

Draft
Sub-regional Strategy
2024/25 – 2028/29
'A bold and ambitious partnership'



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South & East Lincolnshire Councils Partnership





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Introduction

Welcome to our first Sub-regional Strategy, which sets out the South & East Lincolnshire Council Partnership's collective ambition for the communities we serve.

In 2021, our Councils formed the largest partnership of Councils in the country, challenging the traditional approach to local government with a collaborative model that seeks to drive efficiency, improve services and secure a greater level of resources to address local priorities. 2 years on and we have made huge progress, with over 50% of our £42m savings target already identified and over £150m in funding brought into our sub-region through successful funding bids.

The Sub-regional Strategy, which has been developed through available data and consultation, seeks to further our joint working on key priorities and address priorities specific to each Council area.

Working together, we want to make a real difference for all our residents.

Councillor Anne Dorrian
Leader
Boston Borough Council

Councillor Craig Leyland
Leader
East Lindsey District Council

Councillor Nick Worth
Leader
South Holland District Council



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Our Partnership:

Since forming in October 2021, the South & East Lincolnshire Councils Partnership has been focused on delivering quality services, opportunities, investment and value for our residents, businesses, partners, and employees.

The Partnership, which is the largest of its kind in the country, is made up of Boston Borough Council, East Lindsey District Council and South Holland District Council, with around 1,000 members of staff and 122 elected members serving over 300,000 residents across 1,112 square miles in total.

There is a mixed model of local government in Lincolnshire, including Lincolnshire County Council, City of Lincoln Council, North Kesteven District Council and South Kesteven District Council.



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Our Growth:

The key aim of the Partnership is to deliver growth and regeneration to the area, to seek greater access to vital Government funding and to find a position where it can identify and secure new investment into the sub-region, which is often viewed as being left behind for these transformative sums of money.

Using a strong and united collective voice, the Partnership wants to build a reputation nationally and internationally as a trustworthy, open and innovative organisation, with a reputation for being able to deliver ambitious, largescale capital projects and to be a frontrunner around subjects like energy production, manufacturing and service delivery.

The Partnership also prides itself on working closely with its existing businesses, helping advocate for their needs and concerns, facilitate them being able to access support and funding and promoting the unique local offers and products they provide.



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Our Services:

As well as introducing and enabling new investment, the Partnership is also focused upon offering our residents and businesses the best value for money possible from its existing services and delivery, creating new financial opportunities through partnership working and the use of integrated collective services and a shared senior management team.

Working as a larger team also enables the Partnership to offer an improved direct service to our residents, aiming to deliver a better quality of life and access to experiences and opportunities. This is possible by identifying and replicating best practice already in place at the individual councils, and exploring new ways of working that may have been out of reach without a collaborative approach.

Despite this, each council still maintains individual democratic sovereignty and accountability to their local areas, and ensures that this 'local service' to residents, businesses and elected members remains in place.

The Partnership will seek to use simple, plain English with residents to make it clear what decisions are being taken and the reasons behind them.



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Our Workforce:

The Partnership is committed to achieving the right offer for our workforce to support recruitment and retention and achieve value for money.

This is achieved through investment in workforce development, encouraging staff engagement, supporting individual and team training, enabling colleagues to achieve a good work / life balance and providing access to succession planning and leadership opportunities.



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The financial landscape:

(Wording under development)



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Our Voice:

It is also crucial that the Partnership uses its combined voice and representation to look to have a greater influence on future policy direction, and to impact outcomes that make the biggest difference for its local communities and businesses.

The Partnership enables all three councils to position themselves well for the future, putting it in a strong position to respond and adapt to the Government's Levelling Up agenda as well as any structural reform or devolution offers that may affect Greater Lincolnshire in the future, ensuring a case is put forward that has the best interests of local residents and businesses at its heart.

Boston



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Boston:

Geography and Population

Boston is a traditional market town, rich in heritage, character and history and is one of the largest urban areas in Lincolnshire making its economic success important not only locally but also for the County and wider region. The town of Boston is the administrative centre.

Economy

Boston lies at the centre of some of the country's most fertile land. Because of this the economy of the Borough of Boston is dominated by agriculture and horticulture. Other businesses are largely ancillary to this; namely engineering, food processing/ manufacturing and logistics (with a few notable exceptions).

