Lincolnshire
COUNTY COUNCIL
Working for a better future

County Offices
Newland
Lincoln
LN1 1YL

4 March 2024

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Tuesday, 12 March 2024 at 10.00 am in the Council Chamber, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

Debbie Barnes OBE
Chief Executive

Membership of the Overview and Scrutiny Management Board (11 Members of the Council and 3 Added Members)

Councillors A N Stokes (Chairman), T J N Smith (Vice-Chairman), Mrs J Brockway, M Brookes, I D Carrington, P M Dilks, R J Kendrick, K E Lee, C S Macey, C E H Marfleet and N H Pepper

Added Members

Church Representative: M Kyle

Parent Governor Representatives: Mrs M R Machin and Dr E van der Zee

OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
TUESDAY, 12 MARCH 2024

ITEMS FOR INFORMATION ONLY

Democratic Services Officer Contact Details	
Name:	**Emily Wilcox**
Direct Dial	**01522 552334**
E Mail Address	emily.wilcox@lincolnshire.gov.uk

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 Overview and Scrutiny Management Board on Tuesday, 12th March, 2024, 10.00 am (moderngov.co.uk)

All papers for council meetings are available on: https://www.lincolnshire.gov.uk/council-business/search-committee-records

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OVERVIEW AND SCRUTINY MANAGEMENT BOARD
29 FEBRUARY 2024

PRESENT: COUNCILLOR A N STOKES (CHAIRMAN)

Councillors   T J N Smith   (Vice-Chairman),   Mrs J Brockway,   M Brookes,   I D Carrington, P M Dilks, R J Kendrick, C S Macey, C E H Marfleet and N H Pepper

Councillors: R D Butroid, M J Hill OBE and M A Whittington (Executive Support Councillor for Resources, Communications and Commissioning)   were also in attendance virtually as observers.

Officers in attendance:-

Debbie Barnes OBE (Chief Executive), Andrew Crookham (Executive Director Resources), Emily Wilcox (Democratic Services Officer), Kiara Chatziioannou (Scrutiny Officer), Nicola Calver (Member Services Manager), Michelle Grady (Assistant Director – Finance), Andy Gutherson (Executive Director Place), Adam Hopley (Head of Finance - Corporate), Caroline Jackson (Head of Corporate Performance), Tony Kavanagh (Assistant Director – Human Resources and Organisational Support), Sue Maycock (Strategic Finance Lead (Technical)), Thomas Spencer (Treasury Officer) and Karen Tonge (Treasury Manager)

Robert Baxter (Link Asset Services) also attended the meeting virtually.

91   APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor K E Lee, Martin Kyle and Emile van der Zee.

92   DECLARATIONS OF INTEREST

None were declared.

93   MINUTES OF THE MEETING HELD ON 25 JANUARY 2024

It was noted that the attendance details had been amended to include attendance by Councillor M J Hill OBE as an observer.

RESOLVED:

That minutes of the meeting held on 25 January 2024 be approved as a correct record and signed by the Chairman.

94   ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

There were no announcements made.

95   CONSIDERATION OF CALL-INS

There were no Call-Ins to consider.

96   CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

There were no Councillor Calls for Action to consider.

97   CORPORATE PLAN SUCCESS FRAMEWORK 2023-24 - QUARTER 3

Consideration was given to a report by Caroline Jackson, Head of Corporate Performance, which invited the Board to review the Corporate Plan performance for Quarter 3 of 2023-24. The Board were invited to consider and comment on the report prior to its consideration by the Executive on 5 March 2024.

The Board unanimously supported the recommendations to the Executive, as set out at Appendix A, and during the discussion the following points were recorded:

- Members inquired about the percentage of disabled adults employed. Data was not immediately available, but there was a commitment to consult with the Assistant Director in Adult Care, to provide a comparative analysis and suggestions for improvement. It was further clarified that the data referred to adults with disabilities open to adult social care services. They are individuals known to and receiving support from the authority, not just those known to the Council.
- Members raised concerns about limited space in recycling centres and proposed a reuse centre similar to the Seagull Recycling Centre in Skegness which operated a model of recycle and reuse of items with great success in the past. The Executive Director of Place acknowledged the idea and expressed interest in discussing the logistics further.
- Members inquired about the inclusion of public sector volunteer managers in the recently launched Linkage Volunteer Managers Network. An action was taken to confirm whether LVMN included public sector managers; further information would be shared in due course.

- Concerns were raised about the delayed progress of extra care housing projects. The Chief Executive acknowledged the challenges in identifying partners, securing agreements, and addressing planning issues. A commitment was made for the process to be expedited and for ways and opportunities for streamlining to be explored.

- Members inquired about the potential financial impact of the separate food waste collection. The Executive Director of Place explained the uncertainty regarding new funding and reassured that the Waste Partnership would review all relevant issues before final decisions were made.

- Clarification was sought on potential financial burdens resulting from the Environment Act. The Executive Director of Place expressed optimism that the Environment Act was anticipated to ultimately have a positive impact, potentially creating extra capacity and relieving pressure on existing waste systems.

RESOLVED:

1. That the recommendations to the Executive, as set out at appendix A to the report, be supported.
2. That a summary of the comments made be passed on to the Executive as part of its consideration of the report.

98   PEOPLE MANAGEMENT UPDATE - QUARTER 3

Consideration was given to a report by the Assistant Director – HR And Organisational Support, which provided an update on the HR Management Information for Quarter 3 of 2023-24, as detailed on pages 73-78 of the agenda pack.

During the discussion, the following points were recorded:

- Members raised concerns over the low response rate to the employee survey for those employed within Fire & Rescue. Officers acknowledged the concerns raised and assured Members that they were investigating the reason for the low response rate, which was thought could have been a result of a large proportion of the workforce being made up of on-call firefighters with minimal time and limited resource to access the survey; as well as the undertaking of two recent inspections by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) which had taken further resource from Fire & Rescue employees.
- In relation to the employee survey, it was clarified that whilst previously Corporate and Commercial Services had been identified as one directorate, Commercial services were now part of the Resources directorate, which explained the disparity in responses and the lower number of responses for the Corporate Directorate in the 2023.

- Members welcomed the decrease in sickness absence rates and whilst it was acknowledged that long term sickness absence could impact the overall figures, it was hoped that more could be done to further decrease absence rates.
- In relation to agency spend, concerns were raised that individuals employed directly by Lincolnshire County Council may move to agency work due to more attractive rates of pay, which would lead to a further increase in agency spending for the Council. Officers recognised this as a risk but reassured the Board that retention incentives were in place for hard to recruit areas and that the Council would continue to invest in staff. It was highlighted that being directly employed by the Council offered other benefits such as annual leave and pension benefits and an environment with good terms and conditions with support from an accessible manager.
- The Council had made several recommendations to the Department for Education around the regulations and qualifications for individuals wishing to join agencies and whilst the report had been acknowledged, the recommendations were yet to be implemented.
- The Council had formal teaching partnerships with universities which supported joint recruitment and a support programme with various different sessions, supporting people in readiness for a career at Lincolnshire County Council. Several colleagues from Lincolnshire County Council had taken part in a scheme ran by the Local Enterprise Partnership where individuals would visit education settings to provide an insight into their career.
- Officers were pleased to report that the apprenticeship levy budget had almost been completely fulfilled, which was a positive sign for the Council's apprenticeships programme.

RESOLVED:

1. That the report be received.
2. That satisfaction be recorded on the assurance given over the HR Management Information provided.

99   REVENUE BUDGET MONITORING REPORT 2023/24 (QUARTER 3)

Consideration was given to a report by Michelle Grady, Assistant Director – Finance, which invited the Board to consider the Revenue Budget Monitoring information for Quarter 3 of 2023/24, as set out at pages 79-104 of the report. The Board were invited to consider and comment on the report prior to consideration by the Executive on 3 April 2024.

During the discussion, the following points were recorded:

- Members expressed difficulty in discerning the total spending on adult social care and understanding the Better Care Fund's role. Officers referring to the report (p. 90), explained that the net spend was £243 million, with an additional £61 million directly attributable to the Better Care Fund. The gross spend, including care

contributions and grants, was estimated at around £323 million. Furthermore, Officers acknowledged the wider joint health and local authority spend contributing to the Better Care Fund and took an action to provide more detailed information in due course.

- Members raised concerns about the 39.3% increase in fostering placement costs, questioning whether there were short-to-medium-term actions to mitigate such risks. The Chief Executive acknowledged the national pressure on fostering costs and highlighted local efforts, such as capital investments in residential homes. The need for national attention to the issue was emphasised.

- Members further inquired about the potential shift in pressure from Special Education Needs and Disabilities (SEND) schools to mainstream schools due to the SEND school programme. The Chief Executive addressed the increase in education, health and care plans (EHCPs), emphasising Lincolnshire's investments in special schools. The risk of parents seeking legal protection, leading to an increase in EHCPs and the need for potential national reforms was also acknowledged.

- Clarification was sought on the £2.8 million underspend in highways related to Traffic Regulation Orders (TROS) and street lighting energy. Officers explained that the TRO income was generated from fines to utility companies for road works on the highway network that were unplanned or lacked authorisation and permitting and emphasised that this income as well as the energy cost savings contributed to the underspend.

- Lastly, Members inquired about a potential overspend in homeschool transport asking for an estimate of this. Officers confirmed they were still working through the figures but acknowledged this was a significant concern on their radar.

- Regarding revenue-funded capital investment, Officers further clarified that the approved £11.9 million was in addition to the existing project budgets, not inclusive of them.

RESOLVED:

1. That the recommendations to the Executive, as set out at appendix A to the report, be supported.

2. That a summary of the comments made be passed on to the Executive as part of its consideration of the report.

100   CAPITAL BUDGET MONITORING REPORT 2023/24 (QUARTER 3)

Consideration was given to a report by Michelle Grady, Assistant Director – Finance, which invited the Board to consider the Revenue Budget Monitoring information for Quarter 3 of 2023/24, as set out at pages 105-124 of the report. The Board were invited to consider and comment on the report prior to consideration by the Executive on 3 April 2024.

During the debate, Members raised concerns about the Council's ability to absorb external shocks beyond its control, such as changes in national interest rates or global events affecting commodities like oil or grain. In response, Officers highlighted the dual aspects of the issue, addressing the cost of borrowing and the cost of supply. Officers assured the Board that contingency measures were in place to handle unforeseen events, including potential material cost fluctuations or delays in provision, providing a level of confidence in the Council's ability to respond to and absorb such shocks.

The Board unanimously supported the recommendations to the Executive, as set out in appendix A.

RESOLVED

1. That the recommendations to the Executive, as set out at appendix A to the report, be supported.

2. That a summary of the comments made be passed on to the Executive as part of its consideration of the report.

101   TREASURY MANAGEMENT PERFORMANCE - QUARTER 3 TO 31 DECEMBER 2023

Consideration was given to a report by Karen Tonge, Treasury Manager, which invited the Board to consider the Treasury Management Performance for Quarter 3 of 2023/24, as set out on pages 125-150 of the agenda pack.

During the discussion the following points were recorded:

- It was common to restrict investments for liquidity towards the end of the financial year as spending levels increased, however this was particularly evident in the current financial year as the debt liability benchmarking was also being managed which also meant a reduction in cash balances.
- In terms of supporting capital expenditure using internal resources, Officers had been cautious with longer term lending until there was evidence that cash balances had been met as predicted. This meant that there was currently some restriction on the length of lending.
- In relation to debt maturity for the Council, it was clarified the decision to borrow was determined by the Council's capital programme and borrowing requirement and the debt liability benchmark.
- In relation to the debt liability benchmark, this was a new prudential indicator which had been introduced within the 2021 CIPFA Treasury Management code that the Council were obliged to adhere to. This was revised year on year to allow for movement in the capital programme and had been introduced to stop unnecessary borrowing. The Council would aim to adhere to this, however if they did not agree with the level set and wished to borrow outside of the indicator, the Council would report on why they had taken a different route to that recommended.

- Members were reassured that setting medium- and longer-term financial plans, as well as holding contingency budgets, meant that in year adjustments could be made where necessary which also prevented unnecessary borrowing.

RESOLVED

1. That the report be received;

2. That satisfaction of the activity and performance reported with assurances provided relevant to future forecasting be noted.

102   TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY FOR TREASURY INVESTMENTS 2024/25

Consideration was given to a report by the Treasury Manager, which invited the Board to consider the Treasury Management Strategy Statement and Annual Investment Strategy for Treasury Investments 2024/25, as set out on pages 151-198 of the agenda pack. The Board were invited to consider and comment on the report, prior to consideration by the Leader of the Council (Executive Councillor – Resources, Communications and Commissioning) between 11 and 15 March 2024.

The Board welcomed Robert Baxter (Link Asset Services) to the meeting. The Board was advised that Link Asset Services were forecasting a drop in interest rates to 4.75% by September 2024, 4.25% by December 2024 and around 3% by September 2025. The forecast would be adjusted based on actual inflation rates.

In terms of the Council's Treasury Management Strategy Statement, the Council's internal borrowing position had increased to around 30%, which was in line with the position of other Link Asset Service's clients and was sustainable in terms of the Council's cash position.

In terms of borrowing, the Council was due to borrow £22.5m in 2024/25, which would depend on factors such as capital expenditure and investment balances, which were likely to drop over the year, meaning the portfolio duration would reduce. This was in line with Link Asset Service's interest rates forecasts.

Link Asset Services were of the view that the proposed Treasury Management Statement and Strategy would serve the Council well and was fit for purpose.

The Board were satisfied with the proposed strategy and supported the recommendations to the Leader of the Council, as set out at Appendix A to the report.

RESOLVED:

1. That the recommendations to the Leader of the Council, as set out at appendix A to the report, be supported.

2. That a summary of the comments made be passed on to the Leader of the Council as part of his consideration of the report.

103   UPDATE REPORT - LINCOLNSHIRE PUBLIC LAW

Consideration was given to a report by Will Bell, Chief Legal Officer, which provided an update on the creation of the legal services company, Lincolnshire Public Law (LPL), as set out at pages 199-201.

During the discussion the following points were recorded:

- The Board welcomed the update and congratulated all officers involved for their work in establishing the company.
- The Board extended thanks to David Coleman, Chief Legal Officer and wished him well in his retirement.
- Assurance was provided that existing work carried out by Legal Services Lincolnshire would continue to be prioritised. Whilst there was an appetite for growth within Lincolnshire Public Law, the work of Legal Services Lincolnshire remained a priority and a high standard of work would continue to be delivered for the County Council and its clients. Requests for work through Lincolnshire Public Law would be assessed on a case-by-case basis and managed in line with capacity.

RESOLVED:

1. That the report be received;

2. That satisfaction be recorded with the progress made in relation to the setting up of Lincolnshire Public Law.

104   SCRUTINY COMMITTEE WORK PROGRAMMES

Consideration was given to a report by the Chairman of the Children and Young People Scrutiny Committee, which set out the activity undertaken and planned work programme of the Children and Young People Scrutiny Committee, as set out on pages 206-208 of the agenda pack.

It was reported that the pre-decision scrutiny items on Gosberton House Academy, Minerva House Project and Primary School Mobile Replacement Team had been deferred from 19 April 2024 to 14 June 2024 due to a delay on final costings for each project.

Consideration was then given to a report by the Public Protection and Communities Scrutiny Committee which set out the activity undertaken and planned work programme of Public Protection and Communities Scrutiny Committee, as set out on pages 211 to 214 of the agenda pack.

The Board were satisfied with the activity undertaken and planned work programme of both Committees.

RESOLVED:

1. That thanks be recorded for the detailed reports;

2. That satisfaction of the work undertaken by the Children and Young People Scrutiny Committee and Public Protection and Communities Scrutiny Committee be recorded;

3. That the work programmes of the Children and Young People Scrutiny Committee and the Public Protection and Communities Scrutiny Committee be endorsed.

105   OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

RESOLVED:

That the report be noted.

The meeting closed at 11.49 am

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Open Report on behalf of Debbie Barnes OBE, Chief Executive

Report to:	Overview and Scrutiny Management Board
Date:	12 March 2024
Subject:	Greater Lincolnshire Devolution

Summary:

This report invites the Overview and Scrutiny Management Board to consider and support a report on:

• the outcomes of the public consultation on devolution proposals for Greater Lincolnshire,

• the response of the constituent councils to the themes from the public consultation and the updated Equality Impact Assessment,

• the amendments made to the Proposal to consider the consultation findings, and

• the next steps, timelines and delegations set out within the report which would support devolution for Greater Lincolnshire.

The report is due to be considered by the Council on 13 March 2024 prior to executive decision making by the Leader of the Council. The views of the Board will be reported to the Council and to the Leader of the Council as part of the consideration of this item.

Actions Required:

The Overview and Scrutiny Management Board is invited to:-

1) consider the attached report and to support the recommendation(s) to the Leader of the Council as set out in the report.

2) agree any additional comments to be passed on to the Council and the Leader of the Council in relation to this item.

1. Background

The Leader of the Council is due to consider a report that

- Sets out a detailed analysis of the consultation findings to support the leader in making a decision on whether to progress with ambitions for devolution in Greater Lincolnshire

- Details the response of the constituent councils to the consultation findings, along with revisions to the proposal and equality impact assessment

- Sets out that on balance, the consultation findings are supportive of the devolution ambitions

- Details and progresses the steps required to deliver on a historic devolution deal for Greater Lincolnshire and to progress the process for creation of a Combined County Authority covering Lincolnshire, North Lincolnshire and North East Lincolnshire in accordance with the Levelling-Up and Regeneration Act as the only mechanism for delivering on that deal.

Decision making to submit proposals to the Secretary of State is an executive function of the Council. In accordance with the process set out to Council in December 2022 and December 2023, the report will be considered at the meeting of the County Council on 13 March 2024, prior to any executive decision being taken.

The full report to the Leader of the Council is attached at Appendix A to this report.

2. Conclusion

Following consideration of the attached report, the Board is requested to consider whether it supports the recommendation(s) in the report and whether it wishes to make any additional comments to inform the decision making process. The Board's views will be reported to Council and to the Leader of the Council.

3. Consultation

The Board is being consulted on the proposed decision of the Leader of the Council on 13th March 2024.

4. Appendices

These are listed below and attached at the back of the report	
Report to Leader of the Council 13 March 2024 - Greater Lincolnshire Devolution – Consideration of Public Consultation Outcomes and Submission of Final Proposal to the Secretary of State	
A	Report on consultation on the draft proposal
B	Response to the consultation and proposed changes to the proposal
C	Equality Impact Assessment (EqIA)
D	Final proposal for a Greater Lincolnshire mayoral combined county authority and for devolution to Greater Lincolnshire

5. Background Papers

The following background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

Background Paper	Where it can be viewed
Report to Council December 2022 A Devolution Deal for Lincolnshire	Agenda for Council on Friday, 9th December, 2022, 10.30 am (moderngov.co.uk)
Report to Council December 2023 A Devolution Deal for Lincolnshire	Agenda for Council on Friday, 1st December, 2023, 10.30 am (moderngov.co.uk)
Levelling Up White Paper	https://www.gov.uk/government/publications/levelling-up-the-united-kingdom
The Levelling Up and Regeneration Act 2023	https://bills.parliament.uk/bills/3155

This report was written by Lee Sirdifield, Assistant Director - Corporate, who can be contacted on Lee.Sirdifield@lincolnshire.gov.uk.

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Open Report on behalf of Debbie Barnes, OBE, Chief Executive

Report to:	**Councillor M J Hill OBE, Leader of the Council**
Date:	**13 -20 March 2024**
Subject:	**Greater Lincolnshire Devolution – Consideration of Public Consultation Outcomes and Submission of Final Proposal to the Secretary of State**
Decision Reference:	**I032208**
Key decision?	**Yes**

Summary:

This report asks the Leader of the Council to agree further steps to secure devolution to Greater Lincolnshire, including consideration of the results of the recent public consultation, review of the devolution proposal and a decision on further implementation including submission of the final Proposal to the Secretary of State with associated delegations.

Recommendation(s):

That the Leader of the Council:

1. Notes and considers the outcomes of the public consultation attached at Appendix A,

2. Has due regard to the response to the consultation outcomes attached at Appendix B and the updated Equality Impact Assessment attached at Appendix C,

3. Notes the amendments that have been made to the Proposal to take account of the results of the consultation, and approves the document at Appendix D as the final Proposal relating to Devolution in Greater Lincolnshire,

4. Approves the submission to the Secretary of State pursuant to section 45(1) of the Levelling Up and Regeneration Act 2023 of the final Proposal at Appendix D together with relevant associated documents proposing the establishment of a Combined County Authority for Greater Lincolnshire,

5. Delegates to the Chief Executive in consultation with the Leader of the Council and the Chief Executives of the other constituent councils authority to take all decisions and approve all steps necessary to finalise the establishment of a Mayoral Combined County Authority for Greater Lincolnshire up to and including the giving of consent to

its establishment on behalf of the Council for the purposes of section 46(1)(d) of the Levelling Up and Regeneration Act 2023.

Alternatives Considered:

1. To agree not to submit a Proposal to the Secretary of State to establish a Mayoral Combined County Authority. This is not recommended as the process would end, the Combined County Authority could not be established and no powers or funding would be devolved.

2. To agree to submit the original draft Proposal to the Secretary of State without amendment. This option is not recommended as the amendments to the draft Proposal reflected in the final Proposal are considered to take appropriate account of the views expressed in the consultation and recent developments.

3. To seek alternative devolution arrangements for Greater Lincolnshire. This is not recommended because the proposal sets out arrangements that would allow for Greater Lincolnshire to receive the maximum amount of devolved powers and funding (a "Level 3" deal). There is no guarantee that an alternative arrangement would be supported by the Secretary of State and anything less than a Level 3 deal would not deliver comparable benefits.

Reasons for Recommendation:

Upper tier councils in Greater Lincolnshire have agreed to seek a range of new powers and funding for the area through devolution. The final Proposal takes into account the consultation feedback and would progress the creation of a Combined County Authority covering Lincolnshire, North Lincolnshire and North East Lincolnshire in accordance with The Levelling-Up and Regeneration Act 2023 (the Act).

The consultation findings are supportive of the devolution ambitions that are contained within the proposal document, subject to the amendments that have been made following the consultation exercise. Whilst it is recognised that there is some challenge around the governance arrangements, it is considered that the constituent councils can be satisfied that the governance arrangements are in themselves robust and strike an appropriate balance between constituent and non-constituent members and between the appointed members of the County Combined Authority and the directly elected Mayor. They also establish a suitable framework for collaboration, transparency and accountability in the operations of the new entity.

Whilst clear concerns were expressed concerning the principle of establishing a new body or having a directly elected Mayor both the Combined County Authority and a directly elected Mayor are, under current government policy a requirement for the devolution of Level 3 powers and funding to be secured for Greater Lincolnshire. Some concerns were expressed in the consultation that the levels of power and funding on offer were not sufficient to outweigh what some respondents saw as the disadvantages of the governance structure but on balance respondents were supportive of the benefits

identified and the deal on offer to Greater Lincolnshire is significant compared with those on offer to other areas. Proceeding with the deal currently on offer also open up opportunities for further devolution of powers and funding in future.

On balance therefore it is considered that the benefits available from a Level 3 deal justify proceeding with the Proposal including the establishment of a Combined County Authority with a directly elected Mayor.

The Act sets out a process for achieving devolution which is triggered through the submission of a proposal and associated consultation evidence to the Secretary of State. Subject to the Secretary of State agreeing devolution to the area, constituent councils will be required at a future stage to consent to the making of Regulations establishing the Combined County Authority. Regulations will be made through a Parliamentary process requiring timely responses and decisions from constituent councils to support smooth progress. A delegation is sought to enable any further decisions to be made including finalising of the Regulations and the giving of consent to the final version in accordance with parliamentary time line for achieving devolution.

1. **Background**

1   Devolution provides an opportunity to seek the transfer of a range of powers and budgets from Government that can be targeted to local need, used to boost growth in the local economy and level up communities. It also provides the opportunity for some current local authority powers to be exercised on a wider strategic footprint.

2.   In December 2022 the three upper tier councils of Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council, - the constituent councils – agreed to engage with government officials to secure a level 3 devolution deal for Greater Lincolnshire on the basis of the devolution prospectus *Devolution Greater Lincolnshire: Growth | Energy | Food*. The prospectus set out the Councils' aspirations to achieve the greatest benefits of devolution for Greater Lincolnshire and options to enhance governance arrangements through the creation of a new organisation – a Combined County Authority, chaired by a directly elected Mayor.

3.   Through extensive negotiations with government departments, the upper tier councils of Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council secured an ambitious £750 million devolution deal with government on 22 November 2023.

4.   The devolution deal set out the areas of common ground between the ambitions in the Greater Lincolnshire Prospectus and the powers and budgets available for devolution from the Government at this time, this includes:

- A Mayoral Investment Fund of £24 million per annum for 30 years to invest in infrastructure and skills development totalling £720m.
- One off £28.4m capital investment in Greater Lincolnshire's priorities.

- £2m capacity funding over 3 years
- £1m skills for jobs funding
- Local control over the Adult Education Budget from 2026
- A consolidated, multi-year transport fund, providing increased financial certainty

5.   In November 2023 the three upper tier councils supported the Deal and a draft Proposal to take forward devolution to Greater Lincolnshire and agreed to formally consult with residents, businesses and other stakeholders across the upper tier council areas and the wider region.

Consultation on the Proposal for Devolution

6.   The Constituent Councils undertook statutory consultation on the Proposal to establish the Greater Lincolnshire Combined County Authority (GLCCA) across Lincolnshire, North Lincolnshire and North East Lincolnshire. This consultation ran from 4 December 2023 to 29 January 2024. Alma Economics were appointed to support the Constituent Councils in undertaking the consultation and noted that the approach taken to the consultation was consistent with other recent devolution consultations.

7.   The consultation was hosted through the Let's talk Lincolnshire consultation platform providing an established robust mechanism for engagement activities. It included the devolution deal, what it would mean, the benefits and an explanation about how devolution would build on the pre-existing strengths of the area. The website included a number of other pages, including a summary and full copy of the draft Proposal, associated background information and a detailed FAQ section. It also included an online response form for people to respond to the devolution proposal. Over 14,000 visits were made to the consultation platform generating over 4,000 consultation responses.

8.   The consultation was widely promoted across the area using a broad range of channels including traditional and social media, e-newsletters and distribution of printed copies, 2,500 posters and 5,450 postcards to groups and service locations across the area:

- 14 libraries + 3 mobile libraries
- 33 community hubs
- 49 children's and 7 family centres
- GP surgeries
- 200 community groups
- 350 town and parish councils

Information on devolution was included in 3 magazines – County News, News Direct, Every Household – sent to households across the area.   The online promotion included over 200 posts across five platforms reaching 578,054 through social

media. The draft proposal for devolution was highlighted in 15 news releases with 63 linked pieces of coverage across online, print, tv and radio in Greater Lincolnshire.

9. In addition, a programme of engagement activities and events was undertaken to increase public awareness of the proposals, encourage participation in the survey, and ensure key stakeholder groups and communities of interest and identity were engaged in the consultation process. Consultation events were held in 22 communities across the area, along with 8 staff updates, 23 organisation/business network events, meetings with 31 community groups and a number of further events with seldom heard and hard to reach groups.

Responses to the consultation on the Proposal for Devolution

10. 4,101 responses were received to the consultation which was open to residents, businesses, community and voluntary groups, and other organisations in Greater Lincolnshire and beyond. Response to the consultation came from all areas of Greater Lincolnshire and wider interested parties. The overall number of responses achieved was greater than targeted at around 2,000.

11. An independent appraisal of the consultation by Alma Economics highlighted that relative to its total population of 1.1 million, Greater Lincolnshire achieved the highest response rate across all recent devolution consultations.

12. The overall response to the consultation shows broad support for the proposals with support across all six strands of the proposal from business, local government and other organisations and stakeholders.

13. Amongst individuals there was support for jobs and business growth, education and training, roads, buses and transport, homes and communities and Environment. There were fewer respondents in favour of the proposals relating to Governance. Full details on the results of the consultation and analysis of the consultations responses by Alma Economics can be found at Appendix A.

	Individuals		Business		Local Government		Other organisations	
	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree
Jobs and business growth	53%	33%	56%	33%	64%	21%	73%	17%
Education and training	56%	32%	65%	31%	70%	18%	84%	10%

Roads, buses and transport	56%	34%	67%	24%	73%	21%	77%	13%
Homes and communities	48%	38%	64%	31%	58%	21%	69%	17%
Environment	56%	31%	67%	25%	67%	21%	79%	15%
Governance	38%	50%	56%	40%	58%	29%	59%	25%

Table 1:responses to questions 1 – 6 of the consultation

14. A detailed response to each of the consultation themes and how that has been reflected within the final Proposal is shown at Appendix B. Overall 70% of respondents chose to include comments about the Proposal.

15. The analysis of the responses to the consultation undertaken by Alma Economics separates the comments provides into themes under the following headings:

   a. New jobs and business growth;
   b. Education and training;
   c. Roads, buses and transport;
   d. Homes and communities;
   e. Environment; and
   f. Governance.

16. In relation to each of the above themes the analysis of the comments from respondents undertaken by Alma Economics indicates (other than in relation to governance) broad support for the elements of the Proposal relevant to each theme. The majority of the comments make suggestions which go towards implementation of matters within the Proposal in the context of the GLCCA being established rather than opposing the Proposal, and are interpreted as being in support of the Proposal. A number of general themes were identified that do not relate directly to questions 1-6. To ensure full consideration of the comments both positive and negative themes are shown within the additional themes section of the report. The detailed assessment of the response to the consultation at Appendix B sets out the constituent councils' full analysis of and reply to the themes identified from the comments in response to the consultation. Appendix B should be read alongside Appendix A which sets out the corresponding Alma Economics analysis in relation to each theme.

17. Opposition to the proposal was focussed on issues relating to governance (including in particular relating to the Mayor, the extent to which a Mayor is necessary, that they may not have sufficient understanding of the region, the creation of an

imbalance of power or focus of too much power in a single individual, and risk of corruption); the potential for additional administrative burdens and bureaucracy to be added; concerns around potential mismanagement of funds and a lack of skills within councils to make investments; concerns relating to the cost of implementation of the Proposal, and that this may result in a waste of money; concerns that Greater Lincolnshire is too large and diverse for devolution to be successful in the area; that devolution would weaken the power of local government; and doubts about the ability to achieve the aims of the Proposal both in terms of investment being insufficient and it being unclear as to how in practice the proposed devolution benefits will be achieved.

18.   These concerns have been fully assessed in Appendix B and the considerations of the Constituent Councils in respect of each of these issues are set out in that document. These should be considered in full in deciding how to proceed.

19.   The analysis provided by Alma Economics also identifies overarching themes of support and themes of suggestions in relation to the Proposal. These must be considered alongside the themes of concerns relating to the Proposal, and the considerations of the Constituent Councils in relation to these matters are also set out in Appendix B.

20.   Following consideration of all views and issues, the original draft Proposal has been amended to take account of the consultation report and response. The proposed final Proposal for submission to the Secretary of State is shown at Appendix D

The resulting changes to the Proposal include:

- enhanced arrangements for scrutiny and accountability including the adoption of a best practice scrutiny protocol to ensure greater oversight and transparency.

- further clarity in the Proposal on the potential benefits of devolution for different parts of the Greater Lincolnshire geography and opportunities to work with other areas.

- update to reflect changes to the Government's devolution framework and the introduction of a level 4 offer.

- recognition that growth will require both the right infrastructure and services

- addition of a summary of the consultation informing development of the Proposal

- updates to the creating a combined authority and next steps to reflect progress through the process and duration of the proposed transition period for transport powers.

- clarifications to the powers table as a result of further discussions with Government.

21.   Respondents to the consultation also provided views on the future operation of the proposed Greater Lincolnshire Combined County Authority and where appropriate this information will be used to inform the development of policy. These views are interpreted as being supportive.

22.   The consultation responses have also been used to update the analysis undertaken as part of the Equality Impact Assessment attached at Appendix C and due regard must be had to the updated assessment.

23.   For the reasons set out in Appendix B and having regard to the Equality Impact Assessment at Appendix C it is recommended that the Proposal proceed as amended at Appendix D.

Concerns raised regarding the Consultation Process

24.   A theme in the responses to the consultation was identified as being that the Proposal was considered to be "undemocratic" with some preferences for the decision to be resolved through a referendum. Alma Economics analysis of the responses to the consultation identified that some respondents described the information provided in the consultation as "skewed" given that it emphasised the benefits of the devolution with limited acknowledgment of the drawbacks. Alma Economics state that this was described as an undemocratic basis for the public to make any decisions, providing limited scope to disagree with the proposals.

25.   These comments are acknowledged but the Act requires the production of a proposal for the establishment of a Combined County Authority and it is this Proposal which must be consulted upon. That proposal must meet certain statutory tests referred to in paragraph 32 and so must make the case for why the Combined County Authority should be established. It would not have been appropriate or compliant with the Act for the consultation to set out various options for consultees to provide comment upon with the Constituent Councils then selecting from these to form a proposal to be presented to the Secretary of State in accordance with the legislative requirements. This would not have amounted to a consultation on an identifiable proposal which is what the Act requires. Case law is very clear that it is lawful for a consulting body to support the subject matter of a consultation and that counter arguments need not be provided if to do so is inappropriate provided that any counter arguments are properly considered in deciding how to proceed.

26.   Comments have been received as part of the consultation exercise which are both positive and negative towards various aspects of the draft Proposal. These have been fully considered and the outcome of those considerations is set out in Appendix B. The Constituent Councils consulted on the Proposal at a formative stage

and have retained an open mind as to whether to proceed with the Proposal at all, as well as the potential to proceed on the basis of an amended Proposal.

27.   It is also noted that during the consultation period there were media publications which set out opposition to the Proposal and therefore views contrary to Proposal were not only submitted in response to the consultation exercise but also made publicly available and could have influenced the responses of respondents.

28.   The media publications refer to district councillors expressing dissatisfaction with the consultation process, arguing that it overly emphasises positive aspects of devolution while neglecting potential downsides. This reflects the point above and that was identified by Alma Economics as part of their analysis of the responses to the consultation.

29.   It was also suggested that questions were asked in a way that would result in answers sought by the Constituent Councils. Concern is also expressed as to the Proposal encompassing too broad an area, and that funding may not be utilised for the benefit of all areas of Greater Lincolnshire.

30.   All of the above matters were submitted by way of responses to the consultation, and form part of the themes that Alma Economics have identified and reported upon in relation to the consultation analysis. These matters have subsequently been assessed by the Constituent Councils and the position of the Constituent Councils is set out in Appendix B.

Process for devolution to Greater Lincolnshire

31.   The Levelling Up and Regeneration Act 2023 sets out the formal, legal process that must be followed in order to establish a Mayoral Combined County Authority and for powers and budgets to be devolved. This process is triggered by the submission of the Proposal from the Constituent Councils, along with evidence of consultation on the Proposal.

32.   Following any submission the Secretary of State will assess the Proposal against a number of statutory tests before deciding whether to accept the Proposal. These tests require that before making legislation that would establish the Mayoral Combined County Authority, the Secretary of State must consider that:

• to do so is likely to improve the economic, social and environmental well-being of some or all of the people who live or work in the area,

• to do so is appropriate having regard to the need (i) to secure effective and convenient local government, and (ii) to reflect the identities and interests of local communities, and

• its establishment will achieve the purposes specified by the constituent councils in the proposal.

The Proposal is considered to contain the necessary information to enable the Secretary of State to conclude that these tests have been met.

33.	If the Proposal is accepted it will form the basis from which the Secretary of State will develop draft Regulations which will be submitted to Parliament before a Greater Lincolnshire Combined County Authority is established in law. The Proposal document therefore differs from the deal document. While the deal document records the devolution offer the government has made to the Constituent Councils and the shared purposes of the Constituent Councils in agreeing that offer, the Proposal document contains the detail on those matters covering the functions and powers to be conferred and the workings of the Greater Lincolnshire Combined County Authority which will be included in the Statutory Instrument. Further detail will be contained in the Greater Lincolnshire Combined County Authority's constitution which is a matter for the Greater Lincolnshire Combined County Authority.

34.	It is proposed that authority is delegated to the Chief Executive of the Council, in consultation with the Chief Executives of all other Constituent Councils to consider, finalise and consent to the making of the Regulations including any amendments which may arise. This delegation will be exercised following consultation with the Leader of the Council, and is proposed in order to ensure that timely consideration and response in relation to the production of the Regulations will be achievable in the context of the Parliamentary process that is required to be followed in relation to the Regulations.

2. 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.

An initial equality impact assessment (EIA) was completed in respect of the Proposal prior to the Consultation. The feedback from the consultation has been used to review the content of the EIA and an updated equality impact assessment has been completed in respect of the proposal which takes account of consultation responses and identifies new potential impacts where these feature in responses together with relevant mitigations. It is attached as Appendix C and due regard must be given to the implications identified in it.

The EIA shows the wide and varied population of Greater Lincolnshire and that a devolution deal for Greater Lincolnshire can have a positive impact on a wide number of protected characteristics groups in a variety of ways including:

- The proposal will reduce barriers to upskill the local labour force across all age groups and reduce the productivity gap which GL faces nationally.

- The power to be able to innovatively use funding will open more possibilities to direct resources to tackle employment barriers for people with disabilities.

- The impact of being able to adapt and use innovative approaches to funding would mean we could target training to address any imbalance in the workforce in our local industries, as there will be increased opportunities to train.

- There is an opportunity through a more aligned careers service, led by industry, to ensure that there is a greater understanding of which sectors are actively trying to develop a representative workforce

- Improved digital infrastructure will also give people greater choice and flexibility over how they choose to work in the future and the jobs they can access.

- Improved transport infrastructure will provide GL residents with reliable means of getting from A to B, whether this be to school, work or socially, throughout the region.

- An improved transport system will also give the older generation greater access to healthcare, reduce isolation and improve independence.

- The ambition is to also improve accessibility to public transport for those who currently don't feel it meets their needs and requirements.

The EIA also clearly identifies some possible negative implications which will need due consideration before full implementation of the changes that arise as a result of devolution in Greater Lincolnshire including:

- Across many areas, budgets and decisions will move from Government to the Greater Lincolnshire MCCA. Within Employment and Skills for example, no specific decisions have yet been made about where investment will occur to generate employment opportunities or in education and improving skills. It is a possibility that this could inadvertently benefit one group over another. Therefore, due consideration and process must take place prior to implementation of any policy to ensure that this risk is reduced as much as possible.

- When striving to improve digital connectivity there is a risk that those who aren't currently confident with the technology could be left further behind and feel more excluded and subsequently increase the gap that currently exists. Therefore, it is crucial that this is researched further so that skills gaps can be identified, and people can be signposted to programmes to help them improve their skills to enable people of all ages to realise the benefits of improved digital inclusion.

The proposed GLCCA would become subject to the Public Sector Equality Duty under the Equality Act 2010 and would be required to set equality objectives, publish annual equalities information and have due regard for equality matters when carrying out its functions, making decisions and delivering projects and programmes. The proposed GLCCA should give early consideration to how it will meet these and other duties, particularly as it further develops its priorities, strategies and plans, operation model and governance composition.

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 devolution proposal does not include for the transfer of health powers or budgets but the proposed Greater Lincolnshire MCCA could address some of the determinants of poor health across the area in particular through new approaches to support the people that live and work here to train for and access high skill high wage jobs.
>
> Through the devolution of wider powers a new Greater Lincolnshire MCCA would be able to support delivery of the Joint Health and Wellbeing Strategy including developing better access to services - in its role as local transport authority, - integrating physical activity into strategic planning, enabling provision of good quality, safe housing and addressing poor standards of housing and the level of appropriate housing required.

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 devolution proposal does not include for the transfer of police and crime functions or community safety powers or budgets but recognises that safer communities are key to the Government's Levelling Up Missions.
>
> The proposed Greater Lincolnshire MCCA provides membership for one of the Police and Crime Commissioners (PCCs) for Lincolnshire and Humberside to reflect their public safety role in the operation of the MCCA and the future prosperity of Greater Lincolnshire.

3. Conclusion

In December 2022 the three upper tier councils of Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council, agreed to engage with government officials to secure a devolution deal for Greater Lincolnshire, agreed in principle for devolution to a mayoral county combined authority for Greater Lincolnshire and for continued engagement with key stakeholders to put Greater Lincolnshire in as strong a position as possible to secure a deal.

A devolution deal for Greater Lincolnshire was secured in November 2023 and consultation on a draft proposal has now been completed. This report assesses the responses to the consultation and recommends the submission of the final Proposal (amended in the light of the consultation) as the next step required to implement

devolution and to progress the process for creation of a Combined County Authority covering Lincolnshire, North Lincolnshire and North East Lincolnshire in accordance with the Levelling-Up and Regeneration Act.

The recommendations enable the upper tier councils to progress the next stages of the process including approval of a final proposal for submission to Government.

4. Legal Comments:

Consultation

The Gunning principles set out the common law principles to be observed when undertaking consultation. The Case of (R v London Borough of Brent ex parte Gunning) established these principles, and set out that a consultation is only lawful where these four principles are met:

a) Consultation takes place while the proposals are still at a formative stage – a final decision has not yet been made, or predetermined, by the decision maker.
b) There is sufficient information to give "intelligent consideration" – the information provided must relate to the consultation and must be available, accessible and easily interpretable for consultees to provide an informed response.
c) There is adequate time for consideration and response – there must be sufficient opportunity for consultees to participate in the consultation. In the absence of a prescribed statutory period, there is no set timeframe for consultation, though it is considered that an eight week consultation period was sufficient in this case. The adequacy of the length of time given for consultees to respond can vary depending on the subject.
d) "Conscientious consideration" must be given to the consultation responses before a decision is made. Decision-makers should be able to provide evidence that they took consultation responses into account.

The consultation was carried out lawfully and in compliance with the Gunning principles for the reasons set out in the Report.

Section 45(4) of the Act provides that:

Before submitting a proposal under this section to the Secretary of State, the authority or authorities preparing the proposal must—

(a) carry out a public consultation across the proposed area on the proposal, and

(b) have regard to the results of the consultation in preparing the proposal for submission to the Secretary of State.

It is important to note that the obligation on Constituent Councils under Section 45 of the Act is to carry out a consultation "across the proposed area" and consider the results of that consultation. This is a requirement for each Constituent Council to consider the

consultation responses provided across the whole area, and not just those provided in their own area. The response to the consultation at Appendix B has considered responses to the consultation across the proposed area for the Greater Lincolnshire Mayoral Combined County Authority and is compliant with this requirement.

If the Constituent Councils agree to the submission of the final Proposal to Government, the Secretary of State will consider whether further consultation is necessary or whether to proceed to make Regulations formally establishing the Greater Lincolnshire Mayoral Combined County Authority. The formal consent to making of the Regulations will be required from the Constituent Councils.

Approval of recommendation 3 by the constituent councils will trigger the above stages of the process.

Under the delegation set out in recommendation 5 the Chief Executive in consultation as set out in the recommendation will have authority to agree the form of the Statutory Instrument and give consent on behalf of the Council to the establishment of the Mayoral Combined County Authority.

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

5. Resource Comments:

The creation of the Greater Lincolnshire Combined County Authority is expected to lead to substantial additional funding being made available to be spent within the combined county authority area on a range of different projects and schemes that will help promote economic growth and improve outcomes for the people who live and work across the region. Furthermore, securing a devolution agreement would mean the area is better placed to maximise any further devolution opportunities that may emerge in future, as has happened in other areas.

In the short-term, the devolution deal includes initial funding for 2024/25, which will be provided by Government towards the cost of establishing the Greater Lincolnshire Combined County Authority as well as ongoing capacity funding in future years. The Council also makes a financial contribution to the Greater Lincolnshire Local Enterprise Partnership. As these functions would be integrated into the Combined County Authority, it is envisaged that the County Council would continue to contribute via a different payment mechanism but within the current envelope (£0.452m).

It should also be noted that the Council's funding base is directly linked to the economic performance of the area, therefore the achievement of stronger economic growth could lead to the generation of additional spending power through a stronger tax base over the long-term.

Supporting the recommendations will enable the three upper tier councils to progress to the next stages of the process. This includes approval of a final proposal for submission to Government and consenting to the arrangements to establish a combined county

authority. In respect of the latter, this would require the support of various Council professional services to ensure that the new organisation has the right infrastructure in place to support its operations.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This report will be considered by the Overview and Scrutiny Management Board on 12 March 2024 and the comments of the Board will be reported to the Leader of the Council.

The report will also be considered by the full Council on 13 March 2024.

d) Risks and Impact Analysis

As detailed in the body of the report

7. Appendices

These are listed below and attached at the end of the report	
Appendix A	Report on consultation on the draft proposal
Appendix B	Response to the consultation and proposed changes to the proposal
Appendix C	Equality Impact Assessment (EqIA)
Appendix D	Final proposal for a Greater Lincolnshire mayoral combined county authority and for devolution to Greater Lincolnshire

Background Papers

The following background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

Document Title	Where it can be viewed
Report to Council December 2022 A Devolution Deal for Lincolnshire	Agenda for Council on Friday, 9th December, 2022, 10.30 am (moderngov.co.uk)
Report to Council December 2023 A Devolution Deal for Lincolnshire	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=8825

Levelling Up White Paper	https://www.gov.uk/government/publications/levelling-up-the-united-kingdom
The Levelling Up and Regeneration Act 2023	https://bills.parliament.uk/bills/3155

This report was written by Lee Sirdifield, Assistant Director Corporate and Matthew Garrard, Head of Policy who can be contacted at lee.sirdifield@lincolnshire.gov.uk and matthew.garrard@lincolnshire.gov.uk

Consultation analysis on the Greater Lincolnshire Devolution Proposal

Prepared for Lincolnshire County Council, North Lincolnshire Council, and North East Lincolnshire Council

March 2024
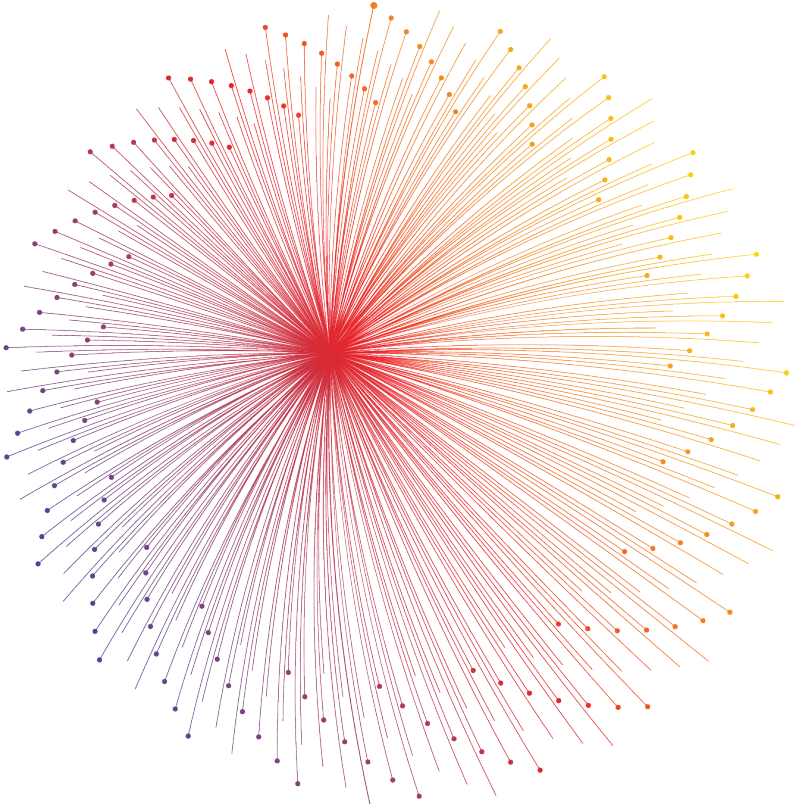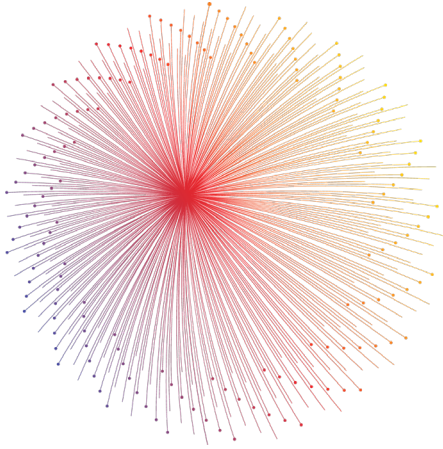
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About the authors

Alma Economics combines unparalleled analytical expertise with the ability to communicate complex ideas clearly.

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Executive summary

The UK Government's 2022 Levelling Up strategy pledges to offer devolution to every interested region by 2030. This commitment reflects a continuation of the devolution of powers to local governments within England since 2014. Mayoral devolution is now expected to extend to a further seven regions between 2024 and 2025, joining areas such as Liverpool City Region, West Midlands, and Greater Manchester.

In November 2023, Greater Lincolnshire's devolution deal and draft proposal were announced and published. The deal, amounting to around £750 million of planned investment, intends to bring decision-making closer to the local residents, businesses, and communities of Greater Lincolnshire. The deal was accompanied by a draft devolution proposal which centres around the creation of a new combined county authority (CCA), chaired by an elected official (the 'mayor'), and formed in partnership between Lincolnshire County Council (LCC), North East Lincolnshire Council (NELC) and North Lincolnshire Council (NLC).

If the new CCA is approved, the proposal is envisaged to result in more tailored and effective policymaking which better accounts for Greater Lincolnshire's needs and priorities. In practice, it aims to achieve greater economic prosperity, more effective public services, and improved partnerships with local people, communities, and businesses. It is also anticipated to bring greater influence and profile locally, nationally, and globally to the region.

Consultation on Greater Lincolnshire's Devolution Proposal

Prior to finalising and deciding whether to submit the proposal to the Secretary of State, the three councils have sought the views of residents, businesses, and wider stakeholders through a public consultation. The consultation process is a key element of policymaking, ensuring that the views, knowledge, experiences, and ideas of all those affected by new policies and regulations can be considered and incorporated.

This consultation, open for eight weeks between 4th December 2023 to 29th January 2024, posed questions on the proposal's six areas of focus: (i) new jobs and business growth; (ii) education and training; (iii) roads, buses and transport; (iv) homes and communities; (v) environment; and (vi) governance, as well as capturing general views on the proposal.

The results will inform Lincolnshire County Council (LCC), North East Lincolnshire Council (NELC), and North Lincolnshire Council (NLC)'s immediate next steps concerning the proposal, including whether to: (i) continue with devolution based on an amended proposal; (ii) seek alternative devolution arrangements; or (iii) discontinue devolution.

The consultation was accompanied by several documents available to the public. These included the full devolution proposal, an executive summary (also available in easy read format or accessible through a screen reader), devolution FAQs, and drop-in sessions with local councils. A summary of wider stakeholder engagement and publicity is available in Appendix H.

Alma Economics, an independent research consultancy, was commissioned by the three councils to analyse and present the data gathered in the consultation. This report is a balanced and impartial presentation of the analysis, ensuring that the full spectrum of views is presented. The report will first discuss the research approach, including an overview of responses received, its methodology and

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limitations, before presenting the results from the six quantitative (closed-text) consultation questions, one qualitative (open-text) consultation question, and the equalities impact assessment.

Summary of respondent characteristics

The consultation received 4,101 responses. Relative to its total population of 1.1 million, Greater Lincolnshire has therefore achieved the highest response rate across recent devolution consultations (0.31%).[1] The majority of responses (95%, 3,887 respondents) were submitted through the online survey, while 214 responses (5%) were received directly via email, post (including easy read versions), or telephone survey. The responses can be broken down by respondent type as follows: (i) 3,844 responses were received from individuals; (ii) 157 respondents answered on behalf, or as a representative, of a business or organisation; and (iii) 100 did not specify whether they were responding as an individual or on behalf of a business or an organisation.

Summary of consultation responses

New jobs and business growth

- A total of 4,013 responses were received for this question. The proposal was endorsed by 53% of individuals, 56% of those responding on behalf of businesses, and 64% of those responding on behalf of local government. Further breakdowns are discussed in the full report.

- Thematic analysis of the open-text responses identified four distinct themes related to this area of focus. These discussed strengthening industrial and agricultural capabilities, addressing the risks posed by artificial intelligence for jobs, increasing support for local businesses, and developing year-round tourist attractions. The themes are presented in detail in the report below.

Education and training

- A total of 4,008 responses were received for this question. The proposal was endorsed by 56% of individuals, 65% of those responding on behalf of businesses, and 70% of those responding on behalf of local government. Further breakdowns are discussed in the report.

- Thematic analysis of the open-text responses identified five distinct themes related to this area of focus. Respondents discussed school curricula, increasing the provision of career support for adults and young people, increasing opportunities for skills development, enhancing adult education provision, and improving Special Educational Needs and Disabilities (SEND) provision.[2] These themes are presented in detail in the report.

Roads, buses and transport

- A total of 4,017 responses were received for this question. The proposal was endorsed by 56% of individuals, 67% of those responding on behalf of businesses, and 73% of those responding on behalf of local government. Further breakdowns are discussed in the report below.

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[1] For the purpose of comparison, the Tees valley combined authority received 2,000 responses relative to a population of 670,000 (0.30%). North Yorkshire received 1,971 responses from its population of 800,000 (0.25%) and the East Midlands consultation received 4,869 responses relative to a population of 2,2 million (0.22%). Other consultations such as West Yorkshire, Cambridgeshire and Peterborough, as well as the West of England received lower response rates (<0.19%).

[2] It is recognised that SEND provision was outside the scope of the devolution proposal. This summary reflects responses submitted to the consultation which included this theme.

- Thematic analysis of the open-text responses identified five distinct themes related to this area of focus. Responses discussed expanding public transport within Lincolnshire, improving roads, upgrading cycle lanes, improving transport links with other UK cities, and focusing on green energy solutions. These themes are presented in detail in the report.

Homes and communities

- A total of 4,010 responses were received for this question. The proposal was endorsed by 48% of individuals, 64% of those responding on behalf of businesses, and 58% of those responding on behalf of local government. Further breakdowns are discussed in the report.

- Thematic analysis of the open-text responses identified five distinct themes related to this area of focus. Responses discussed town centre regeneration, developing public infrastructure and amenities, addressing social housing, repurposing old properties and empty buildings, and introducing restrictions on second-home ownership and lettings. These themes are presented in detail in the report.

Environment

- A total of 4,008 responses were received for this question. The proposal was endorsed by 56% of individuals, 67% of those responding on behalf of businesses, and 67% of those responding on behalf of local government. Further breakdowns are discussed in the report.

- Thematic analysis of the open-text responses identified four distinct themes related to this area of focus. These discussed increasing the use of renewable energy, enhancing climate change measures, increasing conservation measures, and protecting greenfield sites. These themes are presented in detail in the report.

Governance

- A total of 4,019 responses were received for this question. The proposal was endorsed by 38% of individuals, 56% of those responding on behalf of businesses, and 58% of those responding on behalf of local government. Further breakdowns are discussed in the report.

- Thematic analysis of the open-text responses identified four distinct themes related to this area of focus. These discussed support for one centralised authority and reducing tiers of government, as well as suggestions regarding the mayor and elected officials. These themes are presented in detail in the report.

Additional themes

- Thematic analysis of the open-text responses identified ten overarching themes which encapsulated general views expressed about the draft proposal and its six areas of focus. These have been grouped under three categories: 'themes of support; 'themes of suggestions'; and 'themes of concerns'. A detailed description of each individual theme is included in the report below.

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Research approach

Overview of responses received

The consultation remained open for submissions from 4th December 2023 to 29th January 2024 and received a total of 4,101 responses.[3,4] Respondents were not required to answer all questions, resulting in varying response totals across the seven consultation questions. Response totals for each individual question are specified throughout the report.

The majority of responses (95%, 3,887 respondents) were submitted through the online survey, while 214 responses (5%) were received directly via email, post, or telephone survey. Of the total responses received, one email response was excluded due to duplication and two separate email submissions were combined into one record.

Table 1.   Source of responses received

Submission type	Count	Share
Online survey	3,887	95%
Postal response	162	4%
Email response	51	1%
Telephone survey	1	0%
All respondents	**4,101**	**100%**

Responses can be broken down by respondent type as follows: (i) 3,844 responses were received from individuals, accounting for 96% of total responses; and (ii) 157 (4%) of responses were submitted on behalf, or as a representative, of a business or organisation.[5]

Figure 1. Responses by respondent type
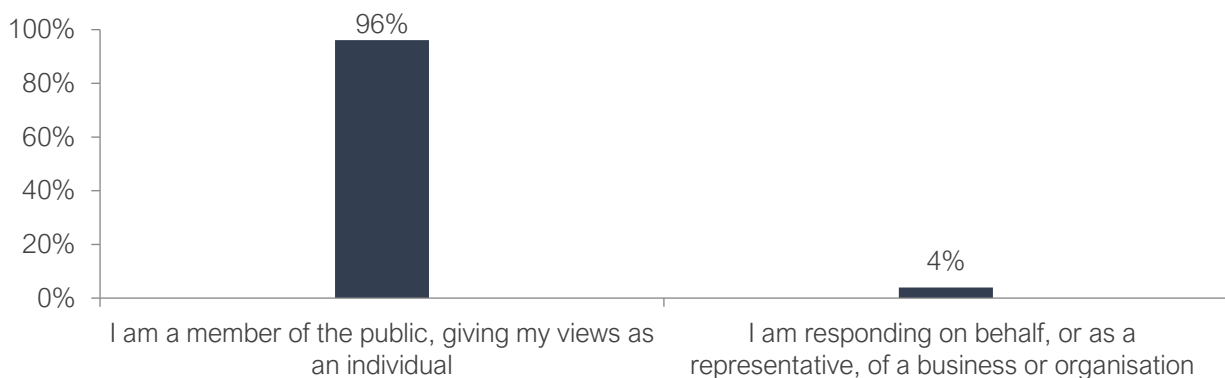
Of those selecting 'business or organisation', 55 submissions (35%) indicated that they represented a 'business' when asked to select the sector that best describes their group or organisation. The second

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[3] Late postal and email responses were accepted until 5th February 2024. Since the 6th February 2024, another 3 responses were received which could no longer be considered for analysis.

