



County Offices
Newland
Lincoln
LN1 1YL

30 October 2023

Executive

A meeting of the Executive will be held on **Tuesday, 7 November 2023** in the **Council Chamber, County Offices, Newland, Lincoln LN1 1YL** at **10.30 am** for the transaction of business set out on the attached Agenda.

Yours sincerely

A handwritten signature in cursive script that reads 'Debbie Barnes'.

Debbie Barnes OBE
Chief Executive

Membership of the Executive
(9 Members of the Council)

Councillor M J Hill OBE, Executive Councillor for Resources, Communications and Commissioning (Leader of the Council)

Councillor Mrs P A Bradwell OBE, Executive Councillor for Children's Services, Community Safety, Procurement and Migration (Deputy Leader)

Councillor Mrs W Bowkett, Executive Councillor for Adult Care and Public Health

Councillor R D Butroid, Executive Councillor for People Management, Legal and Corporate Property

Councillor L A Cawrey, Executive Councillor for Fire & Rescue and Cultural Services

Councillor C J Davie, Executive Councillor for Economic Development, Environment and Planning

Councillor R G Davies, Executive Councillor for Highways, Transport and IT

Councillor D McNally, Executive Councillor for Waste and Trading Standards

Councillor Mrs S Woolley, Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners

**EXECUTIVE AGENDA
TUESDAY, 7 NOVEMBER 2023**

Item	Title	Forward Plan Decision Reference	Pages
1	Apologies for Absence		
2	Declarations of Councillors' Interests		
3	Announcements by the Leader, Executive Councillors and Executive Directors		
4	Minutes of the Meeting of the Executive held on 3 October 2023		5 - 12

KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE

5	Highway Works, Professional Services and Traffic Signals Contract Extension <i>(To receive a report by the Executive Director – Place, which sets out the proposed extension options to the three main highways delivery contracts Highways Works, Professional Services and Traffic Signals. The Executive are invited to consider for approval the proposed extensions recommended within the report and commence re-procurement for one of the three main contracts)</i>	I029251	13 - 44
6	Future funding for Citizens Advice <i>(To receive a report by the Executive Director – Adult Care and Community Wellbeing which invites the Executive to consider future funding for Citizens Advice in Lincolnshire)</i>	I030151	45 - 78

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Please Note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Executive on Tuesday, 7th November, 2023, 10.30 am \(moderngov.co.uk\)](#)

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**EXECUTIVE
3 OCTOBER 2023**

PRESENT: COUNCILLOR M J HILL OBE (LEADER OF THE COUNCIL)

Councillors Mrs P A Bradwell OBE (Executive Councillor for Children's Services, Community Safety, Procurement and Migration) (Deputy Leader), Mrs W Bowkett (Executive Councillor for Adult Care and Public Health), R D Butroid (Executive Councillor for People Management, Legal and Corporate Property), R G Davies (Executive Councillor for Highways, Transport and IT), D McNally (Executive Councillor for Waste and Trading Standards) and Mrs S Woolley (Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners)

Councillors: M Brookes (Chairman of the Highways and Transport Scrutiny Committee)(in attendance via Microsoft Teams), P M Dilks (Chairman of Scrutiny Panel A) and A N Stokes (Chairman of the Overview and Scrutiny Management Board) attended the meeting as observers

Officers in attendance:-

Justin Brown (Assistant Director Growth), David Coleman (Chief Legal Officer), Andrew Crookham (Executive Director Resources), Sam Edwards (Head of Highways Infrastructure), Glen Garrod (Executive Director - Adult Care and Community Wellbeing), Nicole Hilton (Assistant Director - Communities), Tara Jones (Head of Service, Children in Care Transformation and Partners in Practice Programme), Dave Pennington (Head of Property Development), Martin Samuels (Executive Director of Adult Care and Community Wellbeing), Heather Sandy (Executive Director of Children's Services), Vanessa Strange (Head of Infrastructure Investment), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Rachel Wilson (Democratic Services Officer)

25 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors L A Cawrey and C J Davie.

An apology for absence was also received from Debbie Barnes (Chief Executive) and Andy Gutherson (Executive Director – Place).

26 DECLARATIONS OF COUNCILLORS' INTERESTS

There were no declarations of interest at this point in the meeting.

2

EXECUTIVE

3 OCTOBER 2023

27 ANNOUNCEMENTS BY THE LEADER, EXECUTIVE COUNCILLORS AND EXECUTIVE DIRECTORS

The Leader of the Council welcomed Martin Samuels, the new Executive Director - Adult Care and Community Wellbeing to his first meeting of the Executive.

28 MINUTES OF THE MEETING OF THE EXECUTIVE HELD ON 5 SEPTEMBER 2023

RESOLVED

That the minutes of the meeting held on 5 September 2023 be signed by the Chairman as a correct record.

29 NORTH HYKEHAM RELIEF ROAD - PLANNING APPLICATION

The Executive Councillor for Highways, Transport and IT introduced a report which sought approval for a change to the approved route of the North Hykeham Relief Road (NHRR) and to submit a planning application to the County Planning Authority for the NHRR. He commented that this was an exciting scheme which had taken some years of planning. This would be a strategic investment by the Council in one of the busiest and most congested parts of the road network.

The Head of Highways Infrastructure and Laboratory Services presented the report and outlined the two elements within the report which required approval. The Executive received a short presentation which provided a 'fly-through' video of the proposed new route. Members were advised that officers were reasonably confident that cost estimates would be in the medium range of around £193.7m.

In relation to the public consultation, concerns had been raised about the severance of the Viking Way at the second Public Exhibition Event, and this feedback had been taken into consideration and the design subsequently revised around the proposals for the Viking Way footpath. These proposals had since been generally well received with positive feedback at the third consultation event.

Councillor M Brookes, Chairman of the Highways and Transport Scrutiny Committee was in attendance via Microsoft Teams to present the comments of the Committee following its consideration of this item at its meeting on 11 September 2023 and unanimously supported the recommendations to the Executive and were content with the report. It was reported that the use of traffic signals was queried and members of the Committee were sceptical about the effectiveness of traffic lights on roundabouts. However, officers reassured the Committee that this would increase the effectiveness of the traffic flow on a 5-arm roundabout. The Committee also commented that designs should reflect future infrastructure developments and requested that budgets and costs were closely monitored to factor in any inflation and fluctuations in prices.

During discussion by the Executive, the following was noted:

- In relation to the proposal to include traffic lights on the A46 North Hykeham roundabout, it was commented that this had been very successful when used on the Holdingham roundabout and so was fully supported by the Executive. It was confirmed that the A46 North Hykeham roundabout would be the only one within the scheme to have traffic lights.
- Clarification was sought regarding the £10m from developer contributions and what the effect would be for economic development, and whether this was included in the Local Plan. Officers advised that as part of the modelling and design of the scheme, they had accounted for all of the planned development within the Central Lincolnshire Local Plan. The County Council would forward fund through Section 106 agreements and would recoup that when the development came forward.
- A query was raised regarding why there wasn't a pedestrian crossing on the section of road between The Bentley Hotel and the service station. The Executive was advised that this was an existing public right of way which was quite dangerous. Adding an improved crossing was explored, but it was established that there was not the additional space required to allow for a crossing. Following consultation with local residents and the Public Rights of Way Team, it was agreed to create a new route for a footpath down Middle Lane, crossing on the south side of the roundabout where it would not have an impact on traffic flow.
- It was queried how confident officers were that the planning application would not need further revisions. There was reasonably high confidence that the planning application would go through due to the procurement of a design and build contract and so the scheme was being driven by the contractor. It was also noted that it was not thought that a scheme of this scale had been developed to this level of detail before going to Planning. It was likely that there would be non-material amendments but these would not need to go back to committee and would be dealt with at officer level.
- The next step of the process following seeking planning permission would be to come back to Executive to seek approval to submit the side roads orders and the compulsory purchase orders. In terms of any land lock issues, it was noted that any issues had been resolved with landowners and land agents.

RESOLVED

1. That a change in the preferred route of the North Hykeham Relief Road adopted by the Executive in December 2006 to that described in section 1.3 of the report and illustrated in Appendix 1 of the report, be approved.
2. That the submission of a planning application to the County Planning Authority under Regulation 3 of the Town and Country Planning General Regulations 1992 for the development of the North Hykeham Relief Road, as described in section 1.3 of the report and illustrated in Appendix 2 of the report, be approved.

3. That authority be delegated to the Executive Director of Place, in consultation with the Executive Councillor for Highways, Transport and IT, to determine the final form of and to submit the planning application.

30 LINCOLNSHIRE SECURE CHILDREN'S HOME - LAND PURCHASE AND SECTION 203

The Executive Councillor for Children's Services, Community Safety, Migration and Procurement introduced the report and advised that this was a follow-on report following the approval of the business case for the new Lincolnshire Secure Children's Home (LSCH) in July 2022 which set out the rationale for the replacement of the existing secure unit with a new larger facility. The current 12 bed facility had been built in 1997, and whilst generally regarded as being highly successful, the building was no longer capable of meeting these high expectations. Whilst the Council continued to deliver this service, there was no realistic option to continue to use the building. Since 2017, work had been ongoing with the DfE to identify a suitable location within Lincolnshire for a new build secure children's home, and following further discussions it was agreed that the original plan of a 22 bed unit should be increased to a 28 bed unit. It was also highlighted that the project would be fully funded by the DfE.

Following an extensive countywide search, a suitable site for the new facility was finally identified at Bonemill Lane, Sleaford. However, this site was the subject of a restrictive covenant which would prevent the use of the site for residential purposes including as the secure children's home. The report outlined the legal basis on which the Council could proceed to construct the LSCH notwithstanding the existence of the covenant and sought approval to purchase the site and into an enabling works contract as the first stage of eventual construction on the specific legal basis as set out in the report.

The Chairman of the Overview and Scrutiny Management Board presented the comments of the Children and Young People Scrutiny following its consideration of this report at its meeting held on 8 September 2023 where the Committee unanimously supported the recommendations to the Executive. The Committee recognised that the current home was dated and did not allow for further development. Assurance was provided that invoking Section 203 to override the restrictive covenants was a managed risk and was a power which had been used by other local authorities to also override restrictive covenants. All affected landowners had been contacted on a regular basis throughout this process to allow them to comment on the proposals. Timescales and next steps were discussed and there was confidence that construction would be able to commence in early 2024.

During discussion by the Executive, the following was raised:

- Queries were raised regarding risk around the restrictive covenants and what was the level of confidence that there wouldn't be challenge. The Executive was advised that this had been examined fully to ensure that all criteria had been met including public interest and it was believed that all requirements of this Section were met by this decision and it was expected that the Council could successfully defend any objection.

