



PSPS

Public Sector Partnership Services Ltd



Business Plan

2021-2023



Delivering services for



Business Plan Contents

2021-2023

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Foreword by Chief Executive & Chair



Public Sector Partnership Services has a very clear vision for the future. Having recently secured a new 10 year contract for the delivery of our services to South Holland and East Lindsey District Councils, we are ready to build upon

the successes of the last ten years and focus on delivering an ambitious programme of transformation, digitalisation and continuous improvement of our company, our services and our people.

We have set out our key aims and objectives within our transformation plan and presented this to our Councils and Board of Directors, who have agreed with our ambitious plans, which will directly benefit our Councils and the communities across Lincolnshire.

We have a solid platform from which to build and develop our services and support our clients in the delivery of a range of public services to our local communities. Our initial plans will be delivered over the next five years, which will deliver a range of efficiencies, service improvements and financial savings to our Councils and customers.

Our ambition to deliver these aims and objectives will be matched with exploring opportunities to realise growth in the delivery of our services with other local authority partners across Lincolnshire.

Our people will be at the heart of ensuring we can achieve these goals, as well as ensuring we position ourselves as an employer of choice within the marketplace. We want to attract and retain great people who have a passion for the delivery of services to the local communities and to the Councils we serve. Our Councils expect us to provide high quality services to them and their residents, which in turn will enable the Councils to deliver their own corporate priorities.

This journey is well underway, with our transformation plan having already delivered our year one objectives early, which will deliver £1m of savings over the next ten years.

As we respond to the challenges presented as a result of the Covid-19 pandemic, we will have an even greater need to support our Councils as they respond and plan the recovery.

I am confident we can succeed.

Lewis Duckett
Chief Executive



On behalf of the Board of Directors, I am delighted to present the Business Plan for 2021-2023 for Public Sector Partnership Services.

As a Board Director since 2014, I have been part of overseeing the significant achievements across the Company, which have directly resulted in the recent award of a new ten-year contract in 2020. This is a fantastic opportunity for the Company to deliver further transformation, improved services and financial efficiencies, which will benefit our shareholding Councils and the communities across Lincolnshire who access the services.

As we continue to respond to the challenges presented as a result of the Covid-19 pandemic, we have continued to progress our year 1 priorities and projects.

We have developed an ambitious programme of transformation and we are confident that we can achieve these strategic aims and objectives, whilst also exploring new opportunities and growth of the Company.

The possible opportunities for the Company, as the discussion of Local Government Reorganisation is brought back into focus, provides the opportunity for our Councils to consider how they work with each another with the opportunity to align a range of services for maximum efficiency and benefit across the local government sector.

We are also looking inwards to ensure we continue to develop our people, our services and our technology. We want to ensure our customer facing services are the best they can be, whilst ensuring our internal 'engine room' services make the internal delivery fit for today and the future.

The Board will continue to ensure it works in close partnership with its Stakeholders, the Chief Executive and the Senior Leadership Team to ensure close scrutiny of how the company is operating to ensure it delivers on its commitments.

I would also like to acknowledge and recognise the amazing PSPS staff who we employ and who have delivered such amazing results over the last 18 months. We recognise that our future plans will require further commitment and dedication from our teams of professionals who go that extra mile to ensure we deliver on our expectations.

I hope you find that our business plan and our future ambitions will meet your future needs and requirements.

Angela Newton
Chair

What is Public Sector Partnership Services - the context and what we do?

Public Sector Partnership Services Limited (PSPS) is a Local Authority Trading Company (LATCo). The Company was created and first registered in 2010 as Compass Point Business Services (CPBS). As part of an organisational review in 2018, having considered the original aims and objectives of the Company, a decision was made by the Board of Directors to rebrand on 1st April 2019 as PSPS. It's the same Company and services, but with a renewed focus and appetite for delivering great services.

The Company is a joint venture wholly owned by its shareholder Councils, but strategically operates at arms-length from the Councils, with Teckal status. It is overseen by a Board of Directors, who are appointed by each Council to strategically steer and advise on the Company's strategic aims.

Over the last ten years the Company has delivered financial savings of £19m. We are projecting that over the next ten years, the Company will deliver an additional £11m, through our programme of transformation. The services we provide today cost £2.1m less per year, than they did in 2010.