[4] Relative to its total population of 1.1 million, Greater Lincolnshire has therefore achieved the highest response rate across all recent devolution consultations (0.31%). For the purpose of comparison, the Tees valley combines authority received 2,000 responses relative to a population of 670,000 (0.30%). North Yorkshire received 1,971 responses from its population of 800,000 (0.25%) and the East Midlands consultation received 4,869 responses relative to a population of 2,2 million (0.22%). Other consultations such as West Yorkshire, Cambridgeshire and Peterborough, as well as the West of England received lower response rates (<0.19%).

[5] A further 100 respondents did not specify whether they were responding as an individual or on behalf of a business or an organisation.

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most frequent detailed respondent type for this question was 'local government' with 22% selecting this category, followed by 'voluntary and community sector' (12%), 'academic' (7%), 'elected representative' (7%), and 'charity' (6%). 'Transport' and 'civil service or government' each represented 3% of total respondents, and 2% of respondents selected 'action group'. In total, 3% of respondents to this question preferred not to disclose their organisational respondent type. A complete breakdown of responses by respondent and sector type can be found in Appendix B.

Figure 2. Responses by sector type

Share of respondents
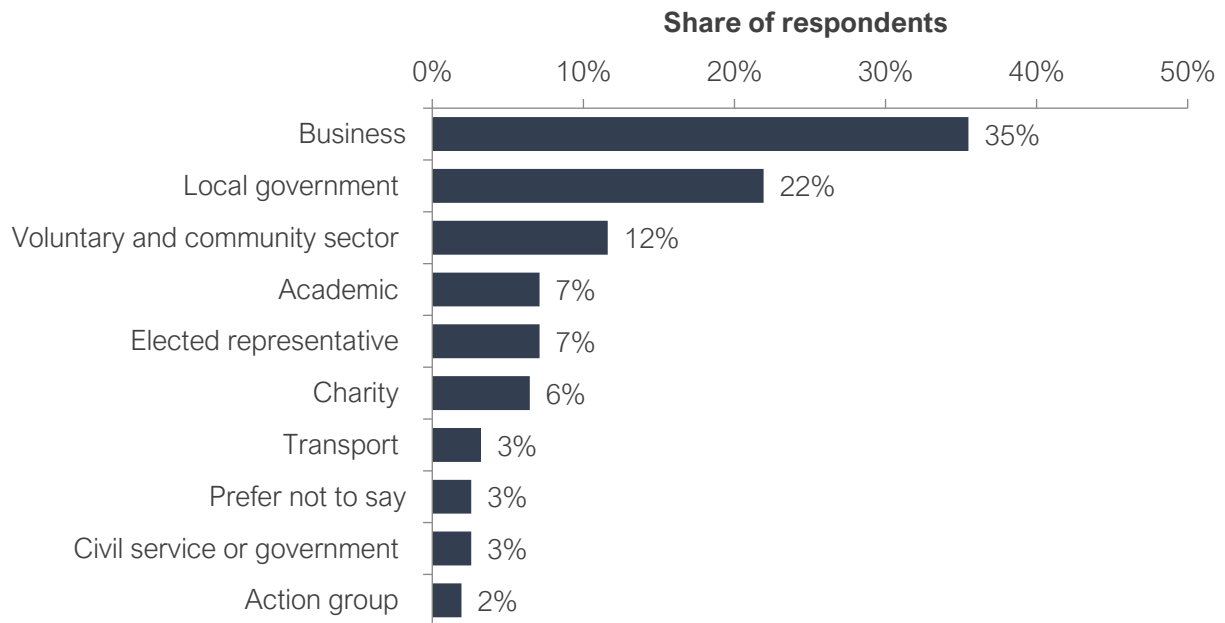
All respondents were also given the option to indicate their constituent council area, enabling trends across regions to be identified. A total of 3,980 responses were received to this question. In order of frequency, the representation of each area was as follows: Lincolnshire County (64%), North Lincolnshire Council (20%), and North East Lincolnshire Council (16%). A detailed breakdown of responses by area can be found in Appendix C.

Figure 3. Responses by local authority area[6]
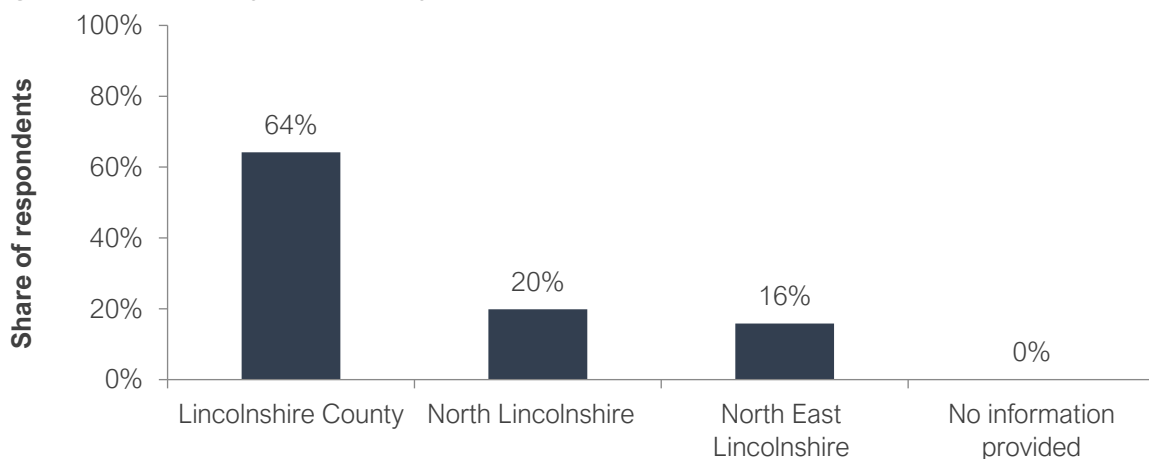
Moreover, respondents were asked to select their age group. Of the 3,811 responses to this question, 2% of respondents were under 18, 4% respondents were between 18-24, 6% were between 25-34,

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[6] 'No information provided' was noted in the response data as 'Redacted'.

10% were 35-44, 15% were 45-54, 21% were 55-64, 22% were 65-74, and 11% were 75 or above. In total, 10% of respondents preferred not to disclose their age group. A complete breakdown of responses by age group can be found in Appendix D.

Figure 4. Responses by age group

Share of respondents
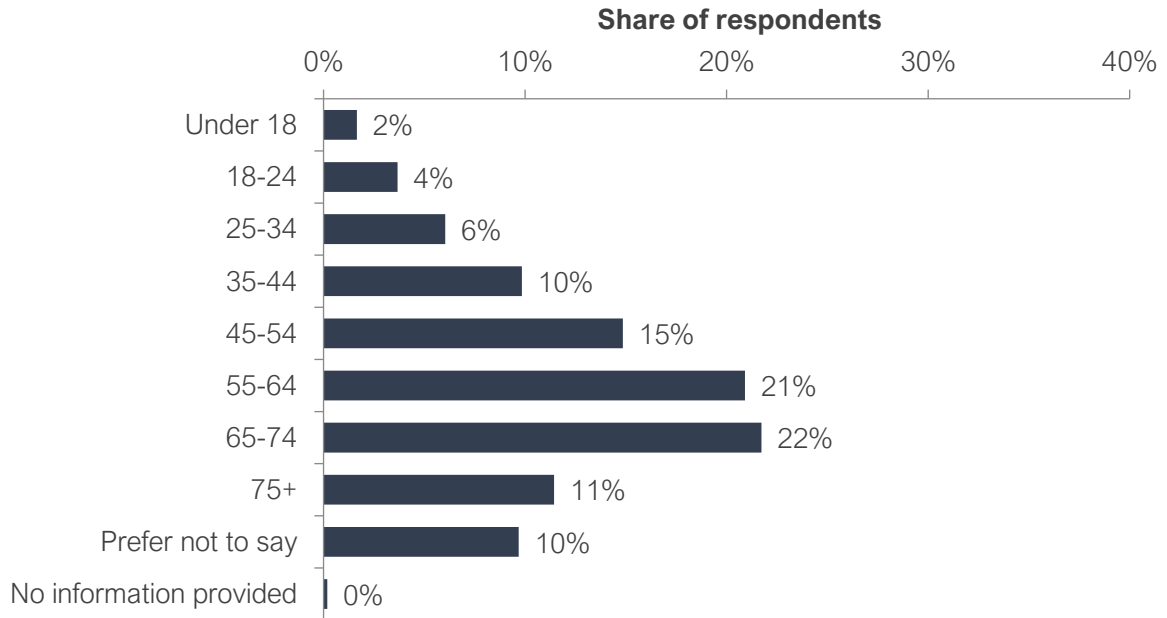
Finally, respondents were asked to disclose their disability status. A total of 3,788 responses were received for this question. The majority of respondents (2,748, or 73%) did not have a disability, whilst 646 (17%) did disclose a disability and 394 (10%) preferred not to disclose their disability status. A detailed breakdown of responses by disability status can be found in Appendix E.

Methodology

The consultation questionnaire consisted of the seven core consultation questions, as well as a set of demographic questions (including respondent type and, if applicable, organisation type, local authority area, age, and disability status).

The main consultation questions included: (i) six quantitative questions in the form of a six-point attitude scale (Strongly agree/ Agree/ Neither agree, nor disagree/ Disagree/ Strongly disagree/ Don't know), and (ii) one qualitative, open-text question for respondents to provide comments or views about the Greater Lincolnshire devolution proposal.[7] No limits were set on text length for this question. All survey and email responses received were analysed in full.

All responses were merged into one dataset for analysis. Quantitative questions were analysed via data cleaning and analysis in the programming language Python. The following report presents descriptive breakdowns for each quantitative question as well as graphs or tables. High-level findings from demographic segmentation analysis are also discussed for each closed-text question. Complete breakdowns and segmentations for each question can be found in Appendices A to D. Percentages were rounded to the nearest whole number and can therefore sum up to more than 100%.

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[7] This approach is consistent with other recent devolution consultations. For example, the East Midlands consultation similarly set out the proposed changes, followed by Likert scale questions (Strongly agree – Agree – Neither agree nor disagree – Disagree – Strongly disagree – Don't know) in the areas of (i) Governance, (ii) Homes, (iii) Skills, (iv) Transport, (v) Reducing Carbon/Net Zero, (vi) Pubic Health, as well as a final open-text question to provide comments. For reference, see East Midlands Combined Authority Devolution Deal Consultation, 2023.

Furthermore, a thematic analysis of the qualitative, open-text responses was conducted to identify and report common patterns and themes in the responses. This thematic analysis followed the approach suggested by Braun and Clarke (2006), structured as follows:

1. Manually reviewing free-text responses to highlight patterns/recurring themes as well as identify ideas or perspectives not raised in other responses.

2. Mapping the qualitative themes to the open-text question and developing a narrative description for each theme.

3. Triangulating themes and assessing their substantive significance based on the frequency of convergence/divergence of perspectives.

4. Identifying informative outlier responses that do not fit in with the general emerging themes and analysing patterns of non-responses or grievances voiced.

A total of 900 randomly selected survey responses were manually analysed in full, in addition to all email responses, to create a thematic codebook. The remaining survey responses were analysed using a bespoke automation tool which was repeatedly trained, calibrated, and quality-assured by the team to ensure consistency with the codebook. Central points and opinions raised in emailed consultation responses did not differ substantially from those raised in responses submitted via the online survey, therefore no distinction was made between submission types when discussing the findings. Each qualitative theme is illustrated by quotes from respondents to convey the narrative around respondents' views. Quotes were corrected in cases of identifiable personal information, typos, and missing punctuation.

The main body follows the consultation order of questions, namely: (i) new jobs and business growth; (ii) education and training; (iii) roads, buses and transport; (iv) homes and communities; (v) environment; (vi) governance; and (vii) additional themes. Each individual section, excluding the additional themes, includes discussions on both the quantitative and qualitative insights relevant to that question. All overarching qualitative findings not directly related to an area of focus are grouped in order of frequency under 'additional themes'. This section is divided into three thematic sections: (i) themes of support; (ii) themes of suggestions; and (iii) themes of concern.

For the purpose of this report, respondent types and response options for each quantitative question have been aggregated within the main body. Detailed breakdowns of both are available in the Appendix. For detailed respondent types, these were grouped within four categories: (i) 'individuals'; (ii) 'businesses'; (iii) 'local government'; and (iv) 'others' (encompassing all remaining organisational respondent type categories). Response options were grouped within three categories as follows: (i) 'agree' includes both 'strongly agree' and 'agree'; (ii) 'disagree' includes both 'strongly disagree' and 'disagree'; and (iii) 'neutral or don't know' includes both 'neither agree, nor disagree and 'don't know'. Aggregations were arranged for visual ease and to ensure results were easily accessible.

Limitations

Consultations are a valuable tool to gather the opinions and expertise of relevant stakeholders. However, it is important to note that this report summarises the views of only those who chose to participate in this consultation. Among an estimated 1.1 million residents within Greater Lincolnshire, a total of 4,101 individuals, businesses and organisations expressed their views. Those who did choose to participate are more likely to represent an engaged subset of the population or to consider themselves more affected by the proposal. This sub-group of the population are therefore more motivated to voice specific views or grievances.

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Moreover, whilst in the six closed-text questions respondents were prompted by bounded answer options, the open-text question asked for general views on the proposal and allowed for self-selection. Respondents were free to submit responses of any length and on any aspect of the consultation; consequently, longer responses were likely to raise areas of concern and may result in a disproportionately negative tone. It should furthermore be noted that the consultation received a higher level of engagement among individuals above the age of 45 years. Relative to Greater Lincolnshire's population, a smaller share of younger individuals below the age of 34 responded to the consultation which should be considered when interpreting response patterns. Further details of age breakdowns can be found in Appendix D.

For example, across all respondents, 70% answered the open-text question. In contrast, 87% of those respondents who disagreed strongly with the proposal (answering all six quantitative questions with "Strongly disagree") answered the open-text question. The themes included below should therefore be understood as indicative rather than representative of the wider population.

New jobs and business growth

Consultation question 1[8]

The proposal, if adopted, would see decisions for infrastructure and economic growth projects in Greater Lincolnshire being taken locally. This would see some funding transferred to the area with investment locally prioritised to boost growth in key sectors of the local economy, including the UK Food Valley, Energy, Ports and logistics.

We believe that this will stimulate trade and economic growth, creating high skill jobs and improve living standards. The proposal includes:

- an investment fund of £24 million per annum over 30 years, worth £720m, which could speed up economic growth and innovation, and create opportunities for people, businesses, and communities.

- a UK Food Valley Board to support the sector and attract new skills to deliver food chain automation and innovation.

Section 3 of the proposal sets out the detail of how it is expected this will work and can be read at www.lincolnshire.gov.uk/devolution/proposal.

To what extent do you agree or disagree with the proposals relating to new jobs and business growth?

Quantitative insights

A total of 4,013 responses were received for this question.[9] Of these, 3,826 respondents were submitted by individuals, 54 replied on behalf of a business, 33 replied on behalf of local government, and 70 replied as 'other' categories. 30 responses were received from respondents who did not indicate their respondent type. Across responses, 53% agreed with the proposals relating to new jobs and business growth, 32% disagreed, and 15% did not know or were neutral.

Across all respondent categories, the majority of respondents agreed with the proposals. Compared to other respondent categories, those replying as 'other' expressed the highest levels of agreement (73%) with the proposals, and the lowest level of both disagreement (17%) and uncertainty or neutrality[10] (10%). Those replying on behalf of local government showed the second highest levels of agreement (64%), followed by those replying on behalf of businesses (56%), and individuals (53%). Compared to other respondent categories, those replying as individuals and on behalf of businesses were both most likely to disagree with the proposals (33% each).

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[8] All consultation questions presented in this report are presented as in the online consultation survey.

[9] The following breakdowns by respondent type are based on those respondents having indicated both their answer to respective consultation questions as well as their respondent type at any level. Given some respondents did not indicate their respondent type, they are not included in the chart below and the total number of respondents is marginally lower.

[10] Uncertainty and neutrality refer to 'Neutral or don't know' responses throughout the report.
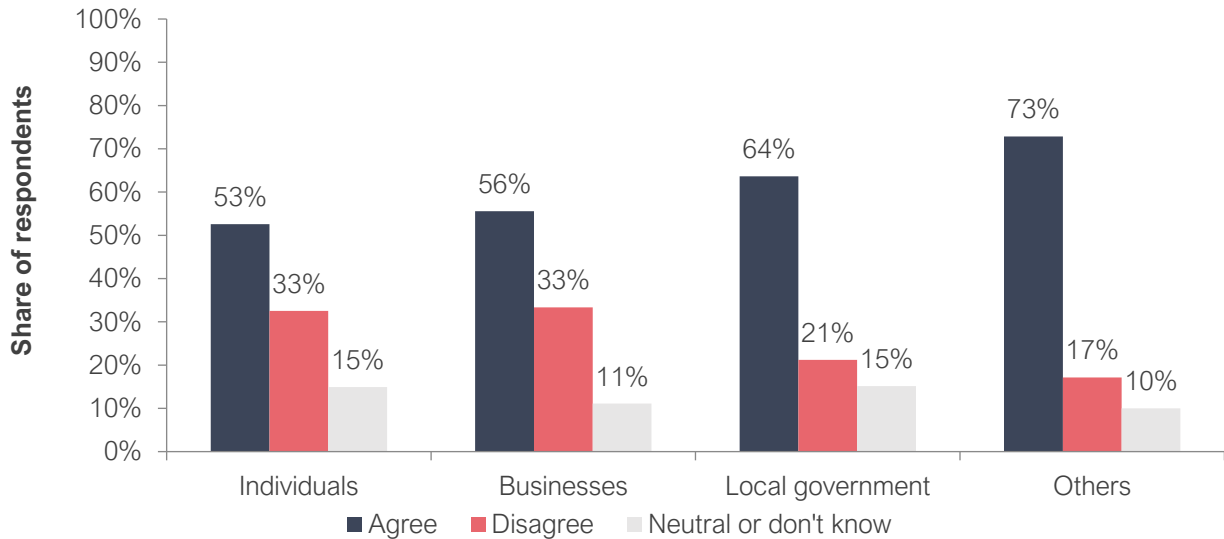
Note: 3,983 total respondents[11]

When considering respondent age group, the majority of almost all age groups agreed with the proposal. Respondents under 18 were most likely to agree with the proposals (78%), followed by those aged between 18-24 (68%) and those aged between 25-34 (66%). Those aged between 45-54 expressed the lowest level of agreement (48%) compared to other respondent groups. Furthermore, when considering disability, no significant difference was observed between those who reported a disability and those who reported no disability. For example, 56% of those with no disability agreed with the proposal (compared to 53% of those reporting a disability), 31% disagreed (compared to 30% of those reporting a disability), and 14% did not know or were neutral (compared to 17% of those reporting a disability).

When considering local authority areas, North East Lincolnshire most frequently agreed with the proposals (67%), followed by City of Lincoln (62%) and West Lindsey District (56%). Compared to other local authority areas, Boston Borough expressed the least agreement with the proposal (29%). Complete tables detailing the segmentations are available in Appendix C, D, and E.

Qualitative insights
Calls for strengthening industrial and agricultural capabilities

Respondents called to strengthen industrial and agricultural capabilities owing to their significance. More support for the agricultural sector was also highlighted by respondents. The agricultural sector in Lincolnshire was deemed very important and therefore emphasised as a priority area for current and future policies.

> *"Development of new industrial growth is welcomed but the funding should prioritise the steel industry in Scunthorpe."*

> *"Lincolnshire is underestimated and has huge potential, especially with the ports (sea and air), renewable energy, universities, agriculture. These are just a few of our big selling points!"*

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[11] The results for graphs in all six questions are aggregated as follows: 'agree' includes both 'strongly agree' and 'agree'; 'disagree' includes both 'strongly disagree' and 'disagree'; 'neutral or don't know' includes both 'neither agree, nor disagree' and 'don't know'. Category 'others' includes all remaining respondent types detailed on page 6.

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Address risk of artificial intelligence on low- and medium-skilled jobs

Referencing the 'New jobs and business growth' section of the proposal, respondents used the open-text question to raise concerns around the impact of artificial intelligence on low and medium skilled jobs. They mentioned the risk that artificial intelligence could displace workers in low and medium skilled jobs. Responses recommended that there should be government assistance to help facilitate their transition to new employment.

> *"The growth of (A)rtificial (I)ntelligence is predicted to remove around 60% of the current offering of low and medium skilled jobs in the next two or three decades. It is important these displaced workers do not languish, overburdening the welfare state. It is neither possible or desirable to train everyone to take a high skilled job, after all, not everyone wants the responsibility of a high skilled job but that lack of desire shouldn't exclude anyone from work and it is the job of local, regional and national government to provide suitable work for everyone that needs to work."*

Calls for increased support for local businesses

Respondents called for increased support for local businesses. It was suggested that additional funding should be used to achieve large-scale changes applicable to local businesses such as lowering high business rates or rental costs. This was contrasted to investment in multiple smaller projects which were seen to have less impact.

> *"A good opportunity to support local businesses. Use the extra funding to do something transformational, not lots of little projects."*

Develop all-year tourist options to boost economic activity

Respondents suggested that all-year tourist options should be developed to increase economic activities. Respondents highlighted a diverse range of touristic options including hotels, holiday resorts, amusement parks, caravan parks and chalets. They propose that tourist facilities should be located near main transport links, such as airports and train networks, to maximise accessibility.

> *"Look at more permanent all year tourist options. Casino hotels or resorts? Waterparks? Either at the airports or beside the current train lines?"*

> *"Holiday resorts should be open all year round to boost the economy and bring visitors to the area to help people with caravans and chalets plus hotels and guest houses benefit from the tourism industry."*

Education and training

Consultation question 2

The proposal, if adopted, will mean all the funding government spends on adult skills and training in Greater Lincolnshire will be controlled and allocated locally.

If we have local control, we can work more closely with schools, colleges, universities, training providers and businesses.

The proposal details how doing this means in Greater Lincolnshire we could:

- develop work-focussed curriculums which give people access to the training local businesses need.

- support residents to identify career opportunities and train or re-train so they have the skills they need to get good local jobs.

- better meet local business needs by making sure Lincolnshire residents are equipped to take up exciting, new, skilled jobs.

- encourage and provide mentoring, funding and other resources for entrepreneurs and small businesses.

- work with public bodies in Greater Lincolnshire to support young people leaving care to achieve a positive start to their careers and adult life.

Section 3 of the proposal sets out the detail of how it is expected this will work and can be read at www.lincolnshire.gov.uk/devolution/proposal.

To what extent do you agree or disagree with the proposals relating to education and training?

Quantitative insights

Question 2 received 4,008 responses. Of these, 3,822 respondents were individuals, 55 replied on behalf of a business, 33 replied on behalf of local government, and 69 replied as 'other' categories. 29 responses were received from respondents who did not indicate their respondent type. Across responses, 57% agreed with the proposals relating to education and training, 31% disagreed, and 12% did not know or were neutral.

Across all respondent categories, the majority of respondents agreed with the proposals. Compared to other respondent categories, those replying as 'other' showed the highest levels of agreement with the proposal (84%). This was followed by those replying on behalf of local government (70%), those replying on behalf of businesses (65%), and individuals (56%). Compared to other respondent categories, individuals disagreed most frequently (32%) and were most uncertain or neutral about the proposals (13%).
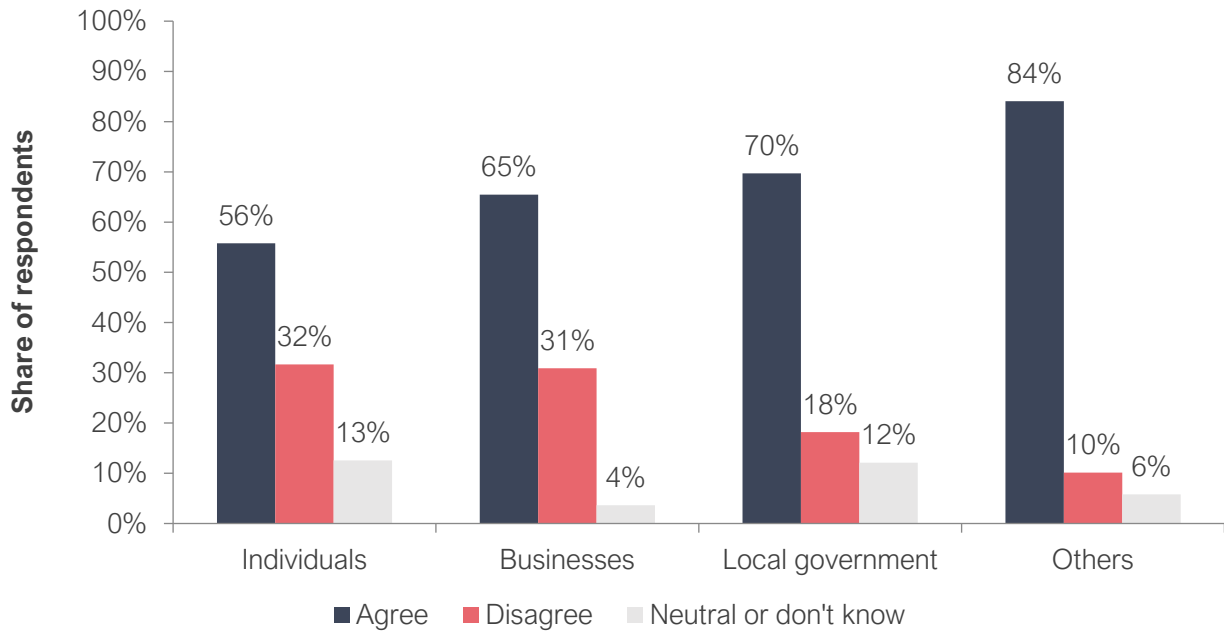
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Note: 3,979 total respondents

When considering respondent age group, the majority of all respondents agreed with the proposal. Respondents aged under 18 and between 35-44 most frequently agreed with this question (69%), closely followed by those aged between 25-34 (67%) and those aged between 18-24 (63%). Respondents aged between 65-74 expressed the lowest level of agreement (52%) in comparison to other age groups. Furthermore, when considering disability, no significant differences were observed between those who reported a disability and those who reported no disability. For example, 59% of those with no disability agreed with the proposal (compared to 56% of those reporting a disability), 30% disagreed (compared to 29% of those reporting a disability), and 12% did not know or were neutral (compared to 14% of those reporting a disability).

When considering local authority areas, North East Lincolnshire most frequently agreed with the proposal (67%), followed by City of Lincoln (64%) and North Lincolnshire (60%). Compared to other local authority areas, Boston Borough expressed the least agreement with the proposal (33%). Complete tables detailing the segmentations discussed above are available in Appendix C, D, and E.

Qualitative insights
Reduce emphasis on work-focused curriculums

Respondents called to reduce the proposal's emphasis on work-focussed school curriculums.[12] They expressed concerns about whether school and college curriculums were aligned to the needs of employers. It was felt that this focus came at the expense of a more well-rounded education that would increase opportunities for young people. In response, respondents called for a broader curriculum. They emphasised that music and the arts should receive more focus in students' education.

> *"Concerned that school and college curriculums, by being more aligned to local industry needs, could stifle opportunities for students to develop themselves and their interests".*

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[12] It should be recognised that the education curriculum of schools remains outside the scope of the devolution proposal. The theme is included given the number of respondents having raised it in their free-text responses.

Support for increased provision of career information, advice and guidance for adults and young people

Respondents expressed approval for the increased provision of career information, advice, and guidance for adults and young people. Through providing professional help and opportunities, this service would aim to equip individuals with the necessary skillset for jobs across Lincolnshire. Other suggestions included guidance for college applications alongside more support for individuals who encounter challenges during their time at college or university. Apprenticeships were also recommended.

> *"I think investments should be made specifically in Careers guidance services to bridge the gap between unskilled and unemployed. Apprenticeships identified for this age group. Assistance given to apply for college and guidance given when they struggle at college/university."*

> *"It is important that strategic priorities encompass ways to raise aspirations of residents and outline achievable pathways for people living in poverty (inclusive of homelessness) to raise their personal economic and wellbeing status. This should include practical avenues to gain permanent employment, and supportive guidance when it comes to parental and wider social responsibility."*

Support for increased skills development for young people

Respondents also encouraged investment into increased skills development for young people. For example, some respondents specifically called for an increased focus on automation and mechanisation or the development of creative skills for the media and music sector. Respondents also called for more education and training for jobs in the health and social care sector.

> *"The skills section needs more focus on automation and mechanisation, plus upskilling of the existing workforce."*

> *"In terms of building skills capacity within the county i don't believe sufficient focus has been placed on supporting local youngsters to access careers within the health and social care sector."*

Support for affordable adult education provision

Respondents expressed support for affordable adult education provision. Some respondents highlighted adults who were neglected by the current education system and would therefore benefit from further tuition in English and maths. Others proposed that modern languages should be incorporated into adult education courses. This was seen as particularly important for adults learning English as a second language. Respondents strongly emphasised that adult education courses should remain affordable, ensuring that the cost of courses does not form a barrier to pursuing education.

> *"I am fed up not being able to do any GCSE or A levels, yes I am 81 but did not receive an education I should have, so want to complete now. It has been my dream since 11 years of age. But cannot afford fees."*

> *"I think the adult education section would really benefit from languages. Previously we had a really good record in the past with accessing lessons in multiple languages and now i am unable to find a single lesson/class on languages for adults including one of the most common spoken ones 'Spanish'. We are wanting to become a more multicultural town and i think this could be really beneficial."*

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Support for increasing Special Educational Needs and Disability (SEND) provision[13]

Respondents called to increase SEND provision. They expressed concerns that SEND provision in Lincolnshire was currently not meeting the needs of SEND pupils. This was seen as having a significant impact on the quality of education amongst SEND pupils whilst increasing pressure on staff.

> *"Provision and support for SEND pupils is seeing a decline from agencies across the board - I have lost count of the times I've heard Local Government preach about how they are committed to providing best outcomes for SEND. These pupils are being failed along with the schools and staff that are picking up the pieces."*

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[13] It should be recognised that Special Educational Needs and Disability support remains outside the scope of the devolution proposal. The theme is included given the number of respondents having raised it in their free-text responses.

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Roads, buses and transport

Consultation question 3

The proposal, if adopted, means the mayor and Greater Lincolnshire leaders could use their knowledge of the area to design a local transport plan which we believe would create better integrated road, rail and air travel for people, businesses and goods.

This could include improved walking and cycling options for residents, visitors and businesses and with the money and decision-making local, we believe the plan is more likely to become a reality.

The proposal includes plans for the combined county authority to become the local transport authority and address the matters residents tell us are important to them, for example:

- more affordable travel.

- smart tickets on public transport to make moving around Greater Lincolnshire easier.

- more reliable journeys, supported by investment in key routes across the area.

- connecting people of all ages to family, friends, work, education, health, and leisure facilities.

- improvement to transport in rural areas and improved services for rail passengers and freight.

The proposal includes a multi–year transport budget that provides greater funding certainty to deliver local priorities, boost growth in the Greater Lincolnshire economy and keep people moving.

Section 3 of the proposal sets out the detail of how it is expected this will work and can be read at www.lincolnshire.gov.uk/devolution/proposal.

To what extent do you agree or disagree with the proposals relating to roads, buses and transport?

Quantitative insights

In total, 4,017 responses were received for this question. Of these, 3,831 respondents were individuals, 55 replied on behalf of a business, 33 replied on behalf of local government, and 71 replied as 'other' categories. 27 responses were received from respondents who did not indicate their respondent type. Across responses, 57% agreed with the proposals relating to roads, buses and transport, 33% disagreed, and 10% did not know or were neutral.

Across all respondent categories, the majority of respondents agreed with the proposals. Compared to other respondent categories, those replying as 'other' showed the highest levels of agreement (77%), closely followed by those replying on behalf of local government (73%), those replying on behalf of businesses (67%), and individuals (56%). Of respondents that disagreed with the proposals, individuals were the most frequent (34%), whilst individuals and 'others' showed slightly greater uncertainty or neutrality compared to other groups (10%).
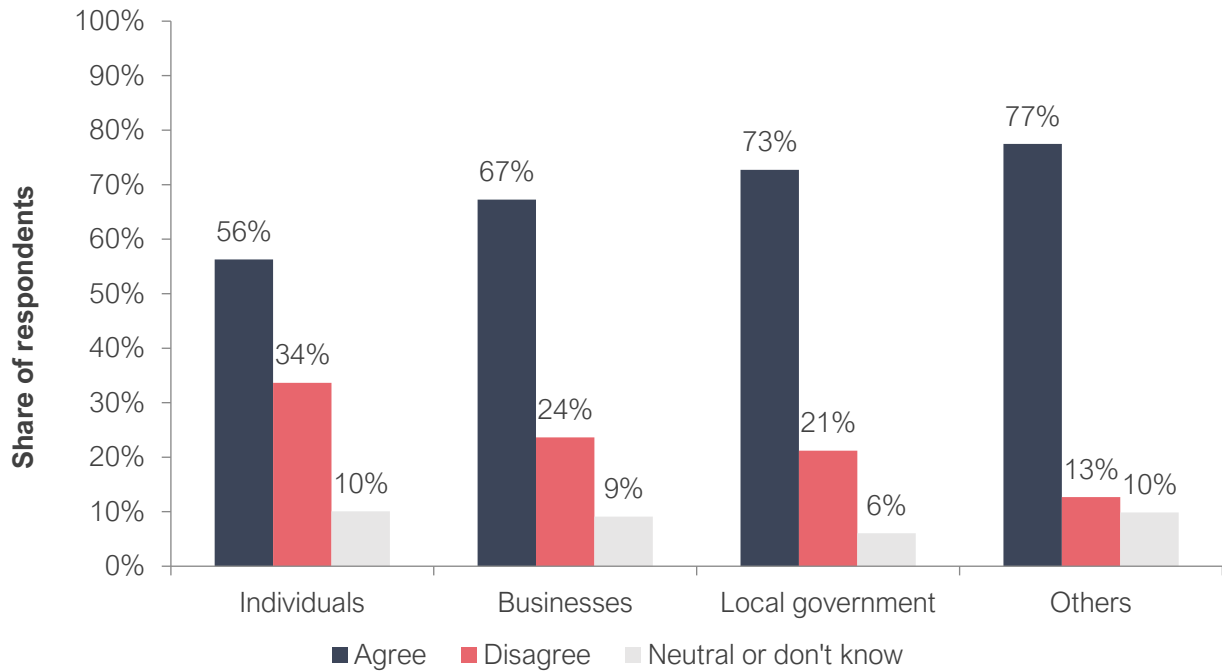
Note: 3,990 total respondents

When considering respondent age group, the majority of respondents agreed with the proposal. Respondents under 18 agreed the most with the proposals (69%). This was closely followed by those aged between 25-34 and 35-44 (68% each), and those aged between 18-24. Of all age groups, those aged between 65-75 agreed least frequently (53%). Furthermore, when considering disability, no significant differences were observed between those who reported a disability and those who reported no disability. For example, 59% of those with no disability agreed with the proposal (compared to 58% of those that reported a disability), 31% disagreed (compared to 32% of those reporting a disability), and 10% did not know or were neutral among both groups.

When considering local authority areas, North East Lincolnshire most frequently agreed with the proposals (67%), followed by City of Lincoln (63%) and North Lincolnshire (61%). Compared to other local authority areas, Boston Borough expressed the least agreement with the proposal (31%). Complete tables detailing the segmentations discussed above are available in Appendix C, D, and E.

Qualitative insights

Calls for affordable, reliable, and expanded public transport within Lincolnshire

Respondents called for more affordable, reliable, and expanded public transport within Lincolnshire. This was particularly important within rurally dispersed communities. Respondents emphasised the importance of improvements to the bus service, calling for more reliable buses with longer running times. To further improve the service, other respondents called for multiple bus operators in each town or city to drive competition, thus improving their efficiency and reliability.

> *"The main point in all this for me personally is the transport system, i.e. buses, I live in Burgh and there used to be a service up to 11pm years ago now it's more like 7pm which doesn't help those who work past this time, some even have to get other transport into Skegness first."*

Calls for road improvements and maintenance

Respondents expressed agreement with the proposed road improvements and maintenance. Improvements to roads were seen to benefit certain subgroups of the population including cyclists, older people and disabled people. These subgroups faced particular challenges when navigating existing roads.

> *"But personally speaking the local roads are appalling and need massive investment for the whole county Lincolnshire now."*

> *"This is a great opportunity for Lincolnshire to grow as long overdue are road upgrades to attract businesses which create jobs and makes locals want to stay and have a nice life."*

> *"The road network within Lincolnshire needs a good shake up. Poor quality roads, poorly lit roads, especially A1 junctions."*

Support for cycle lane improvements and maintenance

Respondents expressed demands for cycle lane improvements and maintenance. Respondents called for 'better' and 'safer' cycleways across Greater Lincolnshire. Some respondents called for cyclists to be involved in the decision-making process. This was to ensure their perspectives and experiences are considered, generating solutions that would better meet their needs.

> *"It would be good to see better and safer cycleways across Greater Lincolnshire, and not just between the hours of 8am and 6pm."*

> *"Mention of cycle lanes and public transport - will this mean REAL improvements designed by people who actually use these facilities? Current cycle lanes are badly designed, and public transport offers poor value for money."*

Support for improved transport links with other UK cities

Respondents supported the notion of improved transport links with other UK cities, including London. This was deemed important to improve accessibility between different regions across the UK. In addition to improved train links, respondents also expressed concern at the inattention to the region's airport within the current proposal. This addition was crucial to help encourage tourism and business.

> *"Whilst I agree with the proposal to improve connectivity in the region, I see no mention of the regions airport - Humberside International and how connectivity can be improved to this."*

Calls for greater focus on green transport solutions

Respondents also supported a greater focus on green transport solutions. Respondents made suggestions to extend the focus of current policies to include clean air zones or environmentally friendly buses, for example. Respondents expressed general agreement with the need to have green transport and energy solutions to reduce carbon emissions.

> *"Will the transport proposals include 20mph limits, 'clean air zones' and further increases in the chance of being able to generate further income from motorists?"*

> *"The new £2 per trip scheme has improved how many people use the buses now so lets get the investment in for nicer, more environmentally friendly buses that run more frequently so that we can keep the County moving more efficiently than it currently does."*

Homes and communities

Consultation question 4

The proposal, if adopted, means more local housing decisions could be made in Greater Lincolnshire. We will work with local authorities, Homes England, landowners, developers and the full range of housing providers to promote regeneration and create good quality housing options to meet current and future demand.

Local leaders would be able to bring forward investment in the infrastructure needed to unlock sites, support housing growth and develop housing projects that meet residents' needs and consider the area's environment and landscape.

It also explains plans to prioritise:

- working closely with planning authorities to identify, buy and dispose of land to build houses, commercial space and infrastructure, for growth and regeneration.

- the regeneration of areas and strategic sites through 'mayoral development areas' and 'mayoral development corporations'.

- appropriate housing development to make sure residents can find suitable local homes.

- new and existing homes that make sure sustainable building practices and green design standards are used to minimise environmental impact and promote energy efficiency.

- a balance between development need, improved public transport and preserving green spaces and existing communities.

The proposal includes £8.4m of funding, controlled locally to support and encourage new homes being built on brownfield land.

Section 3 of the proposal sets out the detail of how it is expected this will work and can be read at www.lincolnshire.gov.uk/devolution/proposal.

To what extent do you agree or disagree with the proposals relating to homes and communities?

Quantitative insights

Question 4 received 4,010 responses. Of these, 3,822 respondents were individuals, 55 replied on behalf of a business, 33 replied on behalf of local government, and 71 replied as 'other' categories. 29 responses were received from respondents who did not indicate their respondent type. Across responses, 48% agreed with the proposals relating to homes and communities, 37% disagreed, and 14% did not know or were neutral.

Across all respondent categories but individuals, the majority of respondents agreed with the proposals. Compared to other respondent categories, those replying as 'other' showed the highest levels of agreement (69%). Those replying on behalf of businesses agreed next most frequently (64%), followed by those replying on behalf of local government (58%), and individuals (48%). Of those that disagreed with the proposals, individuals were the most frequent (38%), whilst those replying on behalf of local government were more uncertain or neutral than other groups (21%).
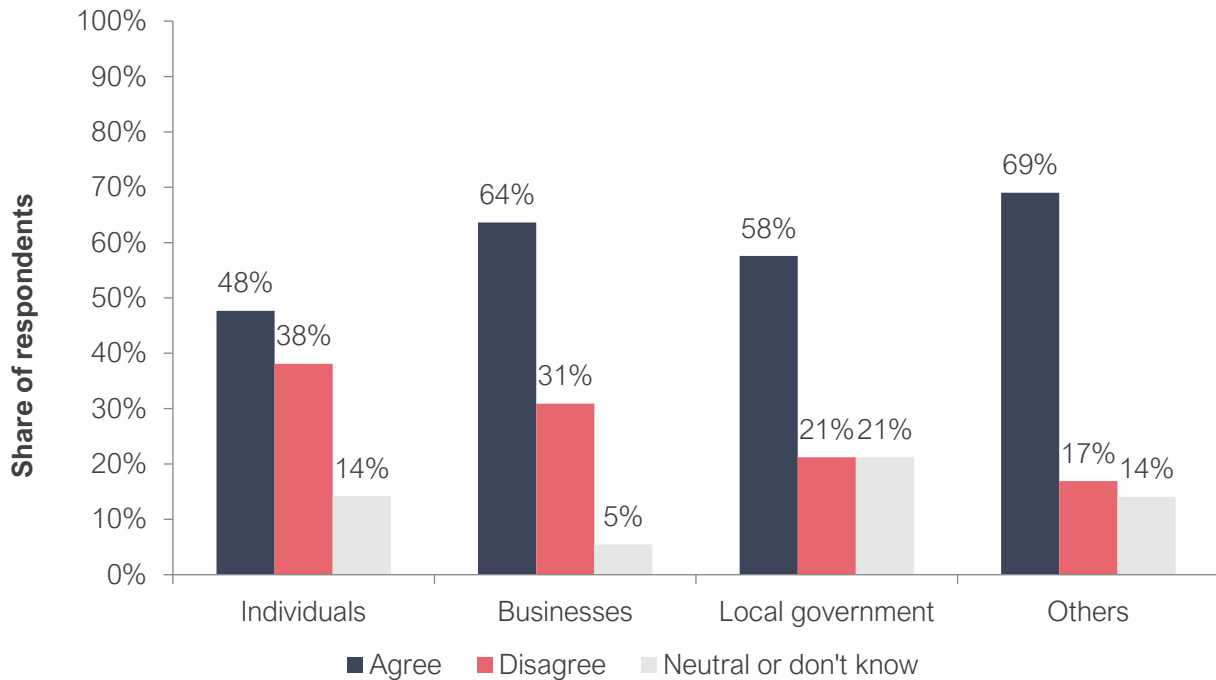
Note: 3,981 total respondents

When considering respondent age group, respondents aged under 18 most frequently agreed with the proposals (60%). This was closely followed by those aged between 18-24 (58%) and those aged between 25-44 (57%). Compared to other age groups, those aged between 65-74 agreed least frequently with the proposal (44%). Furthermore, when considering disability, no significant differences were observed between those who reported a disability and those who reported no disability. For example, 52% of those with no disability agreed with the proposal (compared to 46% of those who reported a disability), 35% disagreed (compared to 37% of those reporting a disability), and 13% did not know or were neutral (compared to 16% of those reporting a disability).

When considering local authority areas, North East Lincolnshire most frequently agreed with the proposals (58%), followed by West Lindsey District (53%) and City of Lincoln (52%). Compared to other areas, Boston Borough expressed the least agreement with the proposal (29%). Complete tables detailing the segmentations are available in Appendix C, D, and E.

Qualitative insights
Support for town centre regeneration

Respondents expressed support for town centre regeneration. Some respondents expressed concern that towns across Lincolnshire had been neglected. They used these examples to reiterate the importance of the devolution's proposed town centre regeneration which was hoped to promote new businesses.

> *"When are we going to be brought up to date with modernising the town centre. To put us in line with other counties. By giving the people of Scunthorpe an indoor shopping centre fully heated. Like Grimsby and Sheffield. It has been crying out for this for years."*

> *"We need to regenerate our town centres and move away from the practice of donut housing where large estates are built on green field sites on the outskirts of towns, leading to excessive traffic congestion in parts of most towns."*

Calls for greater focus on developing public infrastructure and amenities

Respondents called for a greater focus on developing public infrastructure and amenities. While respondents supported proposals for housing, they highlighted the importance of the simultaneous development of services and infrastructure. Respondents drew attention to the scarcity of schools, general practices (GPs) and dentists in their local area. Respondents emphasised the importance of local community services such as libraries and youth clubs.

> *"Services such as medical capacity, education capacity and environmental controls are necessary when making these decisions."*

> *"Where are all these people with houses supposed to send their children to school or find a doctor or a dentist. The two doctors' surgeries in Gainsborough are even now so massively oversubscribed that the 'service' is no longer a service… simply adding more housing without adding more care and education facility is tantamount to reckless endangerment."*

Address social housing backlog

Respondents called to address the social housing backlog. Respondents emphasised the general need for more affordable housing to reduce inequalities in housing opportunities between different socio-economic groups.

> *"With more than a million families waiting for social housing it is clear this country is desperate for new, proper, respectable, as well designed and built and as roomy as most social housing of the past. By not including an ambition answering that desperate need for social housing, the whole statement of intent is greatly devalued."*

> *"Secondly with regard to housing - £8.4m is a woefully small amount to invest in new housing on brownfield sites, so much more is needed to increase the stock of social and affordable housing which may help to retain young people in the county."*

Prioritise repurposing old properties and empty buildings

Respondents emphasised the importance of repurposing old properties and empty buildings before building new housing. This was particularly important in rural areas where important agricultural land was used for new constructions. Respondents also emphasised that this approach was a more cost-effective solution, particularly for first-time buyers, single residents, and young families.

> *"Far too many fields disappearing under homes that few can afford."*

> *"I also believe we are building too many new homes and need to focus on the current empty properties around NE Lincs. New homes are a lot more expensive than older ones so not many first time buyers can afford them."*

Environment

Consultation question 5

The proposal, if adopted, would support local leaders to balance economic development and the protection of the natural environment.

The proposal includes:

- plans for investment in conservation.
- bringing together partners to agree and plan for the infrastructure required in Greater Lincolnshire that would support growth in green jobs.
- a new partnership for water that focuses on flood prevention and water management programmes to support agriculture, tourism, green growth, communities and new housing.
- a coastal partnership that promotes the natural and cultural heritage of the Lincolnshire Coast and tourism.
- work with government to identify environmental priorities that could be incorporated into new environmental land management schemes - such as protection for top grade farmland across the UK Food Valley in Greater Lincolnshire.
- implementing a local nature recovery strategy.

Section 3 of the proposal sets out the detail of how it is expected this will work and can be read at www.lincolnshire.gov.uk/devolution/proposal.

To what extent do you agree or disagree with the proposals relating to the environment?

Quantitative insights

A total of 4,008 responses were received for this question. Of these, 3,819 respondents were individuals, 55 replied on behalf of a business, 33 replied on behalf of local government, and 72 replied as 'other' categories. 29 responses were received from respondents who did not indicate their respondent type. Across responses, 57% agreed with the proposals relating to the environment, 31% disagreed, and 12% did not know or were neutral.

Across all respondent categories, the majority of respondents agreed with the proposals. Compared to other respondent categories, those replying as 'other' showed the highest levels of agreement (79%) and the lowest levels of disagreement with the proposals (15%). Following this, 67% of those replying on behalf of local government and businesses expressed agreement, as well as 56% of individuals. Of those who disagreed with the proposals, individuals were the most frequent (31%). Individuals also expressed slightly greater uncertainty or neutrality compared to other respondent categories (13%).
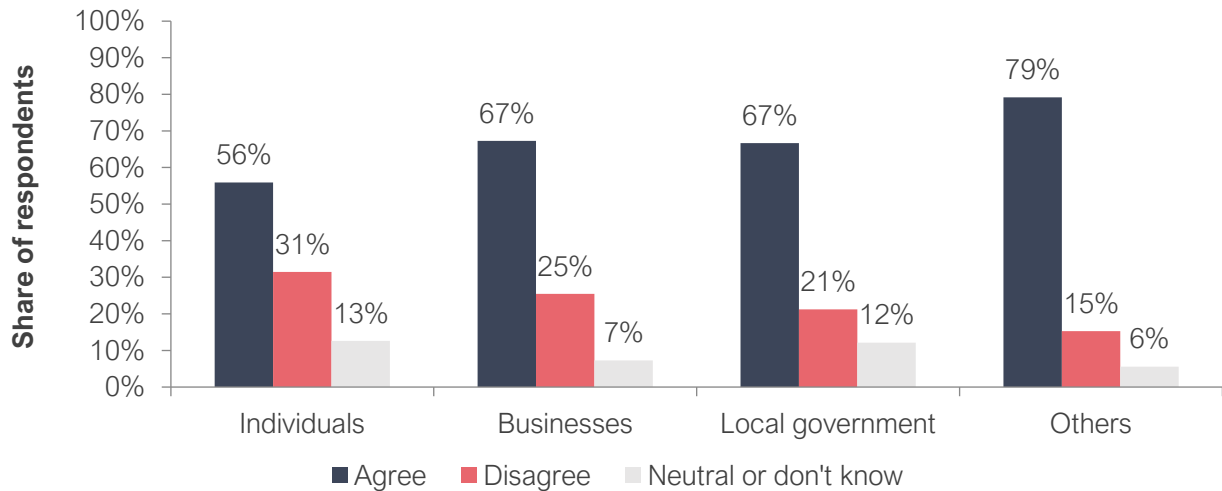
Note: 3,979 total respondents

When considering respondent age group, the majority of all respondents agreed with the proposal. Respondents aged between 25-44 agreed most frequently (68%), followed by those aged between 18-24 and 25034 (67% each). Of all age groups, those aged 75 and over, expressed the lowest level of agreement (52%). Furthermore, when considering disability, no significant differences were observed between those who reported a disability and those who reported no disability. For example, 59% of those with no disability agreed with the proposal (compared to 57% of those reporting a disability), 29% disagreed (compared to 30% of those reporting a disability), and 12% did not know or were neutral (compared to 13% of those reporting a disability).

When considering local authority areas, North East Lincolnshire most frequently agreed with the proposals (67%), followed by City of Lincoln (65%) and West Lindsey District (62%). Compared to other local authority areas, Boston Borough expressed the least agreement with the proposal (32%). Complete tables detailing the segmentations discussed above are available in Appendix C, D, and E.

Qualitative insights
Calls for increased use of renewable energy

Respondents called for increased attention to renewable energy within the proposed initiatives. They expressed concern that there was insufficient attention to different energy sources. Respondents noted an inattention to solar and tidal energy sources despite their significance. They also critiqued the focus or 'reliance' on carbon capture and storage.

> *"Not enough about renewable energy including onshore wind."*

> *"Good to see the inclusion of climate change issues, but I have only seen mention of wind as a source of renewable energy; what about solar and tidal. Too much reliance is made on carbon capture and storage, e.g. the possibility of blue hydrogen - we should concentrate on green hydrogen. No mention made of British Steel."*

Calls for increased measures on climate change adaption and mitigation

Respondents called for further measures on climate change adaptation and mitigation. Some respondents expressed concern that there was limited focus on this area within current policies. No specific details were provided by respondents on what policies on climate change adaptation and mitigation should entail.

> *"The section on Environment should be stronger, giving support to nature recovery (30% of land managed for nature), and climate change adaptation and mitigation (including nature-based solutions). Implementation of a Local Nature Recovery Strategy is already a legal requirement for LCC as the Responsible Authority."*

> *"There is very little to address our Climate emergency. There is little about doing things - more about policy and strategy - much more emphasis needs to be given to actually getting things done particularly action to address the Climate Emergency."*

Calls for increased conservation measures

Respondents also called for further conservation measures such as sustainable farming, biodiversity, and wildlife safeguards. Respondents expressed widespread recognition of the importance of the Local Nature Recovery Strategy, however, respondents emphasised the need to move beyond this strategy. One proposed addition included mandatory biodiversity net gains. Respondents provided suggestions to promote a shift in farming practices towards more sustainable operations that reduced the use of chemical fertilisers, for example.

> *"I hope that biodiversity measures can be strengthened in future deals. The proposals for the Local Nature Recovery Strategy are encouraging but would have come forward with or without the devolution proposal."*

> *"Any decisions should be in line with and contribute towards national strategy and be based on advice from local environmental experts. Decisions should also be evidenced by and contribute towards objectives in the Local Nature Recovery Strategy, which were introduced by the Environment Act 2021 and are intended to agree priorities for nature recovery and propose actions in the locations where it would make a particular contribution to achieving those priorities."*

Calls for protecting greenfield sites from development

Respondents asked to protect greenfield sites from development. Respondents suggested that the section on the environment should be 'stronger' with more policies needed. They recommended that greenfield sites should not be used for any new developments in order to protect agricultural land and the environment more generally. All construction, including housing and solar panels, should take place on brownfield sites only.

> *"More brownfield building is necessary to prevent loss of more agricultural land, more support for our farmers."*

> *"I feel this is a positive move but biodiversity and green, woodlands spaces should be protected from over development and endless housing developments we are currently experiencing. Once a biodiverse field has been turned into housing, it is lost forever and the wildlife such as deer, whose home it is are displaced. More pollution, light pollution and traffic adding to global warming."*

Governance

Consultation question 6

If the proposal is adopted, in order to get funding and powers to make the above ambitions a reality, something called a combined county authority (CCA) would be set up and a mayor would be directly elected by Greater Lincolnshire residents.

We believe this organisation would:

- receive the powers and money from government and provide transparent local leadership.

- simplify decision-making on strategic matters affecting Greater Lincolnshire.

- promote Greater Lincolnshire and give us one, strong voice locally, nationally and internationally.

- make it easier to work together locally and with central government.

- secure even more long-term investment, including borrowing.

- be able to generate revenue locally through a precept or levy, subject to certain conditions being met.

- make sure things are done for the benefit of the whole of the Greater Lincolnshire area, representing residents, their communities and their interests.

If the proposal is adopted, the CCA would be made up of:

- the mayor.

- two representatives from each of North Lincolnshire Council, North East Lincolnshire Council, and Lincolnshire County Council who would have a vote on all matters.

- four representatives from districts councils who would have a vote on some matters.

- a police and crime commissioner.

- a business leader.

Some of the decisions would be made by the mayor with the majority being made by the CCA as a whole – the proposal sets out a number of safeguards that seek to manage the use of the new powers and funding and ensure the efficient and effective operation of the mayoral authority.

Section 4 of the proposal sets out the detail of how it is expected this will work and can be read at www.lincolnshire.gov.uk/devolution/proposal.

To what extent do you agree or disagree with the proposals relating to governance?

Quantitative insights

Question 6 received 4,019 responses. Of these, 3,834 respondents were individuals, 55 replied on behalf of a business, 31 replied on behalf of local government, and 71 replied as 'other' categories. 28 responses were received from respondents who did not indicate their respondent type. Across responses, 39% agreed with the proposals relating to governance, 49% disagreed, and 13% did not know or were neutral.