Governance

Boston Borough Council has 30 elected Councillors, representing 15 Wards, and operates the Leader and Cabinet executive model of governance. There are 18 Parish Councils.

East Lindsey



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East Lindsey:

Geography and Population

The district of East Lindsey is one of the largest districts in England. At 700 square miles, it is sparsely populated, with a range of market towns, seaside towns and dozens of villages. A large part of the district is in an Area of Outstanding Natural Beauty, with the majority of the Lincolnshire coastline; both of which are attractive to residents and visitors, drawing many people to the district.

Economy

The economy in the district is divided between the coast and rural inland areas. The coastal towns of Mablethorpe and Skegness attract recreational and tourist traffic, and are characterised by a highly seasonal economy. The rural inland areas are dominated by agriculture.

Governance

East Lindsey District Council has 55 elected Councillors, representing 37 Wards, and operates the Leader and Executive model of governance. There are 163 Town and Parish Councils.

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South Holland:

Geography and Population

Surrounded by wide open countryside, the district of South Holland encompasses the flat fenlands of South East Lincolnshire, characterised by big skies and fertile land that was reclaimed from the sea over many centuries. The traditional market towns and villages retain the historic character that is unique to Lincolnshire.

Economy

Once renowned for its tulip industry, it is now recognised nationally as the hub of the UK agriculture, food manufacturing and logistics sectors. The main towns and population centres of Spalding, Crowland, Holbeach, Donington, Long Sutton and Sutton Bridge all feature strong community identities and activities, matched by thriving business and industry.

Governance

South Holland District Council has 37 elected Councillors, representing 18 Wards, and operates the Leader and Cabinet model of governance. There are 22 Parish Councils.

How it all fits together *'The Golden Thread'*



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Golden Thread



Our vision & priorities



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Vision, purpose and objectives:

A bold and ambitious partnership of Councils, working together:

- To shape policy at a sub-regional level
- To secure more resources to deliver on our priorities
- To do more for the communities we serve
- To have a greater impact in tackling the wider common challenges our communities face
- To become more efficient in the way we operate

Priorities:





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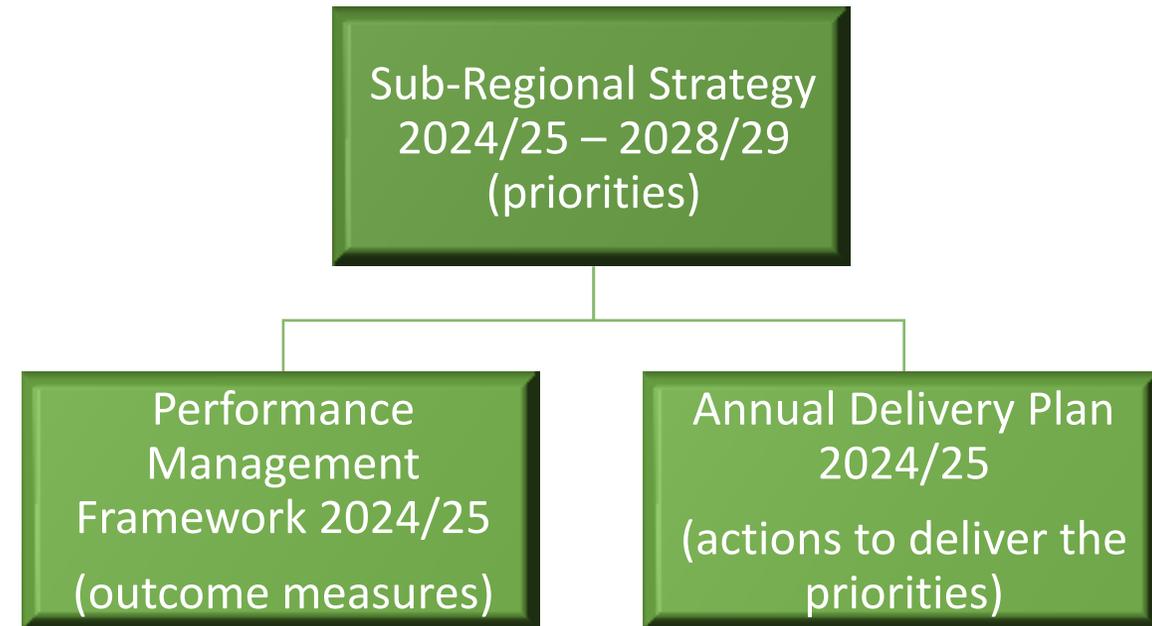
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Priorities to actions:

- For each priority, we set out why it is a priority, linking back to the data and evidence base, and to the common challenges and opportunities in the Partnership business case, where relevant.
- The Sub-regional priorities link directly to the existing Partnership Priority Boards which will be key to their delivery.
- Under each priority, we set out high level areas of focus. Specific actions will be set out in the Annual Delivery Plan each year and agreed alongside the budget.