We deliver a range of customer and enabling back-office services to our Councils and local communities, which includes Human Resources & Payroll, ICT & Digital, Financial Services, Revenues and Benefits and Customer Contact. These are supported by a Corporate Services function delivering Health & Safety, Lifeline and a range of business support functions within the company.

We deliver our services through a commissioning arrangement, where we agree annual priorities with each Council, which are underpinned by service level agreements and agreed key performance indicators. We operate in a partnership style arrangement with a commercial focus on service delivery and performance through shared arrangements.

The Councils have an important role to play as Stakeholders of the company and need to ensure they receive high quality, value for money services. Our delivery is scrutinised in a number of ways and we are audited internally and externally for a range of services we deliver.

Our Councils work in partnerships with each other through PSPS for the services we deliver to them both, whilst retaining their individual and sovereign status within their local district areas. We have a clear 'one team' approach, which isn't based in a particular place.

Over the last ten years, we have professionalised the range of services which we deliver to our Councils. Some of our services are visible and accessible to the public, such as Revenues & Benefits and Customer Contact, others such as HR, ICT and Financial services have more of an internal customer base, which enable the Councils to operate effectively through its enabling 'engine room' services. So, our focus and delivery for our customers is combined with both internal and external influence.

The arrangement is very different to an 'out-sourced' provider, we work much closer with our Councils and our wider focus is aligned to ensuring they can deliver on their internal and external priorities, beyond just the services we deliver for them. It is best described as a collaboration.

Many of our staff were transferred from the Councils back in 2010, however ten years on and through natural turnover we have attracted a range of great people from different sectors and organisations. 40% of our workforce have never worked for a Council or provider of services to local authorities. Our people are passionate about what and who we deliver to – hence our success.



Mission, Vision & Values

Our Mission

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

Mission, Vision & Values (MVV)

We developed our MVV in 2017 as part of an organisational wide review and programme of improvement across the Company. We also defined key areas for our focus.

Much of this remains valid today and has served us well as a means to clearly communicate our objectives to our people and key stakeholders. Whilst we reviewed these as part of the re-brand in 2018/19, with the exception of some minor tweaks, we have opted not to make significant changes as 99% of this, remains our focus today.

Our Values

Professionalism

One Team

Innovative

Supportive

Excellence

Vision Statement: **STEPP Forward to 2030**

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.
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.

We have introduced three new core drivers – which will underpin everything we do.



Our Services

Revenues and Benefits



Our experienced Revenues and Benefits service collect and recover council tax and business rates on behalf of our client Councils, and we process Housing Benefit, and Council Tax Support, providing essential support to residents across the districts. We also provide billing, collection and recovery services in respect of sundry debt and Housing Benefit overpayments.

We are focused on delivering high quality professional services, and 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, and we operate pro-actively through a range of activity including interventions, fraud investigation, review and visiting programmes.

Our accuracy has ensured our client Councils achieve the highest level of government subsidy, and our customers are supported with processing times that are in line with, or better than, national and East Midland averages.

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

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

ICT



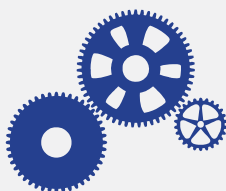
ICT is a key enabler for the development, delivery and transformation of corporate services, improving efficiency and enhancing the customer journey for the Company, its Client Councils and their residents.

Our team of highly trained and certified ICT staff offer specialist services, delivering a range of ICT disciplines from core technical skills to web application development and print & design consultancy. With multi-site, multi-client experience we have the strategic and operational skills to support even the most complex of organisations.

The team have a combined Public Sector experience in excess of 250 years; 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. One such programme of works is our current development of an Assisted Self Service platform, allowing back office system integration for both our Customer Services team and the residents within the Districts, providing the same experience whether contacting by telephone, email or self service.

Corporate Services



The Corporate Services Department is responsible for a range of centralised support functions, including Health & Safety, Communications and Marketing, Performance and Assurance, Compliance, Commissioning, Contracts and Transformation.

Our Health and Safety experts implement and monitor the Health and Safety Framework for our Shareholder Councils and for PSPS, ensuring our organisations and their employees are legally compliant and safe in their work. They write policies and procedures, provide in-house training, and complete audits and inspections. Protecting staff and customers is their passion and priority.

Our communications strategy focuses on facilitating channels for two-way engagement, and an area of particular focus for corporate services has been on showcasing our fantastic company brand through social media and web channels. Performance oversight ensures we remain a high performing organisation, and the team help to manage corporate functions such as data protection, risk management, business continuity, and audit. The team also provide transformation expertise, running the company's portfolio management office and providing project support that allows PSPS to be an organisation able to transform, improve, innovate and grow.