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Across all respondent categories besides individuals, the majority of respondents agreed with the proposals. Compared to other respondent categories, those replying as 'other' showed the highest levels of agreement (59%) with the proposals. This was closely followed by those replying on behalf of local government (58%) and those replying on behalf of businesses (56%), whilst 38% of individuals expressed agreement. Compared to other respondent categories, individuals disagreed most frequently with the proposals (50%), whilst 'others' showed slightly greater uncertainty or neutrality (15%).
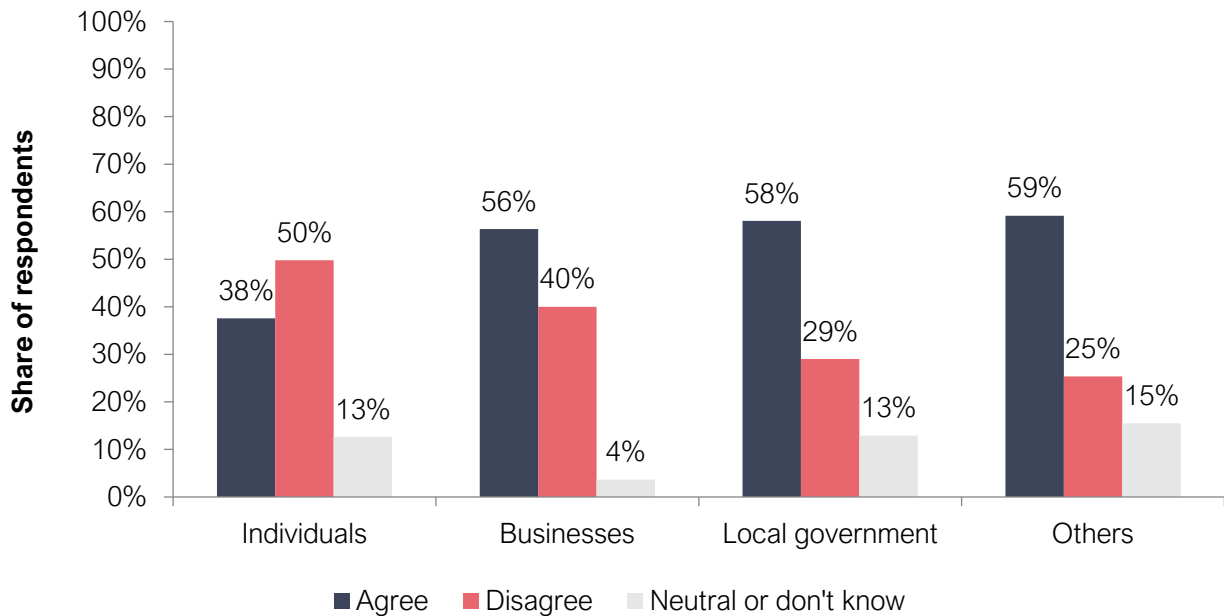
Note: 3,991 total respondents

When considering respondent age group, respondents aged under 18 agreed most frequently with the proposals (54%) compared to other age groups. This was closely followed by those aged between 18-24 (53%) and those aged between 25-34 (50%). Comparatively, those aged between 65-74 agreed least frequently with the proposal (35%). Furthermore, when considering disability, no significant differences were observed between those who reported a disability and those who reported no disability. For example, 40% of those with no disability agreed with the proposal (compared to 38% of those who disclosed a disability), 47% disagreed (compared to 49% of those reporting a disability), and 14% did not know or were neutral (compared to 13% of those reporting a disability).

When considering local authority areas, North East Lincolnshire most frequently agreed with the proposals (51%), followed by City of Lincoln (45%) and North Lincolnshire (43%). Compared to other local authority areas, Boston Borough expressed the least agreement with the proposal (17%). Complete tables detailing the segmentations discussed above are available in Appendix C, D, and E.

Response patterns

The proposals suggested in Question 6 showed the highest levels of disagreement, uncertainty or neutrality across all closed-text consultation questions. In order to better understand response patterns, a cross-tabulation analysis was conducted which compared respondents' responses to Question 6 with their responses to Questions 1 to 5.

Overall response patterns showed that respondents who agreed or disagreed with question 6 were most likely to have answered similarly for Questions 1 to 5. For example, 93% of those agreeing with Question 6 had previously also agreed with Question 1 and only 2% had previously disagreed with Question 1. Among those disagreeing with Question 6, 63% had previously also disagreed with

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Question 1, meanwhile 19% had agreed with Question 1 and 18% had expressed uncertainty about Question 1. Notably, however, of the respondents who were uncertain or neutral about the proposal in Question 6, the majority had previously agreed with the prior consultation questions. For example, 63% of respondents who were uncertain or neutral about Question 6 had previously agreed with Question 1. This rose to 70% for Question 2, 71% for Question 3, and 67% for Question 5, and dropped to 51% for Question 4. Possible reasons for variations in respondents' responses to Questions 1 to 5 in contrast to Question 6 can be found in the qualitative themes below. Complete breakdowns of cross-tabulation analysis for each question can be found in Appendix F.

Qualitative insights

Support for one centralised authority

Respondents expressed support for one centralised authority, providing various suggestions on its potential structure. Some proposed a single council with one set of overheads to enhance efficiency, as well as a reduction in other tiers of existing local government to compensate for the addition of the CCA. Others suggested that central government was best placed to address issues in Lincolnshire, given that often the same problems were widespread across the UK. Additionally, suggestions were made to merge the three councils. It was noted by one local authority that to ensure the CCA works effectively, there would need to be continued engagement with district councils across governance levels. This was hoped to balance out the new tiers of governance and produce a more coordinated and streamlined structure. All these options were seen to minimise any administrative or financial burden.

> *"Reducing tiers of government is required. The mayoral model fails when combined authority layers are introduced. Either remove county or district councils, but do not keep both."*

> *"The social problems people suffer from are not specific to Greater Lincolnshire. They affect the country as a whole and as such are best dealt with by central government."*

Specific suggestions regarding the mayor

Respondents made several suggestions on the role of the mayor. Some suggested a name change to 'county governor' or 'governor general' as the proposed term was typically associated with towns and cities that already had mayors. Additionally, respondents proposed implementing term limits for elected officials, and that the mayor should come from a high-level business or national body to bring new diverse perspectives. Lastly, it was raised that many residents are impacted by decisions made outside of Greater Lincolnshire in bordering areas; consequently, the need for collaboration with neighbouring authorities was considered a key additional requirement for the proposal.

> *"It is a shame that the options provided in the legislation for using a title such as 'county governor' or 'governor general' have not been pursued. The title 'mayor' is associated with towns and cities, and there are already several of them at district, borough, and town council level in Lincolnshire. Is it too late to consider an alternative title to 'mayor'?"*

> *"Maximum length of terms for mayors and other elected representatives - 8 year max or 2 four-year terms."*

Specific suggestions regarding elected officials

Respondents provided suggestions on additional elected officials. Respondents reiterated the importance of recruiting officials with lived experience who were able to understand resident needs. Respondents also recommended that the CCA should comprise of independent individuals who were able to represent the interests of the public rather than their own political interests. They also suggested having rotational business advisory roles and gender equality across all boards and decision-making bodies.

> *"Need to ensure the Mayoral Committee consists of people who sincerely work for the best interests of Greater Lincolnshire and that the balance for each Authority within it is equal."*

> *"The CCA should NOT be made up from Party - politics leaders or standing members. It should be enshrined as fully independent individuals standing for the interests of the people OF LINCOLNSHIRE. […] In addition, there should ONLY be a rotational business advisory role so as not to serve individual businesses or sectors more than others."*

Additional themes

Consultation question 7

Please use this space to briefly share your comments or views about the Greater Lincolnshire devolution proposal or any of the questions above.

This section is separated into three parts which focus on varying thematic areas: support, suggestions, and concerns raised by respondents in their responses to the open-text question. Responses were grouped into one overarching theme of support, three overarching themes of suggestions, and four overarching themes of concerns. In each section, the themes have been arranged in order of frequency.

It is important to note that this report summarises the views of those who chose to participate in the consultation. Those who did participate are often more likely to represent an engaged subset of the population or to consider themselves more affected by the proposal. Respondents may therefore be more motivated to voice specific views or concerns, leading to a set of answers which do not represent the sentiment and split of opinions of the wider population. For example, across all respondents, 70% answered the open-text question. In contrast, 87% of those respondents who disagreed strongly with the proposal (answering all six quantitative questions with "Strongly disagree") answered the open-text question. The themes below should therefore be understood as indicative rather than representative of the wider population.

Themes of support
Proposal will be beneficial for Lincolnshire's development

The only overarching theme of support among respondents setting out their views under Question 7 explained that the proposal was seen as being beneficial to Greater Lincolnshire's development. Respondents provided more detail by discussing the following contributions made by the proposal:

Support for increased local control over local matters

A frequent theme among respondents who expressed support for the proposal was the viewpoint that it would increase local control over local matters. Having governance at the combined authority level was hoped to lead to faster and more efficient responses by putting decision-making back in the remit of local leaders. Respondents also argued that the devolution would ensure that the decision-making process and its outcomes were catered to the local context and the population's needs.

> *"Obviously there needs to be checks and safeguards put in place, but I feel local governing bodies have a greater interest in local matters and would be more accountable to local population and better placed to fully understand local issues."*

Opportunity for future prosperity

Another frequent theme among respondents was the view that it would provide the opportunity for future prosperity. Devolution was associated with the potential for economic growth and local development. The newly created authority was hoped to have a better understanding of the region's economic landscape, enabling them to implement targeted initiatives and investment decisions that stimulated business activity. It was also considered an opportunity to increase the voice of Greater Lincolnshire within central government. This was hoped to bring greater power and resources to the region.

> *"Devolution is the logical investment in our future prosperity and wellbeing.*
>
> 1. *Devolution will reduce the burden on central governments by delegating powers and responsibilities to a regional level leading to a more efficient and effective governance, as regional governments can respond more quickly and effectively to local issues.*
>
> 2. *An elected mayor will give local representation, there will be a greater say in the decision-making process and responsiveness to local needs and concerns."*

Strengthen Lincolnshire's regional identity

An additional frequent theme among respondents was the viewpoint that the proposal would strengthen county identity, fostering a stronger and more cohesive regional unity. The strengthening of county identity was seen to instil an increased sense of pride and community among residents. This would lead to a shared commitment to the overall wellbeing and development of the region.

> *"I am proud to be Lincolnshire and in my opinion we have always been Lincolnshire, not Humberside or North east Lincs [Lincolnshire] but Lincolnshire, and I think this would please so many people and benefit Lincolnshire and it's residents as a whole."*

> *"Seems to me that more control and decisions made locally will be of benefit and I will be particularly delighted with anything that 'unites' the county into one again (i.e. Lincolnshire, North Lincolnshire and North East Lincolnshire, all returning to Lincolnshire, as pre 1 Apr 1974)."*

Devolution seen to have worked well elsewhere

Another frequent theme among respondents who supported the proposal was the view that the proposal had worked well elsewhere. Respondents frequently pointed to specific cases or examples from other areas where devolution agreements had been successful, resulting in more effective decision-making. Greater Manchester and Birmingham were recurring examples highlighted. This suggestion was often made with the caveat that there should be careful consideration of the appointment of the mayor and broader office.

> *"Taking into consideration how mayors have worked in other areas such as Manchester and the benefits this has had, particularly for Transport I think as long as party politics don't overwhelm the office of mayor […] on balance this is a good thing."*

> *"I have observed the significant difference that devolution and the employment of a dynamic Mayor has had on authorities such as Greater Manchester and Birmingham. It is imperative that the individual chosen has a good work ethic and is able to communicate effectively at all levels."*

Themes of suggestions

Suggestions for the implementation of the proposal

Throughout responses raising themes of suggestions, three main themes were identified. The most common theme among responses to Question 7 made suggestions for the implementation of the proposal specifically. Suggestions included the following:

Call for greater oversight and transparency

A frequent theme among respondents who provided suggestions for the implementation of the proposal was the view that greater oversight and transparency were needed throughout the planning and delivery processes. Regarding planning, respondents called for more transparency in the decision-making process. For example, they requested more information on how proposals would be achieved. Regarding delivery, respondents called for an independent body to oversee the implementation process and provide transparency around funding allocations. This was deemed important to ensure that decisions were made in the best interest of the public. It was also suggested that accountability should be embedded within proposed governance structures, in addition to consistent transparency on the Combined County Authority (CCA) management and committee personnel.

> *"The proposal is full of what the CCA want to achieve but not enough explanation on how."*

> *"As it stands under the current government, I think Lincolnshire would benefit from devolution. It must be trustworthy in that decisions are totally transparent to all and all personal interests of elected members declared."*

> *"I would like to see an independent auditing/financial body with SMEs appointed when necessary. This would ensure that the Governing bodies fiscal decisions/plans are prudent, based on expert knowledge, and in the best interests of the Lincolnshire population."*

Calls for quality of CCA representatives to be monitored

Another frequent theme among respondents was the view that the calibre of CCA representatives should be monitored. Respondents stressed the importance of recruiting individuals with relevant experience and expertise who could effectively represent local communities. The proposed monitoring was hoped to ensure that individuals with the relevant backgrounds were appointed, leading to more informed and targeted advocacy.

> *"In the governance part I would like to see representatives from the rural areas as greater Lincolnshire is made up of a lot of rural areas. It would be good to also have religious representation i.e. Bishop of Lincoln who is aware of the needs and short comings of the greater Lincolnshire area."*

Calls for equal regional representation within the CCA

Another frequent theme among respondents was the view that there should be equal regional representation within the CCA. Respondents emphasised that each region should have fair and equal representation so that different subgroups of the public could make a direct and meaningful contribution to the council's activities. This would ensure that decisions taken by the CCA would continue to consider the diverse needs of each region.

> *"I think for true governance and representation of such a rural and diverse community, more than 4 representatives should be present at the governance Committee meetings, with equal voting rights. There should be a representative from each council, from each area. Otherwise, it is not possible for the mayor to have true oversight on Greater Lincolnshire and its people."*

Calls for a public vote

The second most common theme making suggestions called for a public vote to be held on the devolution proposal. Specifically, respondents discussed the following views:

Support for a referendum

A frequent theme among respondents who called for a public vote was the view that a referendum was needed. Some respondents criticised the consultation process as a means of collecting viewpoints. Instead, respondents argued that a referendum would offer a fair and democratic approach to involve the public in decision-making. It was expected that a higher proportion of the population would be aware and, therefore, participate in a referendum as opposed to a consultation.

> *"A decision of this magnitude should not be based on an online survey of such limited scope and of which many people are unaware."*

> *"If this is to be a democratic process all Lincolnshire councils and their populations they serve should be consulted in the form of a referendum."*

Proposal considered 'undemocratic'

Another frequent theme among respondents was criticism of the proposals as undemocratic. Respondents described the information provided in the consultation as "skewed" given it emphasised the benefits of the devolution with limited acknowledgement of drawbacks. This was described as an undemocratic basis for the public to make any decisions, providing limited scope to disagree with the proposals. Some respondents also referenced a rejected proposal for a new Mayoral Combined Authority in 2016.

> *"A decision of this magnitude should not be based on an online survey of such limited scope and of which many people are unaware. This is undemocratic and there should be full public consultation with wide promulgation. No consideration is given in this biased questionnaire to possible downsides of the devolution proposal."*

Health and social care suggested as an additional area of focus[14]

The third most common theme among responses to Question 7 made suggestions aimed at the inclusion of health and social care into the proposal. Specific concerns and views raised included the following:

Address shortage of General Practitioners (GPs) and dentists

As a frequent theme, respondents called to address the existing shortage of GPs and dentists. They expressed concerns that the proposed plans for more housing did not include corresponding plans for additional GPs and dentist services. The proposals for further housing were seen to increase the size of the local population, worsening the already inadequate patient-to-doctor and dentist ratio. This was understood to negatively impact the community's ability to access essential healthcare services.

> *"Housing without provision of extra services like doctors and dentists will make already difficult life rather worse - experience tells us that promised doctors simply don't materialise, getting an NHS dentist is already impossible".*

> *"BUT where are all these people with houses supposed to send their children to school or find a doctor or a dentist".*

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[14] It should be recognised that health and social care remains outside the scope of the devolution proposal. The theme is included given the number of respondents having raised it in their free-text responses.

Address shortage of hospitals and urgent treatment centres

Another frequent theme was respondents calling to address the shortage of hospitals and urgent treatment centres. Poor transport links across Lincolnshire were seen to make it difficult for residents to access available services. Concerns were also raised towards the state and condition of current facilities. This highlighted the demand for improvements both in the quantity and quality of medical services across Lincolnshire.

> "Access to services especially health which ULHT have centralised in Lincoln/Boston are difficult and expensive to attend due to poor public transport connectivity."

> "There have been many complaints about the running down of hospital resources in the Boston and Grantham areas which are being centralised in Lincoln."

Calls for improved adult social care provision

A further frequent theme was calls for improved adult social care provision. Respondents expressed concerns about the limited or no information on additional spending within adult social care provision. This was framed as concerning, given the size of the elderly population across Lincolnshire. Respondents recommended that retirement homes should be located near family houses and reiterated the importance of integrating the elderly population into the community.

> "Finally, we have a greater than average elderly population, provision of retirement estates close to family housing, home care and care homes need to be addressed integrating the elderly into the community."

Themes of concerns

Concerns that the proposal introduces additional administrative burdens

Throughout responses raising themes of concern, four main themes were identified. The most common theme among respondents raising concerns in response to Question 7 expressed views that the proposal would introduce additional administrative burdens. Respondents explained their concerns in the following ways:

Concerns regarding additional bureaucracy and layers of governance

A frequent theme raised among respondents was the view there was no need for additional bureaucracy or added layers of governance. Respondents expressed concerns that devolution would result in additional bureaucracy that was unnecessary for the scheme to achieve its intended goals, instead stating that intended outcomes could already be delivered through existing structures. Respondents specifically highlighted the financial costs of additional bureaucracy and governance levels, arguing that investment should be directed towards improving existing structures, instead of creating new ones.

> "We don't need another layer of government to oversee this new spending. We already have enough local councils with the knowledge to decide where the investment should be made."

Mayor perceived as unnecessary

Another frequent theme raised among respondents was the view that there was no need for a mayor. Respondents considered an additional layer of governance to be an inefficient use of financial and administrative resources. They explained that any mayor would lack sufficient understanding of the

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region, given the size and diversity of Greater Lincolnshire. Without this understanding, the mayor would face challenges in making informed decisions. Further concerns were raised regarding a mayor concentrating too much power in the hands of a single individual, resulting in an imbalance of power. Respondents discussed the potential risk of corruption and mismanagement of funds.

> *"How will having another layer of governance help, this is another layer of cost that will require funding by taxpayers."*

> *"We already have parish councils, town councils, district councils, and county councils. This is over-government, and it is not clear what benefits having an elected mayor would bring, nor what specific powers he or she would have."*

Existing funding perceived as not well spent

An additional frequent theme among respondents who expressed concerns about existing governance was the view that money was currently not well spent. This included distrust for how councils were using existing funding (such as spending it on salaries or allocating it to certain areas within Lincolnshire), as well as suggestions that councils do not have the skills to make investments. Some respondents also alluded to other council bankruptcies across England. This led to concerns that financial mismanagement may persist in the future, including the proposed devolution initiative.

> *"History of poor planning, excessive uncontrolled spending, disregard of the general public and their views does not fill me with confidence that investment funds will be adequately distributed or used."*

Proposal aims perceived as already achievable

Another frequent theme among respondents was the view that the proposal should already be achievable with current governance. Respondents emphasised that there was no need for any of the additional layers of governance suggested by the proposal (such as the mayor or the CCA), given the outcomes should already be deliverable through current structures. Instead, it was suggested that current structures of governance should become more efficient to ensure better spending and decision-making.

> *"I don't understand why all of this isn't already being done. Surely that's what the County Council is for. We shouldn't need another body and Mayor for this to be happening."*

> *"The extra money and plans in themselves are fine but we do not need more politicians and bureaucrats to run it. This country spends too much on too many levels of government."*

Concerns about implementation costs of the proposal

The second most common theme among responses to Question 7 raising concerns discussed views on the costs of the proposal being implemented. Specifically, respondents raised the following issues:

Concerns about how the proposal will be funded

A frequently discussed concern surrounded the implementation costs and further financial implications of the scheme. Many respondents voiced fears that the proposal would transfer additional costs to residents, in few cases referencing increases in council tax, quoting concerns around the precept, or indirectly through reductions in the proposed investment budget. In response, respondents called for more transparency on the costs of additional governance, particularly the salaries of the mayor and the new office, and how these would be funded.

> *"My concern is that this extra layer of bureaucracy is going to increase the amount we pay in council tax. I thought devolution was about getting more money from national government for us to spend locally."*

Support for funding to be given directly to local councils instead

A frequently discussed theme among respondents was the view that funding should be given directly to local councils instead of through the newly created authority. Distributing funding directly to local councils was seen as more cost-effective, reducing bureaucratic complexities.

> *"I do not believe it is necessary to create yet another layer of government- the money could be given to the existing authorities. A single authority would have to distribute the money fairly across all the areas and surely the individual authorities could work together when needed."*

Concerns that aspects of the proposal are a 'waste of money'

A frequently highlighted theme among respondents who expressed concerns about implementation costs was the view that the scheme was a 'waste' of financial resources. The perceived ineffectiveness of previous devolution deals in other regions led to doubts about the potential success of the proposed devolution in Lincolnshire. Frequently highlighted examples were devolution deals struck in Greater Manchester, Birmingham and Yorkshire.

Concern that devolution benefits will be felt unequally across Greater Lincolnshire

The third most common theme among responses to Question 7 raising concerns highlighted that devolution benefits may be felt unequally across Greater Lincolnshire. Respondents emphasised the following views in particular:

Concerns around funding being unequally distributed

A frequent theme among respondents were worries around the unequal distribution of funding and benefits across Greater Lincolnshire. Respondents expressed concerns that high-population areas such as Lincoln would receive a greater proportion of funding compared to low-population areas at the expense of regions such as North and North East Lincolnshire. Some respondents referred to devolution deals implemented elsewhere to emphasise the significance of equal funding. In response, respondents called for an inclusive approach to funding allocation to ensure that benefits were shared equitably. It was also recommended that the CCA should include a representative from each council.

> *"The opportunity will allow Lincolnshire to catch up with other regions. Only concern is that we make sure the funds are spread fully across the region and it doesn't become Lincoln centric."*

> *"All major councils in Lincolnshire should have an equal say to prevent resources going to certain centres of population."*

Concerns that Lincolnshire is too large and diverse for devolution

Another frequent theme among respondents was the view that Lincolnshire was too large and diverse for the proposal to be successful. Respondents stated that Lincolnshire was geographically and demographically diverse with competing needs and priorities. Divisions between rural, coastal and urban areas were particularly emphasised by respondents. These differences meant that a single overarching system of governance was seen as redundant and would risk diluting local needs. Some respondents suggested that town, district, or city councils were better positioned to make decisions.

> *"This is not the right model for such a large area as Lincolnshire County Council, North*

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> *Lincolnshire and North East Lincolnshire, with such a variation of populations and social and economic needs."*

> *"While I am aware that to secure Government funding there is a requirement for a Mayoral Authority the rural nature of Greater Lincolnshire with 1 million folks spread over 4,000 square miles is the opposite of the city mayoral authorities which manage large populations in geographically small areas."*

Concerns it weakens power of local government

An additional frequent theme among respondents was the view that the proposal would weaken the democratic power of local government. Respondents expressed concern that the devolution would affect the fair representation of local communities as the voices of local residents from small rural or coastal areas risked being overshadowed by decisions made at a higher level.

> *"This will take power and decision making away from local people and is a failed concept. Localisation means power should be shifting to existing Local Authorities, not away."*

> *"The creation of a mayor and unitary authority are just taking democracy further away from smaller communities and the money invariably goes to large towns."*

Doubts about the proposal achieving its aims

The fourth most common theme among responses to Question 7 raising concerns expressed doubts about the proposal achieving its aims. Specifically, respondents discussed the following concerns:

Proposed investment considered insufficient

A frequent theme among respondents was the view that the proposed investment was insufficient. The proposed £24 million investment per annum was described as "trivial" and "inadequate" to achieve the desired impact across all areas of focus or regions. Respondents also expressed concern that the value of this amount would diminish over time as it would be subject to inflationary pressures.

> *"Furthermore, the proposed £24m pa [per annum] additional funding is trivial in the context of the discussed spending proposals on eg. transport and energy infrastructure."*

> *"The 24 million stated per annum does sound a lot of money. But is it really, to enable all that is hoped for with devolution. £720 million spread over 30 years is a very long time. Will it be index linked to inflation etc, as it will not have the same value in 5- or 10-years time, never mind 30."*

Devolution benefits perceived as unclear

Another frequent theme among respondents was the view that the proposed benefits were unclear. Respondents criticised the proposals for their vagueness, calling for more information on how each proposed policy and its intended benefits would be achieved.

> *"I agree in principle in investment in our area but there just isn't enough information within the proposal to make an informed decision."*

> *"Put this information into an easier to follow format with a diagram of the proposed organisation, its responsibilities, how it would work, how it will be funded identifying any additional costs to the taxpayer."*

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Equalities impact assessment

Perceived impact by protected characteristic

Table 2. Responses by protected characteristic

Protected characteristic	Positive Impact	No Impact	Negative Impact	Don't know	Number of Respondents
Age	26%	30%	28%	17%	**3,727**
Sex	10%	52%	16%	21%	**3,693**
Disability	16%	43%	20%	22%	**3,680**
Marriage and civil partnership	8%	56%	14%	22%	**3,677**
Race	9%	51%	17%	22%	**3,669**
Religion or belief	7%	55%	15%	23%	**3,659**
Sexual orientation	6%	56%	14%	23%	**3,645**
Gender reassignment	5%	54%	13%	27%	**3,608**
Pregnancy and maternity	10%	51%	14%	24%	**3,451**

Consultation respondents were asked to express their views on the perceived impact of devolution on nine protected characteristics. Responses to these questions were not mandatory, resulting in varying response totals across protected characteristics.

Overall, respondents were most divided about the devolution proposal's impact on age; it was suggested that devolution would have both the highest positive impact on age (26%) as well as the highest negative impact (28%) compared to other protected characteristics. The majority of respondents suggested that the devolution proposals would have no impact on individuals with the following characteristics: marriage and civil partnership (56%); sexual orientation (56%); religion or belief (55%); gender reassignment (54%); sex (52%); race (51%); and pregnancy and maternity (51%).

Patterns by respondent characteristics

Responses to the equality impact questionnaire were also broken down by respondent characteristic, allowing to check whether groups with a certain protected characteristic varied in their perception from other consultation respondents. For example, of those respondents who disclosed a disability, 28% expressed that the devolution proposal would have a negative impact on individuals with disabilities (compared to 16% of respondents with no disability). For both groups, the highest proportion of respondents suggested that the devolution proposals would have no impact on individuals with disabilities (46% of those with no disability and 32% of those who disclosed a disability).

Moreover, respondents who identified as heterosexual or straight were most likely to believe that the devolution proposal would have no impact (60%). In contrast, respondents that identified as bisexual and gay or lesbian were most likely to believe devolution would have a negative impact (24% and 23% respectively). This compared to 11% among respondents that identified as heterosexual or straight.

Finally, respondents who identified as Black or Black British were most likely to believe that devolution would have a positive impact (22%). Respondents that identified as white were least likely to believe the proposals would have a negative impact (15%), compared to 17% of those identifying as Black or Black British, 23% of those identifying as Mixed, and 26% of those identifying as Asian or Asian British. A detailed breakdown by selected protected characteristics can be found in Appendix G.

Analysis of open text responses

Suggestions were raised on the impact of the devolution on **different age groups**. Respondents expressed support for the proposed improvements to transport. Improvements were anticipated to benefit the elderly population by increasing access to various locations across Lincolnshire, enhancing their well-being. However, concerns were raised regarding the extent and quality of transport connections between rural and urban areas. In addition to transport-related issues, respondents called for the greater representation of younger and older members of the population in government structures. Further suggestions were raised regarding increased investment into social care for the elderly population due to rising demands and pressure faced by the sector.

> *"I think increasing public transport could greatly benefit older people, people with disabilities and pregnant people as there would be greater ease to move around the county."*

> *"We need more local accessible transport especially from rural areas to the town centres having cheaper transport doesn't help if the service doesn't reach you."*

Discussing the potential impact of the devolution on **gender and sex**, some respondents raised concerns over the composition of government structures that were dominated by white men from middle-class backgrounds. Instead, respondents called for equal gender representation in any governance structures within the proposed authority. Other respondents requested more information on the proposed devolution to better ascertain its impact on gender and sex of the population.

> *"From the outset, the boards and decision makers of Devolution MUST reflect the male/female population of Greater Lincolnshire (50/50)."*

In relation to **disabled** members of the population, respondents supported the proposed improvements to health and care services along with expanded transport links. Among respondents who anticipated negative impacts it was argued that the needs of people with disabilities should be more carefully considered throughout the consultation. For housing, respondents called for more single-level accommodation such as bungalows. In relation to transport, the need for safer crossings was emphasised. Regarding education, it was suggested that Special Educational Needs and Disability (SEND) should become an integral part of training and education. More training and understanding of non-visible disabilities were also suggested by respondents.

> *"Very little has been said about people with disabilities. At present most housing developments are houses, not single level accommodation which people with disabilities require."*

Comments on **marriage and civil partnership** focused on the negative impacts of the proposed devolution. They also critiqued the lack of focus on 'single parents' as a protected characteristic. Concerns were raised regarding the conflation of the terms **race** and **ethnicity** in the consultation due to their conceptual differences. Focused on the positive impacts of the devolution proposal, respondents hoped that devolution would attract individuals from diverse ethnic and religious backgrounds, contributing to a more multicultural environment. In addition, respondents called for more diverse governance boards to ensure effective representation and inclusive decision-making processes.

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> *"Attracting more variety of cultures to Lincolnshire is likely to have a positive impact on race and religion and make Lincolnshire more multi-cultural. I have young children who will benefit from the proposed improvements."*

Discussing the potential impact of the devolution on **pregnancy and maternity**, respondents supported the proposed improvements to care and health services and improved transport. However, respondents also expressed concerns about the impact of lockdown on children's education. It was recommended that additional support should be provided to children and their teachers in managing anxiety and mental health. Respondents furthermore raised concerns around the lack of sufficient funding for maternity services, given the current pressures on the health system.

Very few respondents discussed the impact of the devolution scheme on their **religion or belief.** It was noted, however, that there were no proposals for protected or at-risk buildings which included religious buildings. This was seen to merit further attention in proposed policies. In addition, there were no constructive comments on the impact of the devolution on **sexual orientation** and **gender reassignment.**

Finally, respondents often used this section to provide general feedback on the devolution proposal. They also requested more information on the devolution deal before making any judgements about any positive or negative impact on protected characteristics.

Appendix A

Overview of responses by question

Note: The following tables provide an overview of all responses provided to the six consultation questions, regardless of whether respondents indicated their respondent type in any way.

To what extent do you agree or disagree with the proposals relating to new jobs and business growth?

Table 3. Question 1 – Overview of complete responses

Response	Count	Share
Strongly agree	950	24%
Agree	1,180	29%
Neither agree, nor disagree	520	13%
Disagree	507	13%
Strongly disagree	776	19%
Don't know	80	2%
All respondents	**4,013**	**100%**

To what extent do you agree or disagree with the proposals relating to education and training?

Table 4. Question 2 – Overview of complete responses

Response	Count	Share
Strongly agree	1,106	28%
Agree	1,165	29%
Neither agree, nor disagree	441	11%
Disagree	516	13%
Strongly disagree	726	18%
Don't know	54	1%
All respondents	**4,008**	**100%**

To what extent do you agree or disagree with the proposals relating to roads, buses and transport?

Table 5.   Question 3 – Overview of complete responses

Response	Count	Share
Strongly agree	1,279	32%
Agree	1,015	25%
Neither agree, nor disagree	350	9%
Disagree	502	12%
Strongly disagree	817	20%
Don't know	54	1%
All respondents	**4,017**	**100%**

To what extent do you agree or disagree with the proposals relating to homes and communities?

Table 6.   Question 4 – Overview of complete responses

Response	Count	Share
Strongly agree	890	22%
Agree	1,057	26%
Neither agree, nor disagree	502	13%
Disagree	606	15%
Strongly disagree	889	22%
Don't know	66	2%
All respondents	**4,010**	**100%**

To what extent do you agree or disagree with the proposals relating to the environment?

Table 7.   Question 5 – Overview of complete responses

Response	Count	Share
Strongly agree	1,162	29%
Agree	1,112	28%
Neither agree, nor disagree	442	11%
Disagree	469	12%
Strongly disagree	765	19%
Don't know	58	1%
All respondents	**4,008**	**100%**

To what extent do you agree or disagree with the proposals relating to governance?

Table 8.   Question 6 – Overview of complete responses

Response	Count	Share
Strongly agree	638	16%
Agree	912	23%
Neither agree, nor disagree	432	11%
Disagree	570	14%
Strongly disagree	1,393	35%
Don't know	74	2%
All respondents	**4,019**	**100%**

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Appendix B

Segmentation by respondent type

Note: The following tables provide an overview of the responses received to the six consultation questions, broken down by detailed respondent type. Responses from respondents who had not answered this demographic question are therefore not included in the tables below. Overviews of all responses can be found in Appendix A.

To what extent do you agree or disagree with the proposals relating to new jobs and business growth?

Table 9.   Question 1 - Segmentation by detailed respondent type

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Individual	880 (23%)	1,131 (30%)	497 (13%)	498 (13%)	746 (19%)	74 (2%)
Business	18 (33%)	12 (22%)	6 (11%)	5 (9%)	13 (24%)	0 (0%)
Local government	14 (42%)	7 (21%)	4 (12%)	1 (3%)	6 (18%)	1 (3%)
Voluntary and community sector	6 (35%)	7 (41%)	0 (0%)	1 (6%)	2 (12%)	1 (6%)
Academic	4 (36%)	5 (45%)	0 (0%)	0 (0%)	2 (18%)	0 (0%)
Elected representative	4 (44%)	0 (0%)	3 (33%)	1 (11%)	1 (11%)	0 (0%)
Charity	3 (30%)	6 (60%)	0 (0%)	1 (10%)	0 (0%)	0 (0%)
Others	2 (25%)	4 (50%)	0 (0%)	0 (0%)	2 (25%)	0 (0%)
Transport	1 (20%)	3 (60%)	0 (0%)	0 (0%)	1 (20%)	0 (0%)
Prefer not to say	0 (0%)	2 (67%)	1 (33%)	0 (0%)	0 (0%)	0 (0%)
Civil service or government	2 (50%)	1 (25%)	0 (0%)	0 (0%)	0 (0%)	1 (25%)
Action group	1 (33%)	0 (0%)	1 (33%)	0 (0%)	1 (33%)	0 (0%)
Total	**935 (23%)**	**1,178 (30%)**	**512 (13%)**	**507 (13%)**	**774 (19%)**	**77 (2%)**

Note: 3,983 total respondents

To what extent do you agree or disagree with the proposals relating to education and training?

Table 10. Question 2 - Segmentation by detailed respondent type

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Individual	1,023 (27%)	1,109 (29%)	431 (11%)	507 (13%)	703 (18%)	49 (1%)
Business	22 (40%)	14 (25%)	2 (4%)	4 (7%)	13 (24%)	0 (0%)
Local government	16 (48%)	7 (21%)	1 (3%)	2 (6%)	4 (12%)	3 (9%)
Voluntary and community sector	9 (53%)	5 (29%)	0 (0%)	0 (0%)	2 (12%)	1 (6%)
Academic	5 (45%)	4 (36%)	0 (0%)	0 (0%)	2 (18%)	0 (0%)
Elected representative	3 (38%)	2 (25%)	2 (25%)	1 (12%)	0 (0%)	0 (0%)
Charity	7 (70%)	3 (30%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Others	4 (50%)	3 (38%)	0 (0%)	0 (0%)	1 (12%)	0 (0%)
Transport	1 (20%)	3 (60%)	0 (0%)	0 (0%)	1 (20%)	0 (0%)
Prefer not to say	0 (0%)	3 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Civil service or government	2 (50%)	1 (25%)	0 (0%)	0 (0%)	0 (0%)	1 (25%)
Action group	2 (67%)	1 (33%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	**1,094 (27%)**	**1,155 (29%)**	**436 (11%)**	**514 (13%)**	**726 (18%)**	**54 (1%)**

Note: 3,979 total respondents

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To what extent do you agree or disagree with the proposals relating to roads, buses and transport?

Table 11. Question 3 - Segmentation by detailed respondent type

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Individual	1,204 (31%)	952 (25%)	336 (9%)	495 (13%)	794 (21%)	50 (1%)
Business	21 (38%)	16 (29%)	5 (9%)	2 (4%)	11 (20%)	0 (0%)
Local government	13 (39%)	11 (33%)	1 (3%)	3 (9%)	4 (12%)	1 (3%)
Voluntary and community sector	7 (41%)	7 (41%)	0 (0%)	1 (6%)	1 (6%)	1 (6%)
Academic	2 (18%)	6 (55%)	0 (0%)	0 (0%)	2 (18%)	1 (9%)
Elected representative	4 (44%)	3 (33%)	1 (11%)	0 (0%)	1 (11%)	0 (0%)
Charity	2 (20%)	6 (60%)	1 (10%)	1 (10%)	0 (0%)	0 (0%)
Others	3 (38%)	4 (50%)	0 (0%)	0 (0%)	1 (12%)	0 (0%)
Transport	1 (20%)	2 (40%)	0 (0%)	0 (0%)	2 (40%)	0 (0%)
Prefer not to say	1 (25%)	1 (25%)	2 (50%)	0 (0%)	0 (0%)	0 (0%)
Civil service or government	2 (50%)	1 (25%)	0 (0%)	0 (0%)	0 (0%)	1 (25%)
Action group	3 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	**1,263 (32%)**	**1,009 (25%)**	**346 (9%)**	**502 (13%)**	**816 (20%)**	**54 (1%)**

Note: 3,990 total respondents

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To what extent do you agree or disagree with the proposals relating to homes and communities?

Table 12. Question 4 - Segmentation by detailed respondent type

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Individual	831 (22%)	991 (26%)	487 (13%)	593 (16%)	863 (23%)	57 (1%)
Business	19 (35%)	16 (29%)	3 (5%)	6 (11%)	11 (20%)	0 (0%)
Local government	9 (27%)	10 (30%)	3 (9%)	3 (9%)	4 (12%)	4 (12%)
Voluntary and community sector	6 (35%)	6 (35%)	1 (6%)	1 (6%)	3 (18%)	0 (0%)
Academic	0 (0%)	7 (64%)	1 (9%)	0 (0%)	2 (18%)	1 (9%)
Elected representative	3 (33%)	1 (11%)	1 (11%)	1 (11%)	3 (33%)	0 (0%)
Charity	2 (20%)	5 (50%)	2 (20%)	0 (0%)	0 (0%)	1 (10%)
Others	4 (50%)	2 (25%)	1 (12%)	0 (0%)	1 (12%)	0 (0%)
Transport	1 (20%)	3 (60%)	0 (0%)	0 (0%)	1 (20%)	0 (0%)
Prefer not to say	1 (25%)	2 (50%)	1 (25%)	0 (0%)	0 (0%)	0 (0%)
Civil service or government	2 (50%)	1 (25%)	0 (0%)	0 (0%)	0 (0%)	1 (25%)
Action group	2 (67%)	1 (33%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	**880 (22%)**	**1,045 (26%)**	**500 (13%)**	**604 (15%)**	**888 (22%)**	**64 (2%)**

Note: 3,981 total respondents

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To what extent do you agree or disagree with the proposals relating to the environment?

Table 13. Question 5 - Segmentation by detailed respondent type

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Individual	1,089 (29%)	1,047 (27%)	427 (11%)	458 (12%)	743 (19%)	55 (1%)
Business	22 (40%)	15 (27%)	4 (7%)	4 (7%)	10 (18%)	0 (0%)
Local government	12 (36%)	10 (30%)	3 (9%)	3 (9%)	4 (12%)	1 (3%)
Voluntary and community sector	4 (22%)	8 (44%)	2 (11%)	1 (6%)	3 (17%)	0 (0%)
Academic	2 (18%)	7 (64%)	0 (0%)	0 (0%)	2 (18%)	0 (0%)
Elected representative	5 (56%)	1 (11%)	1 (11%)	2 (22%)	0 (0%)	0 (0%)
Charity	3 (30%)	6 (60%)	0 (0%)	1 (10%)	0 (0%)	0 (0%)
Others	3 (38%)	4 (50%)	0 (0%)	0 (0%)	1 (12%)	0 (0%)
Transport	1 (20%)	3 (60%)	0 (0%)	0 (0%)	1 (20%)	0 (0%)
Prefer not to say	1 (25%)	3 (75%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Civil service or government	1 (25%)	2 (50%)	0 (0%)	0 (0%)	0 (0%)	1 (25%)
Action group	3 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	**1,146 (29%)**	**1,106 (28%)**	**437 (11%)**	**469 (12%)**	**764 (19%)**	**57 (1%)**

Note: 3,979 total respondents

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To what extent do you agree or disagree with the proposals relating to governance?

Table 14. Question 6 - Segmentation by detailed respondent type

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Individual	580 (15%)	861 (22%)	414 (11%)	551 (14%)	1,358 (35%)	70 (2%)
Business	14 (25%)	17 (31%)	2 (4%)	6 (11%)	16 (29%)	0 (0%)
Local government	8 (26%)	10 (32%)	3 (10%)	3 (10%)	6 (19%)	1 (3%)
Voluntary and community sector	7 (41%)	4 (24%)	2 (12%)	1 (6%)	3 (18%)	0 (0%)
Academic	3 (27%)	3 (27%)	1 (9%)	1 (9%)	2 (18%)	1 (9%)
Elected representative	3 (33%)	1 (11%)	0 (0%)	2 (22%)	3 (33%)	0 (0%)
Charity	4 (40%)	3 (30%)	1 (10%)	2 (20%)	0 (0%)	0 (0%)
Others	0 (0%)	5 (62%)	2 (25%)	0 (0%)	1 (12%)	0 (0%)
Transport	1 (20%)	2 (40%)	0 (0%)	1 (20%)	1 (20%)	0 (0%)
Prefer not to say	1 (25%)	0 (0%)	2 (50%)	1 (25%)	0 (0%)	0 (0%)
Civil service or government	2 (50%)	1 (25%)	0 (0%)	0 (0%)	0 (0%)	1 (25%)
Action group	2 (67%)	0 (0%)	1 (33%)	0 (0%)	0 (0%)	0 (0%)
Total	**625 (16%)**	**907 (23%)**	**428 (11%)**	**568 (14%)**	**1,390 (35%)**	**73 (2%)**

Note: 3,991 total respondents

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Appendix C

Segmentation by local authority area

Note: The following tables provide an overview of the responses received to the six consultation questions, broken down by local authority area. Responses from respondents who had not answered this demographic question are therefore not included in the tables below. Overviews of all responses can be found in Appendix A.

To what extent do you agree or disagree with the proposals relating to new jobs and business growth?

Table 15. Question 1 - Segmentation by detailed local authority area

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
North Lincolnshire Council	212 (27%)	222 (28%)	110 (14%)	102 (13%)	120 (15%)	19 (2%)
North East Lincolnshire Council	180 (29%)	237 (38%)	62 (10%)	57 (9%)	80 (13%)	13 (2%)
North Kesteven District Council	88 (18%)	145 (29%)	74 (15%)	77 (16%)	99 (20%)	10 (2%)
East Lindsey District Council	100 (21%)	138 (29%)	68 (14%)	70 (15%)	92 (19%)	6 (1%)
West Lindsey District Council	113 (25%)	140 (31%)	55 (12%)	47 (10%)	85 (19%)	11 (2%)
City of Lincoln Council	97 (28%)	115 (34%)	37 (11%)	42 (12%)	44 (13%)	8 (2%)
South Kesteven District Council	56 (18%)	85 (27%)	50 (16%)	44 (14%)	74 (24%)	3 (1%)
Boston Borough Council	33 (13%)	42 (16%)	31 (12%)	39 (15%)	106 (41%)	5 (2%)
South Holland District Council	35 (18%)	43 (22%)	25 (13%)	28 (14%)	67 (34%)	1 (1%)
No information provided[15]	2 (50%)	2 (50%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	**916 (23%)**	**1,169 (30%)**	**512 (13%)**	**506 (13%)**	**767 (19%)**	**76 (2%)**

Note: 3,946 total respondents

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[15] 'No information provided' was noted in the response data as 'Redacted'.

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To what extent do you agree or disagree with the proposals relating to education and training?

Table 16. Question 2 - Segmentation by local authority area

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
North Lincolnshire Council	238 (30%)	236 (30%)	78 (10%)	114 (15%)	109 (14%)	9 (1%)
North East Lincolnshire Council	213 (34%)	208 (33%)	53 (8%)	73 (12%)	71 (11%)	9 (1%)
North Kesteven District Council	116 (24%)	146 (30%)	57 (12%)	66 (13%)	102 (21%)	5 (1%)
East Lindsey District Council	99 (21%)	150 (32%)	70 (15%)	60 (13%)	90 (19%)	5 (1%)
West Lindsey District Council	130 (29%)	137 (30%)	46 (10%)	56 (12%)	72 (16%)	10 (2%)
City of Lincoln Council	128 (37%)	94 (27%)	35 (10%)	32 (9%)	49 (14%)	7 (2%)
South Kesteven District Council	70 (23%)	87 (28%)	40 (13%)	38 (12%)	73 (24%)	2 (1%)
Boston Borough Council	42 (17%)	40 (16%)	33 (13%)	46 (18%)	90 (35%)	3 (1%)
South Holland District Council	38 (19%)	44 (22%)	22 (11%)	29 (15%)	63 (32%)	3 (2%)
No information provided	3 (75%)	1 (25%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	**1,077 (27%)**	**1,143 (29%)**	**434 (11%)**	**514 (13%)**	**719 (18%)**	**53 (1%)**

Note: 3,940 total respondents

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To what extent do you agree or disagree with the proposals relating to roads, buses and transport?

Table 17. Question 3 - Segmentation by detailed local authority area

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
North Lincolnshire Council	263 (34%)	215 (27%)	70 (9%)	110 (14%)	120 (15%)	7 (1%)
North East Lincolnshire Council	252 (40%)	171 (27%)	49 (8%)	63 (10%)	85 (13%)	10 (2%)
North Kesteven District Council	145 (29%)	126 (26%)	39 (8%)	67 (14%)	110 (22%)	5 (1%)
East Lindsey District Council	116 (24%)	129 (27%)	45 (9%)	73 (15%)	107 (23%)	4 (1%)
West Lindsey District Council	7 (35%)	115 (25%)	41 (9%)	41 (9%)	84 (19%)	12 (3%)
City of Lincoln Council	123 (36%)	94 (27%)	37 (11%)	41 (12%)	45 (13%)	6 (2%)
South Kesteven District Council	90 (29%)	78 (25%)	24 (8%)	34 (11%)	82 (26%)	3 (1%)
Boston Borough Council	45 (18%)	34 (13%)	22 (9%)	47 (18%)	105 (41%)	4 (2%)
South Holland District Council	50 (25%)	36 (18%)	17 (9%)	23 (12%)	71 (36%)	2 (1%)
No information provided	2 (50%)	1 (25%)	1 (25%)	0 (0%)	0 (0%)	0 (0%)
Total	**1,245 (32%)**	**999 (25%)**	**345 (9%)**	**499 (13%)**	**809 (20%)**	**53 (1%)**

Note: 3,950 total respondents

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To what extent do you agree or disagree with the proposals relating to homes and communities?

Table 18. Question 4 - Segmentation by detailed local authority area

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
North Lincolnshire Council	198 (25%)	200 (26%)	107 (14%)	126 (16%)	142 (18%)	11 (1%)
North East Lincolnshire Council	168 (27%)	196 (31%)	76 (12%)	89 (14%)	91 (15%)	6 (1%)
North Kesteven District Council	97 (20%)	129 (26%)	53 (11%)	81 (16%)	122 (25%)	9 (2%)
East Lindsey District Council	89 (19%)	115 (24%)	73 (15%)	73 (15%)	115 (24%)	8 (2%)
West Lindsey District Council	105 (23%)	135 (30%)	54 (12%)	57 (13%)	88 (19%)	14 (3%)
City of Lincoln Council	91 (26%)	91 (26%)	50 (14%)	48 (14%)	55 (16%)	10 (3%)
South Kesteven District Council	52 (17%)	84 (27%)	36 (12%)	52 (17%)	85 (27%)	2 (1%)
Boston Borough Council	31 (12%)	44 (17%)	30 (12%)	42 (16%)	108 (42%)	1 (0%)
South Holland District Council	33 (17%)	37 (19%)	17 (9%)	35 (18%)	75 (38%)	1 (1%)
No information provided	2 (50%)	2 (50%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	**866 (22%)**	**1,033 (26%)**	**496 (13%)**	**603 (15%)**	**881 (22%)**	**62 (2%)**

Note: 3,941 total respondents

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To what extent do you agree or disagree with the proposals relating to the environment?

Table 19. Question 5 - Segmentation by detailed local authority area

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
North Lincolnshire Council	248 (32%)	220 (28%)	97 (12%)	95 (12%)	119 (15%)	5 (1%)
North East Lincolnshire Council	213 (34%)	205 (33%)	54 (9%)	60 (10%)	82 (13%)	12 (2%)
North Kesteven District Council	124 (25%)	126 (26%)	62 (13%)	64 (13%)	108 (22%)	8 (2%)
East Lindsey District Council	114 (24%)	138 (29%)	54 (11%)	66 (14%)	94 (20%)	7 (1%)
West Lindsey District Council	140 (31%)	138 (31%)	45 (10%)	41 (9%)	75 (17%)	13 (3%)
City of Lincoln Council	126 (37%)	97 (28%)	33 (10%)	36 (10%)	47 (14%)	5 (1%)
South Kesteven District Council	77 (25%)	87 (28%)	39 (13%)	35 (11%)	69 (22%)	2 (1%)
Boston Borough Council	43 (17%)	38 (15%)	30 (12%)	44 (17%)	98 (38%)	2 (1%)
South Holland District Council	43 (22%)	41 (21%)	23 (12%)	27 (14%)	63 (32%)	2 (1%)
No information provided	3 (75%)	1 (25%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	**1,131 (29%)**	**1,091 (28%)**	**437 (11%)**	**468 (12%)**	**755 (19%)**	**56 (1%)**

Note: 3,938 total respondents

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To what extent do you agree or disagree with the proposals relating to governance?

Table 20. Question 6 - Segmentation by detailed local authority area

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
North Lincolnshire Council	149 (19%)	192 (24%)	85 (11%)	116 (15%)	233 (30%)	10 (1%)
North East Lincolnshire Council	134 (21%)	191 (30%)	77 (12%)	76 (12%)	139 (22%)	13 (2%)
North Kesteven District Council	52 (11%)	117 (24%)	58 (12%)	74 (15%)	184 (37%)	9 (2%)
East Lindsey District Council	49 (10%)	98 (21%)	60 (13%)	76 (16%)	183 (39%)	8 (2%)
West Lindsey District Council	73 (16%)	107 (24%)	54 (12%)	60 (13%)	144 (32%)	15 (3%)
City of Lincoln Council	65 (19%)	89 (26%)	26 (8%)	45 (13%)	115 (33%)	6 (2%)
South Kesteven District Council	43 (14%)	49 (16%)	33 (11%)	54 (17%)	128 (41%)	4 (1%)
Boston Borough Council	19 (7%)	26 (10%)	20 (8%)	29 (11%)	158 (62%)	4 (2%)
South Holland District Council	30 (15%)	26 (13%)	9 (5%)	36 (18%)	95 (48%)	3 (2%)
No information provided	1 (25%)	1 (25%)	2 (50%)	0 (0%)	0 (0%)	0 (0%)
Total	**615 (16%)**	**896 (23%)**	**424 (11%)**	**566 (14%)**	**1,379 (35%)**	**72 (2%)**

Note: 3,952 total respondents

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Appendix D

Segmentation by age group

Note: The following tables provide an overview of the responses received to the six consultation questions, broken down by age group. Responses from respondents who had not answered this demographic question are therefore not included in the tables below. Overviews of all responses can be found in Appendix A.

To what extent do you agree or disagree with the proposals relating to new jobs and business growth?

Table 21. Question 1 - Segmentation by age group

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Under 18	13 (21%)	36 (57%)	6 (10%)	2 (3%)	6 (10%)	0 (0%)
18-24	41 (29%)	55 (39%)	12 (9%)	4 (3%)	27 (19%)	1 (1%)
25-34	61 (27%)	89 (39%)	22 (10%)	15 (7%)	42 (18%)	1 (0%)
35-44	111 (30%)	126 (34%)	40 (11%)	32 (9%)	59 (16%)	6 (2%)
45-54	137 (24%)	194 (34%)	69 (12%)	61 (11%)	95 (17%)	9 (2%)
55-64	209 (26%)	225 (28%)	96 (12%)	107 (13%)	140 (18%)	16 (2%)
65-74	182 (22%)	219 (27%)	125 (15%)	128 (16%)	158 (19%)	13 (2%)
75+	94 (22%)	123 (28%)	74 (17%)	60 (14%)	77 (18%)	7 (2%)
Prefer not to say	24 (7%)	62 (17%)	51 (14%)	83 (23%)	127 (35%)	18 (5%)
No information provided	3 (43%)	2 (29%)	2 (29%)	0 (0%)	0 (0%)	0 (0%)
Total	**875 (23%)**	**1,131 (30%)**	**497 (13%)**	**492 (13%)**	**731 (19%)**	**71 (2%)**

Note: 3,797 total respondents

To what extent do you agree or disagree with the proposals relating to education and training?

Table 22. Question 2 - Segmentation by age group

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Under 18	16 (25%)	28 (44%)	5 (8%)	7 (11%)	7 (11%)	0 (0%)
18-24	49 (35%)	39 (28%)	18 (13%)	8 (6%)	26 (19%)	0 (0%)
25-34	87 (38%)	67 (29%)	18 (8%)	14 (6%)	43 (19%)	1 (0%)
35-44	130 (35%)	126 (34%)	28 (7%)	27 (7%)	58 (15%)	6 (2%)
45-54	176 (31%)	171 (30%)	64 (11%)	54 (10%)	95 (17%)	4 (1%)
55-64	232 (29%)	227 (29%)	84 (11%)	113 (14%)	126 (16%)	10 (1%)
65-74	195 (24%)	234 (28%)	101 (12%)	136 (17%)	149 (18%)	8 (1%)
75+	101 (23%)	140 (32%)	54 (12%)	58 (13%)	71 (16%)	8 (2%)
Prefer not to say	31 (8%)	72 (20%)	53 (14%)	86 (23%)	114 (31%)	10 (3%)
No information provided	4 (57%)	1 (14%)	2 (29%)	0 (0%)	0 (0%)	0 (0%)
Total	**1,021 (27%)**	**1,105 (29%)**	**427 (11%)**	**503 (13%)**	**689 (18%)**	**47 (1%)**

Note: 3,792 total respondents

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To what extent do you agree or disagree with the proposals relating to roads, buses and transport?

Table 23. Question 3 - Segmentation by age group

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Under 18	28 (44%)	16 (25%)	6 (10%)	3 (5%)	9 (14%)	1 (2%)
18-24	66 (47%)	27 (19%)	12 (9%)	6 (4%)	29 (21%)	0 (0%)
25-34	97 (42%)	60 (26%)	18 (8%)	14 (6%)	41 (18%)	0 (0%)
35-44	143 (38%)	112 (30%)	21 (6%)	32 (9%)	61 (16%)	6 (2%)
45-54	188 (33%)	155 (27%)	44 (8%)	64 (11%)	109 (19%)	5 (1%)
55-64	272 (34%)	200 (25%)	67 (8%)	97 (12%)	149 (19%)	8 (1%)
65-74	237 (29%)	202 (24%)	81 (10%)	133 (16%)	166 (20%)	6 (1%)
75+	133 (31%)	113 (26%)	45 (10%)	55 (13%)	82 (19%)	8 (2%)
Prefer not to say	32 (9%)	64 (17%)	38 (10%)	85 (23%)	134 (37%)	14 (4%)
No information provided	3 (43%)	1 (14%)	3 (43%)	0 (0%)	0 (0%)	0 (0%)
Total	**1,199 (32%)**	**950 (25%)**	**335 (9%)**	**489 (13%)**	**780 (21%)**	**48 (1%)**

Note: 3,801 total respondents

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To what extent do you agree or disagree with the proposals relating to homes and communities?

Table 24. Question 4 - Segmentation by age group

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Under 18	14 (22%)	24 (38%)	8 (13%)	6 (10%)	9 (14%)	2 (3%)
18-24	40 (29%)	41 (29%)	18 (13%)	9 (6%)	32 (23%)	0 (0%)
25-34	71 (31%)	53 (23%)	28 (12%)	25 (11%)	48 (21%)	4 (2%)
35-44	95 (26%)	117 (31%)	39 (10%)	47 (13%)	69 (19%)	5 (1%)
45-54	144 (26%)	156 (28%)	61 (11%)	75 (13%)	119 (21%)	9 (2%)
55-64	187 (24%)	217 (27%)	114 (14%)	115 (15%)	152 (19%)	7 (1%)
65-74	174 (21%)	193 (23%)	104 (13%)	152 (18%)	191 (23%)	9 (1%)
75+	83 (19%)	131 (30%)	59 (14%)	65 (15%)	85 (20%)	11 (3%)
Prefer not to say	18 (5%)	56 (15%)	51 (14%)	92 (25%)	142 (39%)	8 (2%)
No information provided	3 (43%)	2 (29%)	2 (29%)	0 (0%)	0 (0%)	0 (0%)
Total	**829 (22%)**	**990 (26%)**	**484 (13%)**	**586 (15%)**	**847 (22%)**	**55 (1%)**

Note: 3,791 total respondents

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To what extent do you agree or disagree with the proposals relating to the environment?