Monitoring and Review:

- There will be updates on progress against each of the priorities in the 6-monthly partnership performance report to Councils which is already in place.
- This also links to the Performance Management Framework and Annual Delivery Plans as set out in the diagram.
- There is a mechanism already in place to scrutinise the Partnership each year. This uses 'Key Lines of Enquiry' to shape the scope of the scrutiny work. An additional 'Key Line of Enquiry' will be added, to consider each year whether the priorities need to be reviewed and refreshed.



Sub-regional priorities



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Growth and Prosperity

Why this is a priority:

- Data shows that unemployment, productivity, pay, education, skills and training are all key areas for the Sub-region.
- There has been a decline in town centre spend and footfall
- There are funding opportunities for the Partnership, including Town Deal, Connected Coast, Town Centre Improvement, UK Shared Prosperity Fund (UKSPF)
- Central Government have set out Levelling Up Missions as set out below:
 - Levelling Up Mission 1: 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
 - Levelling Up Mission 2: 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.
 - Levelling Up Mission 3: 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.
 - Levelling Up Mission 4: By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
 - Levelling Up Mission 6: 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.



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Growth and Prosperity

We are committed to working with partners and stakeholders across the Sub-region to stimulate growth and enhance our places and the environment by attracting investment, engaging with our communities and supporting businesses.

We will:

- Develop and deliver a Strategic Economic Plan for the Sub-region (encompassing a prospectus for inward investment, a destination management plan and cultural framework, and a renewed focus on housing growth)
- Deliver the Towns' Fund, Levelling Up, UKSPF and ACE 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
- Deliver green and sustainable long-term economic growth by working with partners to enable greater connectivity through excellent mobile and broadband connections, enhanced availability of employment land and improved road and transport links.

Delivery driven by the Growth and Prosperity Priority Partnership

Healthy Lives



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Why this is a priority

- Health and wellbeing data shows that health inequalities are a key area of focus for the Sub-regional Healthy Living Board (access to services; childhood obesity; physical activity; cardiovascular disease; reduced life expectancy; smoking)
- Data shows that housing is also a key area for the sub-region
- There is an opportunity to develop joint funding bids and to lobby on behalf of the Sub-region
- There is also an opportunity for the development of a co-ordinated Sub-regional offer for leisure and culture
- Central Government have set out Levelling Up Missions as set out below:
 - Levelling Up Mission 7: 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.
 - Levelling Up Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
 - Levelling Up Mission 9: 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.
 - Levelling Up Mission 10: 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.

Healthy Lives

We are working with partners to collectively address health-related matters within the Sub-region and to improve health and wellbeing outcomes for our communities.

We will:

- Work with the Healthy Living Board to deliver the Healthy Living Action Plan (Housing & Homelessness; Activity & Wellbeing; Environment and climate: Economic inclusion: Working with Communities)
- Reduce health inequalities for the social and economic benefit of our communities through voluntary and community sector engagement
- Target resources, with partners and linking back to economic development and funding opportunities, to improve access to health services and to improve health facilities
- Develop our leisure and cultural offer for the benefit of residents
- Improve housing standards, deliver affordable housing based on housing needs now and in the future and bring empty properties back in to use
- Reduce homelessness and rough sleeping

Delivery driven by the Healthy Lives Priority Partnership

Safe and Resilient Communities



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Why this is a priority

- Each year the Police and Crime Commissioner engages and consults with the residents of Lincolnshire on crime and policing. Below are respondent's views from Boston Borough, East Lindsey and South Holland from the South & East Lincolnshire Community Safety Strategy (April 2022 to March 2025)
- A high proportion of respondents reported that their quality of life was affected by fear of crime (Boston 52%; South Holland 43%; East Lindsey 35%)
- The top three problem areas from the survey were identified as:
 - Speeding traffic (South Holland 74%; Boston 72%; East Lindsey 66%)
 - People using or dealing drugs (Boston 55%; South Holland 49%; East Lindsey 39%)
 - Burglary (Boston 36%; East Lindsey 33%; South Holland 31%)
- Central Government have set out the following Levelling Up Mission:
 - Levelling Up Mission 11: By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.