- The land had been valued on a commercial basis, and the Council was proposing to purchase at the slightly lower end of the valuation, therefore if the project was unable to proceed the land would hold its value.
- It was noted that the whole of the unit was contained and the areas of open space were within the secure premises.
- There was support for the scheme, and it was commented that if it could help children before they became adults then it was of benefit.
- Clarity was sought regarding the difference between secure beds and welfare beds. Officers advised that the welfare beds were for children and young people whose behaviour was putting them at risk, but the Council would need to go before the court for this. However, it was important to note that this was not a sentence. The secure beds were for those children and young people placed on criminal grounds.

RESOLVED

1. That subject to the planning permission remaining free of challenge until expiry of the statutory challenge period the acquisition for planning purposes, pursuant to Section 227 of the Town and Country Planning Act 1990, of the freehold interest in the land at Bonemill Lane in Sleaford, Lincolnshire shown edged blue on the plan attached at Appendix A of the report, be approved.
2. That it is the intention of the Council in acquiring a freehold interest in the relevant land for planning purposes to engage the provisions of Section 203 of the Housing and Planning Act 2016, to the extent of the land in respect of which planning permission was granted on 4 August 2023, shown edged red on the Plan at Appendix A of the report, in order to override the restrictive covenants to the full extent of that section, to enable the Council to carry out the development and use of the new Lincolnshire Secure Children’s Home.
3. Subject to the planning permission remaining free of challenge until expiry of the statutory challenge period delegates to the Executive Director – Resources, in consultation with the Executive Councillor for People Management, Legal and Corporate Property the authority to enter into a contract for the detailed design of a 28 bed Lincolnshire Secure Children’s Home and enabling works of a value not exceeding the approved DfE grant, with a full scheme appraisal to follow once a greater degree of cost certainty is available.

31 SCRUTINY PANEL A FINAL REPORT - TOWN CENTRE IMPROVEMENTS

Councillor P M Dilks, Chairman of Scrutiny Panel A, introduced the report and stated that it was a privilege to present this report to the Executive which detailed ways in which the County Council could help town centres to thrive, adapt and embrace the changes and challenges of a fast-changing world.

Recognition was given to the excellent support of the officers to the 14 months of focused work by the Panel, as well as the contributions from external experts and partners.

Councillor Dilks also thanked members from across the political divide who served on the Panel, with particular thanks to the Vice-Chairman, Councillor Tracy Carter, for her dedication and knowledge of town centres and their business communities.

Early in the review, it was recognised that of the many towns across Lincolnshire, all were unique and there was no one-size-fits-all solution. As a result, six specific strategic areas were identified where the county council had a role which could be used to engage and promote improvement which were:- Leadership and Policy; High Street Businesses; Placemaking, Funding and Skills; Technologies Innovation and Digitalisation; Data-Driven Decision Making & Targeted Investment; and Green Growth. Evidence was then gathered which helped the Panel make recommendations under all of these strategic areas.

The final report was presented to the Environment and Economy Scrutiny Committee on 12 September 2023, and the Committee unanimously supported the key recommendations, and also provided detailed comments which were included in the report.

During discussion by the Executive, the following was noted:

- Clarification was sought regarding recommendation 4(a) of the report in relation to 5G infrastructure. The Executive was advised that 5G was being installed on the basis of national planning criteria and so it was important to have a local voice in affecting the position of that infrastructure.
- Government would review the business rates process, and this was something which could be taken forward in the Scrutiny Review Action Plan.
- In terms of people living above shops, it was queried whether discussions around reforming the system were taking place nationally, and if there was a role for the County Council for lobbying on this. It was confirmed that a response in relation to this had already been submitted to parliament.
- It was suggested that whilst the report did not identify the cost of parking as an issue, it was believed that it was and actively discouraged some people from visiting town centres. There had been an aspiration to change car parks to pay on departure to encourage, however this was an expensive option when first considered, but due to the increase in parking apps which were available it could be an appropriate time to explore this option again.
- The effects of out of town shopping centres within walking distance of town centres was also highlighted.
- It was suggested that there was a need to look at the bigger picture, as there were companies that were doing very well and needed to be attracted to the high streets.

The Chairman of the Panel thanked the Executive for their comments and acknowledged that there were challenges around car parking, but the real challenge was identifying what towns could offer and how they could attract people to visit, either through developing leisure premises or historic assets.

RESOLVED

1. That the Town Centre Improvements Scrutiny Review final report be received.
2. That arrangements be made to respond to the report within two months, and that the Executive Councillor for Economic Development, Environment and Planning:
 - a) Indicates in the response which recommendations have been accepted; and
 - b) Where recommendations have been accepted, to bring forward an action plan for their implementation.

32 APPOINTMENT TO OUTSIDE BODIES

Consideration was given to a report which requested that the Executive made an appointment to the County Council Network (CCN) to fill the vacancy created by the resignation of Councillor Robert Parker from the County Council on 31 July 2023.

RESOLVED

That the appointment of Councillor Karen Lee to the County Council Network (CCN) be approved.

The meeting closed at 11.57 am

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Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Executive
Date:	07 November 2023
Subject:	Highway Works, Professional Services and Traffic Signals Contract Extension
Decision Reference:	I029251
Key decision?	Yes

Summary:

This report sets out the proposed extension options to the three main highways delivery contracts Highways Works, Professional Services and Traffic Signals which deliver the majority of works undertaken by the Highway Service for Lincolnshire County Council.

The report invites the Executive to approve the proposed extensions recommended within this report and commence re-procurement for one of the three main contracts.

Recommendation(s):

That The Executive:

1. Notes the progress made and the outcome of the contract refresh procedure;
2. Approves the proposed extension of the Highways Works contract with Balfour Beatty, to increase the contract duration to the 31 March 2032 by offering an additional 6 year term on the revised terms outlined within this report.
3. Approves the proposed extension of the Professional Services contract with WSP, to increase the contract duration to the 31 March 2028 by offering an additional 2 year term.
4. Delegates to the Executive Director – Place in consultation with the Executive Councillor for Highways Transport and IT authority to take all decisions and enter into all documentation necessary to give effect to the extensions referred to in paragraphs 2 and 3 above.

5. Approves the re-procurement of the Traffic Signals Contract to commence on 1 April 2026.
6. Delegates to the Executive Director – Place in consultation with the Executive Councillor for Highways Transport and IT all decisions necessary to progress the procurement of the replacement arrangements referred to in paragraph 5 above, to include choice of procurement procedure, scope of the services and the terms of all necessary legal documentation and to approve the final form and the entering into of all contracts and other legal documentation necessary to give effect to the replacement contract.

Alternatives Considered:

1. Do not to approve the outcome of the contract refresh procedure and either:-
 - commence re-procurement of all three contracts (Highway Works, Professional Services and Traffic Signals) with or without an options appraisal that fundamentally adjusts the current delivery model for the Highway Service; or
 - extend all three contracts including the Traffic Signals contract.
2. To approve extensions on different terms than those proposed.

Reasons for Recommendation:

The proposed decision to make different offers to the various parties comes about through an evaluation of the benefits and risks to the operation of the services. Improved delivery seen through the Highway Works contract has become a platform from which to continue to improve the service through ease of ongoing service delivery whilst building mechanisms to continually reduce cost and improve efficiency. The recommendation in the context of a large delivery contract means that the advantages of long-term planning together with operational innovation and development can be fully realised by the Council.

Whilst operational performance within the Traffic Signals Contract has been good, the Council have not seen the expected benefits outlined within the original bid come to fruition within this contract and therefore, after careful consideration, the decision to not extend this contract is recommended.

For the Professional Services contract, service delivery is not as closely tied to long term investment and therefore a more limited contract offer is appropriate.

The recommendations made within this report will enable the Council to deliver an affordable service through a delivery model that will provide the most efficient and effective mechanism for delivering the Highway Service in Lincolnshire.

1 Background

1.1 On 1st April 2020 Lincolnshire County Council commenced delivery of the highway service using three new contract arrangements. This followed a two-year procurement exercise designed to test the market and ensure best value for the Council. The contracts commenced in 2020 and still in place are:

- Highway Works Term Maintenance Contract – Provider: Balfour Beatty.
- Professional Services Contract – Provider: WSP.
- Traffic Signals Term Maintenance Contract – Provider: Colas.

1.2 The contracts were awarded on an initial six year term with the potential to extend for a maximum of a further six years. The extensions can be awarded individually or in blocks and are linked to performance levels and service reviews within each of the individual contracts. The overall durations were designed to match capital investment which would be required from the suppliers for plant and fleet as well as giving a longer period for investment in staff through apprenticeships and training programmes.

1.3 The contracts make use of the latest versions of the New Engineering Contract (NEC) which are the UK industry standard and are being increasingly used globally. Each of the contracts are linked using a contractual clause which requires all parties to work together and include performance indicators which affect both the individual contracts as well as the whole group. The two Term Service contracts for Highway Works and Traffic Signals make use of a payment mechanism where a 'target' is generated from a list of tendered works items, which is adjusted each year for inflation. The contractor is paid the cost of carrying out the work to meet the specified standard and this cost is compared to the target. The difference between the two is known as pain or gain depending on whether the cost is more or less than the target. In a gain situation the contractor and Council share the benefit of carrying out the work efficiently to ensure the costs are below the target. In a pain situation, the costs are shared but only up to a certain threshold above which the contractor pays the additional costs. The Professional Services contract takes a slightly different approach by making use of a range of payment mechanisms depending on the services required and includes this pain/gain arrangement in addition to more traditional forms of payment.

1.4 During the original procurement process the following objectives were set out in the contractual documentation for the Highway Service and were directly linked to the combined Key Performance Indicators and individual contract Performance Indicators. The Objectives of the service were and still remain as:

- Help Lincolnshire businesses to be the drivers of economic growth through supporting a climate in which they are able to invest, enhance their business performance and offer attractive jobs to a skilled workforce.
- Protect, enhance and balance our environmental needs through the delivery of the service.

- Develop growth and prosperity through encouraging investment and enhancing the economic potential of Lincolnshire.
- Improve the quality of service to the end users and improve the perception of all works completed on behalf of the Client. Keep members of the public informed proactively and reduce the volume of enquiries received into the alliance.
- Contribute to and improve the health and wellbeing of the population as a whole who use, work or live within Lincolnshire.
- Minimise the disruption to the wider public by taking reasonable measures to maintain network availability. Look to work collaboratively with other Partners, contractors, utility companies and consultants wherever possible.
- Assist the Client to deliver services to suit political priorities and deal with changes should and when they arise.
- Develop a successful culture within the alliance Partners to foster positive, creative, innovative and sustainable working relationships.
- Throughout the life of the service, ensure that the level of enthusiasm and attention to detail is maintained. Ensure that the terms of the contract are delivered in full with any additional quality offers made as part of the original procurement process.
- Strive to continually improve the alliance and the service it delivers, by challenging established working practices with new methods, ideas and products.
- The Client will actively encourage the use of future technologies within the Contract, in an effort to improve efficiencies and give added value to the work carried out. The Contractor / Consultant is to be proactive in promoting such technologies and demonstrating the efficiencies that can be made.