Table 25. Question 5 - Segmentation by age group

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Under 18	22 (35%)	19 (31%)	10 (16%)	1 (2%)	10 (16%)	0 (0%)
18-24	55 (39%)	39 (28%)	13 (9%)	7 (5%)	26 (19%)	0 (0%)
25-34	85 (37%)	70 (30%)	19 (8%)	13 (6%)	41 (18%)	2 (1%)
35-44	129 (35%)	123 (33%)	25 (7%)	30 (8%)	56 (15%)	7 (2%)
45-54	181 (32%)	168 (30%)	57 (10%)	52 (9%)	101 (18%)	6 (1%)
55-64	239 (30%)	219 (28%)	96 (12%)	97 (12%)	133 (17%)	9 (1%)
65-74	215 (26%)	225 (27%)	89 (11%)	118 (14%)	161 (20%)	12 (1%)
75+	127 (29%)	102 (23%)	65 (15%)	59 (14%)	74 (17%)	8 (2%)
Prefer not to say	30 (8%)	75 (20%)	51 (14%)	77 (21%)	124 (34%)	9 (2%)
No information provided	4 (57%)	1 (14%)	1 (14%)	1 (14%)	0 (0%)	0 (0%)
Total	**1,087 (29%)**	**1,041 (27%)**	**426 (11%)**	**455 (12%)**	**726 (19%)**	**53 (1%)**

Note: 3,788 total respondents

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To what extent do you agree or disagree with the proposals relating to governance?

Table 26. Question 6 - Segmentation by age group

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
Under 18	8 (13%)	26 (41%)	10 (16%)	5 (8%)	13 (21%)	1 (2%)
18-24	40 (29%)	33 (24%)	13 (9%)	16 (11%)	37 (26%)	1 (1%)
25-34	58 (25%)	58 (25%)	19 (8%)	24 (10%)	69 (30%)	2 (1%)
35-44	76 (20%)	102 (27%)	44 (12%)	39 (10%)	102 (27%)	12 (3%)
45-54	97 (17%)	138 (24%)	82 (14%)	63 (11%)	175 (31%)	11 (2%)
55-64	108 (14%)	197 (25%)	97 (12%)	115 (14%)	260 (33%)	17 (2%)
65-74	121 (15%)	164 (20%)	78 (9%)	140 (17%)	312 (38%)	10 (1%)
75+	59 (14%)	107 (25%)	42 (10%)	71 (16%)	150 (35%)	5 (1%)
Prefer not to say	10 (3%)	32 (9%)	25 (7%)	77 (21%)	214 (58%)	10 (3%)
No information provided	2 (29%)	1 (14%)	3 (43%)	0 (0%)	1 (14%)	0 (0%)
Total	**579 (15%)**	**858 (23%)**	**413 (11%)**	**550 (14%)**	**1,333 (35%)**	**69 (2%)**

Note: 3,802 total respondents

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Appendix E

Segmentation by disability

Note: The following tables provide an overview of the responses received to the six consultation questions, broken down by whether respondents had a disability or not. Responses from respondents who had not answered this demographic question are therefore not included in the tables below. Overviews of all responses can be found in Appendix A.

To what extent do you agree or disagree with the proposals relating to new jobs and business growth?

Table 27. Question 1 - Segmentation by disability

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
No disability	683 (25%)	844 (31%)	336 (12%)	347 (13%)	482 (18%)	47 (2%)
Disability	139 (22%)	199 (31%)	106 (16%)	79 (12%)	113 (18%)	9 (1%)
Prefer not to say	49 (13%)	79 (20%)	51 (13%)	63 (16%)	131 (34%)	17 (4%)
Total	**871 (23%)**	**1,122 (30%)**	**493 (13%)**	**489 (13%)**	**726 (19%)**	**73 (2%)**

Note: 3,774 total respondents

To what extent do you agree or disagree with the proposals relating to education and training?

Table 28. Question 2 - Segmentation by disability

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
No disability	793 (29%)	820 (30%)	291 (11%)	343 (13%)	455 (17%)	33 (1%)
Disability	164 (26%)	195 (30%)	84 (13%)	93 (14%)	99 (15%)	7 (1%)
Prefer not to say	57 (15%)	85 (22%)	49 (12%)	66 (17%)	127 (32%)	8 (2%)
Total	**1,014 (27%)**	**1,100 (29%)**	**424 (11%)**	**502 (13%)**	**681 (18%)**	**48 (1%)**

Note: 3,769 total respondents

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To what extent do you agree or disagree with the proposals relating to roads, buses and transport?

Table 29. Question 3 - Segmentation by disability

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
No disability	908 (33%)	721 (26%)	238 (9%)	332 (12%)	512 (19%)	32 (1%)
Disability	220 (34%)	156 (24%)	57 (9%)	84 (13%)	122 (19%)	5 (1%)
Prefer not to say	64 (16%)	69 (18%)	36 (9%)	72 (18%)	139 (35%)	12 (3%)
Total	**1,192 (32%)**	**946 (25%)**	**331 (9%)**	**488 (13%)**	**773 (20%)**	**49 (1%)**

Note: 3,779 total respondents

To what extent do you agree or disagree with the proposals relating to homes and communities?

Table 30. Question 4 - Segmentation by disability

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
No disability	652 (24%)	754 (28%)	332 (12%)	396 (14%)	563 (21%)	36 (1%)
Disability	125 (19%)	172 (27%)	96 (15%)	112 (17%)	130 (20%)	8 (1%)
Prefer not to say	45 (11%)	59 (15%)	55 (14%)	75 (19%)	146 (37%)	12 (3%)
Total	**822 (22%)**	**985 (26%)**	**483 (13%)**	**583 (15%)**	**839 (22%)**	**56 (1%)**

Note: 3,768 total respondents

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To what extent do you agree or disagree with the proposals relating to the environment?

Table 31. Question 5 - Segmentation by disability

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
No disability	834 (31%)	776 (28%)	297 (11%)	306 (11%)	485 (18%)	34 (1%)
Disability	183 (29%)	182 (28%)	76 (12%)	85 (13%)	108 (17%)	8 (1%)
Prefer not to say	65 (17%)	78 (20%)	49 (13%)	64 (16%)	124 (32%)	11 (3%)
Total	**1,082 (29%)**	**1,036 (28%)**	**422 (11%)**	**455 (12%)**	**717 (19%)**	**53 (1%)**

Note: 3,765 total respondents

To what extent do you agree or disagree with the proposals relating to governance?

Table 32. Question 6 - Segmentation by disability

Respondent type	Strongly agree	Agree	Neither agree, nor disagree	Disagree	Strongly disagree	Don't know
No disability	446 (16%)	653 (24%)	319 (12%)	381 (14%)	896 (33%)	46 (2%)
Disability	97 (15%)	148 (23%)	69 (11%)	92 (14%)	224 (35%)	14 (2%)
Prefer not to say	32 (8%)	52 (13%)	25 (6%)	73 (19%)	202 (51%)	10 (3%)
Total	**575 (15%)**	**853 (23%)**	**413 (11%)**	**546 (14%)**	**1,322 (35%)**	**70 (2%)**

Note: 3,779 total respondents

Appendix F

Cross-tabulations of Question 6 with other quantitative questions

Note: The following tables only include responses received where respondents answered both relevant consultation questions used for each cross-tabulation.

Question 6: To what extent do you agree or disagree with the proposals relating to governance?

Question 1: To what extent do you agree or disagree with the proposals relating to new jobs and business growth?

Table 33. Question 1 - Response patterns

Response	Agree with Q1	Disagree with Q1	Neutral/ Don't know for Q1
Agree with Q6	1,435 (93%)	27 (2%)	82 (5%)
Disagree with Q6	373 (19%)	1,230 (63%)	353 (18%)
Neutral/ Don't know for Q6	320 (63%)	26 (5%)	160 (32%)
Total	**2,128 (53%)**	**1,283 (32%)**	**595 (15%)**

Note: 4,006 total respondents

Question 2: To what extent do you agree or disagree with the proposals relating to education and training?

Table 34. Question 2 - Response patterns

Response	Agree with Q2	Disagree with Q2	Neutral/ Don't know for Q2
Agree Q6	1,461 (95%)	30 (2%)	52 (3%)
Disagree Q6	452 (23%)	1,189 (61%)	315 (16%)
Neutral/ Don't know Q6	354 (70%)	23 (5%)	127 (25%)
Total	**2,267 (57%)**	**1,242 (31%)**	**494 (12%)**

Note: 4,003 total respondents

Question 3: To what extent do you agree or disagree with the proposals relating to roads, buses and transport?

Table 35. Question 3 - Response patterns

Response	Agree with Q3	Disagree with Q3	Neutral/ Don't know for Q3
Agree Q6	1,452 (94%)	40 (3%)	58 (4%)
Disagree Q6	482 (25%)	1,242 (63%)	232 (12%)
Neutral/ Don't know Q6	358 (71%)	35 (7%)	113 (22%)
Total	**2,292 (57%)**	**1,317 (33%)**	**403 (10%)**

Note: 4,012 total respondents

Question 4: To what extent do you agree or disagree with the proposals relating to homes and communities?

Table 36. Question 4 - Response patterns

Response	Agree with Q4	Disagree with Q4	Neutral/ Don't know for Q4
Agree Q6	1,349 (87%)	80 (5%)	115 (7%)
Disagree Q6	340 (17%)	1,337 (68%)	282 (14%)
Neutral/ Don't know Q6	254 (51%)	77 (15%)	171 (34%)
Total	**1,943 (49%)**	**1,494 (37%)**	**568 (14%)**

Note: 4,005 total respondents

Question 5: To what extent do you agree or disagree with the proposals relating to the environment?

Table 37. Question 5 - Response patterns

Response	Agree with Q5	Disagree with Q5	Neutral/ Don't know for Q5
Agree Q6	1,451 (94%)	37 (2%)	59 (4%)
Disagree Q6	484 (25%)	1,175 (60%)	295 (15%)
Neutral/ Don't know Q6	337 (67%)	21 (4%)	143 (29%)
Total	**2,272 (57%)**	**1,233 (31%)**	**497 (12%)**

Note: 4,002 total respondents

Appendix G

Equalities impact assessment tables

Disability

Table 38. Equalities impact by disability

Respondent type	Positive Impact	No Impact	Negative Impact	Don't know
No disability	433 (16%)	1,226 (46%)	414 (16%)	564 (21%)
Disability	121 (19%)	202 (32%)	177 (28%)	127 (20%)
Prefer not to say	25 (7%)	121 (32%)	128 (34%)	99 (27%)
Total	**579 (16%)**	**1,549 (43%)**	**719 (20%)**	**790 (22%)**

Note: 3,637 total respondents

Sexual orientation

Table 39. Equalities impact by sexual orientation

Respondent type	Positive Impact	No Impact	Negative Impact	Don't know
Heterosexual or straight	180 (7%)	1,631 (60%)	309 (11%)	611 (22%)
Prefer not to say	12 (2%)	298 (47%)	140 (22%)	180 (29%)
Gay or lesbian	19 (19%)	45 (45%)	23 (23%)	14 (14%)
Bisexual	5 (6%)	31 (40%)	19 (24%)	23 (29%)
No information provided	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	**216 (6%)**	**2,005 (57%)**	**491 (14%)**	**828 (23%)**

Note: 3,540 total respondents

Race

Table 40. Equalities impact by race

Respondent type	Positive Impact	No Impact	Negative Impact	Don't know
White	306 (10%)	1,686 (54%)	473 (15%)	676 (22%)
Prefer not to say	4 (1%)	157 (39%)	132 (33%)	107 (27%)
Mixed	6 (15%)	16 (41%)	9 (23%)	8 (21%)
Other ethnic group	1 (4%)	8 (35%)	7 (30%)	7 (30%)
Asian or Asian British	1 (4%)	6 (26%)	6 (26%)	10 (43%)
Black or Black British	4 (22%)	4 (22%)	3 (17%)	7 (39%)
No information provided	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	**322 (9%)**	**1,877 (52%)**	**630 (17%)**	**815 (22%)**

Note: 3,644 total respondents

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Appendix H

Greater Lincolnshire Devolution stakeholder engagement and publicity[16]

The three councils jointly designed, implemented, and monitored a programme of consultation and promotion to:

- encourage everyone's participation, including those who are 'seldom heard' and groups identified in the equality impact analysis

- provide information about the proposal to raise awareness and increase understanding to ensure respondents and their responses were informed

An eight-week consultation took place between Monday 4 December 2023 and Monday 29 January 2024. Consultation methods included:

- a six-question online Likert survey with open text box and additional questions to assess reach and potential impact. There were over 14,000 visits to the project page and more than 4,000 people completed the Let's talk Lincolnshire survey

- the same survey in printed form with a freepost return address was available in:

    o standard text

    o large print

    o easy read (simplified, pictorial version)

    o additionally, on request, it could also be translated into Braille and audio format as well as different languages for those without English as a first language

- a dedicated telephone number and email address to request alternative formats, enable questions to be answered and the survey to be completed over the phone

- letters of support and objection were received instead of/in addition to the survey

- 22 public roadshows across the whole area in accessible locations on a mix of days (including two weekends), at different times of day and evening

- Face-to-face and online briefings provided at 8 staff updates and 23 organisations and business networks

- Face-to-face and online meetings/briefings with 31 community groups including seldom heard groups; these 31 events reached 360 people

- Facebook Live, an online town/parish council forum and a home visit were also used as alternative mechanisms to extend reach and inclusion

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[16] All information in this Appendix section was provided by Lincolnshire County Council, North-East Lincolnshire Council & North Lincolnshire Council

In addition, just prior to consultation commencing (within the 1-2 weeks between decision and consultation launch), the three residents magazines went to every household in Greater Lincolnshire (North Lincolnshire NewsDirect 88k, North-East Lincolnshire Every Household 75K, Lincolnshire County News 370k). The articles in these explained the concept of devolution and advised where to find more information once the consultation was launched.

The multi-channel communications strategy, executed during consultation included:

- attending events, groups, business networks and meetings to brief stakeholders

- hard copy literature posted or handed out. This included (to nearest 25):

    o 2,500 posters

    o 5,450 postcards

    o 4,675 surveys

    o 1,950 executive summaries

    o 2,125 proposals

- Paper copies provided to, displayed and available in the following locations:

    o town and parish councils

    o civic reception offices

    o libraries

    o community hubs

    o children's and family centres

    o GP surgeries

    o staff in some businesses willing to take literature

    o Lincoln high street and Bourne town centre

- each councils' website hosted a link to the Let's talk Lincolnshire project page

- social media campaigns consisting 204 posts across five platforms resulted in 851 reactions, 3077 comments and a combined reach of 578,054

- audio, for example the talking newspaper and audio visual tools, for example online videos, were used to promote consultation and explain devolution

- e-newsletters and mailshots direct to:

    o over 3,500 individuals

    o 350 town/parish councils

    o approximately 200 community groups

- additional reach achieved as some voluntary sector organisations included coverage in their own electronic and print newsletters, for example LALC news and Foss Focus

- 15 news releases across Greater Lincolnshire with 63 pieces of coverage across local television, radio, print and online media in Lincolnshire alone

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Response to the consultation and changes to the Proposal

Consultation questions	Qualitative themes	Constituent Councils response	Changes to proposal
New jobs and business growth	• Calls for strengthening industrial and agricultural capabilities • Address risk of artificial intelligence on low- and medium-skilled jobs • Calls for increased support for local businesses • Develop all-year tourist options to boost economic activity	The Proposal places a focus on food production, manufacturing and processing. This includes proposals in relation to prioritisation of investment in infrastructure, and in relation to the training and upskilling of the local workforce. The Proposal seeks to work with a range of organisations to support growth of small and medium-sized businesses across Greater Lincolnshire and ensure that Greater Lincolnshire increases its competitiveness in this area. The Proposal also sets out a number of opportunities to work more closely with Government to influence future policy and investment opportunities to make sure that the needs of Greater Lincolnshire businesses are taken into account. The Proposal sets out the ambitions for greater Lincolnshire to develop the skills required for the future. It recognises the impact of artificial intelligence on lower skilled job, and seeks opportunities to upskill individuals to take on new, medium to well paid roles in the future. The Proposal details opportunities to work with the Department of Business and Trade ("DBT") to support small and medium enterprises in Greater Lincolnshire. The GLCCA will consider how the mayoral investment fund is used to support local businesses and the size and scale of the projects that are commissioned. The GLCCA will work with businesses through the infrastructure and business board to develop a range of initiatives. The value of the visitor economy is recognised within the Proposal. This sees enhanced working relationships with government departments that can help our visitor economy to grow and move towards an all-year tourist option. The GLCCA will need to consider where investment is made in infrastructure to support the growth of the visitor economy.	No change

Consultation questions	Qualitative themes	Constituent Councils response	Changes to proposal
Education and training	o Reduce emphasis on work-focused curriculum. o Support for increased provision of career information, advice and guidance for adults and young people. o Support for increased skills development for young people. o Support for affordable adult education provision. o Support for increasing SEND provision.	Responses to the consultation provided support for the content of the Proposal, and made suggestions or comments in the context of that supportive position. This included support for careers advice and guidance. The suggestions with regard to careers information, advice and guidance are noted and understood to be supportive of the Proposal. These are matters of detail that would relate to the exercise of the functions of the proposed GLCCA if established. One of the key themes in relation to education and training identified from the consultation responses was a call for less of a work-focussed curriculum. The Proposal does not envisage the GLCCA becoming involved in pre-16 education in relation to which these comments are understood to be primarily focussed. The focus of the Proposal is directed at adult education provision and assisting people in achieving a good quality career locally. We welcome the support for the proposals with regard to the growth of skills capacity for the future within Greater Lincolnshire. The calls for increased focus on automation and mechanisation, as well as education and training for jobs in health and social care are noted. The support for the elements of the Proposal relating to affordable education provision are welcomed, and comments in respect of the importance of languages is noted. The Adult Education Budget is proposed to be devolved by Government to the GLCCA. Further consideration will need to be given to how this and other funding is used to ensure provision is affordable and accessible, as well as being aligned to local needs. This will be considered as part of the local skills improvement plan, labour market assessments, and partnership working with local education providers and the DWP. Specific responses were provided to the consultation in relation to Special Educational Needs and Disability ("SEND") provision. The importance of SEND provision is recognised across Greater Lincolnshire but matters relating to SEND do not form part of the current proposal, and will remain the responsibility of the relevant local authorities.	No change

Consultation questions	Qualitative themes	Constituent Councils response	Changes to proposal
Roads, buses and transport	o Calls for affordable, reliable and expanded public transport within Lincolnshire. o Calls for road improvements and maintenance. o Support for cycle lane improvements and maintenance. o Support for improved transport with links with other UK cities. o Calls for greater focus on green transport solutions.	The qualitative themes raise matters that amount to suggested areas for the focus of policy that are most appropriately addressed at a Greater Lincolnshire level with the mayor and members of the GLCCA working together across the area in developing a joined up local transport plan together with a consolidated transport budget. It is noted that respondents identified the importance of improvement to public transport including the importance within rurally dispersed communities. The Proposal specifically includes a rural bus pilot to act as a test bed for other rural areas, subject to a funding proposal to Government. Managing such matters over a larger geography provides greater opportunities for coordination and integration as well as opportunities for efficiencies through economies of scale and larger scale procurements. The Proposal includes working to integrate existing bus service improvement plans to streamline contractual delivery of bus services across the area, for example. The insight provided by the consultation was supportive of the priorities set out within the draft proposal document. If the GLCCA is established then the items raised would be considered as part of the formulation of future policy as the GLCCA evolves including the development of the local transport plan, an investment strategy and use of a multi-year transport infrastructure settlement to deliver local transport priorities and plan for road maintenance over the longer term. The establishment of the GLCCA would also come with a level of guaranteed funding, an amount of which will be allocated to transport matters. The GLCCA would also have access to a range of additional funding opportunities, which could be utilised towards a range of transport matters including those identified in the consultation themes.	No change

Consultation questions	Qualitative themes	Constituent Councils response	Changes to proposal
Homes and communities	o Support for town centre regeneration. o Calls for greater focus on developing public infrastructure and amenities. o Address social housing backlog. o Prioritise repurposing old properties and empty buildings before new housing.	The policy suggestions within the consultation findings are supportive of the ambitions of the draft proposal. They see a desire for good quality, affordable, sustainable housing provision that both regenerates areas and is in keeping with community needs. It will be a matter for the proposed GLCCA if established to determine the policy position and specific areas where regeneration would take place. The Constituent Councils agree with the importance of development of infrastructure and public services alongside housing development. The Proposal explicitly recognises the need for the right infrastructure to be in place at the right time, and for wider infrastructure investment to support housing delivery, and this should be expanded to reflect the need for this to also include the need for appropriate public services.. The Constituent Councils are aware of the need to ensure provision of social and affordable housing and this is already a key area of focus throughout the Proposal in relation to homes and communities, including the potential for securing additional measures and funding streams with assistance from Homes England and Government. With regard to the prioritisation of repurposing old properties and empty buildings the Proposal relating to regeneration includes the £8.4m proposed investment in brownfield developments. If the proposed GLCCA is established then the primary planning policy will still be the National Planning Policy Framework, which prioritises brownfield sites for development. The areas highlighted within the consultation response will be used to inform the housing and infrastructure pipelines that will be developed by the proposed GLCCA and future discussions with Homes England. The findings will also feed into the development of the investment strategy for the GLCCA.	Inclusion of wording to recognise the importance of public services as part of new developments

Consultation questions	Qualitative themes	Constituent Councils response	Changes to proposal
Environment	o Calls for increased use of renewable energy (e.g., wind, solar or tidal) o Calls for increased measures on climate change adaption and mitigation. o Calls for increased conservation measures (e.g., sustainable farming, biodiversity and wildlife safeguards). o Calls for protecting greenfield sites from development (build on brownfield sites only).	The consultation provided positive policy suggestions for environment which were aligned to the ambitions set out within the proposal document. The prioritisation of these activities will be considered as part of the development of various strategies within the GLCCA and as part of the partnership arrangements put in place, such as the enhanced water partnership or the coastal partnership. Support for increased attention to renewable energy is a key part of the proposal and it will be for the GLCCA to determine policy positions and specific actions, with an expectation that these will focus on the opportunities that exist in Greater Lincolnshire to grow the game changing sectors of the local economy such as offshore wind where the area has a competitive advantage. The constituent councils note the comments regarding increased conservation measures and measures to tackle net zero and climate change. It will be a matter for the proposed GLCCA if established to determine policy positions and specific actions to address these issues. Specific feedback was provided on protecting greenfield sites from development. The proposed GLCCA would develop a pipeline of development opportunities to support housing growth. This would see development of brownfield land and consideration of local plans to ensure development meets local needs and is in keeping with wider policy objectives.	No change

Consultation questions	Qualitative themes	Constituent Councils response	Changes to proposal
Governance	o Support for one centralised local authority. o Specific suggestions regarding the Mayor. o Specific suggestions regarding elected officials.	Some of the consultation responses saw devolution as an opportunity to improve efficiency and reduce bureaucracy within local government. Whilst there were some suggestions that devolution should be accompanied by local government reorganisation, the Proposal does not seek to reorganise what is already there, but rather bring greater power and investment to the area. The governance structure for the GLCCA is designed to support efficient decision making and to minimise bureaucracy. However, as a result of the feedback provided, the three constituent authorities will commit to a review of administrative arrangements to improve efficiency. The suggestion that central government was best placed to address problems in Lincolnshire in light of issues being consistent across the UK is recognised. However the Constituent Councils recognise that solutions to such challenges benefit from being shaped to local opportunities and context. The purpose of devolution is to ensure that policy and decision making is closer to the businesses and communities to which it applies. The benefits of devolution are recognised by Government in offering a range of devolution deals. Elsewhere in the UK devolution has been shown to improve economic performance, and opens up to potential opportunities to access new funding and initiatives to improve local performance. Some respondents suggested the number of terms a Mayor is able to hold office should be restricted to two terms. Others suggested that the Mayor should be elected from a business or national body. The Proposal necessarily is subject to the legislation regarding Mayoral terms and selection processes. The process for electing a Mayor will follow the relevant regulations and guidance set out by the Electoral Commission and see the Mayor elected on a 4-year cycle. The Mayor will be elected directly by residents, and it is not possible to restrict the categories of candidates to high-level business or national bodies.	No change

Consultation questions	Qualitative themes	Constituent Councils response	Changes to proposal
		There were also suggestions to change the name of the Mayor to "county governor" or "governor general". No other area is currently using a different title for an elected mayor. Some respondents suggested having rotational business advisory roles and gender equality across all boards and decision-making bodies. They also referred to the importance of recruiting officials with lived experience who understood the needs of residents, as well as that the GLCCA should comprise of independent individuals able to represent the interests of the public rather than their own political interests. The proposed GLCCA would consider roles and appointment processes when agreeing a constitution and committee structure and would also set out the tenure of non-constituent and associate members. The Constituent Councils consider the proposed governance structure of the GLCCA to be robust and provide accountability to and representation of residents of Greater Lincolnshire. The membership of the proposed GLCCA would consist of a directly elected Mayor as well as members elected to the Constituent Councils, alongside non-constituent members from the City, District and Borough councils in the region. These will have been elected by residents to the role within their existing local authority. It is also anticipated that a non-constituent or associate member will be appointed from a business background to ensure representation of the business voice of the area.	

Additional themes (question 7)		Constituent Councils response	Change to Proposal
1. **Proposal will be beneficial for Lincolnshire's development**	○ Support for increased local control over local matters. ○ Perceived opportunity for future prosperity. ○ Perceived to strengthen Greater Lincolnshire's regional identity. ○ Devolution perceived to have worked well elsewhere.	The proposal sets out a basis for powers and funding that are currently held centrally to be transferred to the local area, with decisions and control being held locally. The proposal sets out the areas of focus for the GLCCA. This would be focused on achieving social, economic and environmental benefits to the communities of Greater Lincolnshire, supporting local businesses to grow, residents to gain the skills needed to find jobs locally, and for our communities to flourish. The role of the directly elected Mayor has the potential to amplify the voice of Greater Lincolnshire across government. It will be able to seek further opportunities for joint working and for funding to be allocated to the area. The proposal sets out the areas where the Mayoral role will initially focus, with a range of partnerships that are targeted to areas of strategic importance for the area. The proposal document also sets out a series of next steps and future policy intentions. This would see the GLCCA working to secure further devolution to Greater Lincolnshire once the initial arrangements have been established. It would seek powers and funding that have been devolved and used effectively in other areas of the UK, along with seeking to bring forward elements of the level 4 offer that government has recently published – that can only be achieved through implementation of a level 3 deal.	No change

Additional themes (question 7)		Constituent Councils response	Change to Proposal
2. **Suggestions for implementation of the proposal**	○ Calls for greater oversight and transparency. ○ Calls for quality of CCA representatives to be monitored. ○ Calls for equal regional representation within the CCA.	The proposal sets out how the GLCCA will be governed. It details how oversight and transparency will be achieved. It puts in place robust decision-making mechanisms and builds on best practice. The proposal sets out decisions that will be made by the members of the GLCCA, the use of boards, scrutiny, and audit, along with how accountability will be achieved. To ensure robust governance arrangements, the Constituent Councils agree that additional measures could be included in the Proposal to provide for enhanced accountability and support opportunities to secure further devolution to Greater Lincolnshire in the future. GLCCA will adopt the principles and provisions of the Government Scrutiny Protocol, to ensure it has a focus on a sustained culture of scrutiny. The mechanisms within the Proposal are considered to be appropriate for the purposes of the proposed GLCCA and accord with existing practices in respect of local authorities. Bringing decisions to a local level will provide greater visibility, oversight, and transparency through locally accountable elected representatives than the centralised model that is currently in place. The powers table within the Proposal sets out where powers will be held concurrently along with where consent from either a constituent or non-constituent authority is required. The Proposal document provides for four Non-Constituent Members of the proposed GLCCA to be nominated by the District, City and Borough Councils. This provides significant representation for District, City and Borough Councils, and exceeds the levels seen in other Combined County areas. The Proposal sets out how nomination processes will work. These arrangements were developed and agreed with the District, City and Borough Councils. As well as holding some decision making powers, the Proposal also outlines the roles envisaged for District, City and Borough Council representatives on the Overview and Scrutiny Committee and the Audit Committee. The Proposals are considered appropriate and sufficient to ensure that the identities and interests of all local communities are reflected on the proposed GLCCA.	Proposal updated to provide further clarity on scrutiny and accountability arrangements.

Additional themes (question 7)		Constituent Councils response	Change to Proposal
3. **Calls for a public vote**	○ Support for a referendum. ○ Proposal considered 'undemocratic'.	There is a clear process in place to secure devolution for an area. This is set out within The Levelling Up and Regeneration Act 2023. It sees a requirement for a consultation to be undertaken across the area before a Proposal for a CCA can be submitted to the Secretary of State. There is no legal requirement for a referendum to be held and a referendum would not remove the need to consult. The decision whether to submit the Proposal to the Secretary of State is one for each Council to make carefully balancing the relevant factors. The responses of voters to a Yes or No referendum question would just be one consideration to be balanced against all other factors including the much richer responses achieved through the consultation. For the Constituent Councils to base a decision simply on a referendum outcome or give it undue weight in their assessment would amount to a failure appropriately to discharge their functions and leave the decision open to legal challenge. The consultation covers the content of the draft proposal. Together with the supporting document, it provides respondents with an opportunity to learn more about the Proposal, ask questions and articulate their views. The consultation exercise has been effective at both raising awareness of devolution, as well as gaining the views of residents, businesses and other organisations. Over 14,000 people visited the consultation pages during the 8-week consultation period, with social media messaging having a reach of over 578,000, and strong attendance across the 22 public events. Appendix G of the "Consultation Analysis on the Greater Lincolnshire Devolution Proposal" produced by Alma Economics sets out the significant steps undertaken by the Constituent Councils in publicising the consultation exercise and engaging with stakeholders in relation to the Proposal in order to maximise reach of the consultation and the number and scope of responses. Whilst some respondents may consider that the consultation emphasised the benefits of devolution, it is considered by the Constituent Councils to present a fair and accurate position with regard to the Proposal. Respondents have provided responses on the basis of what they consider to be the drawbacks of the Proposal and these have been considered as part of this assessment.	No change

Additional themes (question 7)		Constituent Councils response	Change to Proposal
		The Proposal has been through a number of stages to ensure a robust democratic approach is taken. This has seen Council meetings at Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council agree to seek devolution for the area, with the publication of a prospectus in December 2022. It has seen the three councils ratify a devolution deal for Greater Lincolnshire and approve proposals for consultation, in November / December 2023. The next stage of the democratic process will see elected representatives considering the independent analysis of the consultation findings as part of the decision-making process.	

Additional themes (question 7)		Constituent Councils response	Change to Proposal
4. **Health and social care suggested as an additional area of focus**	o Address shortage of General Practitioners (GPs) and dentists o Address shortage of hospitals and urgent treatment centres o Calls for improved adult social care provision	The proposal sets out a basis for powers and funding that are currently held centrally to be transferred to the local area, with decisions and control being held locally. The Constituent Councils note the views expressed around the provision of GPs, dentists, hospitals, urgent treatment centres, adult social care and other health services, and suggestions aimed at the inclusion of health and social care into the proposal. These services operate across a complex geography as part of two separate health and care systems and were not included in discussions with the Government or the powers and funding agreed through the devolution deal for Greater Lincolnshire. The Constituent Councils are committed to using the Proposal as a platform to broaden and deepen devolution opportunities for our area. Consideration will be given to the appropriate fit for health and care services as the constituent councils consider further devolution arrangements and seek additional powers, funding and influence to address identified and emerging challenges, and maximise available opportunities for Greater Lincolnshire.	No change

Additional themes (question 7)		Constituent Councils response	Change to Proposal
5. **Concerns that the proposal introduces additional administrative burdens**	○ Concerns regarding additional bureaucracy and layers of governance. ○ Mayor perceived as unnecessary. ○ Existing funding perceived as not well spent ○ Proposal aims perceived as already achievable	The Proposal is for a level 3 deal covering the Greater Lincolnshire area. This recognises the status of Greater Lincolnshire as a functional economic geography and sees the highest level of power and funding devolved to that area. The Greater Lincolnshire footprint is made up of one county council and two unitary council areas. For devolution to be achieved over these areas it is necessary to establish a Combined County Authority. To achieve the Level 3 deal and therefore the outcomes set out within the Proposal, a directly elected Mayor is a further requirement of the Government. The proposed GLCCA and associated governance arrangements see new powers and funding being managed locally. As set out above that requires a separate organisation and strong governance arrangements to drive the intended outcomes. The Proposal builds on existing working arrangements and provides high levels of transparency and accountability at a local level for the exercise of the new powers. Whilst there is a perception that funding would be better directed at improving existing structures instead of creating new ones, this additional funding would not be made available in the absence of the proposed GLCCA. With regard to concerns as to money not currently being well spent, these appear to be based on a perception of financial mismanagement in other councils and references to S114 notices. These are not matters which go to the issue of whether or not to establish the proposed GLCCA but concerns as to the management of public funds more generally. Local authorities are subject to rules relating to finance, conduct and management which are designed to minimise the risk of mismanagement, and these would also apply to the proposed GLCCA. The Proposal also sets out the intentions of the Constituent Councils with regard to accountability within the proposed GLCCA governance structure. Safeguards will be established via Overview and Scrutiny, and Audit Committees. The proposed GLCCA if established and the Constituent Councils will consider any additional safeguards that may be appropriate.	No change

Additional themes (question 7)		Constituent Councils response	Change to Proposal
		The concerns regarding a Mayor resulting in too much power being concentrated in the hands of a single individual are noted. It is correct that the Mayor will be afforded a degree of power by way of the proposed Mayoral functions. The above safeguards provide a degree of protection in this regard. There are also controls on the exercise of the functions of the Mayor, for example the GLCCA members are able to amend the Mayor's budget by way of a 2/3 majority vote or if 2 lead members supported by a third member agree. It should also be recognised that the majority of the proposed GLCCA functions are not Mayoral functions and their exercise will require voting upon by the GLCCA. A perception has been expressed that any Mayor would lack sufficient understanding of the region. Through the governance arrangements, local insight, understanding and guidance will be provided to the Mayor by existing councillors and other representatives. This will help to ensure that decisions consider local needs and the diversity of Greater Lincolnshire. The proposed adoption of the principles of the Government's Scrutiny Protocol will provide for additional accountability including mayoral questions times strengthening the link between the mayor and the region. Overall, the consultation response shows broad support for the aims and benefits of the devolution proposal. These aims and benefits reflect the range of powers and funding that come with a Level 3 deal. Whilst concern about an elected mayor was identified as a theme in the consultation, the consultation responses indicate a desire for the benefits which can only be realised if a Mayor is included. Some respondents also saw a directly elected Mayor as an opportunity to reduce bureaucracy and improve the efficiency of decision making. The responses also welcomed that the governance arrangements provide increased local control with decision making being in the remit of local leaders with better accountability to the local population. There is a balance to be struck between the benefits to be achieved from the level of devolution sought and the governance arrangements they bring with	

Additional themes (question 7)		Constituent Councils response	Change to Proposal
		them. The governance arrangements themselves have advantages and disadvantages as reflected in the consultation responses. It is considered that the level of benefits that comes with a Level 3 deal outweighs what might be considered the disadvantages of the governance model. The Constituent Councils are therefore recommended to conclude that the opportunities which a level 3 deal will offer are essential to enable Greater Lincolnshire to flourish and achieve the objectives as set out in the Proposal document.	

Additional themes (question 7)		Constituent Councils response	Change to Proposal
6. **Concerns about implementation costs of the proposal**	o Concern about how the proposal will be funded o Support for funding to be given directly to local councils instead. o Concerns that aspects of the proposal are a 'waste of money'.	As part of the Greater Lincolnshire Devolution Deal the Government will provide transition funding to set up and run the GLCCA. This sees an allocation of £2m from government to cover set up costs and early running costs between 2024/25 and 2026/27. The cost of functions within the GLCCA will be covered from funding allocated by government and partner organisations. These funding sources include: • £24m Mayoral Investment Fund • Adult Education budget • Free courses for jobs funding • A multi-year consolidated transport settlement • An initial one off £20m capital investment fund • An initial one off £8.4m brownfield fund • Any income and investment generated by the GLCCA • Receipts from any investments made by the GLCCA • Funding from member councils The ability to raise a precept is an important funding option for local democratic institutions. As part of a Greater Lincolnshire Combined County Authority a Mayor would have the power to raise a precept in respect of a small number of 'mayoral' functions. To do this, the Mayor would need to seek to build any precept into a Mayoral budget and would be accountable to the electorate for their decision. The Mayor's budget would also be considered annually by Members of the GLCCA and can be amended (and therefore a precept removed or reduced) if a 2/3 majority agreed to do so, or 2 lead members supported by a third member agree. Establishing the GLCCA is currently the only option for securing additional investment in Greater Lincolnshire as set out in the devolution deal and proposal. Abandoning the current devolution process would lead to a more limited range of powers and less additional funding.	No change

Additional themes (question 7)		Constituent Councils response	Change to Proposal
7. **Concerns that the devolution benefits will be felt unequally across Lincolnshire**	○ Concerns around funding being unequally distributed. ○ Concerns that Lincolnshire is too large and diverse for devolution. ○ Concerns it weakens power of local government	The Proposal sets out how all three Constituent Councils would be represented on the GLCCA, with two members each. The Proposal also states that four of the available non-constituent memberships of the GLCCA would be allocated on the basis of nominations from District, City and Borough Councils. These non-constituent memberships would be decided on by a joint committee of all District, City and Borough Councils and would come with voting rights on some matters. Other local representatives will sit on Scrutiny and other committees and boards. This sees strong local representation in policy development, scrutiny and decision-making processes. It ensures representation on the GLCCA representing all areas within the proposed GLCCA area. The role of all of the members of the GLCCA would be to make decisions in the best interests of the whole of the proposed GLCCA area. The Mayor is directly elected by and therefore accountable to the whole area. The Proposal envisages the proposed GLCCA preparing an investment strategy. Decisions about investment funding would need to be made in line with that strategy, and in the interests of maximising opportunities for growth across the proposed GLCCA area. The proposal includes specific arrangements to support rural and coastal communities including a water partnership, coastal partnership and mayoral rural transport group. The Constituent Councils agree that further clarity can be provided on where the early benefits of devolution can be seen and how these are spread across the region. Investment through the £20m capital investment funding will directly benefit coastal and rural communities as well as more urban areas and strategic transport routes. Equally, many of the arrangements with government departments set out within the Proposal are intended to support growth within small and medium enterprises, such as those working within food production and manufacturing, who are often based within rural areas.	Proposal updated to provide further information on the benefits of devolution for different parts of the Greater Lincolnshire geography

Additional themes (question 7)		Constituent Councils response	Change to Proposal
		The Proposal retains all District, City and Borough Councils and does not remove powers from any of them. To the extent that any functions of these Council may be exercised concurrently with the proposed GLCCA then in relation to the majority of such functions the consent of those Councils would be required before the GLCCA exercised those functions. The proposed position is set out in the powers table appended to the Proposal.

Whilst concerns have been expressed as to the size and diversity of Greater Lincolnshire, the Proposal is instead considered to have the potential to benefit those areas by the wider application of funds and exercise of functions proposed to be afforded to the GLCCA. It will also enable functions currently exercised at Government level to be exercised at the Greater Lincolnshire level thereby benefiting from local exercise of such functions by those with a greater understanding of the needs of the area, and with input from Councils within the area. | |

Additional themes (question 7)		Constituent Councils response	Change to Proposal
8. **Doubts about the proposal achieving its aims**	o Proposed investment considered insufficient. o Devolution benefits perceived as unclear.	The Proposal sets out a series of funding streams that will be available to the proposed GLCCA, including: • £24m Mayoral Investment Fund • Adult Education budget • Courses for jobs funding • A multi-year consolidated transport settlement • An initial one off £20m capital investment fund • An initial £8.4m brownfield fund • Further investment generated by the GLCCA • Receipts from any investments made by the GLCCA The Proposal secures new investment of at least £720m into Greater Lincolnshire over the next 30 years. This allocation will be reviewed every five years, and it is expected that the GLCCA through the Mayor would seek further devolution of funding to Greater Lincolnshire and increased investment into local priorities. The Mayoral investment fund can be used to draw in additional investment, meaning the true benefit of the devolution deal could potentially be significantly higher. The funding levels offered to Greater Lincolnshire are competitive when compared to the first Level 3 deals provided to other areas that have secured devolution. This is new funding that would not otherwise be available to the area and higher than would be available for other levels of devolution. The funding should not be confused with the operational service budgets that are administered by the existing local authorities within Greater Lincolnshire. The funding provided to the GLCCA is targeted to the functions devolved to it, and not wider service provision. The funding is additional to local authority funding and will not be used to subsidise existing services.	No change

Additional themes (question 7)		Constituent Councils response	Change to Proposal
		The area proposed for the GLCCA (covering Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council) is in keeping with the expectations of government. The government has agreed that this is a sensible functional economic area and passes the government threshold in terms of population size. With the exception of Rutland, it mirrors the geography of the Greater Lincolnshire Local Enterprise Partnership. This body has operated successfully over this footprint for many years and has been able to appropriately represent, accommodate and balance the diverse needs of the Greater Lincolnshire population and economy.	
		The Proposal covers a population of 1.1m people across an economic geography of 2,678 sq. miles. This compares to the East Midlands CCA which covers a population of 2.2m people across an economic geography of 1,819 sq. miles, and York and North Yorkshire with 818k people and an economic geography of 2,588 sq. miles.	
		Whilst some respondents suggested that devolution has not worked well elsewhere, others saw devolution as an opportunity for future prosperity, with the greater coordination of infrastructure and investment decisions, along with the capitalisation on underdeveloped opportunities within Greater Lincolnshire.	
		Some respondents also highlighted the increased voice that devolution and the directly elected Mayor gives Greater Lincolnshire when working with central government. Other areas have benefited from devolution and have been successful in attracting additional funding. As an example, since 2020, £5.7bn has been allocated by the Government to Mayoral Combined Authorities in England to support integrated, cross-modal transport networks through the City region sustainable transport settlements.	
		While views may differ on the success of other areas in making use of the funding and powers they have received this does not detract from the fact that they have received that funding and those powers and that these have given	

Additional themes (question 7)		Constituent Councils response	Change to Proposal
		those areas new opportunities to benefit their populations. It would be for the GLCCA to seize those opportunities within Greater Lincolnshire.	
		There is a clear requirement for the GLCCA to be able to demonstrate impact to the residents and businesses of Greater Lincolnshire. The accountability framework puts in place the necessary measures to ensure that impact is regularly reported and that funding allocations are based on robust businesses cases and a strong evidence base.	
		Scrutiny arrangements and the directly elected status of the Mayor ensure further accountability around the performance of the GLCCA.	

Equality Impact Analysis

Purpose

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 evolves on proposals for a:
- project
- service change
- policy
- commissioning of a service
- decommissioning of a service

You must take into account any:
- consultation feedback
- significant changes to the proposals
- data to support impacts of the 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. 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 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. 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 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

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 ask simple questions:

- who might be affected by this decision?
- which protected characteristics might be affected?
- how might they be affected?

These questions will help you consider the extent to which you already have evidence, information and data. It will show 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 decide where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable, then it must be clearly justified and recorded as such. An explanation must be stated 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

Details	Response
Title of the policy, project or service being considered	Devolution to a Greater Lincolnshire (GL) Mayoral Combined County Authority (MCCA)
Service area	Joint assessment by Lincolnshire County Council, North East Lincolnshire Council and North Lincolnshire Council (LCC, NELC & NLC respectively)
Person or people completing the analysis	Lincolnshire County Council (LCC) - Lee Sirdifield, Samantha Long, Matthew Garrard, Justin Brown, Daniel Larkin, Marie Mettam, Sarah Moody, Kate Sobstyl, Samantha Hardy North East Lincolnshire Council (NELC) - Stephen McGrath, Ian Hollingsworth, Paul Ellis North Lincolnshire Council (NLC) – Sophie Day
Lead officer	Lee Sirdifield, Assistant Director for Corporate (LCC)
Who is the decision maker?	Three Upper Tier Councils/Executives (LCC, NELC and NLC)
How was the Equality Impact Analysis undertaken?	Kick off Meeting (22 May 2023) Workshop Meeting (06 June 2023) Review Meeting (04 July 2023) Review Meeting (20 September 2023) Review Meeting (16 October 2023) Review of emerging consultation responses (11 December 2023 and 22 December 2023) Post Consultation Data Updates (16 -28 February 2024) Post Consultation Review and Public Health Annual Report Published (20 February 2024) Data Review with consultants (21 February 2024) Other sessions as relevant Analysis taken in conjunction with devolution deal asks and statistics from GL population, in addition to the formal consultation results.

Details	Response
	This document considers the feedback received from the eight-week devolution consultation which provided additional insight into the impact of the proposed changes across a range of protected characteristics.
Date of meeting when decision will be made	This analysis will be used as part of the decision-making process for the three authorities in March 2024 and if a decision is made to seek devolution from the Secretary of State, the document will form part of the pack of documents that will be submitted for consideration. We will review and update this document at all major milestones including: • Deal agreed • Proposal agreed • Consultation mid-way point (January 2024) • Consultation results (February-March 2024) • Statutory Instrument passed through Parliament
Is this a proposed change to an existing policy, service, project or is it new?	GL secured an initial devolution deal with central government and we have consulted on a proposal. This is being considered against the consultation findings and revised proposal.
Version control	v.2.3
Is it LCC directly delivered, commissioned, recommissioned, or decommissioned?	Joint assessment by Lincolnshire County Council, North East Lincolnshire Council and North Lincolnshire Council (LCC, NELC & NLC respectively)
Describe the proposed change	A proposal for the establishment of a GL (GL) Mayoral Combined County Authority (MCCA). A proposal to devolve powers and budgets from the UK Government to GL to be managed by a new MCCA. The deal proposes changes in six key areas, as outlined in the Growth, Energy and Food vision document.

Equality Impact Assessment Context

This Equality Impact Assessment (EIA) has been conducted in the context of the proposed GL Devolution Deal agreed between Central Government and the 3 Upper Tier Authorities of the region (Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council).

This deal will implement a transfer of funding and powers currently held at the level of central government and bring them closer to local people and controlled at a Greater Lincolnshire Level through a Mayoral Combined County Authority.

All 10 Local Authorities (Upper and Lower Tier) will see no change to their current structure and continue to have authority and responsibility over everything that they presently do, with the exception of transport powers which will transfer from the upper tier authorities to the Mayoral Combined County Authority. There will be no change to day-to-day practice. The GL MCCA if established, will consult with, and work alongside the Local Authorities in the GL area.

This EIA is a process to identify the impact or likely impact of this project upon the people of GL who are part of one of the protected characteristic groups listed above, and it seeks to consider a large variety of possible implications to ensure that it reflects and considers the diversity of GL.

This version of the EIA has been updated following the public consultation which ran between 4 December 2023 and 29 January 2024, to ensure any additional impacts that have been identified are given due consideration as part of the decision-making process.

Understanding those with an interest in the decision

The EIA shows due consideration to those who have an interest in devolution to GL which covers a wide range of demographics. This emphasises the importance of making the entire process accessible and understandable for all within the region, and where negative implications have been identified it seeks to provide mitigations to limit any negative possible effects.

This EIA informed the public consultation process, which ran from 4 December 2023 to 29 January 2024. It was open to all residents and businesses, voluntary and community organisations, public sector bodies and representative bodies across GL and the wider area, and sought their views on the devolution proposal agreed with government, which will be considered again locally and nationally as a result of feedback.

The consultation methodology is set out in the consultation findings report produced by Alma Economics as independent experts in consultation analysis who were appointed on behalf of the constituent councils. The consultation was available in a variety of forms, including but not limited to; online access, paper copies in public locations, easy read to aid understanding, and accessible formats, such as British Sign Language (BSL) on request. This meant the often seldom heard were given a fair opportunity to participate so that their views are given due consideration.

Supporting Evidence

Consultation methodology

An open public consultation between 4 December 2023 and 29 January 2024 helped inform local decision makers regarding a way forward and potentially shape the final GL devolution proposal prior to submission to Government.

There were a number of ways in which individuals and stakeholder organisations could give their views to ensure the consultation reached the widest possible audience:

* Online survey
* Paper copy survey
* A written letter, sent via the Freepost address
* By email, via a dedicated consultation email address
* Alternative formats, such as easy read and large print were proactively shared or Braille and BSL were available on request
* Attend a variety of public and community events
* Telephone survey

Paper copy surveys were made available at various locations such as libraries and children's centres across the area. The paper survey was available with a freepost return address was available in:

* standard text
* large print
* easy read (simplified, pictorial version)
* additionally, on request, it could also be translated into Braille and audio format as well as different languages for those without English as a first language

Constituent Councils ran a communications campaign to promote the consultation. This included coverage in various forms of online, print, TV, radio, subtitled video and audio media.

The consultation received 4,101 responses. The majority of responses (94%, 3,887 respondents) were submitted through the online survey, while 214 responses (6%) were received directly via email, post, or telephone survey. The responses can be broken down by respondent type as follows:
(i) 3,844 responses were received from individuals, accounting for 96% of responses; and (ii) 157 (4%) respondents answered on behalf, or as a representative, of a business or organisation.

3980 responses provided their local authority area. In order of frequency, the representation of local authority areas was as follows: Lincolnshire County Council (64%) North Lincolnshire Council (20%), North East Lincolnshire Council (16%),

Within Lincolnshire, respondents can be further broken down against lower tier areas as follows, North Kesteven District Council (12%), East Lindsey District Council (12%), West Lindsey District Council (12%), City of Lincoln Council (9%), South Kesteven District Council (8%), Boston Borough Council (7%), and South Holland District Council (5%).

More than 50 engagement activities were held during the consultation, including in person, round table and online events. The objective of these activities was to help raise awareness of the proposal amongst the general public and seldom heard groups to encourage a consultation response, regardless

of their view on the topic. These events also gave attendees the opportunity to ask questions regarding the details of the proposal and raise any concerns.

Full details of the GL Devolution proposal consultation and stakeholder engagement can be found within the Alma report and the decision-making report of the constituent councils, published on the council's website.

Greater Lincolnshire Geography, Statistics and Challenges Summary

GL is a large geographical area combining urban, rural and coastal areas. GL has coastal and low-lying regions and our diverse geography is vulnerable to the impacts of climate change, with high risks from flooding impacting on homes, communities and limiting coastal tourism in the warmer seasons.

GL's population has grown by almost 55,000 people in the 10 years to 2021. The Lincoln City area grew the most (11%) increasing by over 10,000 since the 2011 Census. North East Lincolnshire was the only area with a decreased population, dropping over 2,000 (-2%).

16% of the population (175,000) (as of the 2021 census) are aged under 15 years. There are more people in this age group compared with 2011. However, as a proportion of the overall population, the size of the group has decreased (170,000, 16% in 2011).

61% of the GL population in 2021 (669,000) were aged 15 to 64 years. There are more people in this age group compared with 2011 (when 664,000 were aged 15 to 64 years), but as a proportion of the overall population there has been a decrease in the size of this group (64% in 2011).

The ageing population trend has continued, with more people than ever before in the older age groups. 23%, (249,000) of the population in 2021 were aged 65 years and over, up from 20% (206,000) in 2011. The size of the population aged 90 years and over (11,100 or 1.0% of the population) has increased since 2011, when 8,800 or 1% were aged 90 and over. GL's ageing population has increased 30% faster than the rest of the UK since 2020.

More people in GL define themselves as being religious compared to those who do not. 596,727 said that they were affiliated to a form of religion. This is equal to approximately 54% of the entire population.

According to 2021 Census Data, 10% (approximately 113,880) of the population belong to what would be identified as minority ethnic groups in GL which is less than the England figure of 18%.

GL has a higher rate of disability than the national figure, with a total of 211,250 people having a form of disability which either limits them a little or a lot. This equates to 19% of the population of the area and therefore above the national figure of 18%.

The 2021 Census information confirms that 24,207 people identified with an LGB+ orientation ("Gay or Lesbian", "Bisexual" or "Other sexual orientation"). This equates to 3% of those eligible to answer this question in GL, which is slightly lower than the England and Wales figure of 3%.

Census data analysis reveals that 62,648 people (approximately 6% of GL) don't have English as their main language.

GL faces increasing challenges which are not helped by the rurality and unique geography of the region. GL has few motorways, dual carriageways and limited public transport networks. This reduces the opportunity to travel to work, learning and leisure, contributing to greater inequality. Costs are often higher and greater investment is required. Access to both higher and further education is hampered by poor digital connectivity, limiting the development of the skill-base needed within the population.

There are also currently 149,700 people in GL (23%) that are economically inactive when compared to the UK figure of 21% which presents a wide challenge.

Public spending per head is below average when compared against the UK. The economy has an over-reliance on seasonal jobs, whether that is in tourism or agriculture. The area has carbon-rich heavy industry which is critical to the UK but sees challenges in terms of the green agenda. Education attainment lags behind our neighbours and the rest of the UK with only 29% of our working age residents having a Level 4 Qualification or above.

Positive impacts

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

Protected characteristic	Response
Age	This equality impact analysis identifies a number of potential positive impacts on this protected characteristic relating to - Environment - Employment and skills - Nature - Transport - Innovation and trade - Digital - Housing which are detailed below and include potential positive impacts for young people (under 25), working aged people and older people (aged 65+). These have been updated to include relevant findings from the devolution consultation. The consultation survey asked respondents whether they believed that the proposal would have a positive or negative impact on individuals because of a protected characteristic. 3,727 respondents gave a view as to whether an impact would be seen as a result of age. 26% of those who responded to this question in relation to age suggested that the proposals would have a positive impact on this group, compared to 28% who perceived a negative impact, as shown below.

Protected characteristic	Positive Impact	No Impact	Negative Impact	Don't know	Number of Respondents
Age	26%	30%	28%	17%	3,727

Further analysis has been completed to understand the impact on different age groups where this information has been provided by respondents. However, it should be noted that many of the comments were general and not specific to a protected characteristic. The analysis highlighted:

> "Suggestions were raised on the impact of the devolution on different age groups. Respondents expressed support for the proposed improvements to transport. Improvements were anticipated to benefit the elderly population by increasing access to various locations across Lincolnshire, enhancing their well-being."

Young People (under 25's)

Respondents to the consultation were asked to select their age group. Of the 3,811 responses to this question, 2% of respondents were under 18, 4% respondents were between 18-24. The 2021 census tells us that 27% of Greater Lincolnshire's population is under 25 so this age group was underrepresented, but that is unsurprising as the youngest within the age range are unlikely to have sufficient understanding or interest to take part.

Protected characteristic	Response
	Environment

Environment

Potential positive impacts:

- In GL 16.0% of the population (175,000) are aged under 15 years according to the 2021 census[1]. This generation will see the greatest impact of climate change on the environment in their lifetime. GL is pivotal to the nation becoming a net energy exporter by 2040 and achieving net zero. Devolution to GL is a fundamental part of investing in the North Sea and the onshore infrastructure required to expand our renewable capacity and innovate in carbon capture.

- Through working towards net zero and investing in renewable energy in GL, younger people will benefit from a green future, cleaner air and opportunities for highly skilled jobs, allowing them to develop a career locally. Through devolution, we are asking for a more co-ordinated approach between relevant stakeholders to the environment and green growth. This will enhance the reputation of GL as a technology leader in renewable energy and carbon capture, attracting further investment and people to the area which will secure a strong future for young people.

Consultation findings:

- There were 202 respondents aged 24 or under on the question area regarding the proposals approach to the environment. Of those who responded:
  o 135 young people strongly agreed or agreed with the proposals ambition.
  o 44 young people disagreed or strongly disagreed.

- Analysis of the consultation responses did not identify any common themes on how the approach to the environment would potentially impact on this protected characteristic group.

Employment and Skills

Potential positive impacts:

- Provisions within the devolution proposal for education and skills could have a potential positive impact on younger people improving their education and training, access to careers and wider determinants of health that could lead to a longer and healthier life.

  The average increase in median age in 2021 when comparing to the 2011 census across GL was approximately 1.7 years[2].[3]

  West Lindsey, East Lindsey and South Kesteven all saw their median age increase by 3 years. The use of devolved funds for programmes led by DWP, DfE, and other government sponsored training provisions to a local level will enable support to be tailored to specific areas so that

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[1] Greater Lincolnshire Census 2021 summary
[2] 2011 Census: Key Statistics for Local Authorities in England and Wales - Office for National Statistics (ons.gov.uk)
[3] Population and household estimates, England and Wales - Office for National Statistics (ons.gov.uk)

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Protected characteristic	Response

	training can be commissioned and targeted on local need. The City of Lincoln was the only local authority area that saw a decrease in its median age, and this was by 1 year from 34 to 33.
	
	Over 45,500 children under the age of 16 in GL were living in relative low-income families in 2022, equating to an average figure across all local authorities of 25% in GL. These figures were high across almost all areas, particularly Lincoln 31%, East Lindsey 31% and Boston 31%[4].
	
	The development of an industry-led GL Careers service will benefit people of all ages and will positively impact on those who may not currently be able to access career services.
	
	Given that all areas apart from the City of Lincoln district have shown increases in the average age of the population from the 2011 Census to 2021, this has the potential to impact greatly on the population of GL and it is important that our residents are aware of the wide range of opportunities available to them.
	
	- The addition of the opportunity to work with Government, to test and design viable solutions to the workforce challenges faced by further education and adult education, will support to remove those barriers faced by those who may be prepared to leave industries and teach the new generation of learners.
	
	- Of specific benefit to younger people is the proposal to establish a duty to co-operate to enable support for employment and training provisions for those leaving care, along with increased support to access apprenticeships. This will benefit vulnerable young people in their transition from care to training and career or job opportunities.
	