Our Services

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 both 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 the work to implement its new Finance System "Unit4-Business World" which is currently ongoing.

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.

Customer Contact



Customer Contact provide the first point of contact for many of the council's customers and residents, providing high quality services through a range of different contact methods including telephony, face to face, social media, administration and email. Supporting a property base in excess of 121,000, Customer Contact consistently delivers exceptional standards of customer satisfaction and quality.

We provide a multi skilled workforce across different locations. We have a well-trained, highly skilled and versatile workforce. This allows them to support a wide range of council services, using different contact methods to meet the differing customer needs and provides the end user with continuity of services, even at times of peak demand.

Our focus is on digital transformation, providing support services to residents that want to interact digitally and at a time of their choosing, freeing up capacity to actively engage and provide accessible services to support more vulnerable customers, maintain quality and satisfaction levels

We are delivering new systems and applications, including a new Customer Records Management (CRM) which will provide assisted services to residents who wish to interact digitally. Also a new Telephony Platform, providing further options to interact digitally such as web chat.

HR



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

HR

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. We have extensive and specialist knowledge in Local Government pay and terms and conditions of service.

Payroll

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.

Recruitment

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 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.

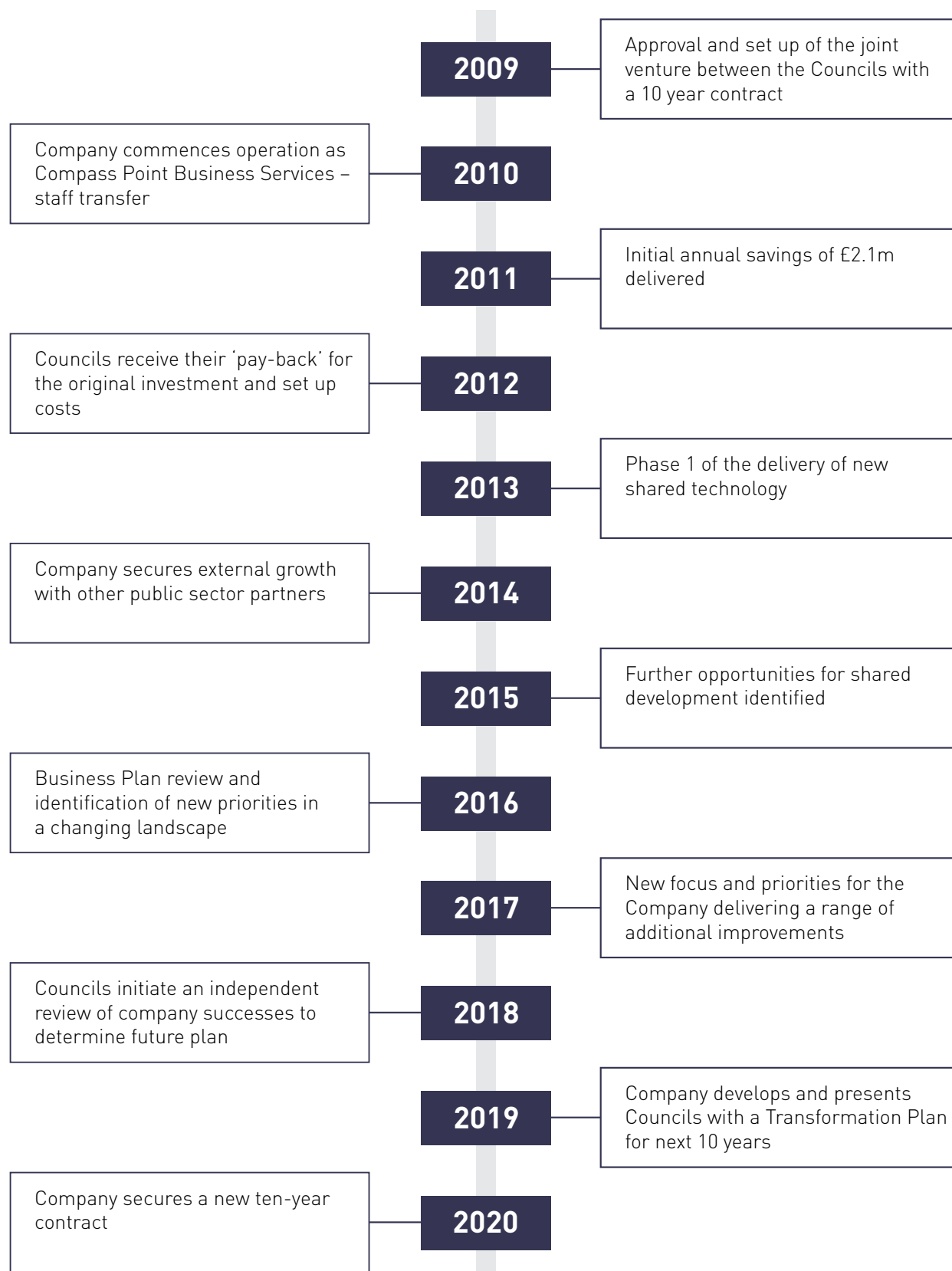
Learning & Development

We will support you to develop 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.

Our Journey



The Financial Context

Local Authorities, along with the wider public sector, have seen the impacts following many years of austerity and reduction in central funding. They have responded well to the continued reductions of national grant funding, whilst still maintaining the delivery of key public services. We have played our part in supporting the challenges they have faced, through the development of shared services between Councils via the Company arrangement, whilst each Council retains its individual identity and local delivery requirements.

In 2009, prior to the Company existing, the annual cost of the services for both Councils which PSPS now delivers, was circa £10.8m. In 2020 these costs are now £8.5m per annum and by the end of the contract in 2030 this will have reduced to £7.5m, based on the current delivery arrangements. In real terms over the last ten years, we have saved the Councils £23m. Our new transformation plan will deliver a further £11m over the next ten years, totalling £34m over 20 years.

Prior to the impacts of the Covid-19 pandemic, our Councils already faced an ever reducing financial position. It is highly likely as the recovery phase continues, the impact on future public sector funding will be impacted further.