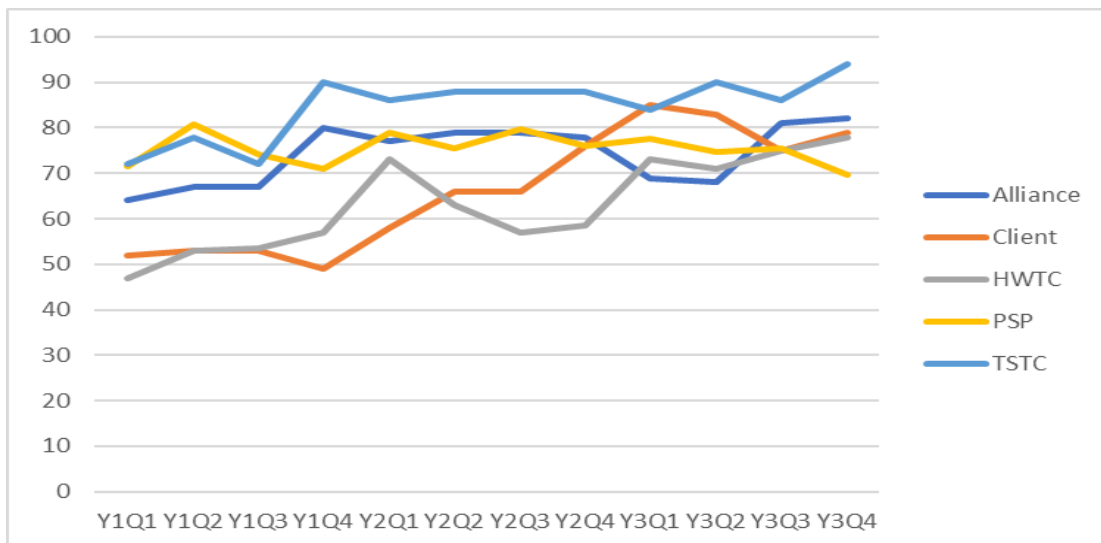
1.5 A specific “Contract Refresh” clause was included in the contract scope at the time of tender, to enable a full review of the service and performance of the contracts. This clearly set out the process and extent of the review before any extensions can be considered. The timescales are designed to ensure that the Council always has enough time to commence a procurement exercise should the contracts not be performing as required or failing to offer good value.

1.6 The process for considering extensions began in Spring 2022, following the defined timescales, with a full review of the service areas and the performance of the contracts for all parties. An action plan was created identifying tasks for all partners focussed on the key areas for improvement within each contract. Some key challenges exist which are specific to each contract. At that time, it was agreed that no extensions would be offered, and a further review would be carried out in 2023 to test improvement against the action plan. Contract reviews then took place during Spring 2023 using the agreed action plans and considering any further issues which have emerged over the period.

1.7 The extension clauses within the contract require the agreement of both parties to any proposed extension. The refresh procedure referred to above allows a full review of the contracts with each party able to explore those elements of the contract that do and don’t work for them and for changes to be made to reflect the results of the review.

2 Contract Performance levels

2.1 Contract performance has generally been strong. The management system has been developed significantly since the last suite of contracts but has retained the principles of ensuring fairness and transparency whilst rewarding good behaviours and outcomes. The introduction of a contract clause to allow damages to be paid to the Client should performance outcomes not meet required levels and the enhanced mechanism to add further financial incentive whether the contracts are in pain or gain situations has led to a much greater focus from suppliers on achieving their performance targets. The increased performance requirements set out at the start of the contract have challenged the suppliers and are directly influenced by the operational performance in each contract. The scale of the services delivered clearly differs between the parties, but there has been a steady increase in the performance metrics since the start of the contracts in 2020 (See table below).



3 Contract Refresh

Highways Works Term Contract

3.1 This is the main contract that delivers the majority of the operational delivery for the Highway Service. Balfour Beatty are the highway work term contractor and took over the service from the previous incumbent Kier on 1st April 2020. A number of changes to delivery structure were introduced into this contract together with a stronger performance management regime. A key feature of the revised delivery centres around the reactive service which is used to carry out all the time sensitive repairs as defined within the Highways Infrastructure Asset Management Plan.

3.2 Due to the scale and variety of service delivered via the contract, the contract refresh procedure has taken longer in comparison to the Traffic Signals and Professional Services Contract.

The main areas of focus were:

- 3.3 Reactive Service** – As part of the contract awarded in 2020, LCC shifted from a Time Charge model to an incentivised target-based cost system that links the commercial model to the operational outputs. Balfour Beatty are responsible for the design, planning and completion of these works and the payment mechanism is based around a price per defect model to incentivise their efficiency. This is a consistently challenging area of any term maintenance contract but the revised mechanism has seen a significant improvement in service delivery both in terms of quality and speed. Even with these improvements, from the 1st April 2021, Low Service Damages have been applied against Performance Indicator three – Tasks completed within timescales - Reactive Works, as the delivery hasn't met the targeted bid position. Based on this performance concern a full-scale review of this service area has been completed over the past 12 months which has resulted in a number of improvements and efficiencies that have either been implemented or are due to be implemented over the next 6 months.
- 3.4 Street Lighting** – The recruitment of operatives needed to deliver the Street Lighting service within Lincolnshire has been extremely challenging over the past three years. The ability to attract candidates and maintain an affordable service has resulted in the Highway Works provider needing at times to introduce external sub-contractors at a higher cost to ensure basic levels of service delivery are maintained. This has also been coupled with a high turnover of Street Lighting managers on the contract leading to a prolonged period of instability. Like the reactive service, a number of initiatives have been developed over the past 12 months that aim to address the underlying factors causing operational delivery issues.
- 3.5** In addition to the operational delivery concerns, the contract refresh process reviewed the potential extension contract timescales. One of the major determinants of this is influenced by the greater opportunities that a longer extension gives in relation to fleet. A typical investment cycle for a Heavy Goods Vehicle is typically six years and was the reason for the initial and maximum extension period. Based on the Contract Refresh discussion it was concluded that a longer extension at a mid-way point would enable this efficiency to be fully realised. Issuing smaller extensions in blocks of one or two years would remove this opportunity and may result in progressive lack of investment.
- 3.6** As part of the contract refresh process the Highway Service has reviewed and benchmarked performance with contracts in alternative authorities. The methods, standards and level of innovation does not support changing a provider at this moment in time. In addition to these checks, the volume of Highway Term Maintenance Contracts coming up for renewal in 2026 is likely to result in a reduction in Value for Money as the market is likely to be saturated with local authorities carrying out similar procurements of this type.
- 3.7** Since the contract commenced on the 1st April 2020, the Performance measures have progressively improved from scores of 50% to now consistently averaging above 70%. In line with this improvement, the asset condition and general perception of the Service, during challenging market conditions, has also improved. Ensuring a prolonged phase of continued improvement is extremely important to

the Highway Service and one of the best ways to do this would be to offer an extension to the existing contract.

- 3.8** A major challenge to this approach is that the commercial sustainability of the contract has been in question since commencing on the 1st April 2020. The true picture was unclear in the first two years of the contract due to the impact of the Covid Pandemic. As working patterns and supply chain stability continued to improve, the commercial position of the contract has remained challenging.
- 3.9** During Years 1, 2 and 3 of the contract the open book “actual” cost to deliver the service is running approximately 8 – 10 % higher than the total of the prices tendered as part of the original bid. During this phase, the contract has been in significant pain.
- 3.10** In addition to this, LCC have also benchmarked service delivery costs with other contracts that have recently come to market. Benchmarking within the Reactive service, emergency response, street lighting and footway Price List items are significantly lower.
- 3.11** These pressures are known to be impacting on the wider Balfour Beatty business and as a result Balfour Beatty would not be prepared to extend the contract without this issue being addressed. Given the strong arguments in favour of an extension discussions have taken place over the terms on which an extension could take place which would be acceptable to both parties. These discussions have identified four areas where variations to the contract will be necessary.

Efficiency Initiatives – LCC and Joint

- 3.12** This involves creating a number of initiatives (some joint and some LCC) that will remove constraints on service delivery. Implementing these initiatives will help the financial stability of the contract by improving the efficiency of the service. The key areas are:
- Safety Inspections – Reactive resource programme capacity aligned with A road safety inspection response times.
 - Safety Inspections – Ad hoc safety inspections will be carried out in advance of A road resurfacing schemes on a rolling programme in line with Client’s works delivered outside the contract. The Contractor will utilise the available road space between closure points so that reactive faults near and at intervention level is completed efficiently.
 - Improvements to the interface and restrictions imposed for road space booking required to deliver the reactive service.
 - Continue to seek and implement innovative solutions for material, Traffic Management and process change for the reactive service.
 - Revert the Option X17 of the service level table in the Contract Data Part 1 to the original contract drafting for Performance Measure PI 3.

- Innovation – Footway. Implement a programme of Cold Recycled Bound Material, QVE (quick visco-elastic) to substitute traditional material at appropriate sites on all footway schemes.

3.13 The total value of these initiatives are £779,250 per annum.

Efficiency Initiatives – Balfour Beatty

3.14 The financial position can further be improved by Balfour Beatty improving productivity of work delivery. The reactive service is one area where improvements have been identified and Balfour Beatty have committed to making a number of improvements in this area. Some of the key improvements are:

- 45 hour working
- Mobile Hotbox
- Material Waste
- Plant and Fleet review - Short Term
- Contractor Identified Faults
- Plant and Fleet review - Medium/Long Term

3.15 The total value of these initiatives are £526,000 per annum

Price List adjustment

3.16 Consideration has been given to lifting the tendered Prices for certain elements of the work where the bid position is fundamentally apart from the actual and benchmarked position of delivering the service. This relates to the Reactive Service, Footways and Street Lighting. A number of adjustments will be agreed which are proportionate and clearly justified by benchmarking. All adjustments would still result in the rates being below the benchmarked rates. The total value of the adjustments once the efficiency initiatives are taken into account is £1,785,987 per annum. The adjustments to the Price List will be based on the historical volume of work delivered on contract to date.

Improvements in Scope

3.17 To ensure that the contract continues to develop, LCC have made a number of enhancements to the Scope of works. These improvements will not only help improve service delivery but will offset the lift in prices above so that the economic balance of the original contract isn't disturbed. A list of the key Scope improvements are outlined below:

- Installation and running of an Operational Control Hub with three additional members of staff for the duration of the contract.
- The Contractor commits to improving the average defect units per day per gang for work delivered within the reactive service. In accordance with Scope Clause 717, the Contractor will instigate an Improvement Plan if the rolling

six-month average defect units per day per gang is lower than the same period from the previous year.

- When an appropriate opportunity arises, the Contractor commits to standardising the Terms & Conditions of the operatives to reduce the variability of contract types across the directly employed workforce.
- The Contractor will provide 20 days of software Support per annum to develop the Client's Highways Asset Management System for the duration of the contract.
- The Contractor will implement the LIP criteria mapping tool to target areas for social value intervention to ensure activities are focused and relevant for the residents of Lincolnshire.
- The Contractor will Integrate the compatible data capture of BIM360 on appropriate capital schemes, generally those with a value greater than £100,000 or those where improvement will be gained, with the Client's Highway Asset Management System.