	Consultation findings:
	
	- There were two questions regarding skills within the consultation, the first being focused on jobs and business growth. There were 203 responses from under 25s to this part of the consultation.
	   o 145 young people strongly agreed or agreed.
	   o 39 young people strongly disagreed or disagreed.
	
	- 203 people under 25 answered question two regarding education and training.
	   o 132 young people strongly agreed or agreed.
	   o 48 young people strongly disagreed or disagreed.
	
	- Amongst those young people responding support is demonstrated for the proposals focus on education and skills. Outside of the numerical data, there were no additional themes identified directly from those under the age of 25 as to why they specifically were supportive of the ambitions

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[4] DWP Stat-Xplore, Children in Low Income Families, local authority by age and ONS Nomis, Population Estimates, local authority by age

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Protected characteristic	Response
	Nature

Potential positive impacts:

- The environment is of great interest to young people. Woodland Trust research published in March 2023 found that 16-24s are more likely to be 'very worried' about climate change, so devolution plans to address environmental matters will help this passion to be harnessed[5]. Taking local control of environmental policy will help improve and accelerate green economy benefits, in which northern Lincolnshire is a global leader. Ultimately young people and future generations will benefit most from protected resources and investment.

- Nature is close to most of our residents. However, a survey by Natural England in 2019 found that GL had the second lowest level of residents in England spending time visiting a nature site over the previous month that was recorded[6]. Having a variety of accessible wildlife sites that are well promoted is important for improving the physical and mental health of our residents. Improved access may have greatest health benefits for younger people over the whole of their lifetime.

- It is important to promote nature sites and coastal resorts in order to encourage residents to take part in physical activity. GL has statistics comfortably above the national average when considering weight and obesity levels. According to the latest public health data (2021/22), South Holland and West Lindsey have the two largest percentages of adults classed as overweight or obese in England across all district councils and unitary authorities. South Holland with 78% and West Lindsey with 77%. North East Lincolnshire is 11th on the list with 74%[7]. All but two local authority areas in GL have a score of over 70% with South Kesteven and East Lindsey the only two below this level with scores of 64% and 68% respectively. Improved access may have greatest health benefits for younger people over the whole of their lifetime.

Consultation findings:

- Whilst the consultation didn't identify any common themes for this protected characteristic, the consultation report did highlight calls for increased measures on climate change, conservation measures and protection of greenfield sites. If protection isn't provided, then this could have an adverse impact on young people. |

[5] Young People's Climate Anxiety Soaring - Woodland Trust
[6] Monitor_Engagement_Natural_Environment_2018_2019_v2.pdf (publishing.service.gov.uk)

[7] Obesity Profile - Data - OHID (phe.org.uk)

Protected characteristic	Response
	Transport

Potential positive impacts:

- Of the 175,000 people aged under 15 years[8], many rely heavily on public transport to get them to where they need to be and require an improved and reliable service which a devolution deal will allow GL to provide. The Campaign to Protect Rural England found 86% of the 16–25-year-olds who want to leave rural areas surveyed cite infrequent and unreliable public transport as an important concern[9].

- The devolution proposal put forward has requested a multi–year transport infrastructure settlement to be devolved to local leaders to support the delivery of a joint local transport plan which covers road, rail, freight, public transport, walking and cycling. The freedom of controlling these powers and funding locally will allow the resources to be directed into the areas that need them most and support many of the young people who need these services. GL MCCA is also requesting, a multi–year transport and travel settlement to be devolved to local leaders which is to include all funding for public transport and active travel, all of which are currently disparate.

- Additionally, a devolved and consolidated integrated local transport budget for GL, would provide long term certainty and commitment to transport will assist young people.

Consultation findings:

- Within the consultation there was a question on the proposal's approach on roads, buses and transport. Of the 203 responses from people aged under 25,
  - 137 young people strongly agreed or agreed
  - 47 young people either disagreed or strongly disagreed with the approach.

- Young people under 25 showed broad support for the transport ambitions of the proposal. Whilst there weren't any widespread common themes that emerged from under 25's in this area there were comments particularly focused on public transport improvements, especially in relation to connections between rural and urban areas, which some thought would make an improvement to their lives. This would impact on this age group, as well as all others.

Innovation and Trade

Potential positive impacts:

- The growth of the Innovation and Trade sector in GL could be positive for young people providing future opportunities. In the devolution proposal we have requested to pilot four centres of innovation targeting food technology (Holbeach), advanced manufacturing (Scunthorpe), decarbonisation (Stallingborough) and defence (Lincoln). These cover wide ranging sectors and offer variety to young people who are looking for possible careers in GL. GL also wants to see a |

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[8] Greater Lincolnshire Census 2021 summary
[9] Rural eastern England a public transport desert, MPs told - BBC News

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Protected characteristic	Response
	Regional Defence and Security Cluster which will be a positive option for those young people looking to move into GL's rich heritage of defence. Consultation findings: - Analysis of the consultation responses did not identify any common themes on how the approach to innovation and trade would potentially impact on this protected characteristic group. Digital Potential positive impacts: - More than three-quarters (76%) of young people who want to move away say that poor digital connectivity has influenced their desire to leave their rural area, according to research commissioned by the Campaign to Protect Rural England[10]. Speeding up access roll out as part of devolution could help slow this rate of departure and the resulting loss of skills. Through a devolution deal for GL, additional funding will allow for a planned approach to strategic and long-term investment in digital infrastructure that closes the gap with other areas of the UK. The positive impact of this for young people will be that businesses will have the confidence to invest and relocate to the area and enable existing businesses in the area to improve productivity. This will enable them to provide more opportunities for young people to access highly skilled jobs in the future and build careers locally. - Improved digital infrastructure will also give young people greater choice and flexibility over how they choose to work in the future and the jobs they can access. Reliable high-speed connectivity and mobile signal opens up learning and job opportunities outside of the area that would otherwise mean relocation was necessary. Young people will also benefit from the improved connectivity in educational and social settings which will enrich their life experience. Parents being able to access highly skilled, high wage jobs in GL will also benefit young people through growing up in an area with a thriving local economy which attracts investment and offers greater experiences and quality of life. Consultation findings: - Analysis of the consultation responses did not identify any common themes on how the approach to digital would potentially impact on this protected characteristic group.

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[10] CPRE survey reveals the factors pushing young people out of the countryside - CPRE

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Protected characteristic	Response
	Housing

Potential positive impacts:

- National data shows how young people struggle to access housing in all areas, but especially rural places. Of the 16–25-year-olds surveyed by YouGov (alongside The Countryside Charity) in 2021, 72% of those living in rural areas say affordable housing is their top concern. 84% of those who want to leave their rural homes say it is an important factor in making their decision. Investment as part of devolution will make affordable, decent homes available in the right places, to address this challenge to remain in their communities or preferred choice of location[11].

Consultation findings:

- Housing is of significant importance to young people and the consultation sought to address this. Again 203 responses were received.
  - 119 young people strongly agreed or agreed with the proposal.
  - 56 young people strongly disagreed or agreed.

- Young people responding were supportive of the housing aims and ambitions of the proposal. No further themes from the under 25 age group were found as part of the consultation but there were comments from the wider consultation responses which focused on areas such as the stock of social and affordable housing and the impact that this can have on retaining young people within the area.

Working aged people

6% of respondents were between 25-34, 10% were 35-44, 15% were 45-54, 21% were 55-64.

Employment and Skills

Potential positive impacts:

- By devolving the Adult Education Budget, we aim to widen participation of adult learning, improving access to better paid employment and higher-level qualifications. This will enable GL to access improved Higher Education (HE) & Further Education (FE) provisions through the devolution of the Adult Education Budget.

- The potential to innovate and adapt loans,allowances and funding rules to encourage more adults to train, will help support an increasingly older population, along with a devolved Adult Education Budget.

- The roll out of higher-level technical qualifications, working with the area's further education colleges in the area's priority economic sectors will support a more diverse range of ages through the range of educational opportunities. The use of Skills Bootcamps will help to raise skills levels in those occupations which have hard to fill vacancies in critical roles. The development of |

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[11] CPRE survey reveals the factors pushing young people out of the countryside - CPRE

Protected characteristic	Response

bespoke apprenticeship arrangements will further diversify the range of opportunities available to those who may have missed out on educational opportunities earlier in life.

Consultation findings:

- In relation to education and training 1,961 responses were received from people aged 25-64:
  - o 1,216 strongly agreed or agreed
  - o 530 strongly disagreed or disagreed.

- No additional themes outside of the data were identified, however there were comments from the wider results on emphasising the need for affordable adult education provision, ensuring that the cost of courses does not form a barrier to pursuing education. The consultation responses also reference the impact of AI on low and medium skilled jobs, which could impact on this and other age groups, along with other protected characteristics.

Environment

Potential positive impacts:

- 61% of the GL population in 2021 (669,000) were aged 15 to 64 years[12]. The working age population in GL will benefit from the devolution asks mentioned above in similar ways to young people. In addition to these asks, devolution also presents opportunities to ensure that timely investment decisions can be achieved locally to enable new technologies to come to the market faster. This will benefit working aged people in terms of the environmental benefits of these technologies as well as new job opportunities and access to greener, more secure forms of energy and water.

Consultation findings:

- In relation to the environment, there were 1,958 responses from people aged 25-64:
  - o 1,214 strongly agreed or agreed
  - o 523 strongly disagreed or disagreed.

- This age group is shown to be supportive of the plans for the environment and there were no further patterns from the data for those aged 25-64 that identified additional positive implications of the proposal.

Transport

Potential positive impacts:

- GL is a large geography with limited public transport networks. This reduces the opportunity to travel to work, learning and leisure, contributing to greater inequality. There are 149,700 people in GL (23%) (Q3, 2022 data) that are economically inactive when compared to the UK figure of 21%[13]. This has the possibility of being offset by the development of an improved and accessible

[12] Greater Lincolnshire Census 2021 summary
[13] ONS Annual Population Survey, Q3 2022

Protected characteristic	Response

	transport offer, providing working age people with the opportunity to access employment and to return to or remain in the workplace.
	
	- GL is also requesting a devolved and consolidated integrated local transport budget to provide long term certainty and a commitment to transport. This certainty and reliability is crucial for residents knowing that they can get from A to B without any concerns and this is what we strive to achieve through the freedom of devolution.
	
	Consultation findings:
	
	- From this age group of 25–64-year-olds, there were 1,963 responses.
	    o 1,227 strongly agreed or agreed.
	    o 567 strongly disagreed or disagreed.
	
	- No additional themes outside of the data were identified
	
	Innovation and Trade
	
	Potential positive impacts:
	
	- GL is a High Potential Opportunity for industrial decarbonisation, and aquaculture. With support through devolution, these sectors will continue to grow through devolution and produce skilled jobs for the working aged population. Domestic and Foreign Investment will make GL a key player in these industries and will be appealing to the working aged population.
	
	Consultation findings:
	
	- Analysis of the consultation responses did not identify any common themes on how the approach to innovation and trade would potentially impact on this protected characteristic group.
	
	Digital
	
	Potential positive impacts:
	
	- With greater digital skills and access, brought about by devolution, flexible working opportunities will be enhanced for this group, which demonstrably enhances quality of life.
	
	- Working aged people will benefit from the devolution asks around digital infrastructure and connectivity in a similar way to young people in terms of greater opportunities to access highly skilled and high wage jobs and the benefits of greater business productivity and investment in the area. Working aged people will also benefit from GL having the ability to develop a more collaborative approach to smart cities, smart homes and connected places. Smart cities use data and technology to create efficiencies, improve sustainability, create economic development, and enhance quality of life factors for people living and working in the city, this can be achieved with access to modern digital infrastructure.

Protected characteristic	Response
	Consultation findings:
	- Analysis of the consultation responses did not identify any common themes on how the approach to digital would potentially impact on this protected characteristic group.
	Housing
	Potential positive impacts:
	- The devolution deal will see a partnership with Homes England and the agreement of a pipeline of housing development. This will include a focus on affordable housing which could be of particular benefit to young adults or those seeking to move closer to employment opportunities.
	- GLs housing asks have the ambition of enabling the possibility of home ownership to reach as many people as possible. This comes through the development of more affordable housing through collaboration with the private sector.
	Consultation findings:

	- 1,957 responses were received on the consultation question from 25–64-year-olds:
	    o 1,040 strongly agreed or agreed
	    o 650 strongly disagreed or disagreed.

	- Analysis of the consultation responses did not identify any common themes on how the approach to housing would potentially impact on this protected characteristic group.
	Older people
	There is an ageing population in GL, with more people than ever before in the older age groups. 23%, (249,000) of the population in 2021 were aged 65 years and over, up from 20% (206,000) in 2011. The size of the population aged 90 years and over (11,100 or 1.0% of the population) has increased since 2011, when 8,800 or 1% were aged 90 and over[14].
	22% of consultation respondents were 65-74, and 11% were 75 or above which exceeds the 2021 census figure of 23% in GL for this age group. This would suggest a significant amount of interest in devolution from this group.
	Employment and skills
	Potential positive impacts:
	- Older workers looking to regain employment or to progress their skills, will also benefit from the devolution of an adult education budget.

[14] Greater Lincolnshire Census 2021 summary

Protected characteristic	Response
	Consultation findings: - In relation to jobs and business growth the over 65 age group 1,260 responded to the question. o 618 strongly agreed or agreed. o 423 strongly disagreed or disagreed. - In relation to education and training, 1,255 responses were received. o 670 strongly agreed or agreed. o 414 strongly disagreed or disagreed. - No further additional positive implication themes were found in relation to this age group. Environment Potential positive impacts: - Older people are known to be most at risk from climate related effects such as exposure to air pollution and overheating. In the past two decades, heat-related deaths among people aged 65 and above have almost doubled globally, reaching approximately 300,000 deaths in 2018. The 2022 European summer resulted in 9,226 heat-related deaths among people aged 65-79 years with an increase to 36,848 deaths for those aged 80 and over[15]. Devolution to GL and the opportunities this presents to expand our renewable energy capacity and develop carbon capture technology locally, will help to mitigate these effects and give older people a greener environment to help them live healthily for longer. Consultation findings: - The consultation process saw 1,255 responses from people aged 65 and over. o 669 strongly agreed or agreed. o 412 strongly disagreed or disagreed. - No further common themes of possible positive results were identified from this age group. Transport Potential positive impacts: - In GL we want investment in public transport connectivity and infrastructure so that it no longer holds back our economy, with improvements reducing isolation and loneliness for our more vulnerable residents.

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[15] Why older people are some of those worst affected by climate change (theconversation.com) (Gary Haq Senior Research Fellow at the Stockholm Environment Institute, University of York)

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Protected characteristic	Response

The asks of the GL devolution deal want to see a planned approach to strategic and long-term investment for transport which will be achieved effectively with decision makers, funders and influencers and help deliver for all our residents including the older age group. Improved transport will also give greater access to healthcare, reduce isolation and improve independence for GL's older population.

- 'Addressing transportation challenges, especially in rural and coastal areas, is crucial to promote social inclusion and wellbeing for older individuals in Lincolnshire' according to the Director of Public Health's 2023 annual report. Adding that 'Ensuring accessible, affordable, and safe public transport is essential to support active, healthy ageing, community engagement, and access to essential services[16].'

Consultation findings:

- In relation to transport 1,261 responses were received from the 65 and over aged group.
  - 685 strongly agreed or agreed.
  - 436 strongly disagreed or disagreed.

- Consultation respondents suggested that the proposal would see improvements that would benefit the elderly population by increasing access to various locations across GL, enhancing their well-being.

Digital

Potential positive impacts:

- Access to reliable high-speed digital connections could have a positive impact on older people since it will allow them to stay connected to friends and family. Improved digital connectivity allows for the development of more smart homes, with assistance around the home that will allow older people to stay and manage in their own homes for longer and avoid having to move into specialist facilities or care homes.

- The Director of Public Health's 2023 annual report says that '25% of over 65s do not currently use the internet, the Lincolnshire Digital Inclusion Group is working to reduce this inequality. But also highlights that 'barriers to good digital communication are fourfold: lack of digital skills, inadequate digital infrastructure, affordability, and physical or sensory disability. Age is not a barrier in itself.'

Consultation findings:

- Analysis of the consultation responses did not identify any common themes on how the approach to digital would potentially impact on this protected characteristic group.

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[16] Director-of-Public-Health-Annual-Report-2023.pdf (lhih.org.uk)

Protected characteristic	Response

	Housing
	
	Potential positive impacts:
	
	- Innovation, net zero target control and energy security that form part of the proposal will reduce costs, helping those older people currently living in fuel poverty. In 2022, the Centre for Ageing Better reported that an estimated 2.5million over 60s would be in fuel poverty in 2023[17].
	
	- Excess winter deaths are highest among older people. Housing is a known wider determinant of health and therefore providing decent, efficient homes can improve health and reduce negative outcomes for this group in particular.
	
	Consultation findings:
	
	- 1,257 responses were submitted from this age group as part of the consultation on housing.
	  o 581 strongly agreed or agreed.
	  o 493 strongly disagreed or disagreed.
	
	- No additional possible positive implication themes from the over 65s were identified.

Disability	This equality impact analysis identifies a number of potential positive impacts on this protected characteristic relating to - Environment - Employment and skills - Transport - Digital - Housing which are detailed below and have been updated to include relevant findings from the Devolution consultation. The consultation survey asked respondents whether they believed that the proposal would have a positive or negative impact on individuals because of a protected characteristic. 3,680 respondents gave a view with 16% of those who responded to this question suggesting that the proposals would have a positive impact on this group, compared to 20% who perceived a negative impact, as shown below.

Protected characteristic	Positive Impact	No Impact	Negative Impact	Don't know	Number of Respondents
Disability	16%	43%	20%	22%	3,680

[17] Ageing Better responds to new statistics showing 25% increase in fuel poverty among over 60s | Centre for Ageing Better (ageing-better.org.uk)

Protected characteristic	Response
	Further analysis has been completed to understand the impact as a result of disability where this information has been provided by respondents. However, it should be noted that many of the comments were general and not specific to a protected characteristic. The analysis highlighted: *"In relation to disabled members of the population, respondents supported the proposed improvements to health and care services along with expanded transport links."* On the topic of devolution there was significant difference in the responses between those with a disability and those without. As highlighted within the consultation analysis report, 28% expressed that the devolution proposal would have a negative impact on individuals with disabilities (compared to 16% of respondents with no disability). A total of 3,788 responses were received on the question regarding whether or not they had a disability. - 2,748 (73%) did not have a disability, - 646 (17%) did disclose a disability, - 394 (10%) preferred not to say. The narrative in the themes below will explore the statistics further and potential impacts for this protected characteristic group. The consultation approached disability categorisation in a different way to that reflected in the Census Data. Rather than the severity of the disability itself, the consultation allowed respondents to categorise their disability/disabilities. Respondents could tick multiple boxes. Options included: - physical - learning - sensory mental health. The following figures include respondents who listed multiple disabilities which is why the overall figure will not add up to the 646 listed above. - 450 respondents said that they had a form of physical disability. - 123 respondents cited a mental health disability. - 59 a form of learning disability and 143 with a sensory impairment. **Employment and Skills** Potential positive impacts: - A more comprehensive industry led approach to GL's careers service will lead to a higher awareness of jobs that can be performed by those with different abilities. This is of particular importance within GL as there is a higher rate of disability than the national level, with GL having a total of 211,250 people having a form of disability which either limits them a little or a lot[18].

18 Disability, England and Wales - Office for National Statistics (ons.gov.uk)

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Protected characteristic	Response

	This equates to 19% of the population of the area and therefore above the national figure of 18%.
	- Being able to innovatively use funding will open more possibilities to direct resources to tackle employment barriers for people with disabilities. East Lindsey is the area where the highest percentage of the population had a form of disability, with 22%, which translates to 31,591 people. South Kesteven saw the lowest figure in relation to this with 17% of the population or 24,521 residents[19].
	
	- Within the area of GL, all three upper tier local authorities have a higher-than-average figure for the disability employment gap in 2022/23. Lincolnshire at 28%, North Lincolnshire at 34% and North East Lincolnshire at 29% are all higher than the UK figure of 28%[20].The devolution proposal to work with Government to test and design viable solutions to workforce challenges would provide significant benefit to those with a disability as they traditionally face greater workforce challenges. The pilot will include supporting those with a disability into the teaching workforce from industry. In addition, it could support carers of those with a disability to overcome workforce challenges.
	
	Consultation findings:
	
	- With regards to Jobs and Business Growth 645 responses were received:
	   o 338 strongly agreed or agreed
	   o 192 strongly disagreed or disagreed.
	
	- Of the 59 respondents with a learning disability,
	   o 36 strongly agreed or agreed
	   o 11 strongly disagreed or disagreed.
	
	- Of the 123 respondents with a mental health disability,
	   o 71 strongly agreed or agreed
	   o 30 strongly disagreed or disagreed
	
	- Of the 449 declaring a physical disability,
	   o 229 strongly agreed or agreed
	   o 142 strongly disagreed or disagreed.
	
	- Of the 143 respondents citing a sensory impairment disability,
	   o 74 strongly agreed or agreed
	   o 47 strongly disagreed or disagreed.
	
	- On the second question on education and training 642 responses were received.
	   o 359 strongly agreed or agreed.

[19] Disability, England and Wales - Office for National Statistics (ons.gov.uk)

[20] The employment of disabled people 2023 - GOV.UK (www.gov.uk) (Table LMS008)

Protected characteristic	Response
	192 strongly disagreed or disagreed. 84 neither agreed nor disagreed. - Of the 59 respondents with a learning disability, 40 strongly agreed or agreed 12 strongly disagreed or disagreed. - Of the 123 respondents with a mental health disability, 76 strongly agreed or agreed 33 strongly disagreed or disagreed. - Of the 450 declaring a physical disability, 241 strongly agreed or agreed 142 strongly disagreed or disagreed. - Of the 143 respondents citing a sensory impairment disability, 75 strongly agreed or agreed 46 strongly disagreed or disagreed. - The figures above show that across disability groups there is broad support for the proposals on education and skills. **Transport** Potential positive impacts: - The devolution deal will positively impact those with disabilities in GL and help make their lives in terms of the journeys they make, as easy as possible. Devolution will present the ability to work with agencies and providers to improve the transport arrangements within Greater Lincolnshire over time, which will be of a significant benefit to those with disabilities. - A multi-year transport infrastructure settlement devolved to local leaders will support the delivery of a joint local transport plan which covers road, rail, freight, public transport, walking and cycling and crucially help the large number of those in our area that are disadvantaged and help to make it as accessible as possible. Consultation findings: - 644 consultation responses from those with a disability were received in relation to the transport question. 376 strongly agreed or agreed. 206 strongly disagreed or disagreed. - Respondents supported the proposed improvements to health and care services along with expanded transport links.

Protected characteristic	Response
	- Improvements to roads were also seen to benefit cyclists, older people and disabled people. Disabled respondents also called for safer road crossings.

Environment

Potential positive impacts:

- Although it is recognised that there are significant environmental benefits to be gained by all through the devolution deal, it is believed unlikely that the devolution proposal will result in any significant impacts on people with this protected characteristic.

Consultation findings:

- 642 responses were received from people with declared disabilities.
  - 365 strongly agreed or agreed.
  - 193 strongly disagreed or disagreed.

- Analysis of the consultation responses did not identify any common themes on how the approach to environment would potentially impact on this protected characteristic group.

Digital

Potential positive impacts:

- People with disabilities will benefit from improved digital connectivity through increased reliability of access, allowing them to stay connected more easily. Improved digital connectivity could open up more employment opportunities for people with disabilities as it gives them more flexible working options including the ability to work from home full time if they desire.

- People with any type of disability can also benefit from GL having further ability to develop more smart homes as a result of improved digital connectivity which will be supported by a devolution deal. For example, those with more minor care requirements could be aided by support through digital means, for instance where a carer may need to provide advisory help rather than physical assistance. This will also help to provide a more efficient care service and particularly help those with more complex needs.

- Digital improvements will allow people in some instances, to manage more easily around the home, have more choice over their living arrangements, and the ability to stay in their own homes for longer. This is particularly relevant in more isolated, rural areas where if digital connectivity can be improved and can be relied upon, help and assistance can more easily be provided but it will also ensure people can maintain independence for themselves.

Consultation findings:

- Analysis of the consultation responses did not identify any common themes on how the approach to digital would potentially impact on this protected characteristic group. |

Protected characteristic	Response
	Housing Potential positive impacts - People with disabilities will benefit from investment in housing. This will see affordable, good quality accommodation be developed, which meet the latest standards for planning and housing development. Consultation findings - Analysis of the consultation responses suggested that the proposals could be more explicit about the impact on people with disabilities, with particular reference to a desire for new housing developments to include single level accommodation which people with disabilities require.
Gender reassignment	This equality impact analysis identifies a number of positive impacts across all areas which could benefit those that have this protected characteristic. The consultation survey asked respondents whether they believed that the proposal would have a positive or negative impact on individuals because of a protected characteristic. 3,608 respondents gave a view as to whether an impact would be seen as a result of gender reassignment. 5% of those who responded to this question in relation to gender reassignment suggested that the proposals would have a positive impact on this group, compared to 13% who perceived a negative impact, with 54% suggesting no impact, as shown below.

Protected characteristic	Positive Impact	No Impact	Negative Impact	Don't know	Number of Respondents
Gender reassignment	5%	54%	13%	27%	3,608

The consultation analysis did not identify any further themes on how the proposal would potentially impact on this protected characteristic group.

Employment and Skills

Potential positive impacts:

- There are 1,924 people in GL who have a gender identity that is different to birth. In addition, a total of 4,082 people across the region either have a different gender identity to birth, are Transgender, Non-Binary or other gender identities. There were 709 Trans Women in GL in 2021 and 732 Trans Men. 422 Identified as non-Binary and 295 identified as Other[21].

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[21] Gender identity, England and Wales - Office for National Statistics (ons.gov.uk)

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Protected characteristic	Response
	- A high quality, industry led careers service as part of a devolution deal will help to encourage more diverse workforces and contribute to breaking down stereotypes which may exist in certain industries, therefore opening more career prospects for all. - The impact of being able to adapt and use innovative approaches to funding would mean we could target training to address any imbalance in the workforce in our local industries as there will be increased opportunities to train. This would be further supported by having flexibility with how the Adult Education Budget (AEB) is spent and would mean GL could target training to support adequate representation in relation to our local industries. Consultation findings: - 7 responses were received from individuals who stated they have a different gender identity to their birth. The consultation analysis did not identify any further themes on how the proposal would potentially impact on this protected characteristic group.
Marriage and civil partnership	This equality impact analysis identifies that overall the proposal should benefit people across the area irrespective of their marital or civil partnership status. Consideration of this protected characteristic has been reviewed to include relevant findings from the Devolution consultation. The consultation survey asked respondents whether they believed that the proposal would have a positive or negative impact on individuals because of a protected characteristic. 3,677 respondents gave a view as to whether an impact would be seen as a result of marriage and civil partnership. 8% of those who responded to this question in relation to marriage and civil partnership suggested that the proposals would have a positive impact this group, compared to 14% who perceived a negative impact, as shown below. <table><tr><th>Protected characteristic</th><th>Positive Impact</th><th>No Impact</th><th>Negative Impact</th><th>Don't know</th><th>Number of Respondents</th></tr><tr><td>Marriage and civil partnership</td><td>8%</td><td>56%</td><td>14%</td><td>22%</td><td>3,677</td></tr></table> Analysis of the consultation did not identify any further themes on how the proposal would potentially impact on this protected characteristic group.
Pregnancy and maternity	This equality impact analysis identifies a number of potential positive impacts on this protected characteristic which are detailed below and have been updated to include relevant findings from the Devolution consultation. GL as of 2021 has a birth rate of 1.62 children per woman. The England and Wales figure was 1.61[22].

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[22] Births in England and Wales - Office for National Statistics (ons.gov.uk)

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Protected characteristic	Response
	A Government Equalities Office Report from 2019 showed that nationally, fewer than one-in-five of all new mothers, and 29% of first-time mothers, return to full-time work in the first three years after maternity leave. This falls to 15% after five years[23]. It is important that any devolution deal for GL helps to improve these figures and make the workplace accessible for those returning. The consultation survey asked respondents whether they believed that the proposal would have a positive or negative impact on individuals because of a protected characteristic. 3,451 respondents gave a view as to whether an impact would be seen as a result of pregnancy and maternity. 10% of those who responded to this question in relation to pregnancy and maternity suggested that the proposals would have a positive impact on this group, compared to 14% who perceived a negative impact, as shown below.

Protected characteristic	Positive Impact	No Impact	Negative Impact	Don't know	Number of Respondents
Pregnancy and maternity	10%	51%	14%	24%	3,451

Further analysis has been completed to understand the impact on pregnancy and maternity where this information has been provided by respondents. However, it should be noted that many of the comments were general and not specific to a protected characteristic. The analysis highlighted:

"respondents supported the proposed improvements to care and health services and improved transport."

Employment and Skills

Potential positive impacts:

- The proposals for employment and skills may also benefit women who wish to re-enter employment after having a family. The use of devolved funds to shape and deliver a high quality, industry led GL careers service will provide more flexible opportunities and support for parents returning to work following a career break. Additionally, where retraining is needed for career switchers, innovative use of loans, allowances and funding rules along with the development of boot camps could support parents returning to work. This advantage will also be contributed to by flexible use of the Adult Education Budget (AEB).

- Working with Government to test and design viable solutions to the workforce challenges faced by further and adult education can help get residents moving from low value jobs that can be automated, into high value jobs.

Consultation findings:

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[23] How women's employment changes after having a child | Understanding Society

Protected characteristic	Response
	- Analysis of the consultation did not identify any common themes on how the approach to Employment and Skills would impact on this protected characteristic group. **Transport** Potential positive impacts: - A multi–year transport infrastructure settlement will allow GL to make the improvements necessary to public transport to assist pregnant women and those on maternity leave with young children to access better transport facilities and receive an improved service. - The availability of good and reliable public transport can be particularly important for families which have no access to their own vehicle or to single vehicle owning households, to enable them to access services. The improved choice and availability of housing will also offer more flexibility for extended families. Consultation findings: - Analysis of the consultation responses did not identify any common themes on how the approach to transport would potentially impact on this protected characteristic group. **Digital** Potential positive impacts: - Although not a replacement for in-person pregnancy and maternity care, improved digital connectivity in GL will help expectant and new mothers to access services where they are offered online to support the midwife and hospital care they receive in-person. Health visitor activities (where appropriate) could be delivered through a digital means, for example roles where the Health Visitor is acting in an advisory or review capacity where they do not need to see the child in person. An improved digital offer through devolution will help to improve the efficiency of the service on offer. - This can help prevent them from having to travel long distances to clinics, especially if they live in rural areas. Services like online forums to ask questions to midwives and health care professionals can be made easier for people to access with reliable, high-speed connections and improved mobile network coverage. Consultation findings: - Analysis of the consultation responses did not identify any common themes on how the approach to digital would potentially impact on this protected characteristic group.
Race	This equality impact analysis identifies a number of potential positive impacts on this protected characteristic which are detailed below and have been updated to include relevant findings from the Devolution consultation.

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Protected characteristic	Response
	The consultation survey asked respondents whether they believed that the proposal would have a positive or negative impact on individuals because of a protected characteristic. 3,669 respondents gave a view as to whether an impact would be seen as a result of race.

9% of those who responded to this question in relation to race suggested that the proposals would have a positive impact on this group, compared to 17% who perceived a negative impact, as shown below.

Protected characteristic	Positive Impact	No Impact	Negative Impact	Don't know	Number of Respondents
Race	9%	51%	17%	22%	3,669

According to 2021 Census Data 10% (approximately 113,880) of the population belong to what would be identified as minority ethnic groups in GL which is much less than the England figure of 18%[24]. Those who identified as White: English, Welsh, Scottish, Northern Irish or British across GL totalled 981,636 out of the total population of 1,095,000, a percentage of 90% in this group. Some areas have a distinctly higher representation of this group, with East Lindsey for example totalling 96% of its population. The lowest figure was seen in Boston with 75% of the population in this data set[25].

Within the consultation, respondents identified
- o 3,167 as White (English, Welsh, Scottish, Northern Irish or British)
- o 100 as alternative White Background
- o 23 as Asian or Asian British
- o 18 as Black or Black British
- o 43 as Mixed Race
- o 24 as Other Ethnic Groups

Black or Black British respondents were most likely to believe that devolution would have a positive impact (22%). Respondents that identified as White were least likely to believe the proposals would have a negative impact (15%), compared to 17% of those identifying as Black or Black British, 23% of those identifying as Mixed, and 26% of those identifying as Asian or Asian British.

Further analysis has been completed to understand the impact on different groups where this information has been provided by respondents. However, it should be noted that many of the comments were general and not specific to a protected characteristic. The analysis highlighted:

"respondents hoped that devolution would attract individuals from diverse ethnic and religious backgrounds, contributing to a more multicultural environment. In addition, respondents called for more diverse governance boards to ensure effective representation and inclusive decision-making processes."

Employment and Skills

Potential positive impacts:

[24] Ethnic group, England and Wales - Office for National Statistics (ons.gov.uk)
[25] Ethnic group, England and Wales - Office for National Statistics (ons.gov.uk)

Protected characteristic	Response
	- It is the ambition that the proposal will help to encourage more diverse workforces and open more career prospects for all. There is an opportunity through a more aligned careers service, led by industry, to ensure that there is a greater understanding of which sectors are actively trying to increase their BAME representation. The opportunity to use devolved funds to work with DfE to shape and deliver a high-quality industry led careers service, will support this. This provides the opportunity to increase the diversity of the area. Consultation findings: - Analysis of the consultation responses did not identify any common themes on how the approach to employment and skills would potentially impact on this protected characteristic group. More generally some respondents hoped that devolution would attract individuals from diverse ethnic and religious backgrounds, contributing to a more multicultural environment. **Environment** Potential positive impacts: - It is important that the engineering and other sectors within GL is made more diverse and accommodates all groups of people since currently this is not the case on a wide scale. The asks within the devolution deal particularly around the development of the infrastructure to enable carbon capture and storage innovation and the development of the renewable energy sector in GL, presents a unique opportunity to do this in a way which promotes accessibility for the long term. This will help to give people from minority ethnic groups more opportunities to forge a career in this sector. Consultation findings: - Analysis of the consultation responses did not identify any common themes on how the approach to environment would potentially impact on this protected characteristic group.
Religion or belief	This equality impact analysis identifies that overall the proposal should benefit people across the area irrespective of their religion or belief. The analysis identifies a number of potential positive impacts on this protected characteristic relating to which are detailed below and have been updated to include relevant findings from the Devolution consultation. The consultation survey asked respondents whether they believed that the proposal would have a positive or negative impact on individuals because of a protected characteristic. 3,659 respondents gave a view as to whether an impact would be seen as a result of religion or belief. 7% of those who responded to this question in relation to religion or belief suggested that the proposals would have a positive impact on this group, compared to 15% who perceived a negative impact, as shown below.

Protected characteristic	Positive Impact	No Impact	Negative Impact	Don't know	Number of Respondents
Religion or belief	7%	55%	15%	23%	3,659

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Protected characteristic	Response
	Very few respondents discussed the impact of devolution on their religion or belief. The consultation analysis did not identify any further themes on how the proposal would potentially impact on this protected characteristic group. When analysing religion, more people in GL define themselves as being religious compared to those who do not. 596,727 said that they were affiliated to a form of religion. This is equal to approximately 54% of the entire population[26]. The total of non-religious people was 432,787 which is 40% and is just above the England and Wales figure of 37%[27]. o 572,106 Christians, (96% of the entire religious community in GL)[28]. o 11,534 Muslims, o 2,647 Buddhists, o 3,337 Hindus, o 623 Jewish Population, o 1,430 Sikhs, o 5,050 Other religion[29]. The consultation process saw respondents declare a religion that they affiliate with: o 1,710 were Christians, o 18 were Muslim, o 11 were Buddhist, o 2 were Hindu, o 14 were Jewish, o 2 were Sikhs and o 64 said they were of another form of religion. **Transport** Potential positive impacts: - Improved transport would enhance connectivity for different groups to their religious communities, which a multi–year transport infrastructure settlement will be able to contribute to, as we want this to cover road, rail, freight, public transport, walking and cycling, so that there is accessibility for all. Improved transport could improve connectivity to religious communities, particularly in rural areas. Consultation findings: - Analysis of the consultation responses did not identify any common themes on how the approach to transport would potentially impact on this protected characteristic group.

[26] Religion, England and Wales - Office for National Statistics (ons.gov.uk)
[27] Religion, England and Wales - Office for National Statistics (ons.gov.uk)
[28] Religion, England and Wales - Office for National Statistics (ons.gov.uk)
[29] Religion, England and Wales - Office for National Statistics (ons.gov.uk)

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Protected characteristic	Response
	Digital Potential positive impacts: - The improved digital connectivity that will be made possible through the devolution asks could benefit people who practice a religion as it will give them the ability to connect more easily with people of the same faith both locally and further afield. The ability to do this is a positive benefit as not all people are able to attend a place of worship. - Improved digital connectivity will also allow places of worship to connect with people and make them aware of community worship, events, without having to find the funds to do so as they will have the opportunity to spread their message at low cost online. Consultation findings: - Analysis of the consultation responses did not identify any common themes on how the approach to digital would potentially impact on this protected characteristic group.
Sex	This equality impact analysis identifies a number of potential positive impacts on this protected characteristic relating to which are detailed below and have been updated to include relevant findings from the Devolution consultation. The consultation survey asked respondents whether they believed that the proposal would have a positive or negative impact on individuals because of a protected characteristic. 3,693 respondents gave a view as to whether an impact would be seen as a result of gender. 10% of those who responded to this question in relation to gender suggested that the proposals would have a positive impact on this group, compared to 16% who perceived a negative impact, as shown below. Analysis of the consultation responses did not identify any common themes on how the proposal would potentially impact on this protected characteristic group.

Protected characteristic	Positive Impact	No Impact	Negative Impact	Don't know	Number of Respondents
Sex	10%	52%	16%	21%	3,693

The gender pay gap within the East Midlands in 2022 stood at 12%. This is much lower than the levels of 1997 where the figure was 21% (full-time employees)[30.] This figure is higher than the 2022 UK figure of 8%[31].

A devolution deal has the potential to help aid the reduction of the gender pay gap through the availability of more skilled jobs, greater training opportunities and re-skilling. A place-based and joined-up approach to careers education locally will allow GL to further develop a specialised local

[30] Gender pay gap in the UK - Office for National Statistics (ons.gov.uk)

[31] Gender pay gap in the UK - Office for National Statistics (ons.gov.uk)

Protected characteristic	Response
	offer which encourages all sexes into our key sectors (such as engineering and manufacturing). These sectors are in need of skilled individuals.
	These skills-based proposals will help to get more women into higher paid jobs in the long-term and help to reduce the pay gap locally.
	Within GL, gender is almost evenly split across the entire area, the figures are 536,952 for Males and 558,058 for Females which is an approximate split of 49% Male and 51% Female which directly matches the national average for England and Wales[32].
	Within the consultation results, 1,411 respondents identified as female and 2,031 as male.
	Employment and Skills
	Potential positive impacts:
	- A high quality, industry led careers service will help to encourage more diverse workforces and contribute to local industries as there will be increased opportunities to train. This would be further supported by having flexibility with how the Adult Education Budget (AEB) is spent and would mean we could target training to support adequate representation in relation to our local industries.
	- The use of Skills Bootcamps to target less represented groups will lead to more choice for our residents and therefore more fulfilling careers for all genders.
	Consultation findings:
	- Analysis of the consultation responses did not identify any common themes on how the approach to employment and skills would impact on this protected characteristic group.
Sexual orientation	This equality impact analysis identifies that overall the proposal should benefit people across the area irrespective of their sexual orientation.
	Consideration of this protected characteristic has been reviewed to include relevant findings from the Devolution consultation. The consultation survey asked respondents whether they believed that the proposal would have a positive or negative impact on individuals because of a protected characteristic. 3,645 respondents gave a view as to whether an impact would be seen as a result of sexual orientation. 6% of those who responded to this question in relation to sexual orientation suggested that the proposals would have a positive impact on this group, compared to 14% who perceived a negative impact, as shown below.
	Analysis of the consultation did not identify any further themes on how the proposal would potentially impact on this protected characteristic group.

[32] Sex - Office for National Statistics (ons.gov.uk)

Protected characteristic	Response

Protected characteristic	Positive Impact	No Impact	Negative Impact	Don't know	Number of Respondents
Sexual orientation	6%	56%	14%	23%	3,645

The Census 2021 information confirms that 24,207 people identified with an LGB+ orientation ("Gay or Lesbian", "Bisexual" or "Other sexual orientation"). 815,857 people in GL who answered said that they were straight or heterosexual.

Within the final consultation results,
o   2,856 said that they were Heterosexual or Straight,
o   102 identified as Gay or Lesbian,
o   84 identified as Bisexual,
o   661 preferred not to say.

Respondents that identified as bisexual and gay or lesbian were most likely to believe devolution would have a negative impact (24% and 23% respectively). This compared to 11% among respondents that identified as heterosexual or straight.

These results suggest that there is some scepticism among certain sexual orientation groups. However, there was no overwhelming suggestion from this protected characteristic group that there would be a specific positive or negative impact.

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Positive impacts – other groups

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.

Other group	Positive impacts

Business community	The Proposal specifically aims to help generate and improve the area's economy to attract financial investment, improve skills and address skills shortages. It also seeks to ensure that land, resources and transport are improved to support investment by the private sector in GL.
	
	This is intended to support the expansion and development of businesses and industry, modernising the area's economy and making it more competitive. Dependent upon the different approaches which are taken, this could mean that individual businesses and sectors of the economy receive financial and other support, as well as investment.
	
	This will also be the case for housing developers and contractors stemming from the housing related priorities.
	
	Employment and Skills
	
	Potential positive impacts:
	
	- The development of an industry led GL careers service will lead to people thriving in a career that is better for them and the area and will clearly lead to benefits for the local economy and business community.
	
	- The connections between learning, training and employment will be enhanced and the requirements of the business community are much more likely to be met. Subsequently there will be increased potential to attract more business to the area as they will know that innovative approaches are being used to meet demand.
	
	- With the economic difficulties faced within the area of GL at the same time as the exciting opportunities which exist moving forward, the proposals relating to employment and skills have the opportunity to drive a significant positive impact on the business community.
	
	- Many of our key sectors are already struggling to recruit and the predicted growth in our game changing sectors means that that the gap will widen further. By having a GL careers service and greater AEB flexibility we can work with our businesses to develop talent pipelines.
	
	- The opportunities outlined in our prospectus, in the energy sector, our ports and the UK Food Valley, have the potential, collectively, to create over 50,000 brand new jobs.
	  o UK's Food Valley: ambition to deliver 11,000 jobs by 2030 (Local Skills Report 2022[33])
	  o Humber Freeport: ambition to deliver on 7,000 jobs by 2040 (Local Skills Report 2022)

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[33] Greater_Lincolnshire_Local_Skills_Report_January_2022.pdf (greaterlincolnshirelep.co.uk)

Other group	Positive impacts

	o Energy through maximising offshore wind, decarbonisation, and hydrogen opportunities, to create over 32,000 jobs by 2040 across the Humber (Offshore to create approx. 10,000 by 2030; taken from Humber Offshore Wind Cluster)
	(Decarbonisation 22,800 by 2040, from Humber Industrial Cluster Plan[34]).
	
	Consultation findings:
	
	- On question one of the consultation regarding new jobs and business growth, 54 replied on behalf of a business, 33 replied on behalf of local government, and 70 replied as 'other' categories.
	   o 56% of business were supportive in this area.
	   o 33% also expressed an opinion that disagreed.
	
	- On the second question on education and training, 55 replied on behalf of a business, 33 replied on behalf of local government, and 69 replied as 'other' categories. Across all respondent categories, the majority of respondents agreed with the proposals.
	   o Those replying on behalf of businesses showed wide scale support for the proposal at 65%.
	
	These results show that the business community is broadly supportive of the approach being taken for employment and Skills.
	
	Nature
	
	Potential positive impacts:
	
	- The proposal to develop the Lincolnshire Food Security and Natural Capital Delivery Group will support biodiversity and agriculture in protected landscapes for a number of years. The new Environmental Land Management Scheme and Biodiversity Net Gain are opportunities to provide new funding in this area. This group will help ensure a strategic overview is achieved and best practice from the Area Of Outstanding Natural Beauty (AONB) informs projects across the rest of GL therefore serving to benefit the business community in GL.
	
	- The strengthening of partnerships between GL and government agencies is key to delivering more coherent and better outcomes and to assist in finding the right balance between economic growth and protecting and enhancing our natural assets.
	
	The consultation process did not produce any applicable evidence for the potential positive impacts for this group set out in this theme.
	
	Environment
	
	Potential positive impacts:

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[34] Talkbook portrait template (humberindustrialclusterplan.org)

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Other group	Positive impacts
	- Around 45% of employment in GL is in businesses with fewer than 50 employees, far higher than the national figure[35]. The devolution deal looks to specifically help SME's (Small and Medium-sized Enterprises) through piloting an investment model which incentives the switch to low or non-carbon energy models, the cost of which could be prohibitive otherwise. The ability to switch to low or non-carbon energy models will have positive consequences for the environment and give SME's the ability to trade with larger organisations seeking green supply chains allowing them to grow, provide more jobs and invest in the future. Consultation Findings: - Question 5 of the consultation look at the proposals ambitions for the environment. 55 replied on behalf of a business, 33 replied on behalf of local government, and 72 replied as 'other' categories. Those replying as 'other' showed the highest levels of agreement (79%) and the lowest levels of disagreement with the proposals (15%). Following this, 67% of those replying on behalf of local government and businesses expressed agreement, as well as 56% of individuals. **Digital** Potential positive impacts: - Businesses in GL are currently hampered by poor digital connectivity and mobile phone signals. Through devolution, this problem can be tackled in a much shorter timescale which will enable businesses to improve productivity. Greater availability of high-speed connectivity will also drive business growth, innovation, and sustainability which in turn, will attract businesses and skilled people to invest in the area as they will have access to excellent high speed digital technology. Improvements in digital infrastructure in GL will also contribute to improved movement of goods across the UK from the ports and field to support the UK economy which will bring wider benefits to businesses and communities. The consultation process did not produce any applicable evidence for the potential positive impacts for this group set out in this theme.
Armed Forces Community **(Veterans, reservists and those still serving)**	Approximately 59,500 GL residents have served in the armed forces (7% of the eligible population) as of 2021[36]; one of the highest figures in the UK and significantly higher than the UK number of 4%. Given the commitment of the constituent authorities to the Armed Forces Covenant and the recent introduction of the Armed Forces Public Duties, the MCCA is expected to engage with this community and ensure that within its functions, it takes account of the duties, especially those relating to employment and housing. The consultation process did not produce any applicable evidence for the potential positive impacts for this group.

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[35] Analysis of enterprises in the UK by SME employment size band for specified unitary and local authorities in the East Midlands and Yorkshire and the Humber regions and LEPS 2022 - Office for National Statistics

[36] UK armed forces veterans, England and Wales - Office for National Statistics (ons.gov.uk)

Other group	Positive impacts
	Employment and Skills Traditionally there has always been Armed Forces presence in GL and there is a significant Armed Forces Community with specific needs to support them. Potential positive impacts: - An industry led GL Careers service will lead to people thriving and will provide the Armed Forces community with more career options. This is particularly the case for those who are leaving the forces and will serve to open opportunities that may not have been available. In addition, the Adult Education Budget (AEB) will be of particular importance to adults from a variety of marginalised groups such as veterans and should make a significant impact on their choices and future development. - A number of proposals, including the availability of greater opportunities for accessing alternative high-level qualifications in the area's priority economic areas, as opposed to university, and the development of bespoke apprenticeship arrangements may be of particular value to the Armed Forces community. These proposals have the potential to create opportunities that otherwise might not be available to them by widening participation, access to training and subsequent highly skilled jobs that they may not have previously known about. Additionally, skills bootcamps will support further widening of participation and will support those adults without Level 3 qualifications to train in an in-demand sector. - Although the whole area has significant proportions classed as part of the Armed Forces Community, North Kesteven had the second highest figure for percentage of the population that had served in any of the UK Armed Forces nationwide, at 10% or 10,009 people[37]. Through devolved funds, the creation of skills programmes specific to local need with greater alignment between services, will benefit individuals that are unemployed where they currently have several service providers with similar offers. The consultation process did not produce any applicable evidence for the potential positive impacts for this group set out in this theme. **Nature** Potential positive impacts: - It is recognised that the positive impacts on wellbeing created by the availability of great natural environments could serve to benefit those groups known to suffer higher levels of distress and ill health. Having a variety of accessible wildlife sites that are well promoted is important for improving the wellbeing of all people. The consultation process did not produce any applicable evidence for the potential positive impacts for this group set out in this theme.

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[37] UK armed forces veterans, England and Wales - Office for National Statistics (ons.gov.uk)

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Other group	Positive impacts
Deprived communities	In North East Lincolnshire, 19.0% of the population was income-deprived in 2019, this is approximately 29,800 residents. Of the 106 neighbourhoods in North East Lincolnshire, 42 were among the top 20% most income deprived in England. North East Lincolnshire overall ranks 26th most income deprived out of all the 316 local authority areas in England. Of the 57 neighbourhoods in the Lincoln local authority area, 19 of these were in the top 20% most income deprived in England and Lincoln overall ranked 66th most income deprived. East Lindsey also ranked highly on this list (56/316), meaning it has high levels of income deprivation[38].

The proposal should specifically impact positively on people living in the area's poorest and deprived communities, and it would be expected that significant focus is placed, especially within skills related activities, transport, and housing on improving opportunities for people from these communities.

The consultation process did not produce any applicable evidence for the potential positive impacts for this group.

Employment and Skills

There are significant areas of deprivation within the GL area and the importance of employment and skills to make a difference cannot be understated.

Potential positive impacts:

- The greater alignment of a careers service which means better access to training and support to employment, can help to make a positive impact upon the levels of deprivation within GL. The Adult Education Budget (AEB) will be of particular importance to adults from a variety of marginalised groups, including those from deprived communities. The proposal works to provide greater opportunities for access to careers and to improve the availability of alternative high-level qualifications.

- Those in deprived areas often lack qualifications and a range of proposals seek to address this including skills bootcamps, creating skills programmes specific to local need and widening participation in apprenticeships to those without Level 3 qualifications, will serve to greatly improve the life chances and options available. Additionally, a total of 45,500 children under the age of 16 in GL were living in relative low-income families in 2022. This equates to an average figure across all local authorities of 25% in GL. These figures were high across almost all areas, particularly Lincoln 31%, East Lindsey 31% and Boston 31%[39].

- Specifically in relation to younger people, the improved access to training and support to employment will lead to those from deprived communities being able to access more flexible opportunities for their own development.

The consultation process did not produce any applicable evidence for the potential positive impacts for this group set out in this theme. |

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[38] Exploring local income deprivation (ons.gov.uk)
[39] Children in low income families: local area statistics - GOV.UK (www.gov.uk)

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Other group	Positive impacts
	Nature Potential positive impacts: - Having a variety of accessible wildlife sites that are well promoted is important for improving the wellbeing of all people. Innovation and net zero targets that form part of the proposal will stabilise energy security and reduce costs, which will also likely impact families on lower incomes. The consultation process did not produce any applicable evidence for the potential positive impacts for this group set out in this theme. **Digital** Potential positive impacts: - In a similar way to businesses in GL, deprived communities are also hampered by poor digital connectivity and mobile phone signals. Deprived communities, particularly in rural areas will benefit from the many and varied improvements realised by faster fixed line and mobile connectivity. Through devolution, powers over infrastructure and resources could be held locally to create investment in infrastructure, accelerate growth and level up opportunities for all. Improved digital connectivity will open up opportunities for deprived communities through easier access to services to support them and improved opportunities to make their voices heard and collaborate on the things that will make the biggest difference to their lives. The consultation process did not produce any applicable evidence for the potential positive impacts for this group set out in this theme.
Visitors	Those visiting GL will be offered better public transport infrastructure and connectivity which will also benefit local businesses. The consultation process did not produce any applicable evidence for the potential positive impacts for this group.
Digitally Excluded	Most parts of GL are classified as rural. People living with a disability have been identified as more likely to be digitally excluded and many of these people, including people will severe mental illness, already experience health inequalities. According to Quickline's spring update in 2023, they deployed ultrafast fixed wireless access broadband to 4000 rural premises in postcode areas prefixed by LN and DN. By the end of 2023, this number will rise to 8000 and devolution has the potential to accelerate this further[40]. It is also important to consider that older people are more likely to be digitally excluded. The proposal will encourage further investment in digital infrastructure in ultrafast broadband and 5G that GL needs for the future, ensuring that within the region, digital connectivity improves. The consultation process did not produce any applicable evidence for the potential positive impacts for this group.

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[40] Rural Broadband Update: Postcodes LN and DN Areas – Lincolnshire County Council

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Other group	Positive impacts
	Employment and Skills Potential positive impacts: - The devolution of the Adult Education Budget (AEB) aims to widen participation of those furthest from the labour market. This may include supporting those that are digitally excluded by flexing the funding rules to support people's access to digital training offers. - Digital skills are part of the core AEB entitlement offer and will remain free for adults to access. - Having an open access careers service, that is face to face rather than website based, will help to support those that are digitally excluded by having a contact that can support and signpost them to the training that they may need. The consultation process did not produce any applicable evidence for the potential positive impacts for this group set out in this theme.
Coastal or rural communities	In 2021, the then Chief Medical Officer highlighted deprivation issues in coastal towns and the impact of this on physical and mental health. As well as experiencing poorer health, higher disability rates and shorter life expectancy, access to healthcare was also limited by a lack of skilled staff and services. There were 15% fewer postgraduate medical trainees, 15% fewer consultants and 7% fewer nurses per patient in coastal towns when compared with the national figures.[41] The consultation process did not produce any applicable evidence for the potential positive impacts for this group. **Employment and Skills** Potential positive impacts: - The devolution of the Adult Education Budget in conjunction with an aligned careers service, aims to ensure that those in our rural and coastal communities can benefit from the same learning and career opportunities as the rest of GL. - Some providers are unable to reach those in smaller communities due to the viability of funding small, remote classes. Devolution would enable the MCCA to flex the funding rules of certain courses or for certain geographies to ensure equality of provision. - The current fragmentation of the careers service means that the access to high quality careers guidance is limited for our rural and coastal residents, and aligning this service to a GL Careers service aims to increase access for these groups. The consultation process did not produce any applicable evidence for the potential positive impacts for this group set out in this theme.

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[41] Chief Medical Officer's Annual Report 2021 - Health in Coastal Communities (publishing.service.gov.uk)

Other group	Positive impacts
	Nature Potential positive impacts: - The development of a Coastal Partnership for GL will bring together the many interest groups along the coast in GL and serve to benefit coastal communities within GL. The consultation process did not produce any applicable evidence for the potential positive impacts for this group set out in this theme.

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Adverse or negative impacts

Protected characteristic	Response
Age	This equality impact analysis identifies a number of potential negative impacts on this protected characteristic which are detailed below and have been updated to include relevant findings from the Devolution consultation.

Overall 28% of respondents suggested that the proposals would have a negative impact on individuals because of age:

- 27 young people believe devolution will have a negative impact on them,
- 442 working-age respondents believe devolution will have a negative impact on them,
- 380 respondents over the age of 65 believe devolution will have a negative impact on them.

Limited comments were received explaining the negative responses or how the proposals would have a potential negative impact by age. The consultation analysis highlighted that:

> "concerns were raised regarding the extent and quality of transport connections between rural and urban areas. In addition to transport-related issues, respondents called for the greater representation of younger and older members of the population in government structures. Further suggestions were raised regarding increased investment into social care for the elderly population due to rising demands and pressure faced by the sector."

Employment and skills

This equality impact analysis identifies a number of potential adverse impacts on this protected characteristic which are detailed below and have been updated to include relevant findings from the Devolution consultation.

Potential negative impacts:

- Whilst no specific decisions have yet been made about where investment will occur to generate employment opportunities or in education and improving skills, those who have retired or retired early and are seeking a return to work may be disadvantaged if the focus is overly placed on providing employment and skills opportunities for young and working-aged people.

Consultation findings:

- Respondents generally wanted some areas of the proposal relating to employment and skills to go further. However, there was overall support for the current approach in the way that it seeks to make improvement within this key area and there weren't any specific patterns of concerns raised by particular age groups on how in its current form the proposal document would negatively impact Employment and Skills.

Potential mitigations: |

Protected characteristic	Response

- The comments received do not suggest a potential negative impact on older people but offer provide useful evidence for consideration by the proposed GLCCA when developing future policy, particularly in delivering the adult education function

Transport

Potential negative impacts:

- No potential negative impacts were identified in the original EqIA.

- Through the consultation process respondents commenting on age expressed concerns around the extent and quality of existing transport connections between rural and urban areas but provided a positive narrative around the ambitions set out in the proposal. Poor quality connections could limit access to education and training, as well as preventing access to services.

Potential mitigations:

- The proposal seeks to improve transport connectivity and provide the funding platform for investment decisions to be taken that could address these concerns.

Digital

Potential negative impacts:

- Whilst there are many benefits to greater digital connectivity, not all ages have the skills and confidence to use digital technology to its full advantage and those in older age groups may feel they are being left behind and feel more excluded. This needs to be researched further and understood so that skills gaps can be identified, and people can be signposted to programmes to help them improve their skills, to enable all ages to realise the benefits of improved digital inclusion.

