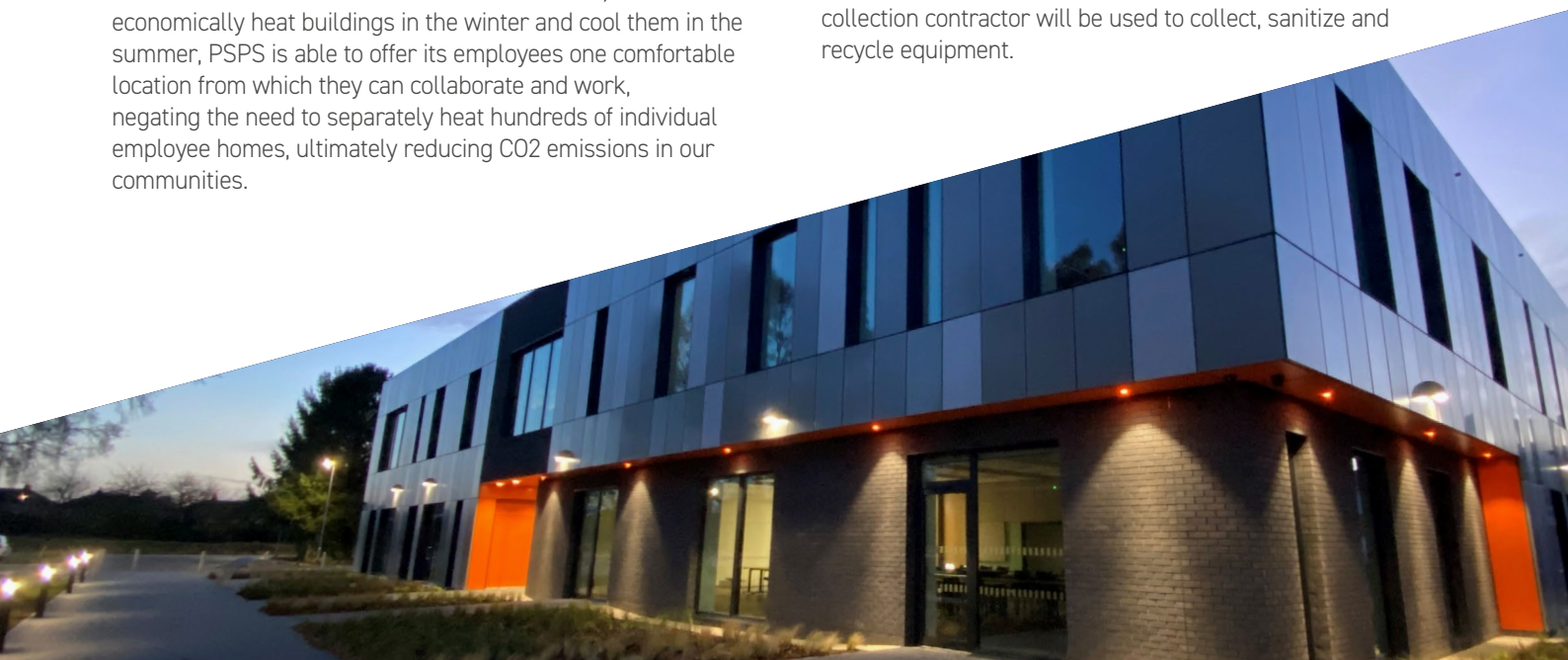
PSPS is committed to discontinuing the procurement of single use products within our internal operations as far as is reasonably possible and finding the best alternative solutions where single use products cannot be eliminated completely. We strive to establish a culture of reuse/recycling and switching to plastic-free alternatives where they cannot be discontinued, ensuring that products are disposed of responsibly and appropriately by recycling or composting.

Many of the ICT assets used by PSPS are owned by our Client Councils and are considered under their own sustainability policy. However, both the Company and the Client Councils are committed to a 'Cloud where appropriate' approach to migrate our estate to external service providers thus reducing our carbon footprint or harnessing the power of virtualisation to deliver energy saving benefits, especially in server utilisation and software design.

Responsible Disposal

The Company and its Client Councils have a responsibility under several EU Directives, including the Landfill Directive, the Waste Electronic & Electrical Equipment Directive (WEEE) and the Hazardous Waste Directive, to ensure that final disposal of all Waste Electronic and Electrical Equipment is responsible and traceable.

PSPS work with our suppliers to consider buy back options as the primary route for disposal (where a residual value still exists), should this be unachievable, a fully authorised WEEE collection contractor will be used to collect, sanitize and recycle equipment.



Growth

In 2009 the initial intentions were that the Company would go-live as a three-way authority model; however, it was finally launched as a two-authority model with the current range of services.

In April 2020 the Company took on the Lifeline/Telecare service on behalf of East Lindsey District Council. We consider this and taking on additional council retained services as phase 1 of our growth strategy and options for the Councils. Lifeline is an external customer support service, which provides support arrangements for elderly and vulnerable users in their homes. Now we have fully transferred this service, we are keen to explore how we can develop the service further across wider district boundaries and in partnership with the Council's Wellbeing service.

We can realise greater benefits and efficiencies where our Client Councils jointly wish to commission services together and transfer these to the Company. This is where the Company's Teckal status enables the Councils to effectively 'in-source' services within its Company. The Company is keen to explore what joint opportunities for additional services may exist as it reviews its own existing arrangement or new opportunities.

Phase 2 of our growth strategy will be to explore the opportunity for additional local authorities to commission or receive services, either through a contracting arrangement or alternatively explore the appetite to extend the Company shareholders.

Phase 3 of our growth would be to assess the impacts, outcomes and benefits from phases 1 and 2 and consider how we can deliver these services more efficiently and effectively through a co-location model of services into hubs.

We currently operate in a 'place-based' model and are currently co-located in the Councils' buildings. There are further efficiencies which can be realised and considered from a geographical perspective of partners, coupled with the benefits of agile working and the full benefits realisation of technology to deliver and access services.

The Company remains committed to progressing with its own accommodation strategy and option of locating in a more central location, which may not necessarily be co-located in Council buildings.

This would provide greater opportunity, resilience and opportunity for the Company to meet its future expectations. Part of this would include a review of the front-facing services it provides. It is, however, recognised that some service will need to be delivered at a 'place' level.



Contact Us

Public Sector Partnership Services Ltd

Email: corporate.services@pspsl.co.uk | www.ppsl.co.uk

Main Offices

Council Offices, Priory Road
Spalding, Lincolnshire PE11 2XE

Telephone: 01775 761161

Municipal Buildings, West Street,
Boston, Lincolnshire PE21 8QR

Telephone: 01205 314200

The Hub, Mareham Road,
Horncastle, Lincolnshire LN9 6PH

Telephone: 01507 601111