3.18 These changes have been captured in a draft Deed of Variation which would be signed at the same time as the extension to record the agreed changes to the contract.

3.19 Following the conclusion of the contract refresh process, it is recommended that the Highways Works contract provider (Balfour Beatty Living Places) is offered a six-year extension from 31st March 2026 to the maximum permitted extension (as advertised in the original procurement documentation), taking service delivery to the 31st March 2032 on the revised terms generally described above.

3.20 The above changes give rise to a budget pressure of £1,785,987 per annum, assuming that all initiatives are implemented. The overall Highway service budget can accommodate this change however it will result in less work being delivered and in time will impact both the level of service delivery and the condition of the major Highway assets unless it is met with additional budget. This additional budget requirement will not be needed until 1st April 2024. A figure of £1,785,987 will be added to the Medium Term Financial Plan 24/25.

3.21 During the original procurement exercise the financial standing of Balfour Beatty was tested. The exercise has been repeated against up to date filed accounts and the tests have been passed. The result is that the Council's finance officers were satisfied that on the basis of their latest published, audited accounts, Balfour Beatty have sufficient financial standing for the Council to be content to extend the contract with them on the terms outlined within this report.

Professional Services Contract

3.22 The professional services contract enables the Highway Service to top up with skills and resources to the existing labour pool that is required to deliver the Highway Service.

3.23 The professional services contract was awarded to WSP who were also the previous supplier of the contracted services. Their bid built on their previous experience working with Lincolnshire particularly within the Technical Services Partnership (TSP) model where Lincolnshire County Council staff and consultants staff form an integrated team using appropriate skills and resources to complete works with an ability to issue further packages of work for schemes or specialisms beyond the scope, technical ability and resource level of the Lincolnshire based TSP.

The Contract Refresh process has focused on the following areas:

3.24 Recruitment – The ease and ability for the Professional Service Provider to fill Lincolnshire based engineers has been a challenge within the contract within years one, two and three. The challenge within the contract has been around recruitment and retention of staff in a very difficult labour market. Large national projects such as HS2 together with a declining workforce have been exacerbated by the ability of staff to work from home meaning that the market for consultants has become a national one rather than competing on a regional level as before. This has led to a significant change in the market since the pandemic which has now become the standard operating model in this area of the industry.

The constraints of a competitive bid process, engineering qualifications and a national skillset shortage has meant that the certain positions have remained vacant, often resulting in the work being completed within a national or international design office.

3.25 Locally based staff – As a result of the recruitment challenges there has been a notable drop in the overall number of Professional Service Contract staff based locally within Lincolnshire. This trend, also replicated for the LCC staff within Technical Services Partnership means that the ability to train and mentor junior staff has started to be impacted. To tackle this issue a number of initiatives have commenced and will form a key focus for the extension period.

3.26 As part of the contract refresh process the Highway Service has reviewed and benchmarked performance with contracts in alternative authorities. The contract, measures and the way the service is set up is viewed as industry leading. The Highway Service needs a top up option for positions that are not 100% utilised and therefore this model remains the desired procurement option.

3.27 Unlike the Highway Works Term Service Contract, there are very limited investment opportunities that present an argument for a long-term extension. The main driver for extending the contract is to provide surety for the Professional Service Provider to advertise positions and attract on a long term basis. However, based on exit interview feedback the main cause for staff leaving is the pay in comparison to other positions advertised nationally.

3.28 In addition to the lack of investment opportunities, LCC and WSP are managing a challenging discussion in relation to performance issues encountered in the previous iteration of the contract. These discussions have the potential to impact on the relationship between the parties and therefore on the performance of the contract

through an extended term. However, to date, the relationship has remained positive and has been unaffected by this discussion and it is considered that this will remain the case.

- 3.29** The overall cost to deliver the Professional Services contract reduced from the previous iteration and has recently been benchmarked against similar framework contracts that are available for LCC to utilise. The analysis of this benchmarking phase concluded that the contract rates continue to offer good value. The rates within the WSP contract also correlate with the LCC Engineer role salaries for officers of the council carrying out similar roles and responsibilities.
- 3.30** Following the conclusion of the contract refresh process, it is recommended that the Professional Services Contract provider (WSP) is offered a two-year extension from 31st March 2026, taking service delivery to the 31st March 2028. This would leave four years available of the maximum permitted extension.
- 3.31** During the original procurement exercise the financial standing of WSP was tested. The exercise has been repeated against up to date filed accounts and the tests have been passed. The result is that the Council's finance officers were satisfied that on the basis of their latest published, audited accounts, WSP have sufficient financial standing for the Council to be content to extend the contract with them on the terms outlined within this report.
- 3.32** The proposal is to offer an extension on the existing contractual terms. Offering an extension on this basis will not result in any LCC budget pressure.

Traffic Signals Term Contract

- 3.33** The Traffic Signals contract was designed to be a standalone model as market testing carried out in 2017 concluded that the majority of Tier 1 providers carrying out Highway Service delivery would subcontract this service area.
- 3.34** The Traffic signals term contract was awarded to Colas in 2020 after having been operated by Peek Traffic (now Swarco) for a number of years. This was a new expansion into this particular market for Colas who have a substantial presence in other sectors of the industry but a very limited number of traffic signal only contracts.

The Contract Refresh process has focused on the following areas:

- 3.35 Resilience** - The market is very limited with only a small number of suppliers for both products/materials and engineers. Colas had intended to use their Lincolnshire contract to establish themselves within the market and develop their service in this sector. To date, this development has not materialised and the Contract Refresh process highlighted concerns in relation to resilience. Over the initial phase of the contract there has been a substantial change in the Key People delivering this contract. The ability of the wider Colas business to supplement or backfill positions is limited and remains a risk for the authority.

- 3.36 Equipment** - The key challenges in this contract area have been based around the supply of materials and equipment together with some resourcing issues. Colas had intended to manufacture a number of key items of equipment themselves but have not been able to justify the investment required to facilitate this production. Being a smaller supplier in the market has left them with difficulties ensuring supply is consistent and offers best value. Recruitment has also been a significant challenge in our geographically isolated market and limited local resource pool.
- 3.37 Wider business** - An attractive element of the original bid that hasn't come to fruition in Lincolnshire were the wider benefits that could be realised from the Colas business. Due to the scale and complexity of the business, the Traffic Signals contract at times has operated in isolation.
- 3.38** Whilst there are a number of concerns highlighted through the contract refresh process the operational performance in years one, two and three of the contracts has been very good with consistent scores in the 90% region. The ability to cope with the concerns raised in relation to resilience, equipment and the wider business is a testament to the operatives and management locally delivering the service. However, the concerns are significant and remain and the re-procurement of the contract would give an opportunity to address them.
- 3.39** Following the conclusion of the contract refresh process, it is recommended that the Traffic Signals Provider (Colas) is not extended, and a new re-procurement process is commenced.
- 3.40** The recommendation to re-procure the Traffic Signals contract is likely to incur a budget pressure for the Highway Service. The average cost to mobilise Traffic Signal bids received in 2019 was in the region of £50,000. The additional one off cost will cover the costs incurred setting up a new depot, stocking and carrying out activity to set up the contract in advance of the starting date. In addition to this, commercial and Highway Staff time, updating and developing the procurement documentation will need to be factored in. The Highway Service proposes that this is managed within the existing staffing arrangements.

4 Offer

- 4.1** Under the terms of the original contract, the extension offer is issued by LCC but it is for the Contractors and Consultants to accept the extension. The acceptance of the offer is not mandatory.
- 4.2** To protect the best interests of the Council, the Highway Service remains ready to instigate a new procurement if any extension offer is declined. The offer and acceptance timescale will be limited so that that adequate timescales remain to re-procure in advance of 1st April 2026 should the service need to do so.

5 Affordability

- 5.1** The recommendations as a result of the Contract Refresh process will ensure that the Highway Works and Professional Service contracts will continue to offer good

value to the Council. Extending the contracts will also ensure that service improvement initiatives continue whilst avoiding the need to re-mobilise the contract delivery. It will also ensure that improvements and initiatives already underway continue to progress at pace.

- 5.2 The providers' price proposals continue to be analysed against the historical cost of delivering the Highway Service, benchmarked with other authorities and compared with the open book cost to deliver the service. .
- 5.3 The recommendation of not extending the Traffic Signals Contract is likely to mean that the longer term objectives and goals of the service suffer and the service is likely to incur a remobilisation cost in the region of £50,000 if another provider is successful. The service has taken this into account when coming to its recommended position outlined in 3.39.

6 Sustainability

- 6.1 Sustainability issues have been considered for the proposals detailed in this paper to understand the potential outcomes from any changes made to service delivery. In general terms, there is little impact from the proposals with a number of areas which are likely to see benefits. The increased opportunity from the longer extension to the Highway Works contract allows investment decisions to be made more effectively and are likely to see some different technologies being used across the fleet. The commitment to social value and the opportunities to improve the offering from the service by better targeting of hard to reach groups, improved relationships and longer term approach to recruitment are all likely to lead to an improved position. The service will continue to monitor and ensure the suppliers meet their sustainability targets across the contracts through the continued use of performance metrics and close management focus.

7 Legal Issues:

Procurement

As the proposal in relation to Professional Services is to extend the contract on the existing terms and the extension is provided for in the contract no procurement issues arise.

No procurement issues arise in relation to the proposals for the Traffic Signals contract as the proposal is to re-procure and the re-procurement will be conducted in accordance with legal requirements

In relation to the Highways Works contract, under the Public Contracts Regulations 2015 variations to a contract can give rise to a requirement to follow the procurement procedures unless the variation falls into one of a number of exceptions.

In particular a modification of a contract will not require a further procurement where all of the following conditions are met

- the modification does not render the contract materially different in character from the one initially concluded;
- the modification does not introduce conditions which, had they been part of the initial procurement procedure, would have—
 - (i) allowed for the admission of other candidates than those initially selected,
 - (ii) allowed for the acceptance of a tender other than that originally accepted, or
 - (iii) attracted additional participants in the procurement procedure;
- the modification does not change the economic balance of the contract in favour of the contractor in a manner which was not provided for in the initial contract or framework agreement;
- the modification does not extend the scope of the contract or framework agreement considerably;
- a new contractor does not replace the one to which the contracting authority had initially awarded the contract.

The contract refresh procedure Clause S719 of the Highways 2020 Contract Scope includes the provision for the Parties to look back and carry out a root and branch review of the services and identify the areas in which the contract has not worked well. Once the issues are identified the contract provision allows the parties to implement any necessary contract changes, set new targets and agree where any investments should be made to develop the services and implement mutually agreed improvement in the areas where the contract has not worked well.