We will be required to support our Councils as they commence the journey and are preparing to support them with the inevitable challenges they will face.



The Local Context

Change has become the norm, as has the need to be flexible and adaptable to both national and local changes. At a national level the topic of Local Government Re-organisation has recently returned to the table, and although it is not being progressed at any pace across Lincolnshire currently, it is likely that as the government focuses on its recovery plan post the Covid 19 pandemic, working collaboratively and in partnership across the public sector will become more of a necessity. This could change the face of what Local Government looks like, how it is organised and how services are delivered and received by local people.

At a local level, new and exciting partnerships have been formed through the strategic alliance between East Lindsey District Council and Boston Borough Council. As this involves one of the company's existing shareholders, we should explore any possible

opportunities which could support the delivery of 'One Team' delivering to two Council teams who, geographically, sit between both of our shareholders.

We should position ourselves in the best possible place to be ahead of what future re-organisation or partnership arrangements could look like. We have already started planning about how we can be in the best position to be part of future delivery arrangements across Lincolnshire. It is too early to identify definite plans, however we can lay effective foundations which enable our Company, Councils and local communities, to benefit from the delivery of our services if new delivery arrangements are on the horizon.

We also need to consider the local impacts and opportunities here and now. Both of our Councils have partnership arrangements with other Councils, which we do not deliver services to.

Phase 1 of our growth strategy should be focused on exploring what opportunities exist with our current shareholders or partners, where there is mutual benefit and cost reduction opportunities which make sound business sense to develop and enable streamlined delivery methods.

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 – working together for our future

“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, clearly sets out a focus for our organisation’s future success.

Our People Plan launched in 2020 is an integral part of our focus for our people’s success.

We have developed our People Plan which sets out the organisation’s five key priorities over the next three years. It delivers a structured approach to measure the efforts and success on the organisation’s commitment to our people.

Our five core areas for focus are:

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

We were already well underway with ensuring as a business we don’t forget the people that achieve and deliver our success day to day.

In 2019 we developed and improved our ‘employee benefits’ package and as part of our Company



re-branding identified what we needed to do to make us an employer of choice and competitive in the local economy.

60% of our employees worked for us in 2010 and our annual turn-over is low; however, we aren’t complacent and want to ensure that as we do have natural turnover that we are attractive to new employees.

Connection, motivation and shared values between an employee and their employer is critical in today’s world. The culture and tone of your workplace has a huge impact on a range of employee attitudes and values, so it’s vital we get this right.