- Younger and/or people on lower incomes may be adversely impacted due to increases in the cost-of living resulting in them having difficulty affording the digital technology. This will need to be further researched and understood in terms of locations and scale of this problem.

Digital connectivity wasn't a concern raised within the consultation.

Adult Social Care

Potential negative impacts:

- No potential negative impacts were identified in the original EqIA.

- Through the consultation process suggestions were raised regarding increased investment into social care for the elderly population due to rising demands and pressure faced by the sector.

Protected characteristic	Response
	Potential mitigations: - Adult social care falls outside of the scope of the devolution proposal. **Representation** Potential negative impacts: - No potential negative impacts were identified in the original EqIA. - Through the consultation process suggestions respondents commenting on age called for the greater representation of younger and older members of the population in government structures. Potential mitigations: - The comments received do not suggest a potential negative impact on people by age. - The ability to stand for election onto local government structures is open to all adults. - The Committee structure of the proposed GLCCA will provide opportunities to co-opt or engage a range of voices that can provide additional expertise in delivering its functions.
Disability	This equality impact analysis identifies a number of potential adverse impacts on this protected characteristic which are detailed below and have been updated to include relevant findings from the Devolution consultation. Overall, when considering the ambitions in the proposal: - 10 people with a learning disability felt devolution would have a negative impact on them. - 28 people with a mental health disability felt devolution would have a negative impact on them. - 35 people with a sensory impairment felt devolution would have a negative impact on them. - 138 people with a physical disability felt devolution would have a negative impact on them. No significant difference in responses was observed between those that reported a disability and those that reported no disability. Limited comments were received explaining the negative responses or how the proposals would have a potential negative impact by age. The consultation analysis highlighted that: *"the needs of people with disabilities should be more carefully considered throughout the consultation. For housing, respondents called for more single-level accommodation such as bungalows. In relation to transport, the need for safer crossings was emphasised. Regarding education, it was suggested that Special Educational Needs and Disability (SEND) should become an integral part of training and education. More*

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Protected characteristic	Response

training and understanding of non-visible disabilities were also suggested by respondents."

Employment and Skills

Potential negative impacts:

- No potential negative impacts were identified in the original EqIA.

Consultation findings:

- Through the consultation process respondents commenting on disability suggested that Special Educational Needs and Disability (SEND) should become an integral part of training and education. More training and understanding of non-visible disabilities were also suggested by respondents.

Potential mitigations:

- SEND falls outside of the scope of the devolution proposal.

- The comments received do not suggest a potential negative impact on people by disability but provide useful evidence for consideration by the proposed GLCCA when collaborating with other public service providers and when developing future policy.

Transport

Potential negative impacts:

- No potential negative impacts were identified in the original EqIA.

Consultation findings:

- Through the consultation process respondents commenting on disability identified a need for safer crossings was emphasised.

Potential mitigations:

- The comments received do not suggest a potential negative impact on people by disability but provide useful evidence for consideration by the proposed GLCCA when developing future policy.

Housing

Potential negative impacts:

- No potential negative impacts were identified in the original EqIA.

Consultation findings:

- Through the consultation process respondents commenting on disability identified a need for more single-level accommodation such as bungalows.

Protected characteristic	Response
	Potential mitigations:
	- The comments received do not suggest a potential negative impact on people by disability but provide useful evidence for consideration by the proposed GLCCA when developing future policy.
	Digital
	Potential negative impacts:
	- People with disabilities are identified as more likely to be digitally excluded.
	Consultation findings:
	- The consultation process didn't produce any further possible negative implications or mitigations for this protected characteristic group.
	Potential mitigations:
	- Concerns weren't raised directly in the consultation on this issue but it will continue to be closely monitored as the process progresses.
Gender reassignment	This equality impact analysis identifies a number of potential adverse impacts on this protected characteristic which are detailed below and have been updated to include relevant findings from the Devolution consultation.
	13% of respondents suggested that the proposals would have a negative impact on individuals because of gender reassignment.
	The consultation analysis did not highlight any themes commenting on the impact on this protected characteristic.
	Employment and Skills
	Potential negative impacts:
	- Continuing misunderstanding means that some may not wish to participate or feel able to benefit from devolution. YouGov data (working alongside the charity Stonewall) from 2018 shows that one in eight (12%) trans people had been attacked in work. Almost a third of non-binary people (31%) and one in five trans people (18%)[42] don't feel able to wear work attire representing their gender expression. There is a possibility that heterosexual people might benefit more from changes resulting from devolution.
	Consultation findings:
	- The consultation process didn't produce any further possible negative implications or mitigations for this protected characteristic group.

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[42] lgbt_in_britain_work_report.pdf (stonewall.org.uk)

Protected characteristic	Response
	Potential mitigations:
	- When more detailed decisions are taken, people whose gender is not the same as was assigned at birth are seen as a priority group within the work and projects to support employment, skills and qualifications.
	Engagement
	Potential negative impacts:
	- For the reasons highlighted by data in the employment and skills section above, some people might not feel comfortable taking part in face-to-face consultation.
	Consultation findings:
	- The consultation process didn't produce any further possible negative implications or mitigations for this protected characteristic group.
	Potential mitigations:
	- The consultation reached out to minority communities via organisations representing their interests to allow people to feel more comfortable taking part in engagement on devolution. The use of inclusive, non-judgemental venues ensured people could feel welcome, and to try and make sure no one felt they would face ridicule or discrimination. An online engagement and telephone offer was also available if people decided not to join face-to-face events so that everyone had the opportunity to express their views in their preferred way.
Marriage and civil partnership	No potential negative impacts have been identified for this protected characteristic. Through the Devolution consultation, 14% of respondents suggested that the proposals would have a negative impact on individuals because of marriage and civil partnership. Limited comments were received explaining the negative responses or how the proposals would have a potential negative impact by age. The consultation analysis: *"critiqued the lack of focus on 'single parents' as a protected characteristic."* It was believed unlikely prior to the consultation, that the proposal will result in adverse impact or any type of prohibited conduct upon people with this protected characteristic in any theme areas, and the consultation results did not raise any additional concerns.
Pregnancy and maternity	No potential negative impacts were identified for this protected characteristic as part of the original equality impact assessment. Through the Devolution consultation, 14% of respondents suggested that the proposals would have a negative impact on individuals because of pregnancy and maternity. Limited comments were received explaining the negative responses or how the proposals would have a potential negative impact by pregnancy and maternity. The consultation analysis highlighted that:

Protected characteristic	Response
	"respondents also expressed concerns about the impact of lockdown on children's education. It was recommended that additional support should be provided to children and their teachers in managing anxiety and mental health. Respondents furthermore raised concerns around the lack of sufficient funding for maternity services, given current pressures on the health system." **Impacts of lockdown on children's education** Potential negative impacts: - No potential negative impacts were identified in the original EqIA. Consultation findings: - Through the consultation process respondents commenting on pregnancy and maternity referenced the impact of lockdown on children's education and proposed that additional support should be provided to children and their teachers in managing anxiety and mental health Potential mitigations: - Education and mental health services falls outside of the scope of the devolution proposal. - The devolution proposal is not the cause of this potential negative impact and the comments received do not suggest a potential negative impact on people by pregnancy and maternity. **Sufficient funding for maternity services** Potential negative impacts: - No potential negative impacts were identified in the original EqIA. Consultation findings: - Through the consultation process respondents commenting on pregnancy and maternity raised concerns around the lack of sufficient funding for maternity services, given current pressures on the health system. Potential mitigations: - Maternity services falls outside of the scope of the devolution proposal. It is believed unlikely, that the proposal will result in adverse impact or any type of prohibited conduct upon people with this protected characteristic in any theme areas.
Race	This equality impact analysis identifies a number of potential adverse impacts on this protected characteristic relating to which are detailed below and have been updated to include relevant findings from the Devolution consultation.

Protected characteristic	Response
	17% of respondents suggested that the proposals would have a negative impact on individuals because of race. Limited comments were received explaining the negative responses or how the proposals would have a potential negative impact by Race. The consultation analysis also highlighted:

"concerns around the conflation of the terms race and ethnicity in the consultation due to their conceptual differences."

Potential negative impacts:

- Decisions are currently made centrally, based on national populations which are more diverse than Lincolnshire. Moving decision making closer to local people can benefit a majority, but misconceptions and lack of awareness/understanding could unintentionally disadvantage some cultures.

Consultation findings:

- On specific theme areas within the consultation, no patterns emerged from those in this protected characteristic group as to how and why the proposal could negatively impact them.

- Concerns were raised regarding the conflation of the terms race and ethnicity in the consultation due to their conceptual differences. In addition, respondents called for more diverse governance boards to ensure effective representation and inclusive decision-making processes.

Potential mitigations:

- The proposed GLCCA will be subject to Section 149 of the Equalities Act which requires a public authority to have due regard to the need to:
  - o Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act
  - o Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
  - o Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- The terminology used in the impact question refers to race and ethnicity (with the latter in brackets). As identified in the Equality Act 2010, race is one of the nine protected characteristics. It refers to a group of people defined by their colour, nationality (including citizenship), ethnic or national origins. The government's preferred style recommends using ethnicity and not race. This is because ethnicity is more commonly used within diversity questionnaires in the UK and using consistent terms helps people to understand our data. |

Protected characteristic	Response
	We have used an ethnic group question as recommended by ONS for use on a survey in England. Ethnic groups have been defined through equality case law and Census classification. Ethnic groupings are useful for monitoring and addressing racial discrimination and inequalities. We continuously review our practice to ensure it is in line with the latest Government Standards for ethnicity data to ensure responsible and accurate reporting on race and ethnicity. **Employment and Skills** Potential negative impacts: - A national CIPD report found that BAME employees are significantly more likely to say your identity or background can have an effect on the opportunities you're given than white British employees[43], particularly those from an Indian/Pakistani/Bangladeshi background. Consultation findings: - The consultation did not produce any common themes on how the approach to Employment and Skills would impact negatively on specific racial groups. Potential mitigations: - Face to face engagement has taken place in a mix of welcoming, non-judgemental venues. An online engagement offer was also available, if people decided not to join face-to-face events, so everyone who desired could express their views in their preferred way. - The national CIPD provides useful evidence for consideration by the proposed GLCCA when developing future policy. **Engagement** Potential negative impacts: - Census data analysis reveals that English proficiency for residents whose main language is not English is lower in Lincolnshire than in England. In England, 80% of people who speak a foreign language could speak English well or very well, compared to 78% on average for GL. Census data analysis reveals that 62,648 people (approximately 6% of GL) don't have English as their main language. 5% of the population in Boston cannot speak English and across GL the average figure is 3%. Subsequently, there are still significant numbers who will be excluded from understanding the technicalities if translations are not available[44].

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[43] 36057 (peoplemanagement.co.uk)

[44] Language, England and Wales - Office for National Statistics (ons.gov.uk)

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Protected characteristic	Response
	Consultation findings: - The consultation did not produce any common themes on how the approach to the consultation could impact negatively on specific racial groups. Potential mitigations: - A subscription to DA Languages services was made available so that key devolution information can be translated for those speaking the top languages in target areas. Accessible html pages were added to the council website for easy translation and Let's talk Lincolnshire offered an inbuilt translation tool so potential respondents could see text and questions in their chosen language.
Religion or belief	This equality impact analysis identifies a potential adverse impacts on this protected characteristic which is detailed below and has been updated to include relevant findings from the Devolution consultation. 15% of respondents suggested that the proposals would have a negative impact on individuals because of religion or belief. Limited comments were received explaining the negative responses or how the proposals would have a potential negative impact by religion or belief. The consultation responses did not produce any significant themes as to why the proposal may negatively impact religious or belief groups, however comments were received that highlighted that: *"It was noted, however, that there were no proposals for protected or at-risk buildings which included religious buildings. This was seen to merit further attention in proposed policies."* **Engagement** Potential negative impacts: - Different religious and belief groups may not feel directly addressed by the specifics of the proposal, so it is important that they are involved and consulted throughout the process. Consultation findings: - The consultation did not produce any common themes on how the approach to the consultation could impact negatively by religion or belief. Potential mitigations: - To reach out to communities via leaders and organisations representing their interests so people feel more comfortable taking part. Face to face engagement took place in a mix of welcoming, non-judgemental venues. An online engagement and paper copies were available, so everyone could express their views in their preferred way.

Protected characteristic	Response
	Protected or at-risk buildings including religious buildings Potential negative impacts: - No potential negative impacts were identified in the original EqIA. Consultation findings: - The consultation identified that there were no proposals for protected or at-risk buildings which included religious buildings. This was seen to merit further attention in proposed policies. Potential mitigations: - The comments received do not suggest a potential negative impact on people by religion or belief but provide useful evidence for consideration by the proposed GLCCA when developing future policy.
Sex	No potential negative impacts were identified for this protected characteristic as part of the original equality impact assessment. Through the Devolution consultation 16% of respondents suggested that the proposals would have a negative impact on individuals because of sex. The consultation responses did not produce any significant themes as to why the proposal may negatively impact on this protected characteristic, however comments were received that highlighted that: *"some respondents raised concerns over the composition of government structures that were dominated by white men from middle-class backgrounds. Instead, respondents called for equal gender representation on any governance structures within the proposed authority. Other respondents requested more information on the proposed devolution to better ascertain its impact on gender and sex of the population."* **Representation** Potential negative impacts: - No potential negative impacts were identified in the original EqIA. - Through the consultation process suggestions respondents commenting on sex called for the equal gender representation in government structures. Potential mitigations: - The comments received do not suggest a potential negative impact on people by sex. - The ability to stand for election onto local government structures is open to all adults. - The Committee structure of the proposed GLCCA will provide opportunities to co-opt or engage a range of voices that can provide additional expertise in delivering its functions.

Protected characteristic	Response
Sexual orientation	This equality impact analysis identifies a number of potential adverse impacts on this protected characteristic relating to which are detailed below and have been updated to include relevant findings from the Devolution consultation. 14% of respondents suggested that the proposals would have a negative impact on individuals because of sexual orientation. No further themes or potential negative impacts were identified from the consultation comments in relation to the impact the proposal would have on sexual orientation. **Employment and Skills** Potential negative impacts: - A 2018 Stonewall report showed that more than a third of LGBT staff (35%) have hidden or disguised that they are LGBT for fear of discrimination and nearly two in five bisexual people (38%) have not disclosed their sexuality to anyone at work. There is a possibility therefore that they might not benefit from employment and skills improvements to the same extent as their heterosexual colleagues[45]. Consultation findings: - There were no themes in the consultation responses that related to this potential negative impact or potential mitigations. Potential mitigations: - To reach out to minority communities via organisations representing their interests so people feel more comfortable taking part in engagement to identify the best methods to engage. **Engagement** Potential negative impacts: - Continuing discrimination means that some may not wish to participate in open engagement. Consultation findings: - The consultation did not produce any common themes on how the approach to the consultation could impact negatively by religion or belief. Potential mitigations: - To reach out to minority communities via organisations representing their interests so people feel more comfortable taking part. Public events were held in inclusive, non-judgemental venues so everyone would be feel welcome, and no one would feel they would face ridicule or discrimination. An online, paper version and telephone offer were all

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[45] lgbt_in_britain_work_report.pdf (stonewall.org.uk)

Protected characteristic	Response
	also available if people decided not to join face-to-face events so that everyone could express their views in their preferred way.

Negative impacts - other groups

If you have identified negative 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.

Other Groups	Negative impacts
	There is a risk that the exercise of certain functions by the GL MCCA will mean that decisions will be remote from the needs of those groups and individuals who are most reliant upon the services provided by local government in the area. However, this risk will be mitigated by the safeguards set out in the proposal, which include: - - the Constituent Councils' membership of the GL MCCA - the role and participation of district and borough councils in the GL MCCA - the role and participation of other groups and voices in the GL MCCA - the GL MCCA's proposed governance arrangements and decision-making processes, and the phased transfer of some powers to the GL MCCA over time.
Businesses	No negative impacts are expected for businesses. Businesses have been actively engaged in stakeholder discussions, both throughout the development of the original proposal and through the consultation exercise. Businesses provided positive feedback on the proposal and showed a desire for ambitions to go further, considering wider factors such as increased business support and increased involvement in future steps.
Armed Forces Community **(Veterans, reservists and those still serving)**	Those belonging to the Armed Forces Community may not feel that the proposal directly addresses their concerns. The MoD will continue to make operational decisions and support this community. All three upper tier councils are committed to the Armed Forces Covenant and the recently introduced Armed Forces Public Duties, so their needs will be considered at all stages of the deal, including a variety of ways to participate in engagement and test assumptions made in this EIA. The formal consultation process didn't produce any further possible negative implications on this protected characteristic group.

Other Groups	Negative impacts
Deprived Communities	There is potential for the MCCA to be formed and high-profile projects to be developed, but for the poorest and most deprived to miss out on the potential benefits as funding may be used in different areas. The MCCA will need to ensure that it has a robust evidence base for decisions and funding allocations. The formal consultation process didn't produce any further possible negative implications on this protected characteristic group.
Visitors	The formal consultation process didn't produce any possible negative implications for this group.
Digitally excluded communities / individuals	The formal consultation process didn't produce any possible negative implications on this group To ensure accessibility of the consultation, a range of engagement methods were used. These are set out within the consultation report.
Single parents	In response to equality questions about the potential negative impacts of the proposal by the protected characteristic of marriage and civil partnership a number of respondents critiqued the lack of focus on 'single parents' as a protected characteristic. Potential negative impacts: - No negative impacts were identified in the original EqIA. - It is envisaged that the proposal may have a potential positive impact on this group through the creation of a more vibrant job mix across Greater Lincolnshire that may offer more flexible employments supporting those managing sole parenting and employment. Improved digital connectivity may also support flexible working from home that could better suit those with specific childcare arrangements. Consultation findings: - The consultation process didn't produce any further possible negative implications or mitigations for this group. Potential mitigations: - No further actions are proposed.

Summary

This EIA shows clearly the wide and varied population of GL and the importance of keeping residents as informed as possible as devolution progresses. It is clear from the findings that a devolution deal for GL can have a positive impact on a wide number of protected characteristics groups in a variety of ways.

The proposal will reduce barriers to upskill the local labour force across all age groups and reduce the productivity gap which GL faces nationally. The power to be able to innovatively use funding will open more possibilities to direct resources to tackle employment barriers for people with disabilities. The impact of being able to adapt and use innovative approaches to funding would mean we could target training to address any imbalance in the workforce in our local industries, as there will be increased opportunities to train. There is an opportunity through a more aligned careers service, led by industry, to ensure that there is a greater understanding of which sectors are actively trying to increase their BAME representation.

Improved digital infrastructure will also give people greater choice and flexibility over how they choose to work in the future and the jobs they can access.

Improved transport infrastructure will provide GL residents with reliable means of getting from A to B, whether this be to school, work or socially, throughout the region. An improved transport system will also give the older generation greater access to healthcare, reduce isolation and improve independence. The ambition is to also improve accessibility to public transport for those who currently don't feel it meets their needs and requirements.

The EIA also clearly identifies some possible negative implications which will need due consideration before full implementation of the changes that arise as a result of devolution in GL.

Across many areas, budgets and decisions will move from Government to the GL MCCA. Within Employment and Skills for example, no specific decisions have yet been made about where investment will occur to generate employment opportunities or in education and improving skills. It is a possibility that this could inadvertently benefit one group over another. Therefore, due consideration and process must take place prior to implementation of any policy to ensure that this risk is reduced as much as possible.

When striving to improve digital connectivity, there is a risk that those who aren't currently confident with the technology could be left further behind and feel more excluded and subsequently increase the gap that is currently exists. Therefore, it is crucial that this is researched further so that skills gaps can be identified, and people can be signposted to programmes to help them improve their skills to enable people of all ages to realise the benefits of improved digital inclusion.

The public consultation on the key themes of the proposal shows broad support towards the ambitions and targets of the GL MCCA. There is broad support across protected characteristics groups which has been shown by the data analysis in this document.

Stakeholders

Objective(s) of the EIA consultation or engagement activity
This EIA has informed the devolution consultation stakeholder analysis. To ensure everyone has a fair and open opportunity to share their views on the devolution deal. To test assumptions made about potential impacts of devolution on the general population, but particularly those with protected characteristics and additional communities identified in this document or as part of stakeholder conversations. To consider areas where the proposal may need to be changed as a result of feedback through the consultation.

Who was involved in the EIA consultation or engagement activity?

Detail any findings identified by the protected characteristic.

Protected characteristic	Response
Age	**Stakeholder mailshot –** **Young People** **LCC** Lincoln University Bishop Grosseteste Lincoln, Grantham, Boston College Lincolnshire Youth Council (LYC) / Youth Parliament (YP) Expert by experience LCC LEAP Barnados Carers First young carers Future Focus Spalding college 4all Children's Disability Register Bardney Gateway Centre (Bardney Youth Club) Young Farmers Pelican trust Ruskington Youth Centre Wrangle Youth Club Deeping Youth group Schools Admissions Building resilience in Communities Children's Links Circles of Support Early support care coordination **NEL** Young people Navigo Internal comms Franklin College

Protected characteristic	Response
	Grimsby Institute **Stakeholder mail shot** **Older people** **LCC** Age UK x 2 U3A Good Homes Alliance **NEL** Friendship at Home (Later Life Partnership) - internal comms, **Promotional material (paper copies - survey, executive summary, proposal, posters, and post cards)** **Older people** **LCC** Age UK Age UK Lincoln & Kesteven 48 libraries/community hubs (older people) Lincoln Community Foundation **Promotional material (paper copies - survey, executive summary, proposal, posters, and post cards)** **Young people** **LCC** Lincoln University Bishop Grosseteste Lincoln College Boston College Grantham College YMCA Lincoln Community Foundation Young Inspectors (LCC) Voices for Choices (LCC) **Attendance at community events (in person/Teams)** **Older people** **LCC** Extra time drop-in session for older people Pop up stand at libraries **Easy read version** **LCC** Adult care services **Attendance at community events (in person/Teams)** **Young People** **LCC** Lincoln college group SEG (Stakeholder Engagement Group – LCC Children's Services)

Protected characteristic	Response
	Lincoln college library Bishop Grosseteste University Grantham Youth centre Boston college Lincoln University **NL** Adult Education and Community Learning Youth Council **NEL** Employability Forum
Disability	**Stakeholder mailshot** **LCC** Healthwatch Lincolnshire Care Association (LinCA) H&W Network Bulletin on a weekly basis VoiceAbility (Lincs Disability partnership) Shine Mental Health network Healthwatch Every-One Lincolnshire Partnership Foundation Trust (LPFT) Autism partnership board (LCC) Blind society x2 Carers First British Deaf association Lincs sensory services Dementia support Disability Hub Sleaford BID Services Children's Hearing Services Working Group Day Break – Grantham college County Care Day Time Opportunities Skegness/Holbeach Diversity Adult Support Services LTD ECLIPS (Extended Communication and Language Impairment Provision for Students) FocusAbility - Day Opportunities Centre - Market Rasen Gainsborough Family Support Group @ GAPA Going Forward social group Spalding Headway Lincolnshire Inspire Lincs KIDS Lincolnshire Lincolnshire Down's Syndrome Support Group PAACT Umbrellas Lincoln Stamford Diversity CIC Grantham Disabled Children society

Protected characteristic	Response
	Lincolnshire sensory service Don't lose Hope Bourne MindSpace Stamford **NEL** NEL All Age Learning Disability Partnership People with disabilities Navigo Internal comms **Promotional material and paper copies of Easy Read version** **LCC** Autism Partnership Children's services VoiceAbilty Disability social network Talking Newspaper article in Boston and South Holland **Audio version of the exec summary and the consultation information** **LCC** South Lincs Blind Society, including talking newspaper article Lincoln and Lindsey Blind Society VoiceAbilty Lincolnshire Sensory Service **Attendance at community events (in person/Teams)** **LCC** LCC Staff disability group (Evolve) LCC staff carers network H&W Network Boston Lincolnshire Military, Veterans & Families Wellbeing Network Dementia Carers support group
Gender reassignment	**Stakeholder mailshot** **LCC** Just Lincs Think2speak Lincoln Pride Lincoln Alternative LGBT Network LGBT Lincoln university group **Attendance at community events (in person/Teams)** **LCC** LCC LGBT staff network

Protected characteristic	Response
Marriage and civil partnership	**Stakeholder Mailshot** **LCC** CAB Lincolnshire **Promotional material (paper copies - survey, executive summary, proposal, posters, and post cards)** **LCC** CAB- South Lincs CAB- Mid Lincs
Pregnancy and maternity	**Stakeholder Mailshot** **LCC** Children's Links Circles of Support Early support Care coordination **Promotional material (paper copies - survey, executive summary, proposal, posters, and post cards)** **LCC** 48 Childrens centres 7 Family centres **Attendance at community events (in person/Teams)** **LCC** Lincoln toy library
Race	**Stakeholder mailshot** **LCC** Black and Ethnic Minority employee group (LCC) Lincolnshire Gypsy Liaison Group Traveller education service Acts Trust ESOL Lincolnshire Polish Society Aspire - ESOL Lincoln Arabic School for All PAB Boston ESOL Polish Saturday Club Ltd Boston Boston Lithuanian Community group Chinese Association Lincoln Polish Saturday school Spalding Lincolns Muslim Sisters Forum **Attendance at community events (in person/Teams)** **LCC** LCC BAME staff group

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Protected characteristic	Response
Religion or belief	**Stakeholder mailshot** **LCC** Just Lincs Lincoln University multi faith group The Centre of Reconciliation Alive church Lutheran church **NE** Faith Leaders across North East Lincolnshire
Sex	**Stakeholder mailshot** **LCC** Womens Aid Boston Womens Aid Eden WI South Lincolnshire WI North Lincolnshire Lincoln Muslim Sisters Forum Business Women's Link Men's Shed
Sexual orientation	**Stakeholder mailshot** **LCC** Just Lincs Think2speak Lincoln Pride Lincoln Alternative LGBT Network LGBT Lincoln university group **NEL** LGBTQ – Navigo Internal comms **Attendance at community events (in person/Teams)** **LCC** LGBT staff network
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?	Yes

Protected characteristic	Response
The purpose is to make sure you have got the perspective of all the protected characteristics.	
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 proposed GLCCA will be subject to the public sector equality duty and have regard to this in its decision making processes and the delivery of its functions.

Further details

Personal data	Response
Are you handling personal data?	No
If yes, please give details	

Version	Description	Created or amended by	Date created or amended	Approved by	Date approved
V5	Cleaned up core version created after input from representatives from across GL.	Samantha Long & Equality Impact Analysis Team l	11/07/23		
V0.06	Review	Daniel Larkin	21/08/23		
V.0.7	Reviewed version in preparation for review meeting	Samantha Long	22/08/23		
V.0.8	Reviewed and partially cleaned up	Daniel Larkin	25/08/23		
V.0.9	Meeting to discuss the text for positive impacts	Samantha Long & Equality Impact	20/09/23		

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Version	Description	Created or amended by	Date created or amended	Approved by	Date approved
		Analysis Team			
V.0.9	Reviewed and developed further	Daniel Larkin/ Samantha Long	28/09/23 – 29/09/23		
V0.10	Legal comments considered and reviewed	Daniel Larkin/ Samantha Long	04/10/23		
V0.10	Version further developed during meeting	Equality Impact Analysis Team	16/10/23		
V0.11	Questions from meeting addressed and meeting and cleaned up	Daniel Larkin/ Samantha Long	18/10/23		
V1.0	Final cleaning up for version 1.0	Samantha Long	20/10/23		
V1.1	Amendments following legal review	Daniel Larkin/ Samantha Long	14/11/23		
V1.2	Final editing and proofread	Daniel Larkin	17/11/23		
V2.0	Post Consultation Update and Data Analysis	Daniel Larkin	16/02/24		

Version	Description	Created or amended by	Date created or amended	Approved by	Date approved
V2.1	Post Consultation Update and Data Analysis (Editing)	Daniel Larkin	25.02.24		
V2.2	Post Consultation Update, Data Analysis and review	Daniel Larkin	27.02.24		
V2.3	Post Consultation Update, Data Analysis and review	Daniel Larkin	29.02.24	LS / MG	29.2.24

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GREATER LINCOLNSHIRE COMBINED COUNTY AUTHORITY PROPOSAL

March 2024

Greater Lincolnshire Combined County Authority Proposal

CONTENTS

This document has been prepared by Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council, working collaboratively with the City, District and Borough Councils in Lincolnshire.

Our Proposal delivers for Greater Lincolnshire

More money, more say, better results for Greater Lincolnshire

Investing in Greater Lincolnshire

- £24 million per annum for 30 years to invest in infrastructure and skills development totalling £720m.

- Multi year transport budget with greater flexibility to spend the money on local priorities.

- Funding for adult education to prioritise spending on the needs of people and businesses rather than national priorities.

- One off £28.4m capital investment in Greater Lincolnshire's priorities.

A stronger voice for our area

- A new Mayor, elected by residents to champion the needs of the area and to make a strong case to the Government for more investment and to pilot new ideas in Greater Lincolnshire.

- A Combined County Authority providing local accountability, transparency and capacity to use key growth levers such as transport, skills and economic development.

- Enhanced working relationships with government departments to protect our coastline, natural and historic environment and boost tourism.

- A new role leading the national debate on transport for rural communities to address challenges across ours and other areas.

Turbo charging business growth

- Long term funding of the infrastructure that key local business needs to grow and create jobs.

- Identify and agree key route network to speed up the movement of goods and passengers through and around Greater Lincolnshire.

- Government, research and industry brought together to boost business innovation that leads to more high skill high wage jobs.

- A new approach to managing water that supports local business needs and protects communities and business from flooding.

Delivering our potential - Humber to the Wash

- Decarbonise the UK's largest industrial estuary and deliver green jobs across Greater Lincolnshire in carbon capture and storage, nuclear fusion, water management and energy distribution

- National recognition for the UK Food Valley supporting a new generation of high skill jobs and businesses across the food chain.

- Maximising the potential of the Humber Freeport to create jobs.

- Improved transport links across Greater Lincolnshire and provide a trade corridor to the East Midlands freeport and beyond.

High quality skills and jobs

- Careers support that showcases the great opportunities in Greater Lincolnshire and helps people to get a high skill high wage job here.

- Training in higher-level skills delivered in Greater Lincolnshire to boost access to high wage jobs in our growth sectors.

- The adult education budget invested in courses that help people to achieve a fulfilling future and deliver the skills that our local businesses need to innovate and expand.

- Provide extra help to those young people that need it the most, including help for care leavers to get a job.

Unlocking housing through enhanced infrastructure

- Investing in high quality homes, locations and services to retain a younger workforce and support those in later life.

- Investment from Homes England to bring forward the necessary infrastructure to meet the needs of local communities.

- Supporting regeneration of areas, providing sustainable and affordable housing solutions for our future workforce.

- A single Local Transport Authority to develop public transport improvements that connect people with homes, work, leisure and learning.

Immediate benefits from devolution across Greater Lincolnshire

- £2m investment in the UK Food Valley Grant Programme;

- £1.5m flood Prevention schemes in Kirkby on Bain and Market Rasen;

- £2m funding towards a Streetworks Programme in Grantham;

- £3.3m of improvements to the Trans Midlands Trade Corridor around Lincoln including Nettleham Roundabout;

- £9m to reconstruct and improve access at Old Roman Bank, Sandilands;

- £2.2m to expand the Sleaford Moor Enterprise Park.

- Unlocking housing in Brigg, Barton and Scunthorpe.

- Creation of waterside town centre neighbourhoods in North East Lincolnshire.

Invest in infrastructure → Boost business growth and innovation → More high skill high wage jobs in key sectors → Provide training for new jobs → Housing in the right place → Improve transport links

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Introduction

Greater Lincolnshire's devolution deal is ambitious

The three upper tier councils of Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council secured an ambitious £750 million devolution deal with government on 22 November 2023. The deal signifies unprecedented investment into the area and provides a catalyst for economic growth and improved outcomes for residents and people working in the area.

This is a time of considerable opportunity for Greater Lincolnshire and this Proposal is designed to unlock significant long-term funding and give local leaders greater freedom to decide how best to meet local needs and create new opportunities for residents and those who come to Greater Lincolnshire for work or leisure.

We are at the heart of delivering on vital national growth sectors – through the UK Food Valley, our Freeport and our market leader role in offshore renewables. At the same time, we have a clear focus on delivering against the Levelling Up agenda and transforming our city towns and resorts. Devolution is essential to complement those initiatives through local powers, influence and decision making.

The key sectors of our economy are of strategic importance to the UK. Greater Lincolnshire has a unique place in the future success of the UK as a source of clean energy, carbon capture opportunities, and food security. It has a vital role in global trade, securing the nation's supply chains in key industries:

- Food, fish, seafood and food manufacturing: Greater Lincolnshire is home to the UK Food Valley. It supplies 70% of seafood consumed in the UK, 30% of the nation's vegetables, and 18% of poultry. It had a total agricultural output of over £2bn in 2019, with a seafood processing and trading cluster worth over £1.5bn to the economy. Greater Lincolnshire will become a world leading food cluster. It has the potential to help the UK become a science superpower through its focus on new food chain automation and digital technology and innovation.

- Energy, decarbonisation and net zero: Greater Lincolnshire is at the heart of the UK's offshore renewable energy generation, and with at least 25% of the UK's energy production it plays a crucial role in enabling the nation to become a net energy exporter by 2040. The low carbon economy and green energy production across Greater Lincolnshire are pivotal to the UK achieving net zero. They are already worth £1.2bn per annum to the economy, employing over 12,000 people. Greater Lincolnshire has a fundamental role leveraging investment in the North Sea expanding renewable capacity and innovating in carbon capture.

- Ports, logistics and supply chains: Greater Lincolnshire is the UK gateway to Europe for the Midlands Engine and Northern Powerhouse. Benefiting from prime deep water locations, its ports and connectivity advantages have supported the growth of a UK-leading logistics cluster, serving industry sectors including renewables, advanced manufacturing, food manufacturing and energy. The UK economy is highly dependent on the maritime sector, with 95% of goods exports and imports moved by sea, including nearly half of the country's food supplies and a quarter of its energy supply. Greater Lincolnshire is supporting the next phase in the evolution of its ports and the competitiveness of its logistic sector that underpin trade and national supply chains.

However, Greater Lincolnshire is not without its challenges. Public spending per head is below average when compared against the UK. The economy has an over-reliance on seasonal jobs, whether that is in tourism or agriculture. The area has carbon-rich heavy industry which is critical to the UK, but sees challenges in terms of the green agenda. Skill levels lag behind our neighbours and the rest of the UK with only 29% of our working age residents having a level 4 qualification or above. This is 32% lower than nationally. Whilst upper tier councils have made significant investment in local infrastructure, the area has few motorways or dual carriageways and limited public transport networks. This reduces the opportunity to travel to work, learning and leisure, contributing to greater inequality. Costs are often higher and greater investment is required. Greater Lincolnshire also has an aging population which has increased 30% faster than the rest of the UK since 2020. There is a need to both attract and retain a younger workforce and residents to enable local economies to thrive.

Elsewhere in the UK devolution has helped to improve economic performance. Areas with devolution arrangements often have additional opportunities to access new funding and initiatives enabling them to outperform those areas who are yet to enter into devolved arrangements. Now is the time for Greater Lincolnshire to catch up with the most successful areas of the UK. This will be achieved through strong local leadership and a more targeted approach to skills and training, local transport, infrastructure development and regeneration.

Government has offered a range of different devolution models with the benefits reflecting the strength of local leadership. We believe that through a directly elected Mayor Greater Lincolnshire would demonstrate strong leadership and unlock the full benefits of devolution.

We propose creating a Combined County Authority with an elected Mayor to bring together key partners in a long-term arrangement to manage devolved powers and some existing local transport powers across Greater Lincolnshire. Through the proposed Combined County Authority senior councillors from Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council will work collaboratively with the City, District and Borough councils within Lincolnshire and a new Mayor elected directly by residents. Local business and the police and crime commissioners would be key partners at the table informing decision-making and ensuring the right choices are made for Greater Lincolnshire.

The Combined County Authority would direct long-term infrastructure investment, investment in local communities to help them to thrive and investment in green growth, delivering food and energy security to the UK and putting Greater Lincolnshire in a position where it can be at the forefront of renewable and clean energy technologies and production and be a world-leading provider of food, seafood and associated technological innovation. It would also support improvements in the nations supply chains and maximise the strategic advantages of our ports, transforming them into the most smart, clean and efficient port clusters in the world.

Establishing a Combined County Authority is a formal, legal step, allowing upper tier councils across the area to work more closely together on key priorities such as economic development, regeneration and transport. The proposed Combined County Authority would seek to:

- Increase employment opportunities across Greater Lincolnshire

- Improve business productivity

- Deliver efficient services and derive benefits from working at scale

- Build strong relationships with government to draw down more funding and powers in the future

- Greater control over public spending to achieve the maximum benefit

- Develop long term plans to enable faster decision-making and improved performance

- Speed up decision-making

The creation of a Combined County Authority would not result in the merger or take-over of councils in the area. They would continue to deliver valuable local services to Greater Lincolnshire residents with some powers used concurrently by local councils and the proposed Combined County Authority. Transport powers would be brought together with the proposed Combined County Authority becoming the Local Transport Authority for Greater Lincolnshire.

Under this Proposal the three upper tier councils, along with the city, district and borough councils in Greater Lincolnshire would continue to play an important role in relation to the powers and funding that is devolved to the area. These authorities will have specific consenting rights in respect to some of the powers held by the CCA and / or the Mayor, ensuring a strong local voice in decision making. The Police and Crime Commissioners for Lincolnshire and Humberside would also play an active role in the CCA, ensuring that the needs of local communities relating to public safety are represented.

Over the coming months local councils will be working with Government to bring forward a number of improvements for communities across Greater Lincolnshire. This will see investment in infrastructure to support travel and to create opportunities for businesses to grow and new jobs to be created.

Delivering our ambitions

Greater Lincolnshire is a diverse area made up of rural land, urban centres of differing sizes, coastal communities, and market towns. The rurality can make it difficult for some of our communities to access service centres, presenting barriers to employment, health and wellbeing.

Urban centres such as Lincoln, Grantham and Boston provide significant employment opportunities and transport linkages, with around 325,000 people living in these centres. In these areas, 15% of children live in low income households, with 71% of people being economically active across sectors such as advanced manufacturing, food and logistics and public services. However, there are clusters of deprivation where residents suffer from fewer opportunities around work and health.

Our urban industrial centres such as Scunthorpe and Grimsby are built around heavy industry, including oil, gas, chemicals, steel, mining and renewables. Around 253,000 people live in these areas and face challenges in having the skills needed to take up employment in these and emerging industries, resulting in pronounced areas of economic activity and low social mobility. 29% of adults in Greater Lincolnshire's urban centres have no qualifications. Improved targeting of skills and education provision will help to close these gaps.

Greater Lincolnshire benefits from over 50 miles of coastline, with many coastal communities being home to around 29,000 people. The area is at risk of flooding, there is limited infrastructure and often poor-quality housing. These areas see low wage, low skill seasonal employment, high levels of deprivation and lower than average educational attainment levels but will benefit from the targeted investment that the devolution Proposals present.

Much of Greater Lincolnshire is sparsely populated with large areas of open countryside and farmland, interspersed with market towns and hamlets. Over 300,000 people live in rural settings across Greater Lincolnshire, which are often a long way from urban centres. These areas often have lower levels of deprivation but lack the infrastructure to connect them both digitally and physically. This is against a backdrop of younger people moving out of these areas, and older people moving in, placing pressure on service delivery.

Much like our places, the Greater Lincolnshire economy is diverse. It sees 48,735 businesses, with 25% of all employment being in microbusinesses. Greater Lincolnshire contributes £26bn to the UK economy and accounts for £1.36bn of exports. Greater Lincolnshire covers 7,997 sq. km and is more than six times the size of Greater Manchester City Region.

Greater Lincolnshire's low levels of productivity and shrinking working age population create challenges for economic growth and the supply of skilled workers into the economy. The area lags behind the national skills picture with only 25% of the resident population aged 16 plus holding qualifications at level 4 or higher in 2021, compared to 34% nationally. Access to both higher and further education is hampered by poor digital connectivity, limiting the development of the skill-base needed within the population.

The journey for Greater Lincolnshire is not from a standing start. Councils and business in Greater Lincolnshire have a strong history of working together and are already collaborating to tackle common challenges that until now have held back growth.

There are a multitude of projects already underway across Greater Lincolnshire and many of our communities have benefited from investment through the Towns Fund and UK Shared Prosperity Funding - both of which help to address levelling up challenges within Greater Lincolnshire.

However short-term funding pots are not sufficient to achieve the strategic level of change that Greater Lincolnshire needs to see. Our ambitions for devolution seek to deliver the leadership required to address unique long-term challenges across Greater Lincolnshire and maximise the area's opportunities to deliver future prosperity.

The purpose of this Proposal is to provide the powers, funding and flexibilities required to accelerate progress to address long term challenges and opportunities across Greater Lincolnshire It supports levelling up across the area with a focus improving the economic, social and environmental wellbeing of people who live and work in Greater Lincolnshire. It would see local decision makers creating the conditions for more high wage, high skill jobs, and provides a catalyst to improve learning, training, and pathways into those jobs, raising living standards and levelling up through:

- Local decisions and long term **investment in infrastructure** to **turbo charge business growth** and tackle low business productivity, particularly in key sectors that create high wage, high skills jobs that boost living standards

- Long term strategic planning and investment to protect our environment and **unlock high quality housing in our communities** that meets the needs of younger workforce and supports those in later life

- Local commissioning of **high quality skills**, training and pathways to attract and retain younger workers, meet the significant skills needs of our key industries and capitalise on economic opportunity through better alignment of skills, employment, and career opportunities across Greater Lincolnshire

- **A stronger voice regionally and nationally** to make the case for more investment on Greater Lincolnshire's priorities including the **UK Food Valley, energy, ports and logistics, delivering on the potential of the area from the Humber to The Wash.**

- Managing water as an asset, to mitigate the threat of coastal erosion and flooding, and meet the area's unique demands for water to support growth in agriculture and innovations in manufacturing and carbon capture.

Over the next 10 themes, we set out what we would seek to deliver across our key priority areas to improve the economic, social and environmental wellbeing of people who live and work in Greater Lincolnshire if this Proposal is approved.

This will be achieved in partnership with residents, businesses, local authorities and stakeholders across the Greater Lincolnshire area and wider collaboration with neighbouring economic areas such as Norfolk; Cambridgeshire and Peterborough; the East Midlands; Hull and East Riding; and South Yorkshire; as well as areas with similar challenges including rural and coastal areas where working together can help deliver on our ambitions.

1: Infrastructure which supports the movement of people, goods, and ideas

Greater Lincolnshire is a large geography combining urban, rural and coastal areas. Whilst constituent councils have made significant investment in local infrastructure a step change is needed to deliver the strategic infrastructure critical for growth and jobs.

To level up Greater Lincolnshire we will prioritise investment in infrastructure that can boost growth in key sectors of our local economy, this includes the UK Food Valley, Energy, Ports and logistics, all of which have been identified as priorities for the Greater Lincolnshire and wider UK economy.

As an area vital to supply chains and specialising in logistics, transport infrastructure is essential to maximise the benefit and growth of these sectors.

Identify and agree new key route network to accelerate the movement of goods and passengers through and around Greater Lincolnshire and work with the Government to secure improvements to key priorities for growth identified within the network, including:

- Regionally the Trans Midland Trade Corridor is recognised as a priority and north of Lincoln it is of national significance as a strategic north-south transport and economic corridor connecting the Humber ports in the north to the wider network in the south via the A46 and A1 at Newark. The current performance of this corridor holds back productivity and is also a barrier to future growth.

- The A1 corridor, and it's links to the A16, A17 and A52, also has a key economic role within the East Midlands, particularly for agri-food, logistics, manufacturing and tourism, with very significant levels of proposed housing (up to 100,000 units) and employment growth – in addition to the potential 'STEP Fusion' Facility at the West Burton Power Station site growth.

- The circulatory road around Lincoln is also a recognised priority to serve the Humber Ports and east coast visitor attractions.

A multi-year transport infrastructure settlement will provide greater funding certainty to deliver local priorities for road, rail, freight and public transport to boost growth in the Greater Lincolnshire economy and keep our residents moving. The settlement will enable us to plan for road maintenance and potholes over the longer term, with delivery of these functions provided by the constituent councils and funding distributed proportionate to existing budgets.

Investment in both physical and digital infrastructure is critical to drive business confidence and green growth, but often relies on bids to government and its various agencies.

Bidding processes are frequently based upon nationally set priorities, there is limited certainty over future funding and locally determined priorities are not necessarily joined up or met.

We will work with Midlands Connect and Transport for the North which received Government funding to develop a regional Electric Vehicle Charging Infrastructure strategy. For Greater Lincolnshire, other alternative low carbon fuels, such as hydrogen, will play an important role, particularly for large vehicles that require longer ranges and faster refuelling. We will work with the Sub-national Transport Boards and a new Mayoral rural transport group to explore this.

We will encourage further investment in digital infrastructure such as ultrafast broadband and 5G that the area needs for the future, ensuring rural areas are not left behind.

2: Modern transport services that connect people to learning, business opportunity, jobs, and services

Greater Lincolnshire has few motorways, dual carriageways and limited public transport networks. These reduce the opportunities to travel to work, to learning and leisure, and contribute to greater inequality.

Despite the geographical challenges we face, Greater Lincolnshire has been at the forefront of demand responsive transport, developing innovative services that we intend to expand further as we create a transport network which breaks the link between poor transport connectivity and the skills gap.

A rural transport group will be established that will lead the national debate on transport in Mayoral rural areas, chaired by the Mayor of Greater Lincolnshire. The group will bring together other rural combined authorities to champion innovation and work in partnership with the Department for Transport to identify pilot projects to address rural connectivity and accessibility.

Locally our Proposal would create a single Local Transport Authority for Greater Lincolnshire. This would establish clear transport policies to guide future investment in all forms of transport including bus, cycling and walking to improve travel choices across the area.

The Mayor and members of the combined county authority will work together across Greater Lincolnshire to develop a joined up local transport plan for our area that addresses our challenges and guides future transport investment through a consolidated transport budget.

Recognising the challenges that rural areas face in the delivery of high quality, sustainable bus services, we will develop a rural bus pilot to connect communities and residents to training and employment. Subject to a funding Proposal to Government the pilot will act as a policy test bed for other rural areas.

We will also work to integrate existing bus service improvement plans to streamline contractual and delivery arrangements for bus services across the area. We will explore bus franchising and provide local accountability for spending of the Bus Service Operators Grant.

Rail freight is nationally significant, with a quarter of the UK's freight passing through Greater Lincolnshire. Increasing rail capacity is important to expanding businesses in Greater Lincolnshire and to avoid lack of capacity acting as a constraint on future growth.

Rail services provide vital connectivity for residents with services linking communities and providing access to higher education and leisure activities. Passenger services will, by the nature of our large and predominantly rural area, be less well used than in major urban areas and this could lead to decisions being taken by operators on the basis of simple market forces.

Greater Lincolnshire needs a much stronger voice to articulate the local context to influence and inform provision.

We will seek a new rail partnership with Great British Railways, once established, so that our priorities for passengers and freight can be taken into consideration in future decisions regarding the rail network. The Government will consider Greater Lincolnshire alongside existing devolution areas as a priority for these agreements which will provide the ability to influence local rail services.

Priorities locally include:

- Cleethorpes to Manchester (South Pennine Corridor) line speed improvements are a priority for Greater Lincolnshire. Transport for the North is supportive of the ambition. Further work involving Northern Rail and Trans-Pennine Express is required to develop the business case.

- Cleethorpes to London service is a priority for Greater Lincolnshire, providing access to opportunities and supporting a growing economy. The Department for Transport is considering the case for direct London North East Railways services to and from both Cleethorpes and Grimsby to London, with an opportunity to implement them should the business case be value for money, and funding be available to address timetabling, infrastructure and operational factors.

- Line speed improvements between Lincoln and Nottingham, to deliver journey time savings on the route are important for growth in our historic city and for the visitor economy along the east coast.

3: Investing in high quality homes and communities

The provision of high quality, affordable and well-connected housing is essential to meeting the current and future needs of Greater Lincolnshire residents, as well as the success of our economy.

We need to have the right housing in the right locations to recruit and retain the younger workforce that our businesses need to grow, to offset a shrinking labour pool and our significant ageing population. New and existing residents expect housing to be high quality and energy efficient and this is also important for improving health outcomes and life chances of residents, particularly in our coastal and more vulnerable communities.

Delivering new high-quality housing requires development sites to get the right infrastructure at the right time and requires a new approach which enables housing delivery at a pace linked to economic growth. It requires wider infrastructure investment such as from power suppliers whose plans do not always adapt quickly enough to local need and the commercial realities of site development whether for housing or other uses. We will strengthen communication between local areas and the energy providers.

We will develop a meaningful role in planning our future energy system for net zero and explore how local energy plans could steer strategic network investment in Greater Lincolnshire. We will work with government to explore the potential benefits of and design options for a place-based approach to delivering retrofit measures, as part of the government's commitment in the Net Zero Strategy to explore how we could simplify and consolidate funds which target net zero initiatives at the local level where this provides the best approach to tackling climate change.

The cost of delivering major housing schemes in Greater Lincolnshire, mitigating against risks of flooding and addressing gaps in utility supply, mean that there are numerous uneconomical/unviable sites and subsequently fewer homes are available for our communities. Funding is required to intervene, bridge, de-risk and accelerate housing and employment sites.

We will work with Homes England to overcome viability challenges and the barriers to housing delivery, regeneration and wider housing growth through the development of a pipeline for our area and a clear action plan for delivery. Homes England and the government will explore the potential for investing in the delivery of this pipeline through current and future funding streams, including the Affordable Housing Programme.

With Homes England and the Government we will identify how wider measures – including viability assessments and the planning system – could better support Greater Lincolnshire plans to increase much needed rural affordable housing supply, and in partnership test how Homes England through its strategic plan could assist in this.

Combined County Authorities and Mayoral Development Corporations (MDCs) have powers to acquire, develop, hold and dispose of land and property and have powers to facilitate the provision of infrastructure and have been instrumental in unlocking growth in other areas.

The directly elected Mayor will have the power to designate a Mayoral Development Area and to create Mayoral Development Corporations, which will support delivery on strategic sites in Greater Lincolnshire. The Mayor and combined authority will also be able to use powers of compulsory purchase to support development, where they have the consent of constituent councils and local planning authorities.

Where appropriate we will acquire and dispose of land to build houses, commercial space and infrastructure, for growth and regeneration, including investing £8.4 million in brownfield developments.

Culture, heritage, sport and the visitor economy all play a strong role in supporting places and communities to thrive – and this effect is maximised when individual decisions take into account the wider context of other plans and decisions being made for an area.

We will establish a new collaborative partnership, supported by Government and VisitEngland, to share expertise and insight across culture, heritage, sport, communities and the visitor economy in order to maximise the impact of funding and policy decisions, supporting 28,000 workers in the culture and tourism industry.

4: Raising awareness, inspiration and access to support our residents to train and upskill for the job they want

Greater Lincolnshire has a clear vision for our future where our residents benefit from the significant career opportunities presented across our geography and we are pivotal in providing food, energy and supply chain security for the UK.

There are fantastic career opportunities in Greater Lincolnshire, but often the pathways to achieve a good quality career are unclear.

In order to meet the significant skills demands predicted from our game changing sectors we will support our residents to understand, and access, a variety of pathways into these highly skilled career opportunities no matter their age or starting point.

We want to inspire young people in Greater Lincolnshire to seek a career here by raising awareness of the range of new industries and exciting opportunities which many of them do not know about.

We want all people living in Greater Lincolnshire to be able to access a high quality careers service so that they can receive information, advice and guidance to access training and development opportunities available to succeed in their career goals.

They are often unaware of what is available, finding the skills system difficult to navigate because of the inconsistent and the "stop start" nature of the funding, often from multiple pots and agencies. Having a single long-term strategic approach aimed at all ages will enable us to overcome those challenges and take people through these arrangements seamlessly.

We will provide long term funding to the Greater Lincolnshire Career Hub to provides high quality, local industry led, face to face careers information, advice, and guidance for all ages.

We will work with the government and partners within Greater Lincolnshire to ensure a shared focus on careers education and advice for young people. This is particularly crucial given the ageing population of Greater Lincolnshire and the need to increase awareness of new high skill high wage career opportunities across the area and the pathways available to residents to achieve a good quality career locally.

We will convene local, regional and national stakeholders to bring business, careers and skills together and align careers provision with devolved adult education commissioning activities to ensure a more place-based and joined-up approach to careers education locally.

5: Growing skills capacity for the future

A proportion of our working age population left school with few, if any, qualifications, often working in seasonal and casual roles. We have lower levels of young people progressing into a traditional higher education pathway, with families needing or choosing to earn rather than learn.

We will reverse this trend by connecting learning to the career opportunities across Greater Lincolnshire, getting more young adults to develop the skills and qualifications that are needed most:

- Providing clean energy for UK homes through a multitude of decarbonisation projects and the growth of our world leading offshore wind farms will only be possible if we can develop a skilled workforce for the future

- We need a pipeline of young people and adults to drive forward the rapid technological innovation in the food sector; whether that be seafood, poultry or fresh produce

- Our ambition to secure the nation's supply chain through our ports and transport network can only be realised if our residents know about, and are able to access, the bespoke technical training required.

We will take responsibility for the devolved Adult Education Budget (AEB) from academic year 2026-2027. This will provide the freedom to flex and focus funds on local skills and training priorities in a way which is difficult to achieve with regional or national commissioning.

Devolution of this funding will provide certainty to local providers when they take a risk to address local problems without being sure that there will be a long-term market for that provision. Devolution of AEB will also enable us to fund specialist providers, linking to key industries and being flexible to different opportunities (eg the construction phase of major investments will require different levels and skills of staff to the operational phase) and to ensure that learners have the building blocks needed to progress and succeed in higher level learning, leading to better paid jobs.

Free Courses for Jobs (FCFJ) offer level 3 qualifications designed to help improve job opportunities and could lead to applicants earning a higher wage. Funding for these courses will also be devolved as part of a local joined up approach to learning.

We want the provision of skills in Greater Lincolnshire to be flexible and able to respond to gaps in the labour market, particularly where these restrain growth in our game changing sectors. We intend to build on our expertise to provide a more responsive skills offer that meets the needs of business and residents.

We will work with the Government, employers and education providers across Greater Lincolnshire to deliver on Local Skills Improvement Plans that sets out the current and future skills needs of employers and how local provision needs to change to help people develop the skills they need to get good jobs and increase their prospects.

As a member of the joint Department for Work and Pensions and Department for Education Mayoral Combined Authority Advisory Group we will work together on our strategic priorities for employment and develop the links between job centres and very local job opportunities.

6. Investing to achieve net zero, to drive productivity and to grow jobs

Greater Lincolnshire is at the forefront of the UK's offshore energy production, hydrogen production and innovation and the development of decarbonisation for heavy industry. This offers significant opportunities for local businesses and supply chains to expand and create more high value jobs for Greater Lincolnshire's residents. Growth in these technologies and industries requires new infrastructure such as the energy grid capacity, water supply and pipelines.

We will work with the government to commission studies for infrastructure improvements that would be needed across the whole of Greater Lincolnshire to support growth in green jobs, major energy production sites and a geological disposal facility if it were to be sited in Greater Lincolnshire, including flood defences and transport links.

Greater Lincolnshire's energy and low carbon sectors are national leaders, and our geology provides significant opportunities for further growth. Taking advantage of these opportunities requires input from several different government departments and from global business, higher education, and local authorities.

We will use a commitment from Government to bring these stakeholders together to agree a plan for developing the unique infrastructure required in Greater Lincolnshire to transform the energy intensive industries which are typically found in northern Lincolnshire, enable carbon capture and storage and other green growth as long as it is compatible with the natural environment. The Humber Energy Board would have a key role to play in this.

With these in place we will establish the UK's first net zero carbon industrial cluster by 2040 which will capture and store around 10% of UK carbon dioxide emissions and develop blue and green hydrogen infrastructure, production and associated technology.

Growth in green industries across Greater Lincolnshire is also dependent upon having a skilled workforce that can help business to innovate and expand, creating more high skill high wage jobs. As we establish the UK's first net zero carbon industrial cluster, we will provide residents with the opportunity to develop the skills needed to obtain new green jobs and be part of what has been described as the next industrial revolution.

Through a greater role in delivering devolved funding streams and devolution of the Adult Education functions and administration of funding from 2026, we will train people at a local level in the skills needed to obtain green jobs.

7. Investing to take advantage of our unique natural environment in a responsible way, whilst protecting our communities from climate change impact

With coastal and low-lying regions, our diverse geography is vulnerable to the impacts of climate change, with high risks from flooding impacting on homes, communities and limiting coastal tourism to the warmer seasons. Inland our ambitions for the UK Food Valley, UK food security and growth in green industries are dependent upon the supply the water needed for agriculture and the growing demand for water for decarbonisation.

Water management is a crucial aspect of both climate resilience and economic growth for Greater Lincolnshire.

We will establish a new enhanced partnership for water that works with Government and seeks to protect the country from food shortages caused by floods and droughts. Our partnership will co-commission flood prevention and water management programmes to support agriculture, tourism, green growth and new housing.