In this case (i) the contract is not materially different, (ii) the changes are such as were envisaged by the refresh procedure which was in the original contract, (iii) given the efficiency initiatives that the contractor is required to implement or contribute to and the improvements in the Scope that they must comply with the economic balance of the contract is not changed in favour of the contractor, (iv) the scope of the contract is not extended considerably and in particular the value of the net effect of the efficiency initiatives and the Price List adjustments is only 4.3% of the value of the contract; and (v) the identity of the contractor is not changing.

In the circumstances, the extension of the Highway Works contract on revised terms is considered to be in accordance with the Council's procurement obligations.

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision-making process.

An Equality Impact Analysis (EIA) has been carried out on the recommendations contained within this report. The EIA forms part of this report and can be found in Appendix D.

Positive Impacts:

- The contracts that assist in the delivery of the Highway Service have a proven track record of implementing social value improvements within the communities of Lincolnshire. Extending two of the contracts and re-procuring the Traffic Signals contract on a similar basis will ensure Apprentice schemes, work experience and work trials under the provider contracts continue.

- The recommendations of this report enable Council officers to instruct and design work that results in change to the physical environment. Projects that will be implemented over the remaining life of the contracts will have positive impacts on persons with physical disabilities. There is a range of advice, guidance and codes of practice drawn up to direct engineers and local authority officers on the best way to meet the needs of disabled people and these will continue to be adhered to.
- In addition to the providers approach to service delivery, the contract scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.

Negative Impacts:

- No perceived adverse impacts

Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

The JSNA and JHWS requirements have been considered. The recommended options will ensure Lincolnshire has delivery mechanisms in place to implement a well maintained and safe road network. Delivering a successful Highway Service will enable people to access the services they need, reduce the number of people killed or seriously injured and support the development of a local vibrant economy, all of which can impact on the health and wellbeing of individuals and communities.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The duties under section 17 of the Crime and Disorder Act 1988 have been considered and it is deemed that the proposed changes to the proposed extensions to the service delivery contracts will have no direct impacts.

8. Conclusion

Over the past twelve months, the Highway Service has carried out a detailed review of external delivery contracts working collaboratively with its partners to ensure that the service can obtain the best delivery model. The Contract Refresh process has identified a great number of successes but also identified weaknesses that need to be addressed. The

weaknesses will form an ambitious programme of improvements that will commence within the next phase of service delivery following the outcome of this decision.

The recommendation of the report is to offer an extension within the Highway Works and Professional Services Contract and commence a re-procurement of the Traffic Signals Contract.

9. Legal Comments:

The Council has the power to give effect to the recommendations which are in accordance with the Council's procurement obligations for the reasons set out in the Report.

The decision is consistent with the Policy Framework and within the remit of the Executive.

10. Resource Comments:

The costs incurred from approving the recommendations contained in this report will largely be met from the Council's approved revenue and capital budgets.

The report highlights the ability for these contracts to be flexible to adapt to future budget changes. Any remaining cost pressures, after consideration of service efficiency initiatives, will be addressed through the Council's normal financial planning processes. The approved budgets also include a contingency which can be utilised for any additional cost pressures that arise between planning cycles.

Accepting the recommendation to extend the contracts will ensure the Council continues to receive good value for these services.

11. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Highways and Transport Scrutiny Committee at its meeting on 30 October 2023 and the comments of the Committee will be reported to the Executive.

d) Risks and Impact Analysis

See the body of the Report

12. Appendices

These are listed below and attached at the back of the report	
Appendix A	Equality Impact Analysis

13. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Highways 2020 Contract Award Decision – Decision Reference IO17884	Report Reference: (moderngov.co.uk)

This report was written by Jonathan Evans, who can be contacted by email at Jonathan.Evans@lincolnshire.gov.uk

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Highways 2020 Extension Proposals	Person / people completing analysis	Jonathan Evans/Tom Gifford
Service Area	Client and Contract Management Services	Lead Officer	Jonathan Evans
Who is the decision maker?	Executive	How was the Equality Impact Analysis undertaken?	Discussion between officers involved using guidance on Equality & Diversity.
Date of meeting when decision will be made		Version control	V0.1
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Re-commissioned
Describe the proposed change	Lincolnshire County Council awarded three contracts to deliver most of the highways service, excluding major schemes, to commence on the 1 st April 2020 with an initial term of six years and extensions available up to a further six years. It is proposed that Balfour Beatty are offered a further six year extension for the Highway Works Term Contract, WSP are offered a further two year extension for the Professional Services Contract and Colas are not offered an extension for the Traffic Signals Term Contract and a procurement exercise is started to award a new contract for commencement on 1 st April 2026.		

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics

<p>Age</p>	<p>The Highways 2020 Extension Proposals will continue to deliver the social value benefits identified within the initial 2020 project assessment. There will be a requirement for any bidder to make similar commitments in an further procurement exercise. The suppliers have and will continue to encourage Apprenticeship schemes, work experience and work trials within the provider contracts which will impact positively on creating opportunities for young people.</p> <p>The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p>https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</p>
<p>Disability</p>	<p>The Highways 2020 Extension Proposals enable Council officers to instruct and design work that results in change to the physical environment. Projects that will be implemented over the life of the contract will have positive impacts on persons with physical disabilities. A range of advice, guidance and codes of practice has been drawn up to direct engineers and local authority officers on the best way to meet the needs of disabled people and these will be adhered to.</p> <p>The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p>https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</p>
<p>Gender reassignment</p>	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p>https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</p>
<p>Marriage and civil partnership</p>	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p>https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</p>
<p>Pregnancy and maternity</p>	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p>https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</p>

APPENDIX A
Equality Impact Analysis



Race	<p>The suppliers identified in the recommendation and any future supplier each have organisational commitments to increase their proportion of ethnic minorities within the workplace.</p> <p>In addition to the providers approach to service delivery, the contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p>https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</p>
Religion or belief	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p>https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</p>
Sex	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p>https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</p>
Sexual orientation	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p>https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</p>

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

APPENDIX A
Equality Impact Analysis

Negative impacts

Negative Impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below.

Age	No perceived adverse impact.
Disability	No perceived adverse impact.
Gender reassignment	No perceived adverse impact.
Marriage and civil partnership	No perceived adverse impact.
Pregnancy and maternity	No perceived adverse impact.
Race	No perceived adverse impact.
Religion or belief	No perceived adverse impact.
Sex	No perceived adverse impact.
Sexual orientation	No perceived adverse impact.

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

Stakeholders

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Page 40

Objective(s) of the EIA consultation/engagement activity

Consultation held with all suppliers for the Highways 2020 Extension Proposal and the Client and Contract Management Team.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	None identified.
Disability	None identified.
Gender reassignment	None identified.
Marriage and civil partnership	None identified.
Pregnancy and maternity	None identified.
Race	None identified.

APPENDIX A
Equality Impact Analysis

Religion or belief	None identified.
Sex	None identified.
Sexual orientation	None identified.
Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.	Yes.
Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?	The benefits will be monitored through the contractual performance indicators and commitments made by suppliers during the review process. Any new contract will also be monitored in the same fashion.

Further Details	
	If yes, please give details. None

Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Regular Review	Jonathan Evans	Continual Monitoring.
Signed off by	Jonathan Evans	Date	08/09/2023

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Open Report on behalf of Glen Garrod, Executive Director - Adult Care and Community Wellbeing

Report to:	Executive
Date:	07 November 2023
Subject:	Future Funding for Citizens Advice
Decision Reference:	I030151
Key decision?	Yes

Summary:

A detailed review of the Citizens Advice Service in Lincolnshire has been undertaken by ACCW in conjunction with District council and NHS partners. Options for future funding mechanisms have also been explored with the Commercial Team People Services and Legal Service.

The review has revealed a complex picture with a range of influencing factors. These include:

1. There are three different Citizens Advice branches delivering advice and support in Lincolnshire, each being a separately constituted charity with a different service model. 'Citizens Advice Lincolnshire' is the overarching charity formed to facilitate co-operation between the Lincolnshire consortium and receives the grant funding from LCC.
2. There are multiple funders, with different funding arrangements. District councils provide different levels and forms of funding to their local branch and the ICB have also indicated an interest in being part of future funding arrangements. Further conversations are needed with districts and the ICB to explore how funding and other arrangements may be aligned to support greater consistency.
3. The 2023/4 collective annual value of all the County and District Council core funding/support is £716,920. LCC's contribution represents 39% of core funding in cash and kind.
4. The core funding provided by LCC and districts enables CAL to generate further funding (totalling £1.9 million in 22/23), the majority of which is restricted to specific projects which allow CAL to provide a wider range of services for the benefit of residents. Significant reductions to core funding would likely impact this ability.

5. An increasing number of issues are being resolved at the first point of contact. However, there is an upwards trend in the number of unique clients accessing the core service, along with an increase in the number of issues each client presents with, indicating that the service is supporting more individuals with more complex issues.
6. A review of the commissioning arrangement indicates that a grant funding agreement is the most appropriate mechanism and is supported by both the Commercial and Legal teams.
7. Client feedback for 22/23 suggests that the services provided are meeting resident's needs, with the three branches performing highly when compared against Citizens Advice nationally.

Recommendation(s):

That the Executive:

1. Approves the issue of a new Grant Funding Agreement with Citizens Advice Lincolnshire to continue the Citizens Advice Services across Lincolnshire for further period of three years between 1 April 2024 and 31 March 2027, commencing at a value of £295,236 from 1 April 2024 and increasing annually in line with the National Living Wage.
2. Delegates to the Executive Director for Adult Care and Community Wellbeing in consultation with the Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners authority to determine the final form and the entering into of the Grant Agreement
3. Approves the proposal to continue work with Lincolnshire's District Councils to develop a countywide collaborative and jointly funded approach to funding Citizens Advice Services across Lincolnshire following the conclusion of the proposed 3-year agreement.

Alternatives Considered:

- Continue as is, allocating the current level of grant funding on an annual basis. This does not support CAL with longer term planning and stability in relation to staff recruitment and retention, income generation and is disproportionately administratively burdensome.
- To jointly fund services with interested partners through a three year grant arrangement. This is not a preferred option, partly given the different positions and stages of funding partners, and partly due to a preference for a whole county funding approach where possible.

- Cease funding for CAL. Demand for the services remains high and intelligence suggests that cessation of the core grant funding from Lincolnshire County Council would result in the reduction or winding down of most or all Citizens Advice services across Lincolnshire. This will impact on the additional funding that Citizens Advice brings into the county and potentially an increase in debt, rent and council tax arrears, poverty and food bank use if residents are unable to readily source alternative means of advice and support. Ultimately, this may result in an increase in clients approaching statutory bodies for assistance.

Reasons for Recommendation:

A multi-year grant agreement would provide a longer-term guarantee of financial certainty and stability in a time when the service is experiencing increases in demand. As the LCC core grant leverages in other funding, a longer-term agreement may support CAL to be more effective in obtaining other longer term funding sources. Accounts submitted to the Charities Commission by CAL and the three branches do not indicate that significant reserves are held.