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Safe and Resilient Communities

We are working with partners and local communities to ensure the Sub-region is a place where people feel safe, secure and welcome, driving forward improvements to community engagement and empowerment.

We will:

- Work with the SELCP Community Safety Partnership to deliver the Community Safety Strategy (tackling anti-social behaviour; hate crime; safer streets & night-time economy; the safety of women & girls; vulnerability & safeguarding)
- Reduce fear of crime by working with partners and local communities to understand and change perceptions
- Work with partners to prevent domestic abuse and promote healthy relationships
- Ensure licensing policies support crime reduction, community safety, place shaping, economic growth and inclusivity
- Work with the local community to promote cohesion, community confidence and pride of place

Delivery driven by the Community Safety Priority Partnership

Environment

Why this is a priority

- Climate Change is widely considered to be one of the greatest challenges facing our society; the Partnership has a stronger voice and influence together
- There is an opportunity to work with local businesses, communities, householders and organisations across the Partnership to meet carbon reduction targets nationally and locally, to ensure a more sustainable future, to build resilience, to drive down emissions and to improve quality of life
- There are huge changes coming with the Environment Act but the impact is currently unclear so there needs to be space in the strategy to be plan for this

Environment

We are working with partners to play our role in addressing climate change and environmental responsibilities, and also to encourage others to follow our example.

We will:

- Work with the South and East Lincolnshire Climate Action Network (SELCAN) to deliver the Climate Change Strategy
- Work with partners to increase biodiversity
- Implement the Environment Act and Extended Producer Responsibility (EPR) as they come forward
- Discourage fly tipping and environmental crime through deterrence, education and enforcement
- Work with local communities to develop green spaces and play areas
- Protect and enhance built heritage and environment, with local businesses and through green homes grants, and create new developments

Delivery driven by the Enhancing the Living Environment Priority Partnership

Corporate priority



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Efficiency and Effectiveness

Why this is a priority

- To prepare for the future of local government
- To continue to develop the Partnership and its workforce
- To deliver good quality and value for money services, in line with customer needs
- To meet the financial challenges facing the sector
- To drive transformation and innovation
- To address digital exclusion (lack of IT provision)

Efficiency and Effectiveness

In order to deliver our outward facing priorities, we also need to ensure that the Partnership itself is strong and developing.

We will:

- Prepare our Partnership / Councils for the future of local government; recognising that the environment we operate in continues to change
- Deliver the Partnership's business case, accelerating the alignment of service provision and policies where it makes sense to do so
- Making the most effective use of our Partnership and demonstrating our shared values – we trust, we deliver, we work together, we are proud and we care
- Deliver our Customer Experience Strategy that seeks to ensure the customer journey is straightforward when accessing our services and the Digital Strategy which enables assisted self-service
- Deliver an ambitious Workforce Development Strategy that makes us a Partnership of choice for those seeking a career in the sector, through positive and forward-thinking working practices
- Seek opportunities to transform how we provide services through new ways of working, including the use of technology, for the benefit of our workforce and customers
- Maximise income - secure additional income and investment to the Partnership / Councils to support the provision of services to the community, including lobbying partners to ensure our Sub-region receives its fair share of national and regional funding to address our local challenges
- Reduce the carbon footprint from our own assets and operations



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Actions in Annual Delivery Plans

Local priorities



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Boston Borough Council – local priorities

Local priorities specific to Boston Borough Council

We will:

- Encourage a feeling of civic pride in the Borough of Boston and support community cohesion within the parishes, villages and town
- Support improvements to Boston Town Centre, Markets and Events - the Town Centre Strategy.
- Improve street cleanliness and work to reduce fly tipping across the borough.
- Support local businesses and work to enhance the business offer and employment opportunities.
- Promote our Arts, Culture and Heritage offer and associated projects.
- Promote Tourism to both a domestic and international audience.
- Explore the opportunity to improve our local infrastructure.
- Efficiently manage the budget and utilise the asset register.
- Ensure local resources are targeted towards community safety.

Actions in Annual Delivery Plans