The Greater Lincolnshire Coast is home to important nature reserves including the Lincolnshire Coronation Coast National Nature Reserve, the Queen Elizabeth Memorial Lincolnshire Coastal Country Park and a variety of sand dunes, saltmarsh, mudflats and freshwater marshes (some of which attract Site of Special Scientific Interest status), which support many breeding and wintering birds, natterjack toads, special plants and insects.

It is also an important energy centre – with the Prax Lindsey Oil Refinery, gas power stations at South Killingholme, Immingham and South Humber, the Viking Link interconnector with Denmark and the Orsted offshore windfarm hub which includes the Hornsea 1 & 2 sites. Hornsea 1 is the largest offshore wind farm in the world.

Government and partners in Greater Lincolnshire have long held the ambition to form a strategic coastal partnership to manage the relationship between nationally significant energy infrastructure and the protection of the natural environment and achieving local benefits for the key wildlife sites along the coast – maintaining their importance for tourism and the minimisation of the recreational disturbance of nature.

We will convene a Coastal Partnership which will ensure that the nature, culture and heritage of the Lincolnshire Coast are given a voice and consideration to ensure that tourism and economic development can take place in parallel with the restoration of the natural and historic environment. Relevant government departments and their arm's length agencies will attend as full members. The Coastal Partnership will run from the Humber to The Wash.

Greater Lincolnshire is a largely rural, low-lying landscape including nationally important natural treasures such as lime woods, chalk streams, saltmarsh and the only area of outstanding natural beauty (AONB) in the East Midlands covering the Lincolnshire Wolds. Farmland forms an important part of our working rural landscape. Its protection for agricultural use is hugely important for a significant proportion of jobs in food production, processing and logistics across the area and our ambitions to deliver on UK food security.

Devolution provides the opportunity to work even more closely with Government to identify environmental priorities that could be incorporated into new environmental land management schemes - such as protection for top grade farmland across the UK Food Valley in Greater Lincolnshire. We will work with DEFRA and the farming community to develop a new approach that ensures an appropriate balance between sustainable food production and climate and environment outcomes, including considering possible place-based research.

Our long-established and collaborative Local Nature Partnerships with a tradition of working co-operatively provide us with the opportunity to accelerate the drive towards nature recovery, to tackle both climate change and biodiversity loss.

We will work with government and local partners to implement a local nature recovery strategy to promote a balance between biodiversity and growth, strategic natural flood prevention and enable creation of new habitats to offset developments and to attract private investment into nature's recovery within our area.

8: Driving innovation, enterprise and adoption of new technologies

Greater Lincolnshire has a long history of innovation and is known for nationally significant sectors in food and agri-tech, defence and low carbon energy. We want to keep up the momentum of our advancement in renewables, robotics, digital logistics, seafood processing and food agri-tech by increasing the level of innovation, investing in our innovation eco system and by attracting and placing more graduates to work across our growing clusters and contribute to the UK's ambition to become a science superpower.

We want more businesses across Lincolnshire to access innovation programmes and be supported to compete for funding through streamlined processes that can unleash further creative innovation in our key sectors and places.

We want more people to progress into further and higher education and more businesses to take up the opportunities of working closely with a college or university on innovation and technology. We will promote and build on the Graduates into SMEs schemes, further reinforcing the links between education and knowledge transfer whilst also addressing cost and return within smaller business enterprises.

Innovation and growth in our game changing sectors of Food and agri-tech, low carbon energy and decarb, ports and logistics and Defence will add significant economic value to UK plc and the local area. However, Greater Lincolnshire has a high population of micro businesses, who whilst agile and entrepreneurial, often do not have the capacity to engage in innovation competitions and can find bidding for UK Research and Innovation (UKRI) and other innovation competitions restrictive and a constraint on innovation in fast moving industries.

Our analysis shows that there are significant business investments in innovation which in turn will often drive their supply chain's own investment in innovation. These investments are underpinned by programmes such as productivity Hub, Catapult, Made Smarter, and Freeport Innovation Partnerships. Businesses can also access research and development tax credits, and their motivation to innovate can be driven by legislative changes rather than by business leaders identifying productivity gains. The picture of innovation support and motivation is complicated.

We will develop a new place-based Innovation Board, which will bring together local leaders with representatives from research organisations and industry to develop a clear innovation strategy, and provide a single voice to strengthen engagement with government and its delivery bodies , and ultimately improve access to support and explore opportunities for local businesses. This will develop closer long-term collaboration with The Department for Science, Innovation and Technology, UK Research and Innovation (UKRI) and other Government agencies.

The government recognises the nationally significant role that Greater Lincolnshire plays in maintaining food security. The region produces one eighth of England's food and has nationally significant clusters in food production, food processing, fresh produce and seafood processing. Greater Lincolnshire is home to the UK Food Valley an initiative which seeks to provide economic benefit to the area based on the food sector's strength whilst also strengthening domestic food supply.

Greater Lincolnshire is home to Europe's largest food agri-tech, automation and robotics research cluster, attracting businesses which are investing heavily in automation. Recognised by the Department for Business and Trade as a High Potential Opportunity (HPO), to design, manufacture and commercialise automation and robotics technologies, growth in these tools will reduce the need for hard to fill low wage seasonal jobs in agriculture and replace them with high skill high wage roles. The area is leading national efforts to reduce carbon emissions from food production and manufacturing, with a focus on how new technology and skills, new energy sources and production processes can be used to reduce the carbon emissions from production, processing, transport, and storage of food.

We will support further growth in the agri-tech sector through an agricultural growth zone, creating a centre to support agriculture and developing a skills pipeline to attract the next generation into the industry. We will work with the Government to ensure an appropriate balance between sustainable food production and climate and environment outcomes, including considering possible place-based research and to deepen engagement with food and drink manufacturing SMEs

We will establish a UK Food Valley Board focus to support the sector and attract the right skills needed to deliver new food chain automation and digital technology and wider innovation within the food valley that supports the UK's ambition to become a science superpower. The board will produce a clear and measurable strategy for UK Food Valley. Defra will meet annually with the board to discuss key topics of value to its members.

9: Increasing employment opportunities through recruitment pathways and work-based training into higher skilled employment

We want to maximise the potential of all of our residents in Greater Lincolnshire supporting them whether they are leaving one sector to retrain in another, moving from economic inactivity into training or work, or to train to progress in their existing employment.

As society changes, we know that many jobs across Greater Lincolnshire will be affected in some way, either by being made obsolete, or by the role changing through the introduction of new technologies.   It is vital that we develop pathways that help businesses and the workforce to overcome barriers to accessing the wide range of training that Greater Lincolnshire has to offer.

Unlocking the potential and harnessing the knowledge and experience of our residents who are not currently working can also help grow our economy. We need to offer more support to get those of working age to be economically active and provide an appropriately skilled and available labour pool.

We will collaborate with the local Department for Work and Pensions Jobcentre Plus and regional DWP Strategic Partnership Managers to develop local programmes that meet local needs and complement national employment provision.

We want the provision of skills in Greater Lincolnshire to be flexible and able to respond to gaps in the labour market, particularly where these restrain growth in our game changing sectors. To address some of our employment and skills issues and opportunities, we will commission activity which complements, but is not funded by, mainstream programmes.

We will support Greater Lincolnshire businesses by providing Skills Bootcamps to quickly raise skills levels in those occupations which have hard to fill vacancies in critical roles.

We will develop and deliver targeted local programmes through devolved funding streams such as the UK Shared Prosperity Fund and the Adult Education Budget to address the unique and diverse challenges across the region.

10: Creating a 'whole system' approach to getting more people into better paid work

Everyone, irrespective of their background, should be able to get the help that they need to get the job that they want. Greater Lincolnshire is a diverse area where social mobility is extremely polarized. This means that people born into low-income families, regardless of their talent, or their hard work, do not have the same access to opportunities as those born into more privileged circumstances.

The constituent councils in Greater Lincolnshire are responsible for caring for the most vulnerable in society, and evidence shows that young people who leave care and transition into good quality employment will often thrive successfully.

All public bodies in Greater Lincolnshire create jobs, and can support young people leaving care to achieve a positive start to their careers and adult life.

We will work with the Department for Education to maximise the number of care leavers in employment. This will include encouraging public bodies across Greater Lincolnshire to provide ring-fenced apprenticeships and work-experience opportunities for care leavers. We will also work with DfE's delivery partner for the care leaver covenant (Spectra) and local businesses to encourage them to offer employment opportunities to care leavers.

Beyond the Deal

If our Proposal is supported, we will be only the second Mayoral Combined County Authority to be established in the UK and one of 11 Mayoral areas.

We will use this as a platform to broaden and deepen devolution opportunities for our area. We will seek additional powers, funding and influence to address identified and emerging challenges, maximising available opportunities that come our way, continually maintaining and building momentum.

The proposed Combined County Authority would work with government and partners across the Area to strengthen collaboration, improve outcomes for the people who live and work across Greater Lincolnshire and demonstrate the ability to take on further powers to deliver for residents and business. This includes seeking to become a rural testbed for future government policy, putting Greater Lincolnshire firmly at the front of the queue for investment that is tailored to our needs.

We will be seeking to work collaboratively with Government at the earliest opportunity to draw down further powers including those set out at level 4 of the Government's devolution framework to:

- Strengthen transport connectivity, building on the potential offered by Network North and the consolidation of the existing core local transport funding into a multi-year integrated settlement

- Strengthen the local visitor economy, creating an attractive and vibrant cultural and creative sector

- Accelerate the creation of a nationally recognised cluster of innovation-focused defence companies, making Greater Lincolnshire the first-choice destination for defence related industries

- Co-commission future investment plans with Government, National Grid, Western Power and Northern Power Grid that will underpin our strategy for growth

- Test alternative approaches to rural bus provision, enhancing access to services for residents and visitors

- Create further investment into green energy and decarbonisation activities, to maximise growth opportunities in these industries and capitalise on the strategic capabilities within the area

- Co-commission with Government and Innovate UK, activities to further enhance innovation capabilities and outcomes for businesses, protecting their competitive advantage and sustainability

- Seek further devolution of funds for programmes led by DWP, DfE, and other government sponsored training provision to a local level so that they can be commissioned and managed in line with our economic opportunities and are targeted on local need

- Develop a Greater Lincolnshire Skills Investment Revenue Fund and bespoke apprenticeship arrangements that tailor support to businesses to increase apprenticeships across Greater Lincolnshire and overcome barriers to engagement

- Seek new trailblazer powers where we can evidence their benefit to Greater Lincolnshire and a single long term funding settlement that is fair and supports levelling up.

Governance and transparency

Local councils already work collaboratively across Greater Lincolnshire but through this Proposal would see greater responsibility being passed from Government making it necessary to formalise these arrangements and to make them open and accessible to those that live and work here.

Coming together as a Combined County Authority would provide greater visibility and transparency for this work across Greater Lincolnshire and give us the necessary capacity to use key growth levers such as transport, skills, economic development, and regeneration. It would enable focus on the things that will make the biggest difference to the lives of our residents and the businesses within Greater Lincolnshire.

The Constituent Councils have worked collaboratively with the City, District and Borough councils and the two police and crime commissioners to develop governance arrangements for a proposed Combined County Authority. These arrangements would ensure transparency of decision making, effective collaboration between all parties and a strong local voice in all that we do.

To secure all the powers and funding we need in Greater Lincolnshire would require the most robust level of local accountability and so the Combined County Authority will also include a Mayor elected by and accountable to all the residents of the area.

The Mayor would work with the members of the Combined County Authority to deliver the purpose and outcomes set out within this Proposal. They would establish a strong relationship with businesses, skills providers such as our universities and colleges, along with other stakeholders to understand and address local challenges. They would also be a champion for Greater Lincolnshire at regional and national levels, ensuring that our voice, and our needs are heard alongside those of the West Midlands, South Yorkshire and Hull and East Riding.

Name and area

The Combined County Authority (CCA) would be formally known as the Greater Lincolnshire Combined County Authority (GLCCA). It would cover the geographical areas of the Lincolnshire County, North Lincolnshire and North East Lincolnshire Unitary Councils, which together would form the Constituent Councils of the CCA.

Membership of the CCA

The Combined County Authority would have up to 13 Members in total, comprising:

- The directly elected Mayor;

- 6 Constituent Members (Members appointed by the Constituent Councils, with each Constituent Council appointing a Lead Member (expected to be the Leader or their nominee), and one further member from its elected members);

- 4 Non-Constituent Members nominated by the City, District and Borough Councils within the Area

- Up to 2 further Non-Constituent or Associate Members. One of these will be one of the police and crime commissioners for the area and the other is expected to come from a business background.

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The Mayor

The Combined County Authority would have a directly elected Mayor who will be elected by the electorate within the Area every four years. The Mayor would be a member of the Combined County Authority, as well as having a number of powers and functions which may be exercised exclusively by the Mayor (see below). The first Mayoral election is expected to take place in May 2025.

City, District and Borough Councils

There are 7 City, District and Borough Councils within the area of the proposed Combined County Authority. The City, Districts and Boroughs would be empowered to nominate 4 individuals as non-constituent members of the Combined County Authority. The Constituent Councils have worked closed with the City, District and Borough Councils to agreed that their nominations would be through the use of a joint committee of the City, District and Borough Councils. The City, District and Borough Councils will all be voting members of the Joint Committee and would nominate four Non-Constituent Members.

The joint committee will also be used as the mechanism for the City, District and Borough Councils to nominate additional individuals as substitutes and representatives on the Overview and Scrutiny Committee, and Audit Committee, who may come from different Councils than the nominated Non Constituent Members.

The inclusion of a mechanism by which the City, District and Borough Councils can have a key role on the CCA ensures that the identities and interests of all of our local communities are fully reflected on the CCA. It is intended that Greater Lincolnshire's City, District and Borough councillors would have the greatest involvement of any Combined County Authority in the country.

Strong voice for local business

The voice of business will be a critical component in the future Combined County Authority, given that a key area of focus will be economy, our key sectors, innovation and productivity. It is expected that the proposed Combined County Authority would consider appointing an Associate Member who can represent the views of business.

The Greater Lincolnshire LEP function would be integrated into the Combined County Authority. The Government guidance is that integration be achieved via the establishment of a business focussed Advisory Board. Whilst the Advisory Board would not be a formal committee of the Combined County Authority, it would be part of the formal governance arrangements and would exist to provide advice to the Combined County Authority on all issues of business and economy relevant to the Combined County Authority. The Combined County Authority could then appoint the Chair of that Advisory Group to the Combined County Authority as an Associate Member representing the views of business on the Combined County Authority.

Police and Crime

The Proposals see the two Police and Crime Commissioners working closely with the Combined County Authority to ensure public safety is considered as part of policy development, and that where appropriate strategies, policies, and action plans can be aligned. The two Office of the Police and Crime Commissioner (Humberside and Lincolnshire) would be invited to nominate a Police and Crime Commissioners as a non-constituent member of the CCA and the other as a substitute.

CCA Functions

The majority of the functions of the proposed Combined County Authority will be exercisable by the Combined County Authority as a whole.

The proposed functions, powers, consent and voting for the Combined County Authority are set out in full as an appendix to the Proposal. These would include:

The duty to set a budget for the CCA (including funding for the functions of the CCA);

- Economic development and regeneration functions, including the preparation of an economic assessment for the area; to embed a strong, independent, and diverse local business voice into local democratic institutions and to carry out strategic economic planning that clearly articulates the area's economic priorities and sectoral strengths.

- Adult education and skills functions;

- Transport functions, including to identify, agree, set up and coordinate a Key Route Network (KRN) on behalf of the Mayor, including traffic regulation, permit schemes and highway, bridge or transport works across the KRN;

- Housing supply, regeneration and place-making functions, along with provision of housing and land, land acquisition and disposal and the development and regeneration of land functions;

- Power to borrow up to an agreed cap for all functions;

- Data sharing with the Constituent Councils in areas relating to the MCCA functions

- Power to establish joint arrangements

- Incidental powers in relation to its functions (the power to do anything which is incidental to the exercise of its functions).

- A functional power of competence (this means that the CCA will have the power to do anything reasonably related to the exercise of their functions).

CCA decision making and voting

The Members of the Combined County Authority would be the main decision-making group of the Combined County Authority. The Combined County Authority would have the power to establish committees to exercise Combined County Authority functions.

It is expected that the Greater Lincolnshire Combined County Authority would establish three committees known as boards to develop policy, review performance and delivery, scrutinise Proposals and take decisions in relation to matters within their remit:

•   Greater Lincolnshire Transport Board

•   Greater Lincolnshire Skills and Employment Board

•   Greater Lincolnshire Business and Infrastructure Board

It is expected that the membership of the Boards would include at least two members nominated from each Constituent Council and at least 4 members would be nominated by the City, District and Borough Councils. Only full Combined County Authority members of the Committee (and their substitutes) will have voting rights on the Committee.

Whilst the proposed Combined County Authority's Constitution will set out voting requirements for the CCA and its committees, the following principles will be applied:

•   All of the Constituent Council Members and the Mayor have a single equal vote

•   None of the Non-Constituent Members automatically have a vote, but the CCA is able to confer voting rights on Non-Constituent Members and the Constituent Councils are committed to the right to vote being available on some topics for Non-Constituent Members

•   Associate Members do not have and cannot be given the right to vote

•   Each member of the Combined County Authority will nominate two substitutes who will have the same voting rights as the member they are substituting for

•   The quorum for meetings of the CCA will include the Mayor and one member from each of the constituent councils. The quorum for committees will be set in the Constitution

•   The majority of decisions taken by the CCA will be subject to a requirement for a simple majority in favour, with the additional requirement that the Mayor must vote in favour

•   Certain decisions will additionally require the Lead Member of the relevant Constituent Council to vote in favour, specifically this includes agreeing the CCA budget, agreeing any levy, any decision to compulsorily purchase land by the CCA, agreeing routes for inclusion in the KRN and any decision of the CCA which would lead to a financial liability falling directly on the Constituent Council. Further instances in which there will be a requirement for the Lead Member of each Constituent Council to vote in favour will be set out in the CCA Constitution. Where consent is required for a decision, this will be given at the meeting where the decision is to be taken

•   The CCA can amend the Mayor's budget, if a 2/3 majority vote to do so or, if a 2/3 majority is not reached, if 3/6 Constituent Members (or substitute members), including 2 of the 3 lead members entitled to vote do so

•   The CCA can amend the Mayor's transport strategy if a 2/3 majority vote to do so.

Mayoral Functions

Some of the functions of the proposed Combined County Authority will only be able to be exercised by the elected Mayor, and this will be prescribed in the Establishment Order.

Functions, powers, consent and voting for the Mayor are set out in full as an appendix to the Proposal. The main Mayoral functions are as follows:

- Duty to set a Mayoral budget for the cost of exercising the Mayoral function and any Mayoral initiatives (subject to any CCA vote to amend the Mayor's budget).

- Power to impose a business rate supplement on non-domestic ratepayers in the Area to fund Mayoral functions/ initiatives as part of the Mayoral budget (subject to a ballot of business);

- Power to set a precept on council tax on behalf of the CCA (a precept is an amount added to council tax) to provide funding for Mayoral functions in the area;

- Power to provide relief from non-domestic rates in areas covered by a Mayoral Development Corporation;

- Power to pay bus service operator grants and to franchise bus services;

- Power to create a Mayoral Development Area, and to form a Mayoral Development Corporation to take responsibility for planning functions in the part/s of the Area covered by the Mayoral Development Area (the exercise of these functions is subject to the consent of the Constituent Councils and the Local Planning Authorities for the areas included);

- Housing and land acquisition powers to support housing and regeneration (the exercise of these functions is subject to the consent of the Constituent Councils and Local Planning Authorities for the areas included);

- Power to draw up a local transport plan (subject to any CCA vote to amend the local transport plan) and power to direct over KRN

- Functional power of competence (this means that the Mayor will have the power to do anything reasonably related to the exercise of their functions).

Mayoral decision making

The elected Mayor would be required to appoint one of the Members of the CCA as their Deputy Mayor. The Deputy Mayor must act in the place of the Mayor if for any reason the Mayor is unable to act, or the Office of the Mayor is vacant. The Mayor will draw advice from and be supported by members of the combined county authority, all of whom are supported by appropriate officers.

The Mayor is able to arrange for the exercise of any of their Mayoral functions by:

- The Deputy Mayor;

- Another Member or Officer of the CCA;

- A committee of the CCA, consisting of members appointed by the Mayor (which need not be Members of the CCA).

Enhanced arrangements for accountability and transparency

The proposed Combined County Authority would seek to deliver a best practice approach towards accountability and transparency. It will adopt the principles from the Government Scrutiny Protocol.

The protocol ensures that there is appropriate voice from across the Greater Lincolnshire area - both politically and from a wide range of other stakeholders. It will also provide opportunity to scrutinise decisions; policy and strategy development; delivery of intended outcomes; and use of resources against the area's priorities.

In adopting the key principles and provisions of the Scrutiny Protocol, the proposed Combined County Authority will ensure it has a focus on a sustained culture of scrutiny. This will be an integral part of training and induction plans for members of the Combined County Authority and will be fundamental to decision making processes. The GLCCA will also establish quarterly mayoral question times around Greater Lincolnshire chaired by independent person to provide further accountability to residents and stakeholders.

These arrangements will provide robust and effective processes that openly and transparently hold those taking decisions to account, and which prevent, discourage, and expose municipal corruption. As with all public sector bodies, elected officials and officers of proposed combined county authority would be expected to uphold the Seven Principles of Public Life (the Nolan Principles). These are promoted by the Committee on Standards in Public Life which advises the Prime Minister on ethical standards across all public life including all institutions with devolved powers.

Overview and Scrutiny Committee

The proposed Combined County Authority would be required to have at least one Overview and Scrutiny Committee.

The role of the Overview and Scrutiny Committee would be to monitor the decision making of the Mayor and members and officers of the CCA to ensure that the decision making is appropriately focussed on community needs, and that high quality delivery is taking place for the benefit of the Area.

In accordance with The Levelling Up and Regeneration Act 2023 and given the role of the Committee its membership must involve different individuals than those who are Members of the CCA. The constituent councils, City, District and Borough Councils would be represented on the Overview and Scrutiny Committee and the Combined County Authority would consider how and whether to represent other bodies on the Committee.

At least two members of the Overview and Scrutiny Committee would be nominated from each Constituent Council of the Combined County Authority. At least 4 members would be nominated by the City, District and Borough Councils. Any members of the Committee not drawn from the Constituent Councils would not automatically have voting rights on the Committee but could be given voting rights by the CCA. The Constituent Councils are committed to the right to vote being available on some topics for Non-Constituent Members.

There would be a requirement for political balance on the Committee so that members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the Constituent Councils when taken together.

The Overview and Scrutiny Committee must be chaired by a person who is independent of the CCA and the constituent councils or is not from the same political party as the Mayor or (if the Mayor is not a member of a political party) the party with the most constituent council representatives on the CCA.

Audit Committee

The proposed Combined County Authority would be required to have an Audit Committee. The role of the Audit Committee is to support and monitor the authority in the areas of governance, risk management, external audit, internal audit, financial reporting, and other related areas to ensure that the financial and governance decision making position of the Combined County Authority and the Mayor is sound.

The Combined County Authority would ensure that the Audit Committee has the right people to ensure effective oversight of the adequacy of the CCA's overall assurance arrangements, and scrutiny of financial decision making by the Mayor and the CCA.

It is expected that two members would be nominated from each Constituent Council. Further members would be appointed to the Audit Committee based on appropriate best practice guidance such as that issued by CIPFA on the composition of audit committees.

Members of the Audit Committee must not be the same individuals as those representatives who are members of the CCA and there is a requirement that one member of the Audit Committee be an independent person.

Membership of the Committee taken as a whole would be required to be politically proportional by reference to the balance of political parties prevailing among members of the Constituent Councils taken together at the time the MCCA appoints the members to the Committee.

Advisory panels

Both the CCA and the Mayor, may choose to establish advisory panels. Advisory panels are formally constituted groups which form part of the operation of the CCA, but which have no decision-making power.

The Constituent Councils intend that the CCA should establish a Greater Lincolnshire Economy Advisory Panel to provide a strong business voice in decision making. The Combined County Authority would consider whether additional Advisory Panels focussed on other issues are required. The role of any advisory panel established would be to advise the CCA, and possibly also the Mayor, on the exercise of functions in their areas of expertise.

Joint arrangements for the Humber

Strong, credible and effective governance arrangements including a clear business voice are integral to the success of Greater Lincolnshire and the development of evidence based Proposals for cross estuary working on clean growth, ports and the Humber Freeport.

The existing Humber Leadership Board (a joint committee of the four Humber Local Authorities) will be enhanced to include broader membership comprising of the Greater Lincolnshire Mayor, the Leader and one Executive Councillor from Lincolnshire County Council as a Greater Lincolnshire constituent council, the Humberside Police and Crime Commissioner on behalf of both the Humberside Police and Crime Commissioner and the Lincolnshire Police and Crime Commissioner, the Humber and North Yorkshire Integrated Care Board and strengthened business representation.

The intention would be to see these collaborative working arrangements develop further to include similar Combined Authority membership from the north bank of the Humber, should a Devolution Deal be entered between the Government and Kingston upon Hull and the East Riding of Yorkshire Councils

Member allowance

The statutory instrument which would create the proposed Combined County Authority would set out the position on members allowances. It is proposed that no remuneration is to be payable by the Combined County Authority to its members, other than allowances for travel and subsistence paid in accordance with a scheme approved by the Combined County Authority.

The Combined County Authority may establish (or use an existing constituent council) independent remuneration panel to recommend a scheme to the Combined County Authority regarding the allowances payable to the Mayor and the Deputy Mayor provided that the Deputy Mayor is not a leader or elected Mayor of a constituent council; and any independent persons who are members of the combined county authority or its committees.

UK Shared Prosperity Fund (UK SPF)

The proposed Combined County Authority would be the lead authority for the planning and delivery of the UKSPF from 2025/26 if there is a continuation of the Fund and the delivery geographies remains the same. If the delivery model remains the same as the previous Spending Review period, it is anticipated that the CCA will have overall accountability for the funding and how the Fund operates in the area, with wide flexibility to invest and deliver according to local needs. In carrying out this role the Combined County Authority would engage Constituent Councils, city, district and borough councils and passport an allocation of funding to each based on the existing funding ratio.

Creating a Combined County Authority

To deliver our ambitions for Greater Lincolnshire we will seek to organise our resources in the best possible way. We proposed to pool some resources into the combined county authority to enable delivery of its key functions for:

• Economic development and regeneration

• Adult education and skills

• Transport

• Housing supply, regeneration and place

This Proposal is not merging or reorganising local councils. Rather, by working at the right level, sharing data and insight, advancing joint ambitions, and focusing on the powers and functions that have been devolved to it, the proposed Combined County Authority has the ability to improve outcomes for Greater Lincolnshire and ensure joined up decision making.

Work is currently underway to define the 'Operating Model' for the proposed Combined County Authority which will describe how it would work, the functions, people, processes, systems and organisational structure.

The following principles will guide our development of the operating model.

1. Efficient use of public resources: The Combined County Authority would be a small strategic body overseeing the effective delivery of growth priorities, working collaboratively with Constituent Councils, non-Constituent Members and other stakeholders. The Combined County Authority would assume the functional powers outlined in the table at Appendix A and best value will be sought for residents in the delivery of these functions.

To discharge its functions effectively and legally, there would need to be sufficient capacity and resources. Funding has been secured as part of the deal from central Government towards the financial years 2024/25, 2025/26 and 2026/27. The Mayor would have powers to bring in additional funding and the Combined County Authority would have powers to borrow. It is expected that the running costs of the authority will be met through future central Government support and equal funding from the Constituent Councils.

2. Local Enterprise Partnership Integration: Local councils currently invest in a Local Enterprise Partnership (LEP) that brings together local business and council leaders. As set out in the Devolution Deal, the functions of the LEP would be integrated into the Combined County Authority. These functions include business growth, innovation, skills strategy and regeneration. In addition there is also a commitment to include an independent business voice, as is currently represented through the LEP Board. Funding for the LEP would be pooled to support the operation of a combined county authority that delivers value for money and can gather the evidence base and business cases required to secure future investment in Greater Lincolnshire. The proposed Combined County Authority will require a high level of partnership working ensuring any arrangements are efficient and proportional and avoid unnecessary duplication. The operating model design will be built upon a foundation of partnership working and inclusion of a strong business voice.

3. Drawing on constituent council expertise: The proposed Combined County Authority will require a range of capabilities to discharge its functions effectively. This will include 3 groups of officers and may include the pooling of some roles from constituent councils to deliver those functions which will be led by the combined county authority:

- The statutory officers which are legally required to operate a local authority: Head of Paid Service; Chief Finance Officer) and Monitoring Officer.

- Officers directly responsible for delivering the core functions (transport planning, regeneration etc).

- Officers responsible for supporting services, such as: commissioning and contracting, research, intelligence and policy development, finance, human resources, democratic governance and legal services, technology and data, and communications.

In developing the operating model we will not assume that these roles will be directly employed by a Combined County Authority. This will be an option considered alongside others including employment by partner organisations (including Constituent Councils) or contracting from third parties.

4. Concurrent delivery through constituent councils: Where powers are held concurrently with the Constituent Councils, the Combined County Authority will not seek to duplicate service delivery where existing arrangements are already in place. The Combined County Authority will distribute funding for any such functions – including highway maintenance and potholes – proportionate to existing allocations to enable continued delivery for Greater Lincolnshire's residents.

5. Establishing a Combined County Authority: To prepare for the establishment of a Combined County Authority, transition arrangements would be set up in 2024. This would not be a legally constituted body, but instead individuals from existing bodies (largely Constituent Councils) will be selected by the Constituent Councils to work collectively. During this time, it will be important that specific individuals are accountable for delivery and have sufficient capacity and support to do so successfully, working with the political Leadership of the three Constituent Councils, as well as working alongside the three Chief Executives of the Constituent Councils. The establishment of the formal Combined County Authority will be as seamless as possible, ensuring transition arrangements reflect as closely as possible the future structure of the fully established Combined County Authority. The constituent members will elect one of their number to chair the Combined County Authority until the first Mayor is elected in 2025. A detailed design of the future operating model will be developed subsequently.

The Consultation

Approach

To gain feedback on the draft devolution proposal, the Constituent Councils undertook statutory consultation across Lincolnshire, North Lincolnshire and North East Lincolnshire. The consultation ran from 4 December 2023 to 29 January 2024. To support an independent review of the consultation findings, the three constituent councils appointed Alma Economics who are leading experts in conducting consultation analyses on high-profile issues for government departments.

The consultation methods included:

- The consultation was hosted through the Let's talk Lincolnshire consultation platform providing an established robust mechanism for engagement activities. It included the devolution deal, what it would mean, the benefits and an explanation about how devolution would build on the pre-existing strengths of the area. Over 14,000 visits were made to the consultation platform generating over 4,000 consultation responses.

- The consultation was widely promoted across the area using a broad range of channels including traditional and social media, e-newsletters and distribution of printed copies, 2,500 posters and 5,450 postcards to groups and service locations across the area. Information on devolution was included in 3 magazines - County News, News Direct, Every Household - sent to households across the area. The online promotion included over 200 posts across five platforms reaching 578,054 through social media. The draft proposal for devolution was highlighted in 15 news releases with 63 linked pieces of coverage across online, print, tv and radio in Greater Lincolnshire.

- A programme of engagement activities and events were undertaken to increase public awareness of the proposals, encourage participation in the survey, and ensure key stakeholder groups and communities of interest and identity were engaged in the consultation process. Consultation events were held in 22 communities across the area, along with 8 staff updates, 23 organisation/business network events, meetings with 31 community groups and a number of further events with seldom heard and hard to reach groups.

Active steps were taken to encourage participation and to ensure that the consultation was accessible to all. An equality impact assessment was completed to inform engagement undertaken by Constituent Councils.

Findings from the consultation were analysed and published to support consideration of the Proposal by each Constituent Council.

Consultation Findings

4,101 responses were received to the consultation which was open to residents, businesses, community and voluntary groups, and other organisations in Greater Lincolnshire and beyond. response to the consultation came from all areas of Greater Lincolnshire and wider interested parties. The overall number of responses achieved was greater than targeted at around 2,000.

The overall response to the consultation shows broad support for the proposals with support across all six strands of the proposal from business, local government and other organisations and stakeholders.

Amongst individuals there was support for jobs and business growth, education and training, roads, buses and transport, homes and communities and Environment. There were fewer respondents in favour of the proposals relating to Governance.

	Individuals		Business		Local Government		Other organisations	
	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree
Jobs and business growth	53%	33%	56%	33%	64%	21%	73%	17%
Education and training	56%	32%	65%	31%	70%	18%	84%	10%
Roads, buses and transport	56%	34%	67%	24%	73%	21%	71%	13%
Homes and Communities	48%	38%	64%	31%	58%	21%	69%	17%
Environment	56%	31%	67%	25%	67%	21%	79%	15%
Governance	38%	50%	56%	40%	58%	29%	59%	25%

A summary of the key points raised in the consultation was reported to Constituent Councils in March 2024 to enable full consideration of the consultation responses. This Proposal has now been amended to take account of the outcomes of that consultation.

The Deal

The Greater Lincolnshire Devolution Deal can be read in full:

www.lincolnshire.gov.uk/devolution

www.northlincs.gov.uk/devolution

www.nelincs.gov.uk/devolution

Next Steps

Delivering on our Proposal would involve the completion of a number of steps. Some of these will be managed from Greater Lincolnshire, others will require action from Government and Parliament.

The constituent councils consulted on the draft Proposal from December 2023 to 29 January 2024.

Consideration of the consultation findings fed into the revised proposal, considered as part of formal decision making in March 2024. If supported the Proposal would be submitted to the Secretary of State in March 2024.

The Levelling Up and Regeneration Act 2023 sets out the formal, legal process that must be followed in order to establish a Mayoral Combined County Authority and for powers and budgets to be devolved. This process is triggered by the submission of the Proposal from the Constituent Councils, along with evidence of consultation on the Proposal.

The proposal must satisfy the tests set out by the secretary of state and show that it is likely to improve the economic, social and environmental well-being of some or all of the people who live or work in the area. Following any submission the Secretary of State will assess the Proposal against the statutory tests before deciding whether to accept the Proposal.

The Proposal is considered to contain the necessary information to enable the Secretary of State to conclude that these tests have been met.

If the Proposal is accepted it will form the basis from which the Secretary of State will develop draft Regulations which will be submitted to Parliament before a Greater Lincolnshire Combined County Authority is established in law. The Proposal document contains the detail on those matters covering the functions and powers to be conferred and the workings of the Greater Lincolnshire Combined County Authority which will be included in the Statutory Instrument. The Constituent Councils are expected to review and if supported consent to the regulations in Summer 2024.

The transition to a formal CCA will include three phases:

- Phase 1: Spring 2024   Prepare for the establishment of a combined county authority

- Phase 2: Autumn 2024   Formal establishment of the CCA

- Phase 3: May 2025   Election of a Greater Lincolnshire Mayor

Required powers and functions

Set out below is a table of the powers which the Constituent Councils are proposing are available to the CCA and/or the Mayor. The powers are those which the Constituent Councils believe are needed to enable the CCA/Mayor to deliver the purposes outlined in this Proposal. In considering our Proposal the Government, and in particular, specialist legislative counsel, will review the table below and some of the detail set out may be subject to change as the establishment order is drafted.

To support the continuation of functions during the establishment of a combined county authority the powers listed withinthe Transport section as "concurrent during transition" are expected to run until 31 March 2026.

DEFINED TERMS

MCCA / CCA
Mayoral Combined County Authority / Combined County Authority The proposed model of Governance for Greater Lincolnshire

Constituent Councils
Lincolnshire County Council, North Lincolnshire Council, North East Lincolnshire Council

GLCCA
Greater Lincolnshire Combined County Authority

The Deal
Greater Lincolnshire Devolution Deal signed on DD MM 2023

Functional Economic Area
FEA – areas that share a number of similar economic factors with boundaries that ideally reflect the drivers of the local economy

Greater Lincolnshire is a FEA covering the communities and economy of Lincolnshire, North Lincolnshire and Nort East Lincolnshire

GLA
Greater London Authority

GLLEP
Greater Lincolnshire Local Enterprise Partnership

GVA
Gross Value Added – this is the measure of the value of goods and services produced in the area, industry or sector of an economy

MCA / CA
Mayoral Combined Authority / Combined Authority - A similar model used in other areas such as North Yorkshire but not applicable in Greater Lincolnshire

The Area / CCA Area
The Area covered by the proposed Greater Lincolnshire Combined County Authority

LEP(s)
Local Enterprise Partnership – partnerships between local authorities and businesses to help determine local economic priorities and undertake activities to drive economic growth and create local jobs

GREATER LINCOLNSHIRE COMBINED COUNTY AUTHORITY PROPOSAL

November 2023

APPENDIX A: GREATER LINCOLNSHIRE POWERS TABLE

FINANCE, INVESTMENT, INNOVATION AND TRADE

Legislative Provisions	Summary	Local Authority/Public Authority	Concurrent exercise?	Mayor or MCCA	Consent Required?	Voting
Business Rate Supplements Act 2009\n\nWhole act, except s3(5)	Power to impose a supplementary levy on non-domestic ratepayers to raise money for expenditure on a project that promotes economic development in the area\n\nImposition of the levy is subject to approval in a ballet of non-domestic ratepayers	Local Authority\n\nGreater London Authority (GLA) power\n\n(though all Local Authorities also hold these powers)	No – exclusive exercise of the GLA power	Mayor	No	Mayoral power, no voting
Local Democracy, Economic Development and Construction Act 2009\n\nSection 69	Duty to prepare and a power to revise an assessment of the economic conditions of the area	Local Authority\n\nUpper-tier councils	Yes – With upper tier councils	MCCA	No, but requirement in the section to consult and seek the participation of the district/boroughs	Simple majority which includes the Mayor
Crime and Disorder Act 1998\n\nSection 17A\n\nSection 115	Duty in exercising functions to have regard to impact on and the need to prevent crime and disorder (including anti-social behaviour. Misuse of drugs, alcohol and other substances, re-offending and serious violence in its area (s17A)\n\nDesignation of the MCCA as a relevant authority thereby authorising disclosures to be made to the MCCA for the purposes of the Act (section 115)	Local Authority	Yes – With upper tier and city/district/borough councils	MCCA	No	Simple majority which includes the Mayor

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Legislative Provisions	Summary	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent Required?	Voting
Local Government Act 1972 Sections 101(5), 113, 142(2), 144, 145 and 222	Provision for the discharge of functions jointly with other authorities (s101(5)) Power to place staff at the disposal of other local authorities (s113) Power to arrange for the publication of information as to the services available in the area provided by them or by other specified authorities (s142(2) Power to encourage visitors to the area and provide or encourage the provision of facilities for conferences, trade fairs or exhibitions (s144) Power to provide, arrange or contribute to the expense of providing entertainments, theatres, concert halls, bands, orchestras and the development and improvement of the arts (s145) Power to prosecute, defend or appear in legal proceedings and make representations at a public inquiry (s222)	Local Authority	Yes - With upper tier and city/ district/ borough councils	MCCA	No	Simple majority which includes the Mayor
Local Government Act 1985 Section 88(1)(a) and 88(1)(b)	Power to carry out research and collect information relating to the area and make that research and information available to other authorities in that area, the government or the public	Local Authority Greater London or Metropolitan Counties only	No - upper tier and city/ district/ borough councils do not have the power	MCCA	No	Simple majority which includes the Mayor
Local Government Act 2003 Section 1, 3 Section 23(8)(A)	Power to borrow for any purpose relevant to its functions or for the purpose of the prudent management of its financial affairs (s1) and relevant to functions of the MCCA that are specified in regulations (s23(8)(A)) Duty to determine and keep under review how much money it can afford to borrow (s3)	Local Authority	Yes	MCCA Mayoral	No No	CCA budget decisions require the Lead Members of the Constituent Council to vote in favour, Mayoral budget decisions can be amended, if a 2/3 majority vote to do so or, if a 2/3 majority is not reached, if 3/6 Constituent Members (or substitute members), including 2 of the 3 lead members entitled to vote do so

FINANCE, INVESTMENT, INNOVATION AND TRADE *Continued*

Legislative Provisions	Summary	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent Required?	Voting
Local Government Finance Act 1988 Section 74	The MCCA is identified as a levying body under the Act who can be empowered by Regulations to raise a levy against the constituent councils (s74)	Local Authority Bodies identified under regulations	No - upper tier and city/district/borough councils do not have the power	MCCA	Consent from constituent councils for making of regulations Consent of Lead Member of constituent councils for any decision of the CCA which would lead to a financial liability falling directly on the Constituent Council	CCA budget decisions require the Lead Members of the Constituent Council to vote in favour
Local Government Finance Act 1992 Section 39 and 40	Inclusion of the MCCA in the definition of major precepting authority (s39) Power to issue precept but only in relation to expenditure incurred by the mayor in, or in connection with, the exercise of mayoral functions	Local Authority	No - Specific power to MCCA but the county council is also a major precepting authority	Mayoral	No	Mayoral budget decisions can be amended, if a 2/3 majority vote to do so or, if a 2/3 majority is not reached, if 3/6 Constituent Members (or substitute members), including 2 of the 3 lead members entitled to vote do so
Local Government and Housing Act 1989 Section 13	Members of a committee (other than an advisory committee) who are not members of the authority are to be non-voting members	Applies to any committee established by a relevant authority under s102(1) of the Local Government Act 1972	N/a – this relates to voting rights rather than exercise of powers	MCCA	No	N/a – no voting
Local Government Pension Scheme Regulations 2013	Governs the basis on which scheme employers and individual employees are admitted to the Local Government Pension Scheme	N/a – makes provision for pension arrangements of employees of the MCCA	N/a – this is not a power but an administrative provision to provide for pension arrangements for MCCA employees. One of the Constituent Councils will be identified as Administering Authority for the scheme	N/a – this is not a power but an administrative provision to provide for pension arrangements for MCCA employees	No	N/a – no voting
Local Government Act 2003 Section 31	Power to pay a grant to a local authority in England towards expenditure incurred or to be incurred by it	Public Authority Minister	Yes	Mayor	Where exercise results in financial liability falling on a constituent council, the consent of the lead member of that council is required	Mayoral power so no voting

SKILLS AND EDUCATION

Legislative Provisions	Summary	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent	Voting
Apprenticeships, Skills, Children and Learning Act 2009 Sections 86 & 87, 88, 90 and 100(1)	Duty to secure the provision of appropriate facilities for education and training suitable to the needs of persons aged 19 years or over (25 where an Education Health and Care Plan is in place) and persons subject to adult detention (s86). Duty to secure the provision of appropriate facilities for education and training suitable to the requirements of persons aged 19 years or over (25 where an Education Health and Care Plan is in place) and do not have a specified qualification including in numeracy and literacy (s87). Duty to secure that a course of study for a specified qualification delivered through facilities provided under section 97 is free to persons covered by s87 (s88) Duty to encourage participation of persons covered by s86 in education and training and to encourage employers to participate in and contribute to the costs of such education and training (s90) Power to make financial provision in relation to education and training provided under these sections (s100(1)	Public Authority Secretary of State functions	Section 86, 87 and 88 are transferred Sections 90 and 100(1) are exercised concurrently with Secretary of State	MCCA	No	Simple majority which includes the Mayor
Education Act 1996 s13A , 15ZA, 15ZB and 15ZC	Duty to secure that education and training functions are exercised with a view to promoting high standards, securing fair access to opportunities and promoting the fulfilment of learning potential (s13A) Duty to secure enough suitable education and training for persons over compulsory school age but under 19 or over 19 and an Education Health and Care Plan is in place (s15ZA) Duty to co-operate with other authorities in the fulfilment of the s15ZA duty (s15ZB) Duty to encourage participation of persons covered by s15ZA and employers in such education and training (s15ZC)	Local Authority Upper tier councils	Yes - With upper tier councils	MCCA	No	Simple majority which includes the Mayor

Legislative Provisions	Summary	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent	Voting
Education and Skills Act 2008 Sections 10, 12, 68, 70, 71 and 85	Duty to exercise functions so as to promote the effective participation in education and training of persons who are over compulsory school age but under 18 and have not achieved a level 3 qualification (s10) Duty to make arrangements to identify persons covered under section 10 who are not participating in education and training (s12) Duty to make available to young persons and relevant young adults for whom it is responsible services to encourage, enable or assist the effective participation of those persons in education or training (s68) Power to enter into arrangements with other authorities to provide services or otherwise provide services to encourage, enable or assist the effective participation of young persons or relevant young adults in education or training (s70) Power to provide the above services conditional on a learning and support agreement (s71) Duty to co-operate with other relevant partners in relation to the provision of 14-19 education and training (s85)	Local Authority Upper tier councils	Yes – with upper tier councils	MCCA	No	Simple majority which includes the Mayor
Further and Higher Education Act 1992 Section 51A	Power to require a further education institution providing education to persons over compulsory school age but under 19 to provide education to specified individuals	Local Authority Upper tier councils	Yes – with upper tier councils	MCCA	No	Simple majority which includes the Mayor

HOUSING AND PLANNING

Legislative Provisions	Summary	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent
Localism Act 2011 Sections 197, 199, 200, 202, 204, 214, 215, 216, 217, 219, 220, 221, and paras 1, 2, 3, 4, 6 and 8 of Schedule 21	Power to designate any area of land in the area as a Mayoral Development Area (MDA) leading to the establishment by the Secretary of State of a Mayoral Development Corporation (MDC) (s197) Power to vary the boundaries of an MDA to exclude land (s199) Power to transfer property, rights and liabilities of specified bodies to an MDC (s200) Power to decide that an MDC will be the local planning authority for an area and to confer planning functions on the MDC (s202) Power ro decide that a power conferred on an MDC under section 202 shall cease or be be subject to restrictions (s204) Duty to review from time to time the continued existence of an MDC (s215) Power to make a transfer scheme to transfer property, rights and liabilities of an MDC to a permitted recipient (s216) Power to request revocation of an order establishing an MDC where no property rights or liabilities are vested in the MDC (s217) Power to give guidance to an MDC on the exercise of its functions and to revoke such guidance (s219) Power to give general or specific directions to an MDC as to the exercise of its functions and to revoke such directions (s220) Power to give vary or revoke consents (s221) Provisions governing membership, terms of appointment, staff, remuneration of staff, committees and proceedings and meetings of an MDC (paras 1,2,3,4, 6 and 8 of Schedule 21)	Local Authority London Mayor equivalent powers	Yes. With London Mayor only	Mayor	For s197(1), requires consent of: - Lead member of the MCCA designated by a constituent council whose local government area contains any part of the area to be designated a mayoral development area; - Each district council whose area contains any part of the area to be designated as a mayoral development area S199(1) requires consent of Lead member of MCCA designated by A constituent council whose local government area contains any part of area to be designated a mayoral development area; S202(2) to (4) require consent of: - Lead member of MCCA designated by a constituent council whose local government area contains any part of area to be designated a mayoral development area; - Each district council whose area contains any part of the area to be designated as a mayoral development area Where exercise results in financial liability falling on a constituent council, the consent of the lead member of that council is required

Legislative Provisions	Summary	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent	Voting
Town and Country Planning Act 1990 Sections 226, 227, 229, 230(1)(a), 232, 233, 235, 236, 238, 239, 241	Power to acquire compulsorily land in the area to facilitate development re-development or improvement of the land or necessary for the proper planning of an area in which the land is situated (s226) Power to acquire by agreement land that could be compulsorily acquired under s226 (s227) Power to appropriate common land or a fuel or field garden allotment (s229) Power to acquire land for the purposes of giving in exchange for land appropriated under s229 (s230(1)(a)) Power to appropriate land held for planning purposes to other purposes (s232) Power to dispose of land held for planning purposes to secure the best use of that or other land or building or works built or to be built on it or secure the carrying on it of building or works needed for the proper planning of the area of the authority (s233) Power to construct or carry out works on land held for planning purposes and repair, maintain and insure any building or works on such land (s235) Effects of compulsory acquisition on rights in respect of land so acquired (s236) Power to use consecrated land that has been the subject of a relevant acquisition (s238) Power to use burial ground land that has been the subject of a relevant acquisition (s239) Power to use common land, open space or fuel or field garden allotment land that has been the subject of a relevant acquisition (s241)	Local Authority Upper tier and City/District/ Borough Council powers	Yes - with upper tier and City/ District/ Borough Council powers	MCCA	Use of section 226 requires consent of lead member of CCA designated by a constituent council whose area contains land subject to the acquisition, and of City/District/Borough councils in whose area the land subject to the acquisition is located	Simple majority which includes the Mayor

HOUSING AND PLANNING *Continued*

Legislative Provisions	Summary	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent	Voting
Housing and Regeneration Act 2008 Sections 5, 6, 7, 8, 9 (excluding 9(2)), 10, 11, 12, paragraphs 19 and 20 of Schedule 3 and paragraphs 1, 2, 3, 4, 6, 10. 17 and 20 of Schedule 4	Power to provide or facilitate the provision of housing or other land (s5) Power to develop, regenerate or bring about the more effective use of land or facilitate them (s6) Power to provide and facilitate the provision of infrastructure (s7) Power to carry out or facilitate activities of acquiring, holding, improving, managing, reclaiming, repairing or disposing of housing or other land, plant machinery, equipment or property or carrying out building or other operations (s8) Power to acquire land by agreement (s9) Requirement to achieve the best consideration reasonably obtainable on disposal of land except by way of short tenancy or with Secretary of State consent (s10) Application of Schedule 3 to the exercise of land powers (s11) Application of Schedule 4 relating to Statutory undertakers (s12) Power to use burial ground land in accordance with planning permission (para 19 Schedule 3) Power to use consecrated land other than burial ground land in accordance with planning permission (para 20 Schedule 3) Power to give notice to extinguish rights or require the removal of apparatus of statutory undertakers (para 1 Schedule 4) Power of statutory undertakers to serve counter-notice and object to notice under para 1 above (para 2 Schedule 4) If no counter-notice is served rights are extinguished and apparatus can be removed (para 3 Schedule 4) If counter-notice is served the original notice can be withdrawn or application made to the Secretary of State to confirm the notice by order (para 4 Schedule 4) If order is made by the Secretary of State the rights are extinguished and/or the apparatus can be removed (para 6 Schedule 4) Power to serve counter-notice objecting to a notice from a statutory undertaking that development will require removal or re-siting of apparatus (para 10 (Schedule 4) Power to make representations on the extension or modification of functions of specific statutory undertakers (para 17 Schedule 4) Duty to publish a notice following representation made under paragraph 17 (para 20 Schedule 4)	Public Authority Powers corresponding to powers conferred on the Homes and Communities Agency (Homes England)	Yes - with the homes and communities agency	MCCA	No	Simple majority which includes the Mayor

Legislative Provisions	Summary	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent	Voting
Housing and Regeneration Act 2008 Section 9(2)	Power to acquire land compulsorily	Public Authority Powers corresponding to powers conferred on the Homes and Communities Agency (Homes England)	Yes	Mayor	Requires consent of - Lead member of MCCA designated by a constituent council whose local government area contains any part of the relevant land; - Each city/district/borough council whose area contains any part of the relevant land. Where exercise results in financial liability falling on a constituent council, the consent of the lead member of that council is required	Mayoral power, so no voting
Housing Act 1985 Sections 8(1), 11, 12, 17 (excluding 17(3)) and 18	Duty to consider housing conditions and the needs of the area with respect to the provision of further housing accommodation (s8(1)) Power to provide board and laundry facilities in connection with the provision of housing accommodation (s11) Power to provide shops, recreation grounds and other building having a beneficial purpose in connection with the provision of housing accommodation (s12) Power to acquire land for housing purposes (s17) Duty to ensure that buildings acquired that are houses or may be made suitable as a house are made suitable and used as housing accommodation (s18)	Local Authority City Council and District/ Borough powers	Yes – with city/ district/ borough councils	MCCA	No	Simple majority which includes the Mayor

HOUSING AND PLANNING *Continued*

Legislative Provisions	Summary	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent	Voting
Housing Act 1985 Section 17(3)	Power to acquire land by agreement or compulsorily for housing purposes	Local Authority City Council and District/ Borough powers	Yes – with city/district/borough councils	Mayoral	s17(3) (acquisition of land for housing purposes) requires consent of: - Lead member of MCCA designated by a constituent council whose local government area contains the relevant land; - Each city/district/borough council whose area contains any part of the relevant area Where exercise of 17(3) results in financial liability falling on a constituent council, the consent of the lead member of that council is required	Mayoral power, so no voting

TRANSPORT

In the following Table references to the transition period are to a period, the length of which is to be determined between the making of the SI and the coming into effect of the full proposal in relation to powers

Legislative Provisions	Summary of provisions	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent required before MCCA or Mayoral exercise	Voting
Part II Transport Act 2000						
Local transport plans and bus strategies (sections S108-113) (sections 110 to 11 repealed)	LA obligation to provide safe, integrated, efficient and economic transport options within their area. LAs must continue to review and replace their plan as they see fit. When developing their plan, LAs must take into consideration any guidance from the Government.	Local Authority Upper tier councils	No - Transferred from upper tier councils	Mayor	None	S108-113 unanimous until the election of a mayor in May 2025, otherwise 2/3 majority can amend the mayoral LTP
Bus services: advanced quality partnership schemes (sections 113C to 113O)	These provisions relate to powers to make an advanced quality partnership scheme, the nature of such a scheme, the circumstances in which they can be made, the method by which they can be made, effect of schemes and powers to vary schemes. The provisions also provide that regulations may be made by the Secretary of State in respect of schemes and that local transport authorities must have regard to any Secretary of State guidance in relation to carrying out their functions.	As above	Concurrent during transition period with upper tier councils Transferred from upper tier councils after the transition period	MCCA	None	Simple majority which includes the Mayor

Legislative Provisions	Summary of provisions	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent required before MCCA or Mayoral exercise	Voting
Bus services: franchising schemes (sections 123A to 123X)	A franchising authority or two or more such authorities acting jointly, may make a franchising scheme covering the whole or any part of its area. The arrangements are akin to the system operated by Transport for London. A franchising scheme is one · under which the authority identifies the local services that it considers appropriate to be provided in an area under local service contracts; · by virtue of which those services may only be so provided in accordance with such contracts (subject to s.123O); · by virtue of which the authority may grant service permits for other local services which have a stopping place in that area (subject to s.123H(5)); and · under which it identifies additional facilities that it considers appropriate to provide in that area. If the authority decides to make a scheme it must make the scheme and publish it. It must specify the area to which it relates, the local services intended to be provided under local service contracts, the date on which the contracts may first be entered into and the minimum periods between the making of a contract and the provision of the service under it, it may specify sub-areas; the scheme may except specific services from regulation arising because of the scheme	As above	Concurrent during transition period with upper tier councils Transferred from upper tier councils after the transition period	MCCA	Only exercisable with the consent from the affected constituent council	Simple majority which includes the Mayor
Bus services: advanced ticketing schemes (sections 134C to 134 G)	Details the provisions around using ticketing schemes on buses, consultations, notices and how to implement the scheme	As above	Concurrent during the transition and continuing with upper tier councils	MCCA	None	Simple majority which includes the Mayor
Bus services: ticketing schemes (sections 135 to 138)	Provisions to make a ticketing scheme covering the whole or any part of the area	As above	Concurrent during the transition and continuing with upper tier councils	MCCA	None	Simple majority which includes the Mayor

TRANSPORT *Continued*

Legislative Provisions	Summary of provisions	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent required before MCCA or Mayoral exercise	Voting
Bus services: enhanced partnership plans and schemes (sections 138A to 138S)	An enhanced partnership plan is a plan that: (a) specifies the area and the period to which the plan relates; (b) sets out an analysis of the local services provided in that area: (c) sets out policies relating to local services in that area; (d) sets out objectives as regards the quality and effectiveness of local services provided in that area by reference to that period; (e) describes how the related enhanced partnership scheme or schemes is or are intended to assist in implementing those policies and achieving those objectives; and (f) describes the intended effect of the related scheme or schemes on areas neighbouring the area to which the plan relates A plan or scheme must state whether it is to be reviewed and, if so, how and when this is to be completed. A plan must include a description of the authority's plans for consulting representatives of users of local services in order to seek their views on how well the plan and any related scheme are working	As above	Concurrent during transition period with upper tier councils Transferred from upper tier councils after the transition period	MCCA	None	Simple majority which includes the Mayor
Bus services: provision of information (section 139 to 141A)	Each LA must provide the general public with information about their local bus services – like routes, timetabling, fares and information about concessions, facilities for disabled people etc	As above	Concurrent during transition period with upper tier councils Transferred from upper tier councils after the transition period	MCCA	None	Simple majority which includes the Mayor