The LCC core grant funding supports employee costs. An annual uplift in line with National Living Wage (NLW) increases therefore recognises the inflationary impacts on CAL e.g. minimum wage increases etc. and helps maintain the level of funding in real terms. This is in line with uplifts across other Adult Care and Community Wellbeing commissioned services and follows guidance set out in the local government budget settlement for 2023-4. Allocating the grant on a multi-year basis also removes the administrative burden associated with the annual grant.

Working more closely with district councils and the ICB may lead to future joint funding arrangements with some or all partners, and in the short term will encourage consistency in reporting across the branches.

1. Introduction and Background

Citizens Advice is a well-established, trusted brand, providing an important safety net to Lincolnshire residents, including those to whom Adult Care, Public Health and Public Protection have potential duties, helping prevent deterioration and escalation of need. The services provided contribute to the Council's corporate goals of 'Thriving environments' and 'Enabling everyone to live life to the full' alongside supporting the provision of 'Good-value council services'.

Citizens Advice work closely with local authorities to ensure clients are accessing appropriate statutory provision and support, including health and social care, housing and

benefits. They provide free, impartial and confidential advice, information and support on a wide range of practical and civil legal issues such as debt, benefits, employment and housing to local residents.

There are now three local branches in the county, namely: Citizens Advice Lincoln and Lindsey, which merged earlier this year; Citizens Advice Mid Lincolnshire and Citizens Advice South Lincolnshire. Each branch is a separately constituted charity, with its own distinct service model and a diverse income stream including national specialist contracts, charitable grants and project funding, and each accountable to the national Citizens Advice charity.

2. Strategic outcomes, policy benefits and legal context

Nationally, the majority of local authorities work with local Citizens Advice centres to provide this valuable free service to residents who may be in 'financially vulnerable circumstances'. This is defined by the Financial Conduct Authority as when someone, due to their personal circumstances, is especially susceptible to harm. This could happen to anyone, such as ongoing or sudden health factors affecting a person, or someone they care for, or life events, such as a bereavement, losing your job or relationship breakdown. In the post pandemic context of the cost of living crisis, it is estimated there are 14.5m people experiencing low financial resilience - more than a quarter of UK adults - a number that has risen by 3.5m since 2019¹.

Legislation, such as the Care Act (2014), places a duty on LCC to provide or commission a range of services that help prevent the deterioration of need and that promote wellbeing.

Citizens Advice support includes people towards whom Adult Care may have duties (such as adults with learning disabilities, mental ill-health, autism, disability, older adults with needs). Maximising sources of welfare income and helping with housing issues helps vulnerable residents to maintain independence and meet the costs of their own needs, rather than turning to Adult Care. Successful applications for Personal Independence Payment help adults with disabilities and long-term conditions manage at home. Helping households get out of debt supports family resilience and helps ensure stability for children, preventing a deterioration in need or breakdown in circumstances.

Citizens Advice complements and supports outcomes aligned to Adult Care and Community Wellbeing as part of a range of preventative services. Advice and intervention fosters resilience, improves wellbeing and helps prevent Lincolnshire residents from needing more costly assistance from Council and other publicly funded services. Citizens Advice has an important role for public health in addressing the wider determinants of health and health inequalities by addressing root cause issues such as poor housing, risk of homelessness, debt, gambling, relationships, employment and domestic abuse. Their work improves

¹ www.Fair4AllFinance.uk

financial resilience and capability, helps alleviate cycles of distress and despair and improves mental health including suicide prevention. Nationally, 43% of people who have used loan sharks have 'thought of or attempted to commit suicide'².

Citizens Advice also supports the objectives of Public Protection, particularly in relation to issues of financial inclusion, domestic abuse and the prevention of fraud. The service acts as the first point of contact for consumer rights advice for Trading Standards, providing intelligence which helps inform LCC Trading Standards inspection regimes. Citizens Advice can also help prevent and resolve the misery of illegal money lending, well documented in a recent report from Fair4AllFinance³.

The increased demand for the services offered by Citizens Advice is recognised within LCC's Community Strategy. Citizens Advice also offers high-quality, well-trained volunteering opportunities in the county, which can support career pathways.

Citizens Advice supports District Councils with their duties under the Homelessness Prevention Act (2017).

3. Service Review

The purpose of the recent review of Citizens Advice was to inform the nature of LCC's future funding decisions. It updates information about current service delivery, performance trends over the last 5 years (since the current funding levels were set), multi-agency funding arrangements, alongside a consideration of current need and demand and other challenges facing the service during the cost-of-living crisis. The review also considers the strategic contribution of Citizens Advice to the corporate objectives of LCC. District council and ICB funding partners were also engaged with. The review concludes with a commissioning options appraisal.

3.1 Current arrangements

Lincolnshire County Council has provided core funding for Citizens Advice Lincolnshire (CAL) for at least ten years via an annual grant funding agreement. Funding has been fixed at £278,000 since 2018/2019 and is distributed by CAL across the three Lincolnshire branches. District councils also contribute varying levels of funding or accommodation to their local branches. In 2022-3, the combined core funding of LCC and districts totalled £716,920 and supported the Citizens Advice offices to lever in additional funding of £1.9m for wider services.

In August 2022, responsibility for the grant agreement passed from Corporate Services to Adult Care and Community Wellbeing. In April 2023, the grant was renewed for a further year at the same value, pending work to review the current arrangements. The annual grant

² England Illegal Money Lending Team report (January – June 2023)

³ [As One Door Closes](https://www.fair4allfinance.org.uk), June 2023, www.fair4allfinance.org.uk

agreement, in isolation from fellow district council funders, does not enable a mature relationship with Citizens Advice Lincolnshire that fosters ongoing service improvement. It is also administratively burdensome for senior stakeholders.

3.2 Service model

The Citizens Advice service model has changed over time, aiming to help more people more quickly by delivering a large part of the service through its telephone-based Advice Line.

There are local variations across the three Lincolnshire services. Citizens Advice Lincoln and Lindsey has invested in a staff based telephone based strategy over a number of years, finding this better addresses the challenges of Lincolnshire’s rurality, as well as enabling far higher productivity. Citizens Advice South Lincs offers telephone based and face to face outreaches. Citizens Advice Mid Lincolnshire is more volunteer led.

Each office offers three main components:

<ul style="list-style-type: none"> • A universal offer of web-based services • Free phone Advice Line (Mon-Fri 9-5) • Freephone Universal Credit Help To Claim helpline 0800 144 8444 (Mon-Fri 8-6) • Other specialist helplines include a Consumer helpline, Scams helpline, Pensionwise, EU Resettlement scheme; Trussell Trust helpline • Outreach and drop-in clinics (see Appendix 1 for details) 	<p>Universal offer (mostly paid staff)</p>
<ul style="list-style-type: none"> • Follow up appointments as needed (Core service: generalist advice). Face to face, telephone and other accessible means. 	<p>Targeted offer (supported by volunteers)</p>
<ul style="list-style-type: none"> • Access to specialist teams as needed e.g. National Debt Hub 	<p>Specialist/ complex offer (paid staff)</p>

Some of Lincolnshire’s local offices provide national helplines and specialist services, in addition to the core service to which LCC contributes. This adds value by enhancing expertise of staff in the core generalist advice service and generates good quality local employment as well as organisational viability. National services provided include the National Debt Hub (Money and Pension Service funded), Help Through Hardship and the national Consumer Service.

Branches also act as a referral point for food bank vouchers and advise on housing issues to prevent arrears, evictions and homelessness. Services are provided over the phone, on-line and face to face (by appointment, as required), with a range of additional accessibility options. Details of service access, office and outreach locations are in Appendix 1. In

addition, CAL also provides consumer advice on goods and services issues, as the [first point of contact](#) for LCC Trading Standards. Around 5,000 issues per year are referred from CAL through to LCC Trading Standards where further investigation is needed. CAL receives no additional funding from LCC for this service.

Performance in relation to this grant is evidenced through quarterly grant management meetings and reports, monitored by the Commercial Team People Services at LCC for review and further discussion as needed. CAL also present annually at Public Protection and Communities Scrutiny Committee. Data monitored includes use of the Adviceline and the core service, top issues, client feedback and added value. Districts monitor their funding through similar arrangements. It is not yet possible to fully attribute performance to funding stream. Information and comments are set out below.

3.3 Need and demand summary

As well as the increase in volume and complexity for the wide range of advice issues clients request, there is an ongoing increase in demand due to the impact of the cost of living crisis, including energy bills and hardship on all aspects of people lives. Reasons for this can include:

- Due to a build-up of household debt because of the cost-of-living crisis many renters are, or expect to be, behind on their rent or mortgage payments. Deferred payments will still need to be repaid later, thus delaying, but not preventing, the need for support.
- Individuals and families/households may be pursued to pay back debts incurred over the past year.
- National trend [analysis](#) by Citizens Advice shows that the nature of problem debt is predominantly energy debt, housing debt and council tax arrears. The September Citizens Advice Cost of Living briefing indicated how many families had energy debt remaining over the summer, leading to concerns about a difficult winter 2023-4.
- The trend for families to remain in negative debt even after debt advice and help is still increasing. Nationally, around half the households Citizens Advice see are in negative budgets, up a third from 2019 (negative debt is where essential outgoings cannot be covered by income, even following all income maximisation efforts).⁴
- The DWP timetable to phase out retained/legacy benefits & full Universal Credit (UC) implementation is likely to increase the demand on Citizens Advice Lincolnshire. In March 2020, work was paused on moving those claiming legacy benefits (“legacy claimants”) to UC - known as managed migration - to focus on the response to the pandemic. Informed by learnings from the initial pilot and throughout the pandemic, the Department for Work and Pensions (DWP) will resume the roll out (Lincolnshire

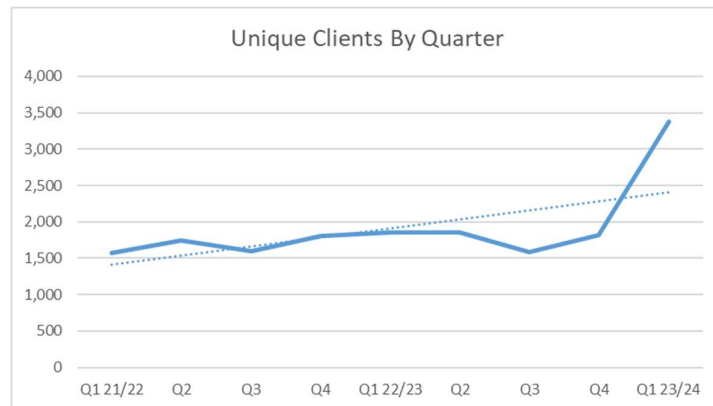
⁴ [Cost of Living Dashboard](#), October 2023 Citizens Advice

starts in September 2023) and complete the migration of all clients on to UC by the end of 2024⁵.