We are about to launch our Health & Wellbeing strategy which will sit alongside our People Plan, as we focus on a range of vital support functions which good employers provide to their employees, such as family-friendly work policies, employee assistance package and further wellbeing support.



Our Transformation Plan

We have developed a programme of transformation with associated projects, which have been agreed in principle with our client Councils. We have secured capital investment to enable us to deliver these projects. We need to have delivered half of the agreed financial savings by the end of 25/26 and are currently well on track to achieve this. We will regularly review and refresh our transformation plans, recognising a changing landscape over five years. Technology develops at pace and different priorities for our clients may arise, particularly as they plan for the post Covid-19 world.

Our transformation plans between 2020-2023 are split into four groups.

1. Company and Services

- Relocation from Tedder Hall and co-location opportunities
- Service innovation and re-design
- Reduced accommodation costs
- Lifeline/Telecare Service

2. Technology

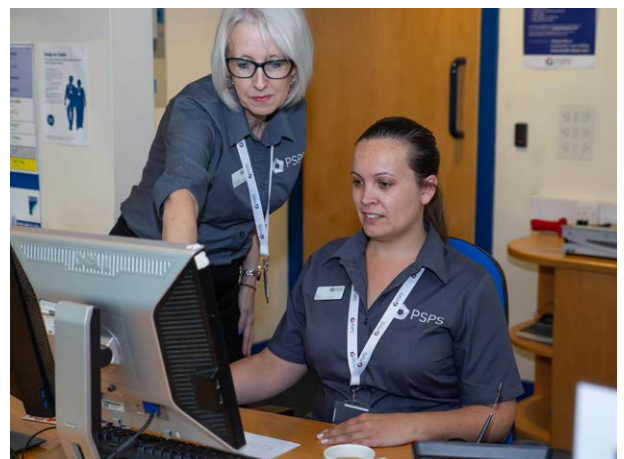
- Microsoft Office 365
- Implementation of Finance Systems
- Implementation of HR and Payroll System
- Implementation of Online Recruitment
- Implementation of Revenues and Benefit Systems
- Implementation of Telephony System
- Development of GOSS – Customer Contact

3. People

- Year 1 to 3 of People Plan strategy
- Reward and Remuneration review
- Reward and Recognition
- Carbon footprint and travel review (linked with agile/digital working)
- Health and wellbeing – reducing people absence
- Performance Development Review improvements
- Learning and Development – Income generation

4. Efficiency & Improvement

- Demand reduction – customer contact through payment automation
- Workforce management – demand/supply review – Customer Contact
- Front-facing services re-design and alignment
- Process re-design – Green Waste
- Customer web chat and channel shift
- Direct debit campaign
- Paper reduction project



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.



IMAGINATION
INSPIRATION
VISION
KNOWLEDGE
CREATIVITY
TECHNOLOGY

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.



Response to Covid-19

At the time our business plan was being developed, the global COVID-19 pandemic had started to impact across the UK. Despite the international impact and response, we may not have fully envisaged the extent to which COVID-19 would impact our daily lives, including how we would need to adapt our work, our organisation and our business at such pace. This was essential to ensure we maintained the delivery of services to our Councils and local communities.

As the infection rates of COVID-19 were reducing towards the end of the summer and the government guidance changed, we had successfully planned for a safe return to the offices in early September. We took the decision to reverse those arrangements as a result of a national spike in cases, despite the general area of Lincolnshire being low risk and having had a successful and safe return to the offices during this 2 week period.

The scale of the response has been significant and now ongoing for many months. This is likely to continue during the winter months and we are prepared.

We have prioritised our response to ensure:

- We protect our workforce
- We maintain the delivery of services
- We have moved our onsite operations to remote working for a temporary period
- We maintain critical onsite services, such as Customer Contact and ICT
- We are deploying and utilising new technology to support our response



There have, and will be, a number of financial impacts for the Company in responding to the pandemic, as there will have been with our client Councils.

We are working hard to ensure we can continue to operate successfully on a remote basis and that we can respond to the changing needs and requirements of our Councils.

We need to ensure we can maintain the culture, ethos and one-team approach of PSPS, whilst 90% of our workforce are working remotely. We will continue to maximise the use of technology to adapt, however we will ensure we are also planning ahead and preparing for the time in which we will return to our previous normal.

Contact us

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Notes

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PSPS

Public Sector Partnership Services Ltd

**BUSINESS PLAN
2021-2023**