Since 2018-19, demand for Lincolnshire Citizens Advice services has increased continually. This is demonstrated by:

- A marked increase in workload directly associated with debt management and income maximisation. 931 people were advised in Q1 alone this year, compared to 752 at the same time last year, and 605 the previous year (a rise each year of 24%).
- An increase in the number of issues. For example, in south Lincolnshire, in 2022-3 each client presented with between 3-4 issues, an increase from 2 the year before⁶. The impact of this on the service is that it takes longer to help each client. Due to this rise in complexity, Citizens Advice Lincoln and Lindsey has had to readjust targets to help two clients per hour on the Adviceline, compared with four in previous years.

- An upwards trend in the number of unique clients who access the core service each quarter, illustrated in the quarterly graph.



- This is matched by an upwards trend in the number of calls made to Adviceline over the past 18 months.

- Demand for help currently outstrips capacity within the branches. Despite continual improvements in productivity, efficiency and staffing, demand is such that currently only 50% of Adviceline calls can be answered. This is following additional investment from Citizens Advice in professional staffing of telephone lines, use of the national line for overflow in one office and the introduction of an Interactive Voice Response (IVR) option, which help more calls to be resolved at the first point of contact. Not all appointments can be offered face to face.

⁵ [Completing the move to Universal Credit - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/completing-the-move-to-universal-credit)

⁶ Annual report 2022-23, Citizens Advice South Lincolnshire

3.4 Service performance

The service has performed well. Grant management information highlights the numbers of people in the county who have benefitted from the service. Service user feedback suggests a high-quality service which has aided in resolving most problems at first contact.

- In 2022-23, 13,324 calls were answered via the broader Adviceline, with more issues being resolved at the first point of contact,
- Four out of five of the top issues relate to finance, namely: welfare benefits and tax credits; debt; financial capability and housing.
- Support with Universal Credit has seen the highest growth of all the financial areas advised upon, from 15% in 2018 to 60% in 2022-23. Support with Housing Benefit rose from 6% to 11% in the same period.
- There has been a 331% increase in income gained for clients since 2018/19, helping more people manage during the cost of living crisis and helping prevent cost elsewhere in the system. In 2022-3 this was worth £6,232,185, an increase of £4,785,355 when compared to 2018-19.
- Client feedback for Adviceline for 22/23, presented below, suggests that the services provided are meeting residents' needs, with the three branches performing highly when compared against Citizens Advice nationally. Highest client feedback scores are for 'recommending the service', demonstrating that despite challenges meeting demand, the service is effective at providing support. Citizens Advice Lincoln and Lindsey performed above national Citizens Advice levels in all areas of client feedback. 'Ease of access' scores lowest across all three offices, correlating to the lower percentages of Adviceline calls able to be answered.

Client Feedback for Advice Line 2022-23

Indicator	National	South Lincs	Mid Lincs	Lindsey/ Lincoln
Resolution rate	73%	73%	72%	76%
Ease of access	72%	70%	65%	75%
Positive impact	83%	84%	80%	84%
Recommendation of service	84%	85%	81%	87%

3.5 Engagement with funding partners

Engagement with district council funding partners demonstrates a general appetite for a stronger partnership approach to encourage a consistency of service provision across the three Lincolnshire services. There are wider system benefits in moving to longer term, joint

funding arrangements, however, different districts are at varying stages. Two districts have indicated an interest in entering a joint funding arrangement. The remainder have advised that they are satisfied with their current arrangement of an annual grant agreement at a district level with their local branch. One district has entered a three year funding agreement with their local branch from April 2023; another provides premises only with no direct funding. The ICB has also expressed interest in entering a joint funding arrangement for CAL.

Due to the existing partner arrangements in place, the Commercial Team have recommended that a minimum three-year LCC agreement would be required to enable a countywide collaborative approach to be developed, including the implementation of a shared reporting framework, and to align end dates with other district councils to deliver any future joint commissioning and/or pooled fund arrangements.

4. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision-making process.

In line with the Equality Impact Assessment guidance, consideration was given to the impacts that the proposal is likely to make on people with protected characteristics. It remains the case that no changes are being proposed to the service and if this is approved no negative impacts have been identified.

Of the alternatives, continuing with a one year Grant Agreement will ensure that existing positive impacts on people with a protected characteristic are maintained but will miss out on the additional positive impacts that may be realised if the benefits of a longer grant term are achieved.

Ceasing funding would have detrimental impacts on people with a protected characteristic such as age and disability where people with such protected characteristics are high users of CAL services. The current positive impacts identified in the Equality Impact Assessment would be lost. A longer term agreement will provide more secure benefits to people with protected characteristics.

A previous report to Executive recommended that a full Equality Impact Assessment should be carried out following the conclusion of the updated desktop review, recent strategic development work and the resulting current commissioning proposals. An EIA is therefore attached at Appendix 2.

Citizens Advice Lincolnshire can evidence the steps it takes to ensure inclusive access to its service in a large, rural county. It provides a range of channels of access including a text based Relay UK, video calls, webchat, face to face by appointment, telephone, email, letter, rural and foodbank outreach drop-ins, mental health drop-ins and a Polish language line, with some local variations, as each office has its own service model and charitable funding. Outreach is all funded through charitable funds. Details of outreach locations can be found in Appendix 1. Further work is recommended to ensure that the need for face to face services is met.

It is recommended that, where data permits, reporting should capture the service use and benefits to communities with protected characteristics, including people with learning disabilities, disabilities, mental health issues and long term conditions. In addition, where data permits, reporting should also address the health inequalities agenda, which includes ensuring the reach of the service to Lincolnshire's most deprived communities, as well as health inclusion groups in line with Lincolnshire's Core 20 Plus 5 agenda. It is recommended to review this on an annual basis, to future proof options to report on other health inclusion groups, such as future local or national policy may require.

Joint Strategic Needs Assessment (JSNA and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

The Lincolnshire JSNA and JHWS have a strong focus on prevention and early intervention, as well as a focus on issues and needs that require partnership and collective action to deliver. They aim to tackle inequalities and the equitable provision of services that support and promote health and wellbeing. Citizens Advice contributes to all of these overarching aims. Its work on financial inclusion helps some of the most deprived citizens in the county and connects people with a range of other services to address issues. It helps prevent problems spiralling out of control, helping people build resilience and capability.

Housing & health and mental health are two of the key priorities of the JHWS, with related objectives including tackling homelessness and ensuring people have the knowledge and capability to access and maintain appropriate housing. Citizens Advice information and support on a wide range of issues including managing debt, benefits, employment and housing directly prevent worsening mental health and insecure housing, helping improve physical health, wellbeing and housing.

[Financial inclusion](#) is a JSNA topic in its own right. Citizens Advice is an important delivery partner of the Financial Inclusion Partnership. Citizens Advice data and reporting offers strategic intelligence on levels of need within the, directly informing this JSNA.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

Citizens Advice helps residents find a way forwards and take control of their problems, rather than the problem continuing to drive behaviour. This therefore contributes to the management and reduction of issues that that could trigger and influence offending behaviour, including debt, rent and council tax arrears and poverty.

Citizens Advice also works in partnership with specialist agencies such as [‘We Are With You’](#) or [‘GamCare’](#) who tackle substance misuse and problem gambling respectively, helping address root cause issues relating to these problems such as welfare benefits, problem debt, housing, employment etc. which can help minimise potential risks of crime and disorder.

In relation to victims of crime, Citizens Advice advises and supports on issues relating to domestic violence and hate crimes, as well as illegal money lending, helping signpost to support as well as encouraging reporting. Citizens Advice also refers over 5,000 cases a year to LCC Trading Standards. Provision of an annual report on the principal consumer issues in the county will help inform the annual inspection regime of Trading Standards.

Overall, it is therefore likely that the continuation of longer term funding support will have a positive impact on the prevention of crime and disorder in the area.

5. Conclusion

Citizens Advice have demonstrated their work over the last five years to restructure and consolidate their offer within the county, making best use of available resources, reducing from seven local offices to the current three and investing in paid staff capacity where it can achieve greatest impact.

A multi-year grant agreement would provide a longer-term guarantee of financial certainty and stability particularly at a time when the service is experiencing increases in demand. As the LCC core grant leverages in other funding, a longer-term agreement may support CAL to be more effective in obtaining other longer term funding sources. Accounts submitted to the Charities Commission by CAL and the three branches do not indicate that significant reserves are held.

Citizens Advice adds direct financial value to the Lincolnshire economy. Additional income of £6,232,185 was achieved for clients in 2022-23, more than off-setting LCC core funding. Added value initiatives and associated funding, such as the £1.931m of funding were leveraged in for contracts, projects and services in 2022/3 (an increase of £0.5m since 2018-19) resulting in more Lincolnshire people helped at no cost to local authorities. Social value is also provided, through the generation of knowledge rich and highly skilled local employment as well as through volunteering opportunities, supporting career paths with

the same training as paid staff, or offering fulfilling opportunities for more experienced residents to give back to their community.

There are wider benefits in positioning Citizens Advice as a strategic, system preventative partner within Health and Care, by helping to achieve optimum impact for local residents with closer working relationships to commissioned and directly provided council and health services, and through the provision of intelligence and insight for diverse senior stakeholders of need within the county. These aims are also supported by District Council and ICB colleagues. A longer term funding agreement, working in close partnership with fellow district and ICB funders, will help fulfil these ambitions.

6. Legal Comments:

The Council has the power to enter into the Grant Agreement proposed.

A Grant Agreement is appropriate where the Council funds an organisation to conduct activities that they are funded to carry out anyway and the performance of which helps contribute to the Council's objectives.

The relationship between the Council and CAL can legitimately be seen as a grant-based relationship and that would apply even over a longer grant period.

The decision is consistent with the Policy Framework and within the remit of the Executive.

7. Resource Comments:

There is provision within Adult Care and Community Wellbeing to fund the grant for Citizens Advice, following the transfer of the budget from Corporate Services. There are also financial mechanisms in place within ACCW that would support delivery of any of the options including the pooling of funding across organisations.

Based on increases of the National Living Wage (NLW) set at 6.2% for 2024-25, a three-year grant agreement is estimated to total £941,756.

Estimated annual grant amount:

2024/25 - £295,236

2025/26 - £313,540 (assuming same rate of increase as 2024-5)

2026/27 - £332,980 (assuming same rate of increase as 2024-5)

8. Consultation

a) Has Local Member Been Consulted?

No, as it is a countywide service.

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Public Protection and Communities Scrutiny Committee at its meeting on 31 October 2023 and the comments of the Committee will be reported to the Executive

d) Risks and Impact Analysis

Securing a longer term funding agreement for Citizens Advice with an inflationary uplift provides a stable base for service planning, external funding applications as well as helping stabilise workforce retention, recruitment and development. A three year funding agreement will enable a greater focus on service improvement, such as service reach, access, inclusion, outcomes and partnership working.

Citizens Advice helps many of the most financially vulnerable and deprived residents of Lincolnshire. Any reduction in or removal of funding, including inflationary uplift could have an indirect impact on a range of LCC services as service users seek alternative sources of assistance should CAL reduce elements of their services because of less funding. Many of Lincolnshire's directly provided services such as Adult Care rely on referrals and signposting to Citizens Advice. Losses to service delivery would significantly impact necessary capacity in Lincolnshire for financial advice and support, leaving individuals and families in deteriorating circumstances and increasing need, impacting on public services as well as individual health and wellbeing. Current demand already cannot be met. Closing down sources of trusted help opens the door to harms such as illegal money-lending.

9. Appendices

These are listed below and attached at the back of the report:	
Appendix A	Office and physical outreach locations of Citizens Advice in Lincolnshire
Appendix B	Equality Impact Assessment

10. Background Papers

The following background papers under section 100D of the Local Government Act 1972 were replied upon in the writing of this report:

Document title	Where the document can be viewed
Citizens Advice Cost of Living Dashboard (2023)	www.wearecitizensadvice.org.uk
England Illegal Money Lending Team - Support Report for Partners (January – June 2023)	www.stoploansharks.co.uk
'As One Door Opens – Experiences of Illegal Money Lending in an Emerging Cost of Living Crisis' (June 2023)	www.Fair4AllFinance.org.uk
Annual report, Citizens Advice South Lincolnshire	Available on request from www.citizensadvicesouthlincs.org.uk
'Completing the move to Universal Credit'	www.gov.uk

This report was written by Emma Krasinska, who can be contacted on 07500882025 or emma.krasinska@lincolnshire.gov.uk.

Citizens Advice Lincoln & Lindsey**Main offices**

Guildhall, Marshall's Yard, Gainsborough
1st Floor City Hall Beaumont Fee

Meridian House 41 Eastgate, Louth
20 Alghitha Road, Skegness

Inter Agency Centre Stanley Avenue, Mablethorpe

Post code

Project

Days

DN21 2NA
LN1 1DD

All services
All services

Monday - Friday 8.00am - 6.00pm
Monday - Friday 8.00am - 6.00pm

LN11 9NH
PE25 2AG
LN12 1DP

All services
All services
All services

Monday - Friday 8.00am - 6.00pm
Monday - Friday 8.00am - 6.00pm
Tuesday & Fridays 9.00 am - 5.00 pm

Outreaches

Community Hall Stanley Avenue, Mablethorpe

Meridale Youth & Community Centre, 1 High St, Sutton on Sea, Mablethorpe

Bridge Community Hub, 107-115 Newark Road, Lincoln

Moorland Park Methodist Church, 46 Skellingthorpe Road, Lincoln

Central Methodist Church, 123 High Street, Lincoln

North Hykeham Foodbank, St Hugh's Church, Harewood Crescent North Hykeham, Lincoln

Birchwood Life Church, 127 Birchwood Avenue, Lincoln

Abbey Access Training, Arboretum Lodge, Monks Rd, Lincoln

Sincil Bank Community Hub, 30 Portland St, Lincoln

Birchwood Breakthrough Center, Larchwood Cres, Birchwood, Lincoln LN6 0NA

Ermine Library, 19 Ravendale Dr, Lincoln

LN12 1DP
LN12 2ET
LN5 8NQ
LN6 7RB
LN5 7PR
LN6 8JG
LN6 0JE
LN2 5HU
LN5 7JX
LN6 0NA
LN2 2BT

LN12
LN12
ACTS Trust
ACTS Trust
ACTS Trust
ACTS Trust
ACTS Trust
Big Lottery
Big Lottery
Big Lottery
Big Lottery

Tuesday (am)
Friday (am)
Monday (am) & Tuesday (am)
Tuesday (pm)
Thursday (am)
Friday (am)
Monday (pm) & Wednesday (pm)
Wednesday 9.00 am - 5.00 pm (Drop-in & appointment)
Tuesday - 9.00 am - 5.00pm (Drop-in & appointment)
Wednesday 9.00 am - 5.00pm (Drop-in & appointment)
Tuesday 9.00am-5.00pm (Drop-in & appointment)

Citizens Advice Mid Lincolnshire**Main Offices**

Municipal Buildings, Weststreet, Boston, Lincolnshire

The Advice Centre, Money's Yard, Carre Street, Sleaford, Lincolnshire

PE21 8QR
NG34 7TW

All services
All services

advice 9.30 - 4.30, Tues & Thurs
advice appointments 9.30 - 4.30 Mon & Wed

Outreaches

The Rectory Offices, Boston, Lincolnshire

Centenary Methodist Church, Red Lion Street, Boston, Lincolnshire

Boston College, Skirbeck Road, Boston, Lincolnshire

PE21 6NP
PE21 6NY
PE21 6JF

Trussell Trust
Ukraine support group
Empowering Healthy Communities

Tues & Thurs 12.00 - 2.00 (drop in)
Fri 10.00 - 12.00 (drop in and appointments)
Fortnightly group sessions, days & times set by College

Citizens Advice South Lincolnshire**Main Offices**

Council Offices, Priory Road, Spalding

14 Finkin Street, Grantham, Lincolnshire

PE11 2XE
NG31 6QZ

All
All

Tuesday PM & Wednesday
Thursday

Outreaches

United Reformed Church Hall, 29 Broad Street, Stamford

Stamford Day Centre, 33 Ryhall Road, Stamford

Wake House, 41 North Street, Bourne, Lincolnshire

Coubro Chambers, 11 West End, Holbeach

PE9 2PJ
PE9 1UF
PE10 9AE
PE12 7LW

All
All
All
All

Please ring Adviceline (0808 278 7996) to arrange an
Friday: 10:00-12:00 (Drop-In)
booked appointments PM
appointments PM

Service	Citizens Advice South
Advice Line	20 minutes
Generalist Appointment Telephone	5 working days
Generalist Appointment F2F	depending on location
Emergency Adhoc Telephone Appointments (ASS)	

Citizens Advice Mid	Citizens Advice Lincoln & Lindsey (E&W)
last 3 months (Nov - Jan) = 13.8	20/2/23)
(dependent on urgency of case)	emergencies) This waiting time extends to
(dependent on urgency of case).	dependent, excludes emergencies). See
Same day	Same day

Citizens Advice Lincoln &	Average (
1/1/23 - 20/2/23)	21	Minutes	
demand on the SQ is being	7.5	Working days	
above)	11.5	Working days	
Same day			

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	CAL Citizens Advice Lincolnshire Services	Person / people completing analysis	Emma Krasinska
Service Area	Public Health	Lead Officer	Anne-Marie Scott
Who is the decision maker?	Executive	How was the Equality Impact Analysis undertaken?	In line with the quality impact assessment guidance, no changes are being made to the service and therefore no negative impacts have been identified.
Date of meeting when decision will be made	Click here to enter a date. 07 November 2023	Version control	0.01
Is this proposed change to an existing policy/service/project or is it new?	Choose an item. Proposed change to an existing grant agreement. Positive impact as cited above.	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Choose an item. Annual grant agreement of many years standing (re-commissioning).
Describe the proposed change	Moving away from an annual grant to a 3 year grant with an uplift based on National Living Wage increases.		

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

Age	Positive impact. A longer term agreement will provide more secure benefits to people with protected characteristics. People in all protected characteristic categories will continue to be supported. Those in most need will have access to free, impartial, confidential advice, information and support on a wide range of practical and civil legal issues such as debt, benefits, employment and housing. Around 20 of clients are aged over 65 and 5% are under the age of 25 years
Disability	Positive impact. Around 53% of clients report having a disability or long term health condition. Longer term funding helps build a sustainable platform from which to pursue other funding applications that may also enhance existing service access. New reporting will delve into disability and long term conditions so as to better understand the reach, use of the service and needs of clients with different kinds of disabilities. Civil and legal issues covered include hate crime.
Gender reassignment	Positive impact. Civil and legal issues covered includes hate crimes. Reporting schedule will explore data recording for this protected group.
Marriage and civil partnership	Positive impact. Civil and legal advice provided covers relationship breakdown and domestic abuse.
Pregnancy and maternity	Positive impact. Reporting can cover single parent households likely to suffer disproportionate hardship.
Race	Positive impact. Civil and legal advice provided includes hate crime. Reporting will cover use of the service by this group and will be able to analyse top issues.
Religion or belief	No positive impact.

Sex	Positive impact as cited above. Civil and legal advice provided covers sexual harassment, relationship breakdown and domestic abuse. Many channels of communication help make the service accessible for women whose time is most likely to be dominated by any combination of childcare/ working and caring responsibilities.
Sexual orientation	Positive impact as cited above. Civil and legal advice provided covers hate crimes.

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Positive impact for individuals and families who are financially vulnerable (Financial Conduct Authority definition) and who experience social and economic deprivation. Layers of vulnerability and disadvantage may make individuals and families more susceptible to financial harms. Potential positive impact for health inclusion groups and health inequalities.

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Type text here

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

Age	In line with the quality impact assessment guidance, consideration was given to the impacts that the proposal was likely to make on people with protected characteristics. It remains the case that no changes are being made to the service, therefore no negative impacts have been identified. A longer term agreement will secure more longer term benefits to people with protected characteristics.
Disability	No perceived adverse impact
Gender reassignment	No perceived adverse impact
Marriage and civil partnership	No perceived adverse impact
Pregnancy and maternity	No perceived adverse impact

Race	No perceived adverse impact
Religion or belief	No perceived adverse impact
Sex	No perceived adverse impact
Sexual orientation	No perceived adverse impact

Page 73

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at engagement@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

It remains the case that no changes are being made to the service and therefore no negative impacts have been identified.

Engagement has taken place with District Councils, ICB, Citizens Advice , Public Health SLT, Adult Care DLT and Executive Councillor
Purpose of engagement has been to explore appetite for partnership approaches to funding Citizens Advice and improving reach and consistency of service offer. No changes have been made to the content, delivery or funding of the service.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	N/A
Disability	N/A
Gender reassignment	N/A
Marriage and civil partnership	N/A
Pregnancy and maternity	N/A
Race	N/A
Religion or belief	N/A

Sex	N/A
Sexual orientation	N/A
<p>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	Yes, all three CAL organisations and all district councils have been fully engaged in this consultation.
<p>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</p>	An agreed, simplified monitoring system will be put in place to evaluate the new 3 year grant agreement. Citizens Advise can evidence steps it takes to ensure inclusive access to its services. Where recorded data permits, it is recommended that reporting should capture the service use and benefits to communities with protected characteristics.

Further Details

Are you handling personal data?	Yes or no – please select No If yes, please give details.
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Page 77

Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Monitor service use by protected characteristics and explore monitoring for health inclusion groups and health inequalities	Emma Krasinska	From April 2024

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
V0.02	Issued following service review and as part of report to Executive recommending longer term funding agreement.	EK	6 October 2024	Anne Marie Scott, Assistant Director for Prevention, and Early Intervention, Public Health,	11 October 2023

Examples of a Description:

- 'Version issued as part of procurement documentation'
- 'Issued following discussion with community groups'
- 'Issued following requirement for a service change; Issued following discussion with supplier'

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