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Legislative Provisions	Summary of provisions	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent required before MCCA or Mayoral exercise	Voting
Bus services: miscellaneous (sections 142 to 143B)	Covers regulations on reducing or limiting pollution and requesting information about the services from local providers	As above	Concurrent during transition period with upper tier councils Transferred from upper tier councils after the transition period	MCCA	None	Simple majority which includes the Mayor
Mandatory travel concessions for journeys not beginning on the London bus network (sections 145A to 150 (145 repealed)) (except 145B and 147 (Wales only))	covers people travelling on a concession where their trip starts outside of London. This section gives details on what an eligible journey is. Further sections provide some definitions to help understand what people and journeys fit the criteria and how operators will be reimbursed	As above	Concurrent during the transition period and continuing	MCCA	None	Simple majority which includes the Mayor
Financial and competition provisions (sections 152 to 159 (156 and 158 repealed) in so far as they contain functions of the constituent councils as local transport authorities	s.152 gives further details on the outsourcing of public transport detailed in s.89 onwards. S.153 deals with competition tests between LAs who have joined in ticketing schemes, quality partnership scheme etc. S.154 states the Secretary of State with the approval of the Treasury (as respects England) or the National Assembly for Wales (as respects Wales) may make grants to operators of eligible bus services towards their costs in operating those services. S.155 details sanctions that can be imposed on service providers for various infringements. S159 repeals s.3-5 transport act 1983	As above	Concurrent during transition period Transferred from upper tier councils after the transition period	MCCA	None	Simple majority which includes the Mayor

TRANSPORT *Continued*

Legislative Provisions	Summary of provisions	Local Authority/Public Authority	Concurrent exercise?	Mayor or MCCA	Consent required before MCCA or Mayoral exercise	Voting
Grants to bus service operators (s154)		Public Authority Secretary of State	Concurrent and continuing	Mayor	None	None
Supplementary (Section 161 to 162)	Gives more guidance on statutory definitions, regulations and orders	Public Authority Secretary of State	Concurrent during the transition period and continuing	MCCA	None	Simple majority which includes the Mayor
Chapters 2 and 3 of Part 3 (Workplace parking levy, General and supplementary) and Workplace Parking Levy (England Regulations 2009)		Local Authority (charging authority which is the traffic authority (charging schemes can be made by a non-metropolitan local traffic authority (or jointly by more than one non-metropolitan local traffic authority), by an Integrated Transport Authority or combined authority and one or more eligible local traffic authorities, or the Secretary of State [or a strategic highways company]; a licencing authority or licencing authorities)	Concurrent during the transition period and continuing with the upper tier councils	MCCA	Only exercisable with consent of the affected constituent council	Simple majority which includes the Mayor

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TRANSPORT *Continued*

Legislative Provisions	Summary of provisions	Local Authority/Public Authority	Concurrent exercise?	Mayor or MCCA	Consent required before MCCA or Mayoral exercise	Voting
Highways Act 1980						
Section 6 Highways Act 1980 (Delegation etc. of functions with respect to trunk roads etc)	This section deals with the highway authority's or minister's authority to delegate their functions to an LA for the maintenance and improvement of certain trunk roads. The delegation will be in agreement with the LA and the section expands on what cannot be delegated	Public Authority Minister of Crown [or a strategic highway company]	Yes - with upper tier councils	MCCA	Only exercisable with the consent of the affected Constituent Council	Simple majority which includes the Mayor
Sections 8 of the Highways Act 1980 (Agreements between local highway authorities [and strategic highways companies] for certain works)	Local highway authorities and strategic highways companies may enter into agreements with, for, or in relation to the construction, reconstruction, alteration, improvement or maintenance of a highway for which any party to the agreement are the highway authority	Local Authority Local highway authorities [and strategic highway companies]	Yes - with upper tier councils	MCCA	Only exercisable with the consent of the affected Constituent Council	Simple majority which includes the Mayor
Part IV Transport Act 1985						
Passenger Transport Areas (section 57 to 62)	Provisions relating to passenger transport areas s.59 allows for PTEs to form a company in order to manage transport in the area but they'll need the approval of the SoS before this can take place. The SoS may also give direction on what the company should consider important in their strategy Once a company has been formed the SoS may request that the PTE shall cease s.61 and 62 provide more details on the running of the newly formed company, protection of employee benefits and division of the undertakings by the company	Local Authority (In a non-metropolitan county in England and Wales, the county council, a non-metropolitan district council in England, Passenger Transport Executive for any integrated transport area, council operating a bus undertaking, public transport company or its controlling authority, a Passenger Transport Executive or a council or local authority)	Concurrent during the transition period with upper tier councils Transferred from upper tier councils after the transition period	MCCA		Simple majority which includes the Mayor

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TRANSPORT *Continued*

Legislative Provisions	Summary of provisions	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent required before MCCA or Mayoral exercise	Voting
Passenger Transport in other areas (sections 63* to 71)	It is the duty of each county council to secure the provision of such passenger transport services as the council considers appropriate to secure to meet any public transport requirements within the county which would not in its view be met apart from any action taken by the council. Once the public transport requirements have been identified, the county council is entitled when deciding the appropriate level of public transport in its area to take into consideration the funds available and the source of the funds As soon as practicable after any occasion when they formulate new or altered policies for those purposes, any such council shall publish a statement of all policies so formulated by them Any non-metropolitan county or district council and Transport for London may enter an agreement with each other under which the council (or TfL) undertakes to contribute towards any expenditure incurred by the other party in providing subsidies for public passenger transport services s.66 removed the powers to run bus undertakings from non-metropolitan district councils in England or county or county borough councils in Wales specified in an order made by the Secretary of State, from a date stated in the order s.69 covers joint undertakings and transferring responsibilities to the company which has been formed under s.67 to run the council bus undertakings. Further sections explain some more of the regulations and exemptions with regard to council undertakings	As above	Concurrent during the transition period and continuing with upper tier councils	MCCA	For s63-64, exercise of the MCCA's power is subject to the consent of the Constituent Councils	Simple majority which includes the Mayor

TRANSPORT *Continued*

Legislative Provisions	Summary of provisions	Local Authority/ Public Authority	Concurrent exercise?	Mayor or MCCA	Consent required before MCCA or Mayoral exercise	Voting
Further Provisions (sections 72 to 79)	These provisions deal with the role of the controlling authority over the various transport companies that have been formed. It covers, who they should manage, how and for what purpose s.74 also provides rules on the directors of the public transport companies being elected as a council member s.75 deals with the power to acquire and dispose of shares in the companies which have been set up s.76 covers the auditing of the public transport companies – it's the duty of the controlling authority to arrange for this to happen s.78-79 covers entering into other agreements with other companies and the ability to guarantee loans	As above	Concurrent during the transition period and continuing with any relevant controlling authority	MCCA	None	Simple majority which includes the Mayor
Miscellaneous (section 80* to 87)	Integrated Transport Authorities and Passenger Transport authorities must behave in a way that does not inhibit competition in the services of public transport sector. They must also provide adequate facilities so that buses can be properly maintained and that there are bus stations which are in their area. s.84 covers compensation for loss of employment. s.85 covers incorporation of passenger transport executives in authorities for their area. The SoS may by order make provision for the transfer of all functions, property, rights and liabilities of the Passenger Transport Executive for any integrated transport area or passenger transport area specified in the order to the Integrated Transport Authority or, as the case may be, the Passenger Transport Authority for that area	As above	Concurrent during the transition period Transferred after the transition period	MCCA	None	Simple majority which includes the Mayor

TRANSPORT *Continued*

Legislative Provisions	Summary of provisions	Local Authority/Public Authority	Concurrent exercise?	Mayor or MCCA	Consent required before MCCA or Mayoral exercise	Voting
Part 5 of the Transport Act 1985						
Expenditure on public passenger transport services (sections 88 to 92)	*Refers to the spending on public passenger transport services and the ability to put these out to tender*	Local authority (Any authority responsible for expenditure on public local transport, any local authority or any two or more local authorities acting jointly, Passenger Transport Executive, a county or district council operating any public passenger transport service, a parish council or community council, the Secretary of State)	Concurrent during the transition period and continuing with relevant councils	MCCA	During the transition period, only exercisable with the consent of affected constituent councils	Simple majority which includes the Mayor
Travel Concession Schemes (sections 93 to 101 (102 repealed))	*Refers to any concessions the LA may want to introduce on public transport, the administration of these concessions working in conjunction with the service provider*	As above	Concurrent during the transition period and continuing with relevant councils	MCCA	Only exercisable with the consent of affected Constituent Councils.	Simple majority which includes the Mayor
Travel concessions apart from schemes (sections 103 to 105)	*Concessions which may fall outside of the schemes in the earlier section*	As above	Concurrent during the transition period and continuing with relevant councils	MCCA	Only exercisable with the consent of affected Constituent Councils.	Simple majority which includes the Mayor

Legislative Provisions	Summary of provisions	Local Authority/Public Authority	Concurrent exercise?	Mayor or MCCA	Consent required before MCCA or Mayoral exercise	Voting
Traffic Management Act 2004						
Section 33	Relates to the bodies that can prepare and authorise a permit scheme	Local Authority (local highway authorities)	Concurrent during the transition period and continuing with relevant councils	MCCA	Only exercisable with the consent of the affected Constituent Council(s)	Simple majority which includes the Mayor
Section 33A	Details when a scheme can be put into action and who has authority to authorise a scheme	As above	Concurrent during the transition period and continuing with relevant councils	MCCA	Only exercisable with the consent of the affected Constituent Council(s)	Simple majority which includes the Mayor
Section 36	Details the different bodies which have the power to vary or revoke a permit scheme	As above	Concurrent and continuing	MCCA	Only exercisable with the consent of the affected Constituent Council(s)	Simple majority which includes the Mayor
Part 6 (Civil Enforcement of Traffic Contraventions) and paragraph 10 (designation of civil enforcement areas for moving traffic contraventions) of Schedule 8 (civil enforcement areas and enforcement authorities outside Greater London)	Details of what traffic infringements are able to be enforced	Local Authority (enforcement authority)	Concurrent during the transition period and continuing with relevant councils	MCCA	Only exercisable with the consent of the affected Constituent Council(s)	Simple majority which includes the Mayor

Lincolnshire
COUNTY COUNCIL
Working for a better future

Open Report on behalf of Andrew Crookham, **Deputy Chief Executive & Executive Director - Resources**	

Report to:	**Overview and Scrutiny Management Board**
Date:	**12 March 2024**
Subject:	**Future IT Service Delivery Model**

Summary:

This report invites the Overview and Scrutiny Management Board to consider and support a report on the Future IT Service Delivery Model.

The report is due to be considered by the Executive on 3 April 2024. The views of the Board will be reported to the Executive.

Actions Required:

The Overview and Scrutiny Management Board is invited to:-

1) consider the attached report and to determine whether the Board supports the recommendation(s) to the Executive as set out in the report.

2) agree any additional comments to be passed on to the Executive in relation to this item.

1. Background

The Executive is due to consider a report on the Future IT Service Delivery Model.

Decision making on this matter will be considered by the Executive prior to a decision being taken on 3 April 2024.

The full report to the Executive is attached at Appendix A to this report.

2. Conclusion

Following consideration of the attached report, the Board is requested to consider whether it supports the recommendation(s) in the report and whether it wishes to make any additional comments to inform the decision-making process. The Board's views will be reported to the Executive.

3. Consultation

The Board is being consulted on the proposed decision of the Executive which will be taken on 3 April 2024.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Report to the Executive on 3 April 2024. To consider and approve a report on the Future IT Service Delivery Model.

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Phil Johnson, IT Service Management Consultant who can be contacted on 07920 710177 or phil.johnson@lincolnshire.gov.uk.

Lincolnshire
COUNTY COUNCIL
Working for a better future

Open Report on behalf of Andrew Crookham,	
Deputy Chief Executive & Executive Director - Resources	

Report to:	**Executive**
Date:	**03 April 2024**
Subject:	**Future IT Service Delivery Model**
Decision Reference:	**I030272**
Key decision?	**Yes**

Summary:

The majority of our IT service delivery is currently provided by Serco. This contract is due to expire at the end of March 2026.

The Council's Executive approved an overall IT Service Delivery Model and sourcing approach on the 4th May 2022. Procurement activity was subsequently paused to give the Council time to assess options to rectify a number of risks and issues identified in the second half of 2022.

As a result of this assessment, changes have been made to the design of the original IT Service Delivery Model both in order to address the risks and issues that had been identified.

The purpose of this report is to provide an overview of this updated IT Service Delivery Model and the corresponding changes in the sourcing approach to enable the Council to make an informed decision about the best way forward for the future delivery of IT services. The report also seeks authorisation from the Executive to commence a procurement.

Recommendation(s):

That the Executive:

1. Approves the changes to the IT Service Delivery Model and sourcing approach as follows:

   a. The procurement of a contract for the outsourcing of all operational IT services currently provided by the incumbent to a single external supplier.

b. The procurement of a contract for the outsourcing of Security Operations to an independent specialist external supplier.

c. The procurement of a contract for the engagement of an external partner ("Flexible Delivery Partner") to support the Council in delivering IT technical design and delivery.

2. Approves the carrying out of the necessary procurement processes to secure the services of the external suppliers and the Flexible Delivery Partner referred to in paragraph 1 above.

3. Delegates to the Deputy Chief Executive and Executive Director - Resources, in consultation with the Executive Councillor for Highways, Transport and IT, the authority to take all necessary decisions and steps to progress the procurements referred to in recommendations 1a, 1b and 1c up to and including determination of the final form of the resultant contracts and award of those contracts.

Alternatives Considered:	
1.	Full outsource of all IT services to a single provider (prime provider model)
2.	Full insource of all IT services Further details on other options considered are covered in paragraphs 33 to 36 of this paper.

Reasons for Recommendation:

To address the issues that were identified during the second half of 2022, particularly around recruitment and the readiness of the Council to manage operational IT services.

To keep operational IT services outsourced to maintain internal IT's focus on adding value through change supported by a flexible delivery partner.

To address the need for a specialist supplier in IT security services where depth of knowledge, skills and expertise are essential to respond to the growing cyber-threat.

To minimise the complexity of transitioning to a new IT Service Delivery Model and therefore the overall risk to the Council.

Background

On the 4th May 2022 the Council's Executive approved a future IT service delivery model and sourcing strategy to ensure continuity of IT services after the Serco contract end date. This model would have resulted in certain IT services moving in-house and the remaining services

being outsourced to a number of external suppliers with the Council's IT team managing and integrating the delivery of services.

1. Subsequent to this, a decision was made to pause procurement activities to allow time to assess a number of issues identified in the second half of 2022 and which are still evident. Issues identified included:

    a. The ability for the Council to recruit and retain suitably skilled and experienced resources, particularly for certain technical and managerial roles which are key for the delivery of insourced services;

    b. The ability and maturity of the Council to be able to effectively manage operational IT services and complex multi-vendor environments;

    c. Inflationary pressures resulting in an increase in supplier prices and demand for higher salaries both of which presented greater risk to a multi-source delivery model, with many vendors to co-ordinate.

2. When the above issues were considered along with some of the complexities of transitioning to and delivering the previously agreed IT service delivery model, the view was that this presented too much overall risk to the Council and changes were necessary to the IT Service Delivery Model and sourcing approach. This is largely due to the current state of IT capability maturity, the significant backlog of deprecated systems, the difficulties of managing a wide range of suppliers, the changing picture of Cyber security and the need to respond to this.

3. There is a programme of work underway to improve the maturity of the IT organisation with the following developments to date:

    i.   A project prioritisation process has been implemented to manage the demand for business-led IT change

    ii. A cyber-team has been established to focus on some of the immediate IT security risks

    iii. Organisational changes are in-flight with the permanent Chief Information Officer and new Heads of Cyber Security, IT Project Delivery, and IT Strategy and Architecture due to the join the Council in April and May 2024.

4. Work will continue in this area, led by the new senior team, to ensure the IT team is ready to manage the future IT service delivery model.

5. In response to the risks outlined in paragraph 1, a number of IT sourcing principles have been developed:

    a. Keep essential IT change and contract management skills in-house to work closely with business colleagues and to add value through IT change;

b. Keep operational IT services outsourced to maintain internal IT's focus on adding value through change;

c. Use flexible resourcing partners with base minimum staffing, to supplement internal IT change teams.

PROPOSED CHANGES TO THE IT SERVICE DELIVERY MODEL

6. The current IT Service Delivery Model delivered by the Council and its primary IT suppliers is shown in the following infographic:
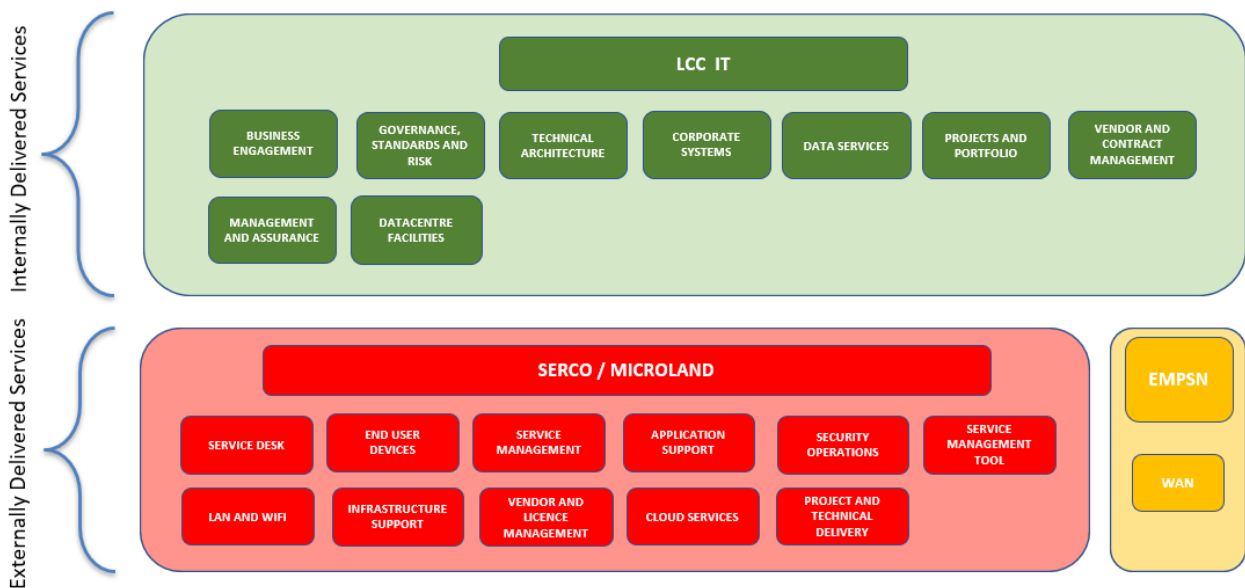
[Infographic 1 – Current IT Service Delivery Model]

7. We currently operate through an 'IT prime provider' model, with Serco providing the bulk of our IT service delivery. These services include:

a. **End User Support Services** – these include the provision of laptops / desktops and smartphones to colleagues and secure access to the applications and services they need to do their jobs – from Excel to Business World, from the intranet to the internet. This service area also provides the tools for colleagues to communicate and collaborate with others such as email, Teams telephony and Sharepoint.

Colleagues can get support if they are experiencing IT issues and can order the IT products and services they need. Support can be accessed through the IT Service Desk but also through the Tech Bar for those colleagues based on or near the Lincoln campus and through the VIP support team for our Councillors and Senior Executives.

b. **IT Support Services** – the teams providing these services maintain all the applications, systems and connectivity which colleagues depend on when they log in. These cover services such as Wifi, network connectivity, email, M365, secure

storage of files and documents, and monitoring and maintaining the IT infrastructure needed to ensure business applications are accessible and available.

This service area also manages and coordinates the various 3rd parties that are involved in supporting delivery of services and makes sure that the Council remains compliant with licencing and other regulatory requirements.

    c. **Project and Technical Delivery** – this service area provides the expertise to design and coordinate the programmes of work to implement IT changes. These can be to support business led initiatives or to ensure our IT environments remain up to date and supported.

8. The Council needs to ensure that all of these IT services continue to be provided through either in-house delivery, external suppliers or a combination of the two.

9. Drawing on feedback from the market, informal guidance from the Corporate Leadership Teamand following consultation with the Executive Councillor for Highways, Transport and IT and the Leader of the Council, the recommendation is that the ongoing delivery of the IT services currently provided by the incumbent would still be best achieved through a multi-source delivery model, but to mitigate the issues highlighted in paragraph 1 the following changes are proposed:

    a. No operational IT services will be insourced to the Council
    b. Operational IT services will be delivered by a single external supplier
    c. Technical design and project management will delivered by an external Flexible Delivery Partner, supplementing the existing Council IT project capability

Achieving this will involve a combination of suppliers who are experts in the provision of operational IT services or specialists in specific areas of IT service delivery. Market engagement has shown a high level of interest from credible suppliers who have public sector clients. The proposed IT Service Delivery Model (2026), proposed to be delivered by the Council is shown in the following infographic:

No additional services insourced

Internally Delivered Services

| DATA SERVICES | CORPORATE SYSTEMS | VENDOR AND LICENCE MANAGEMENT | BUSINESS ENGAGEMENT | GOVERNANCE, STANDARDS AND RISK | TECHNICAL ARCHITECTURE |
| MANAGEMENT AND ASSURANCE | DATACENTRE FACILITIES | PROJECTS AND PORTFOLIO | CYBER SECURITY | **LCC IT** | |

Externally Delivered Services

Operational IT Services Provider

SERVICE DESK			
END USER DEVICES	SIaM	APPLICATION SUPPORT	CLOUD SERVICES
SERVICE MANAGEMENT	SERVICE MANAGEMENT TOOL	TECHNICAL OPERATIONS	LAN AND WIFI

Specialist Security Provider

SECURITY OPERATIONS CENTRE

Flexible Delivery Partner

PROJECT AND TECHNICAL DESIGN

emPSN Nasstar

WAN

[Infographic 2 – Proposed IT Service Delivery Model (2026.]

10. How this differs to the original model approved by the Executive in May 2022 is summarised in the following diagram:

Original Design   **Updated Design**

Operational IT Services split across 4 delivery organisations → Operational IT Services delivered by 1 external supplier

- **Significantly** reduces SiaM overhead
- **Rectifies** the **recruitment** risk for the Council
- **Reduces** the number of **TUPE** staff
- Leverages capability of an organisation experienced in managing Operational IT Services

LCC responsible for ALL technical design and delivery → Flexible Delivery Partner will provide design and project mgmt

- Allows the Council to access the **specialist resources** it needs to **design and manage change**
- **Improved responsiveness** to changes in demand
- **Rectifies** the **recruitment** risk for the Council

Security Ops Centre bundled with other services → Standalone Security Operations Centre

- Specialist security service to address the growing cyber-threat
- Completely independent

11. In reference to the above diagram, the proposed changes are that:

   a. Operational IT services, including the VIP service for members, currently provided by the incumbent will be managed by a single external supplier with the Council's IT team providing the necessary governance, assurance and supplier management. None of these existing operational IT services will now be insourced.

   b. IT Project Technical Delivery, which includes service and technical design, will be partly managed by the existing inhouse team as it is today, but the majority is expected to be delivered through an agreement with a specialist Flexible Delivery Partner (essentially a provider of Professional Services) to manage the changing volume of business demand. No additional project or design resources will be insourced. This reflects the current arrangement under which project resource is provided through Serco but will separate this from the operational delivery so that a provider specialist in this area can be engaged.

   c. A specialist partner will be engaged to provide a Security Operations Centre (SOC) to continually monitor the Council's IT environment and provide expert threat detection and management services to the Council's CIO and cyber security lead. This SOC will be a standalone service shared with other organisations making it affordable as well as effective. The Council's Head of Cyber Security will have oversight of the work of the Security Operations Centre to ensure that it meets the Council's security needs.

12. In addition, and in order to manage the overall risk profile, it is recommended that the Council no longer purchases its own Service Management Tool (e.g. ServiceNow) as was proposed in the original Executive Report of the 4th May 2022. The proposal instead is for the Council to utilise the Service Management Tool used by the supplier of Operational IT Services and this will be included as part of the specification when procurement activities commence.

13. The Wide Area Network (WAN) which provides data connectivity between the Council's 200 sites is supplied and maintained by emPSN / Nasstar. These agreements are already in place with contracts running through to October 2027 therefore the WAN is out of scope for this paper. However, a programme of work is being initiated to look at a new solution for providing corporate network connectivity by 2027 drawing on modern techologies and practices.

ADDITIONAL BENEFITS

14. The proposed changes to the IT Service Delivery model also provide the following additional benefits:

   a. The consolidation of Operational IT Service delivery to a single supplier significantly reduces the Service Integration and Management (SiaM) overhead as there are fewer partners delivering operational services. In this updated model,

the SIaM responsibilities can largely sit with the Operational IT Services provider with assurance provided by the Council's IT team.

b. A significant number of the 3rd party contracts owned by the incumbent are used to support the delivery of operational IT services. In the previous model approved in May 2022, the Council would have had to procure or novate a large number of these contracts in order to deliver the Technical Operations service in house.

However, the change in the IT service delivery model means this will no longer be necessary as the proposal is to outsource Technical Operations. The responsibility for this supply chain will now sit with the external Operational IT Services provider. This change significantly reduces the number of contracts that need to be novated to, or procured by the Council and will also reduce the ongoing contract management overhead.

c. The number of staff that would transfer to the Council under TUPE regulations is considerably reduced as a result of the Council no longer taking on responsibility for Application Support, Technical Operations, VIP Support and SIaM, removing the need to retain specialised and difficult to recruit staff.

MARKET ENGAGEMENT AND INDUSTRY TRENDS

15. A number of market engagement sessions took place during September 2023 and October 2023.   The primary objectives of these meetings were:

a. To advise the market on the future procurement opportunities;
b. To confirm that there was sufficient interest from the market for bidding for the services;
c. To obtain feedback from the market on the proposed IT Service Delivery Model;
d. To inform the market on how best to engage with procurement processes;
e. To allow the Council and the market to raise questions and seek clarifications where needed.

16. The following meetings took place:

a. A virtual meeting with all interested suppliers held on the 20th September 2023 – representatives from 41 suppliers attended;

b. Half-day in person events with suppliers interested in the Operational IT Services were held on the 26th September 2023 and 5th October 2023 – representatives from 21 suppliers attended;

c. A virtual meeting with suppliers interested in being the Council's Flexible Delivery Partner was held on the 24th October 2023 – representatives from 27 suppliers attended.

17. The main conclusions from the market engagement were that:

   a. The Operational IT Services currently consumed by the Council today are recognised as standard services by suppliers in the market.

   b. There are opportunities to improve current processes and services to align with industry standards and supplier ways of working.

   c. Suppliers were particularly interested in the procurement route and commercials such as contract duration, quality / price ratio and indexation. For the Operational IT Services, a contract duration of 7 to 10 years with possible 2 year extensions was discussed. For the Flexible Delivery Partner and Security Operations Centre, the discussion with suppliers was around the use of frameworks to procure these services and the contract duration plus any extensions would be determined by the framework.

   d. With 21 suppliers attending the half-day events, this represented a good level of interest from the market for the opportunities presented. A number of these suppliers are well established names in the market and suppliers that the Council would welcome bids from, with several having experience in providing IT services to multiple Council's and other public sector bodies

18. The previous Executive report highlighted that there was a clear trend among local authorities of moving away from prime-provider contracts to multi-source models. The Council is still proposing to pursue a multi-source model but with fewer Operational IT Services delivered by the existing Council IT team due to the issues highlighted.

19. In that respect, the Council's approach is still in line with what many other local authorities have done or are in the process of doing, though it is recognised that each Council has its own set of objectives and challenges to address, so each IT service delivery model has its differences.

20. Representatives from the Council's IT team also met with Huw Stephens, CIO for HM Treasury, on the 29th September 2023 to discuss their IT delivery model. The main observations from that discussion are:

   a. HM Treasury IT has its own branding – TReasury Information Services (TRIS) – which includes all IT services irrespective of the delivery partner. The HM Treasury business identifies TRIS as the IT delivery service and makes no distinction between internal and external partners.

   b. Due to the number of suppliers in their IT delivery model, HM Treasury have engaged a specialist SIaM provider. Their CIO's observation is that this is an expensive model and has not proven to deliver good value. It has been hard to leave the SIaM provider to do its job.

c. A pay-per-user model for the Service Desk has driven the right behaviours with their supplier. In their analyst paper - How to Structure Penalties and Incentives for Managed Services Outsourcing Contracts - Gartner also draws the same conclusion.[1]

d. Their IT delivery model is a mature, multi-supplier model. IT services are 100% in the Cloud with no legacy IT. This has significantly reduced the time to procure new IT delivery partners.

21. With the breadth of IT services that the Council delivers today, its relatively large on-premise IT hosting footprint, and limited IT operational delivery experience, the conclusion from this discussion is that the IT service delivery model being proposed will deliver the most value for the Council. However, these points will be taken into consideration as the Council develops the detail in the IT Service Delivery Model and subsequent supplier specifications and procurement documentation.

PROCUREMENT TIMELINES

22. The estimated timings of the procurements for the services listed in recommendations 1 a, b and c are:

Service	Proposed procurement start date	Contract Award	Transition	Service Go Live
Operational IT Services	Apr 2024	Mar 2025	Apr 2025 – Mar 2026	Apr 2026
Security Operations	Feb 2024	May 2024	Jun 2024	Jun 2024
Flexible Delivery Partner (Assumes Competitive Procedure with Negotiation procurement route)	Jan 2025	Sep 2025	Oct 2025 – Dec 2025	Jan 2026

23. The procurement route to market will be finalised once detailed specifications have been drafted but current thinking, based on recent experience and feedback from the market, is that a Competitive Procedure with Negotiation will result in the best value outcome for the Operational IT Services. For the Security Operations and Flexible Delivery Partner engagements, the use of Crown Commercial Services frameworks appears a viable route but this is still being considered.

FINANCES – Ongoing annual funding requirements

24. A breakdown of funding requirements for the updated IT Service Delivery Model is as follows:

   a. **Operational IT Services Provider**

The majority of the IT services currently provided by Serco will move to the Operational IT Services Provider. Based simply on the proposed budget for the purchase of Serco's IT services for 2024/25 of £5.9m and existing third party supplier costs of £0.5m, the estimate for the Operational IT Services Provider is £6.4m plus indexation through to April 2026. Based on market engagement we are expecting the tender exercise to be competitive and for that to curb price increases.

   b. **Specialist Security Provider**

The Specialist Security Provider will provide a security service (Security Operations Centre) over and above that which is provided today. A budget for this enhanced service of £205k forms part of the IT base budget proposal for 2024/25, however due to more immediate needs around ongoing cyber security improvements, this service will be procured in this financial year.

   c. **Flexible Delivery Partner**

This agreement will deliver specialist project management, technical design and business analyst services as required for specific Council IT change initiatives. The scope of this agreement will be sufficiently broad to accommodate the diversity of the project portfolio both now and in the future. Services will be called off as and when required for a particular change project and will be funded by the project.

We will explore ways to ensure resources are retained and can build experience working on Council projects. This will include exploring with bidders whether inclusion in the contract of a minimum expenditure commitment would add value to the Council. For reference, the annual expenditure on professional services (primarily technical design and project management) for IT projects is in the range £800k to £1m.

It is expected that there will continue to be a pipeline of IT change similar to the levels experienced since 2021. This will be a combination of IT led change – ongoing lifecycle management and more strategic programmes of work - and also business led change as the Council looks to adopt technologies to operate more efficiently and to improve the experience for Lincolnshire residents. The level of demand will be reviewed at the point when procurement activities for the Flexible Delivery Partner commence.

   d. **Vendor and Licence Management – additional resources**

As part of the proposed IT Service Delivery Model, the Council will take on full contract and vendor management responsibilities for a number of 3rd party contracts that are supported by Serco. To support this activity, it is anticipated that 1 additional Vendor Manager role will be required which is expected to be fulfilled through TUPE of staff from Serco.

The funding requirement for this is estimated to be £61k per annum.

25. Funding requirements for the main external engagements are summarised in the following table:

Service	Funding requirement for new supplier arrangements
Operational IT Services Provider	£6.4m plus indexation to 2026
Specialist Security Provider	£205k
Flexible Delivery Partner	[£800k to £1m][1]
Vendor and Licence Mgmt resource	£61k

[1]Annual expenditure on professional services (primarily technical design and project management) for IT projects is in the range £800k to £1m.

FINANCES – Funding requirements for Transition of services

26. There will be costs associated with implementing the new IT Service Delivery Model, most of which will relate to transitioning services to the new supplier arrangements, particularly the Operational IT Services provider. Funding will be required for these costs which will include:

    a. Transition resources

        i. **Programme manager (1 FTE) –** the recommendation is to engage an external programme manager experienced in managing the transition of IT services to outsource suppliers. Council project managers will work under guidance from this resource.

        An experienced, external programme manager resource will be able to identify:

        o   the appropriate prioritisation of activities in a transition plan
        o   areas of risk (and how to mitigate those risks) based on previous experience
        o   the best strategy for ensuring effective supplier engagement

        ii. **Backfill for IT (2 FTE)** – the Council's IT Technical Architects and Heads of Service are expected to play a prominent role during transition. Backfill will be required to ensure continuity of BAU activities.

        Backfill support will allow BAU IT delivery and IT change to continue, whilst Heads of IT Service and Technical Architects are actively engaged in delivering the transition with the partners they will be working with in the future. Heads of IT Service will also be able to focus on continuing to mature the IT function.

b. Other supplier costs to support exit

   Though contract exit is included within the scope of the existing contract with the incumbent, it is highly likely that additional assistance will be required to cover transition activities that may fall outside of this scope. Some funding is required to cover these costs and any other supplier related costs.

c. Legal services

   There will be legal costs to draft the necessary contracts and to otherwise support the procurement. These are likely to be in the order of £50,000 if all of the work can be completed in house but up to £100,000 if external lawyers are required. Funding for these costs will need to be identified (either via year end underspends or the next budget setting process).

27. The scope of the operational IT services for which management and support would need to be transitioned in a scenario where the incumbent is unsuccessful, is outlined at a high level in paragraph 7 of this paper. These IT services underpin almost all aspects of Council services and are used to:

    a. Provide connectivity for the Lincoln campus and 200 remote sites including fire stations
    b. Support 10,000 end user computing devices for colleagues whether laptops, desktops or smartphones
    c. Share files with around 100 partner organisations
    d. Support over 400 business applications
    e. Manage and maintain all the IT infrastructure in our datacentres and Azure whether for data storage or for hosting applications on over 400 servers

28. The ownership of over 40 third party contracts used to support the delivery of operational IT services needs to be transferred to new arrangements.

29. To achieve this with minimal impact to the Council's business and so that security is not compromised requires a resource who is experienced in managing complex IT transition programmes of work. The Council does not have these skills in-house and they are best sourced from the external market.

30. The Technical Architects and IT Heads of Service will also be directly involved in transition efforts and backfill will be needed to ensure ongoing work around for example, security, business IT change and IT team maturity team uplift, is not compromised.

31. The costs of transitioning to the new IT Service Delivery Model once contracts have been awarded are estimated to be of the order of £867,500. Funding will be required for these transition costs plus expected legal costs during procurement and are outlined in the following table:

Transition Cost Area	Funding Requirement
Programme Manager and IT backfill resources (3 FTE total) 15 month engagement	£667,500
Other supplier costs To support exit and contract novation	£100,000
Legal Costs As part of the procurement process	£100,000
Total	**£867,500**

32. The above transition costs represent 1.4% of the total contract spend (based on a 10 year term at £6.4m per annum). These are early estimates of transition costs and assume a procurement scenario where the incumbent is unsuccessful. The costs will be refined as procurement activities and transition planning progress during 2024.

OTHER OPTIONS CONSIDERED

33. The Council also identified what other options were available and assessed whether they would better mitigate the risks highlighted in paragraph 1. These options are summarised as follows:

A single large strategic partnership ('prime provider' model)

34. A single large strategic partnership ('prime provider') contract i.e. the majority of IT services including security operations and delivery of change, provided by a single supplier. The Executive Report of the 4th May 2022 documented a number of reasons why this type of agreement would not be appropriate for the Council and these reasons remain valid.

35. In addition, the following highlight further reasons why a future agreement with a prime provider would not best serve the Council:

   a. The Council will be better served by having a wider set of options for accessing design and IT change delivery services. The proposed model offers this through having a Council-owned project and technical change capability supplemented by a Flexible Delivery Partner. An option to access professional services could also be included as part of the Operational IT Services provider contract.

This will allow the Council to be more responsive to changing business priorities and demand, and will provide access to a broader range of specialist resources appropriate to the change being implemented than can be provided through a prime provider type agreement.

b. The ever evolving cyber-threat landscape requires specialist security support. Segregation from the provider of IT services is necessary to ensure full accountability, transparency and to remove conflicts of interest. This would not be achieved by bundling all security services with a prime provider.

A full insource of services

36. A full insource of services would not mitigate the issues highlighted in paragraph 1. Bringing all IT services in house would significantly increase the transition complexity and recruitment difficulties and is unlikely to be achieved in the timescales. This approach would exacerbate the issues and is strongly not recommended.

RISKS

37. The table below outlines some of the risks that need to be considered as implementation of the updated IT service delivery model begins:

Area	Risk Description	Mitigation
Leadership	Newly appointed leaders - CIO, Chief Legal Officer and Assistant Director Commercial – may challenge the model and request further changes.	Manage expectations during interview process (CIO). Outgoing leaders ensure new appointees are briefed with executive sponsor support.
Procurement	Prospective bidders see Serco as a significant threat and may decide not to invest in the process and withdraw.	Already stressed at pre-market engagement events that there is no pre-defined outcome. Explore options to ensure a level playing field.
Resources	Key existing Serco staff move to other roles within Serco, or leave, either prior to or on contract end date.	Engage early and effectively. The new provider through the contract accepts the resourcing risk and has access to other staff to call on.
Transition	Risk of impacting BAU services during transition to new supplier arrangements.	A lot of experience on the supplier side in managing transition.

		Phasing of services to reduce impact. Build an experienced transition team early (min. 18 months in advance) to prepare and plan. Council IT resources involved in the procurement, transition and subsequent BAU management.
Exit	Lack of effective engagement from Serco during Exit (assuming a procurement scenario where Serco is unsuccessful)	Ensure Serco are held to Exit commitments in the contract. Work with Serco on a jointly owned exit plan. Ensure Serco's ongoing engagement through formalised and funded projects up until the end of the contract to maintain project resources.
Finance	There is a risk that the cost of the solution for operational IT services is in excess of current planned budget.	Further market engagement will explore how the way services are specified affects pricing. Running a transparent and information rich procurement will help remove bidder uncertainty and will encourage competition.

2. Legal Issues:

In January 2013, the Public Services (Social Value) Act 2012 came into force. Under the Act the Council must before starting the process of procuring a contract for services consider two things. Firstly, how what is proposed to be procured might improve the economic social and environmental wellbeing of its area. Secondly, how in conducting the process of procurement it might act with a view to securing that improvement. The Council must only consider matters that are relevant to the services being procured and must consider the extent to which it is proportionate in all the circumstances to take those matters into account. In considering this issue the Council must be aware that it remains bound by the Public Contracts Regulations 2015 which itself through its requirement for transparency, fairness and non-discrimination places limits on what can be done to achieve these outcomes through a procurement.

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Procuring an IT service delivery model will not in itself improve the economic social or environmental wellbeing of the area but as set out below the Council's IT supports all of the Council's activities that do directly contribute to such improvement.

Ways will be explored of securing social value through the way the operational services procurement is structured. This contract in particular has the size to enable providers to contribute to social value through, for example, apprentice and engagement programmes. At the same time the Competitive Procedure with Negotiation gives a process through which such benefits can be explored at greater depth and the scoring mechanism used in part at least to incentivise genuine engagement by bidders in exploring such issues.

Under section 1(7) of the Public Services (Social Value) Act 2012 the Council must consider whether to undertake any consultation as to the matters referred to above. The service and the value it delivers is well understood. Best practice recently adopted elsewhere has been reviewed. This and the market consultation carried out is considered to be sufficient to inform the procurement. It is unlikely that any wider consultation would be proportionate to the scope of the procurement.

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.

There are not considered to be any Equality Act implications arising out of the choice of delivery model for future IT services. The proposals put forward in this Report are considered to be the best way of ensuring the ongoing availability, performance and development of an IT platform that fully supports the Council in supporting its residents and communities in a way which meets the Equality Act requirements.

Specifications especially around end user computing will require accessibility requirements to be met for people who may be impacted in their ability to use IT because of a protected characteristic.

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.

There are not considered to be any direct JSNA or JHWS impacts of the decisions required by this Report. Indirectly, the Council's IT infrastructure underpins all the work of the Council and the way it interacts with its customers and communities. The proposals put forward in this Report are considered to be the best way of ensuring the ongoing availability, performance and development of an IT platform that fully supports the aspirations of the Corporate Plan which directly contribute to the achievement of JHWS objectives.

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.

There are not considered to be any direct impacts of the decisions required by this Report on the section 17 considerations. Indirectly, the Council's IT infrastructure underpins the work of the Council in fulfilling its crime and disorder functions. The proposals put forward in this Report are considered to be the best way of ensuring the ongoing availability, performance and development of an IT platform that fully supports the Council and its partners in that work.

3. Conclusion

This report has considered all main insourcing and outsourcing options and the recommendation is that the ongoing delivery of the IT services would be best achieved through a multi-source model involving external partners but with no additional IT services moving in-house.

This updated IT service delivery model is recommended as the most effective design to enable the Council to address the risks relating to recruitment, IT maturity and transition complexity documented in this report. It will also allow the Council to respond to the rapidly changing technical and information security environment; to be agile in they way it responds to business needs and priorities; and to support its digital ambitions.

Market engagement has provided assurance that there is a good level of interest and market engagement events were attended by suppliers who would be a good fit for the Council. Feedback from representatives during the meetings was that the opportunities on offer are recognised as standard services by the market.

A single large strategic partnership with a prime provider with limited services managed in-house is not recommended. The market is limited, such suppliers are not necessarily specialists in all areas, and it is hard to see how they would add value rather than cost.

A full insource of services would not mitigate the issues highlighted in this report. Bringing all IT services in house would significantly increase the transition complexity and recruitment difficulties and is unlikely to be achieved in the timescales. This approach would exacerbate the issues and risk to the Council and is strongly not recommended.

4. Legal Comments:

The Council has the power to pursue the procurements proposed which must be carried out in accordance with the Council's obligations under the Public Contracts Regulations 2015.

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

5. Resource Comments:

There are two areas set out within the report which have potential resource implications: the ongoing cost of the new service delivery model (subject to the procurement exercise), and the cost of transitioning to the new model.

In respect of the ongoing cost, the Council has an existing budget provision across revenue and capital to fund the cost of the current activity, aligned with the current delivery model and as set out in the report. At this stage in the process, this provides a cost baseline and a current affordability envelope. The cost of the new model would ultimately be determined by the procurement exercise and may give rise to a different level of cost than the current baseline which would need to be considered at the appropriate point and via the appropriate process (i.e. the next budget setting process). It is a possibility that some items currently funded from capital may require switching to being revenue funded, which again would need to be considered further into the procurement process.

In respect of the transition costs, these would need to be identified and separately funded either via year-end underspends or the next budget setting process given their one-off nature.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This Report will be considered further by the Overview and Scrutiny Management Board at its meeting on the 12 March 2024 and the comments of the Board will be reported to the Executive.

d) Risks and Impact Analysis

See the main body of this Report.

7. Background Papers

The following background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

Document title	Where the document can be viewed
Report to Executive 4 May 2022 titled "Options for the Future Delivery of IMT Services"	https://lincolnshire.moderngov.co.uk/ieDecisionDetails.aspx?ID=794

This report was written by Phil Johnson who can be contacted on 07920 710177 or phil.johnson@lincolnshire.gov.uk.

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Lincolnshire
COUNTY COUNCIL
Working for a better future

Open Report on behalf of Andrew Crookham, **Deputy Chief Executive and Executive Director - Resources**	
Report to:	**Overview and Scrutiny Management Board**
Date:	**12 March 2024**
Subject:	**Update on IT Services – Project Portfolio**

Summary:

This report serves to provide the Board with a high-level view to show progress on highlighted projects being commissioned through IT.

Actions Required:

The Board is requested to review and comment on the progress of highlighted projects currently being commissioned through IT.

1. **Background**

This report provides an update to the Overview and Scrutiny Management Board regarding the high-level view on a number of key projects, providing dashboard information as a snapshot in time. This report aims to repeat the exercise undertaken for previous meetings of the Board, most recently September 2023, to show progress of highlighted projects being commissioned through IT.

2. **Summary of Performance for KPI-11 and RAG Status**

For context, the table below provides the history of the KPI 11 indicator which is in place for monitoring Serco's performance in project delivery. They have achieved the following for the IMT_KPI_11 (% of milestones achieved each month) score. The target is >85%.

KPI Report Month	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24
Actual Month	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

3. Red/Amber Status – Path to Green Summary

The following table shows the summary of the project next milestones RAG status for this month (and the previous reporting periods for comparison):

	Mar 2019	Aug 2019	Nov 2019	Mar 2020	Sept 2020	Mar 2021	Sept 2021	Mar 2022	Sept 2022	Mar 2023	Sept 2023	Mar 2024
Red	1	0	1	1	1	2	0	0	0	0	2	1
Amber	6	7	2	3	3	2	1	4	6	3	3	1
Green/Complete	13	13	17	16	11	12	16	12	12	12	11	14

Please note that milestone RAG ratings can be impacted by both internal and external factors and is not always a direct reflection on the performance of the outsourced providers.

4. A summary of the projects which have a red or amber status are listed below.

Project Ref and Name	Path to Green	Impact
IMT-574-2211 Joint Strategic Needs Assessment	Red - Path to Green: Third party to provide final support documentation and Hand over to Support activities completed.	The project has delivered the business-critical elements. The project team are actively chasing for the support documentation in order to complete the handover to support transition required prior to closing the project.
IMT-526-2105 Lincs To The Past Redevelopment Stage 2: Platform migration	Amber - Path to Green: Resolution of final issues, and successful user acceptance testing.	The project is continuing to ensure that the issues found in testing are resolved. These are expected to be completed within the next month.

5. Project Dashboards
a. Closed since last report

Project ID	IMT-345		Project Sponsor	Donna Fryer
Project Name	Technical Lifecycle (2003 Servers)(T)		Project Manager	Gil Crisp
Project Status	Closed		Forecast Project Closure Date	31 December 2023
Project Summary	This project coordinates a number of remediation projects to remove legacy 2003 server operating systems.			
Business Benefit	To remove legacy server operating systems to improve the security profile of the LCC network.			
Citizen Outcome	Indirect			
Position update	Windows 2003 all removed from the estate. Project complete.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 December 2023	21 December 2023	Green - Project Complete	

Project ID	IMT-562-2204		Project Sponsor	Donna Fryer
Project Name	Oracle Database Server Upgrade Phase 1 (T)		Project Manager	Adam Bainbridge
Project Status	Closed		Forecast Project Closure Date	07 December 2023
Project Summary	Better cataloguing of collection data and visibility of images will drive public engagement (and potential future revenue)			
Business Benefit	The platform will have zoom functionality restored and will remove certificate errors.			
Citizen Outcome	Public facing transport services have a resilient and supported IT infrastructure to maintain availability of systems/service delivery			
Position update	Project Complete. ITP-092 Oracle Upgrade has been commissioned following the completion of phase one.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	27 November 2023	27 November 2023	Green - Project Complete	

Project ID	IMT-569-2208		Project Sponsor	Lee Sirdifield
Project Name	Anywhere 365 (B)		Project Manager	Paul Sharpe
Project Status	Closed		Forecast Project Closure Date	22 February 2024
Project Summary	Implement Anywhere 365 to replace Avaya in the Contact Centre and throughout LCC and ultimately decommission Avaya and any associated technologies.			
Business Benefit	Ease of making and receiving calls and cost reductions in telephony. Enabling integration with Microsoft 365 Eco System.			
Citizen Outcome	Minimise loss of service to the public, meeting the requirements of the Customer Charter to ensure that customers can contact us easily.			
Position update	Anywhere 365 contact centre solution implementation is complete and the Avaya solution has been decommissioned. Project complete.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closed	17 January 2024	17 January 2024	Green - Project Complete	

Project ID	IMT-600-2303		Project Sponsor	James Chapple
Project Name	**Registrars MDM Migration (B)**		Project Manager	Adam Bainbridge
Project Status	Closed		Forecast Project Closure Date	10 November 2023
Project Summary	To support the Registration Service in their migration to Microsoft 365, ensuring that their key software applications are operational in the new environment.			
Business Benefit	To enable Registration Service to gain maximum benefits from the Microsoft 365 subscription, and to align with the standard LCC IT Provision.			
Citizen Outcome	The project will improve the experience for members of the public when dealing with registrars, as the staff will have better technology to support them in their roles.			
Position update	Project Complete.			
Next Milestone Name	**Milestone Baseline Delivery Date**	**Forecast/Actual Delivery Date**	**RAG Status and Commentary**	
Project Closure	03 November 2023	03 November 2023	Green - Project Complete	

b. Projects in flight

Project ID	IMT-574-2211		Project Sponsor	Phil Huntley
Project Name	**Joint Strategic Needs Assessment (B)**		**Project Manager**	Adam Bainbridge
Project Status	Transition		**Forecast Project Closure Date**	31 March 2024
Project Summary	Joint Strategic Needs Assessment (JSNA) which is a Health and wellbeing report is to be created using public and non-public data.			
Business Benefit	- Power BI used to create the JSNA report. - Improve the functionality which streamlines the process of producing and publishing the JSNA. - Reducing manual officer resources whilst improving user experience and presentation. - the platform will be able to facilitate a range of data reporting and visualisation tools that include interactive functionality for a range of audiences.			
Citizen Outcome	Indirect			
Position update	The solution is live and operational, however the final documentation to complete the hand over to support to complete the project is outstanding.			

Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary
Project Closure	01 March 2024	31 March 2024	Red - Path to Green: Third party to provide final support documentation and Hand over to Support activities completed.

Project ID	IMT-526-2105		Project Sponsor	Eleanor Baumber
Project Name	LTTP Redevelopment Stage 2: Platform migration (B)		Project Manager	Jo Marsden
Project Status	Transition		Forecast Project Closure Date	15 March 2024

Project Summary	Lincs to the Past Replacement Phase 2: migration to stable and up-to-date platforms.
Business Benefit	The platform will be hosted on an in-support version of Windows and storage costs will be reduced. The platform will be more stable for future developments – automated and offline data analysis, integration with payment gateway to allow revenue generation through online purchase of images/prints. Visible changes and improvements in the underlying platform will improve Archives' reputation with the public. Archives will better meet its statutory requirements The Public will be better able to perform searches for themselves freeing up Archive staff time to perform core duties.
Citizen Outcome	In general, accessibility to archived data and images becomes much faster and easier, with the search function becoming easier to perform and will use catalogue IDs rather than requiring staff to help visitors.
Position update	Testing has continued, and the third party are investigating and remediating final issues.

Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary
Project Closure	15 March 2024	15 March 2024	Amber - Path to Green: Resolution of final issues, and successful user acceptance testing.

Project ID	IMT-447-1907	Project Sponsor	Donna Fryer
Project Name	**Upgrade Domain Services (T)**	Project Manager	Jo Marsden
Project Status	Implement	Forecast Project Closure Date	15 March 2024
Project Summary	LCC's current active directory structure and Domain controller solution has a number of issues that require resolution to ensure best practise, and efficient operation of the current AD and infrastructure environment. the Remediation activities (based on AD RAP Output)Phase 3 is the		
Business Benefit	Ensures best practice is reflected and provides efficient operation of the current Active Directory and infrastructure environment		
Citizen Outcome	Indirect		
Position update	Final activities are being completed and handover to support is in progress.		

Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary
Project Closure	15 March 2024	15 March 2024	Green - On Track

Project ID	IMT-594-2302	Project Sponsor	Donna Fryer
Project Name	**Legal Services MDM Migration (B)**	Project Manager	Adam Bainbridge
Project Status	Transition	Forecast Project Closure Date	08 March 2024
Project Summary	To support Legal Services in their migration to Microsoft 365, ensuring that their key software applications are operational in the new environment.		
Business Benefit	To enable Legal Services to gain maximum benefits from the Microsoft 365 subscription, and to align with the standard LCC IT Provision.		

Citizen Outcome	Indirect		
Position update	All staff have been migrated, including mobile phone device management. Project closure activities in progress.		
Next Milestone Name	**Milestone Baseline Delivery Date**	**Forecast/Actual Delivery Date**	**RAG Status and Commentary**
Project Closure	08 March 2024	08 March 2024	Green - On Track

Project ID	ITP-062-2306	Project Sponsor	Clare Rowley
Project Name	**IMP Content Migration**	**Project Manager**	Jo Marsden
Project Status	Transition	**Forecast Project Closure Date**	29 February 2024
Project Summary	The project will manage the migration of the content from the LCC OpenText solution to the Microsoft SharePoint environment, enabling the OpenText solution to be decommissioned. The project will leverage a specialist third party to support the migration of content.		
Business Benefit	Contribute to better records and information management in the future. Optimise the return on investment from the Microsoft 365 suite, in utilising SharePoint, enabling staff to more easily collaborate with their colleagues on their documents. Cost savings from 2024/2025.		
Citizen Outcome	Indirect		
Position update	Final activities are being completed and handover to support is in progress.		
Next Milestone Name	**Milestone Baseline Delivery Date**	**Forecast/Actual Delivery Date**	**RAG Status and Commentary**
Project Closure	29 February 2024	29 February 2024	Green - On Track

Project ID	ITP-065-2307	Project Sponsor	Allison Kapethanasis
Project Name	**IT PC Replacement**	Project Manager	Steven Emery
Project Status	Implement	Forecast Project Closure Date	01 April 2025

Project Summary	The project will replace a number of end user devices (primarily laptops and hybrid tablet devices) which are approaching their end of support and service life.
Business Benefit	• Improved productivity: The new devices will be faster, more reliable and able to handle the workload required by LCC employees. This will lead to increased productivity and efficiency. • Improved employee satisfaction: New devices will improve employee satisfaction by providing them with up-to-date, reliable and productive PCs. • Key strategic reasons: key enabler of Council services, security of Council information (and by extension reputation etc), more flexible and agile Council. • Improved Security: The new devices will have the latest security features and will reduce the risk of security breaches.
Citizen Outcome	Indirect
Position update	Deployment has commenced with the oldest devices being prioritised. 650 PCs have been replaced to date.

Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary
Project Closure	01 April 2025	01 April 2025	Green - On Track

Project ID	ITP-070-2309	Project Sponsor	Steve Topham
Project Name	LFR Control Mobilising System Replacement	Project Manager	Sarah Bojko
Project Status	Design	Forecast Project Closure Date	31 May 2025
Project Summary	Lincolnshire Fire and Rescue (LFR) are planning the changeover of their 999 Control Room solution which will take place in March 2025. This project will support the technical aspects of this transition.		
Business Benefit	- Continuity of 999 response, mobilisation and telephony systems. - Effective systems, including an integrated call handling and mobilising system to deliver LFR statutory duties enhancing firefighter and community safety.		
Citizen Outcome	Seamless continuity of 999 response and mobilisation.		
Position update	Contract now in place with NEC, and the project is progressing well to meet the critical timescales.		

Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary
Project Closure	31 May 2025	31 May 2025	Green - On Track

Project ID	ITP-073-2312	Project Sponsor	Donna Fryer
Project Name	PSTN Deprecation (Analogue Switch off)	Project Manager	Michael Meadows
Project Status	Scoping	Forecast Project Closure Date	30 September 2024
Project Summary	LCC needs to respond to the PSTN (Public Switched Telephone Network) Analogue Line switch off, which will happen by the end of 2025.		

Business Benefit	Cancellation of existing PSTN and ISDN lines where services are replaced by Teams External calling. Corporately supported telephony solution is available and more widely adopted. Upgrade to modern, fit for purpose telephony technology.		
Citizen Outcome	To ensure council services reliant upon telephony remain available via telephony.		
Position update	An audit of all sites to identify affected lines is underway. Once complete the remediation activities will ensure that lines are reviewed and replaced as appropriate.		
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary
Line Audit Complete	15 March 2024	15 March 2024	Green - On Track

Project ID	ITP-079-2311	Project Sponsor	Donna Fryer
Project Name	Server Lifecycle (T)	Project Manager	Gil Crisp
Project Status	Implementation	Forecast Project Closure Date	31 May 2024
Project Summary	The project will ensure that Server Lifecycle is managed, with an initial focus on the removal of the final Windows 2008 and Windows 2012 servers.		
Business Benefit	To improve the supportability and strengthen the security posture.		
Citizen Outcome	Indirect		
Position update	Activities to remove the final Windows 2008 servers are now baselined and on track to complete during April 2024, and Windows 2012 servers will be brought into support by the end of March 2024. A follow on project will remove / upgrade the remaining 2012 servers.		
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary
Project Closure	31 May 2024	31 May 2024	Green - On Track

Project ID	ITP-091-2403	Project Sponsor	David Coleman
Project Name	LSL New Legal Case Management System (CMS) (B)	Project Manager	Louise Waller
Project Status	Scoping	Forecast Project Closure Date	31 December 2024

Project Summary	The current case management system (CMS) is provided by Civica, but is not a current solution and wil no longer be developed. The system therefore needs to be replaced to ensure continuity for the service.
Business Benefit	A stable and supported CMS product to operate a legal service which would enable LSL to more efficiently manage the cases it conducts through the electronic storage; management of files and work flows.
Citizen Outcome	Indirect
Position update	Legal Services have gathered and analysed their requirements and are investigating the options available.

Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary
Procurement Complete	31 May 2024	31 May 2024	Green - On Track

Project ID	ITP-092-2311		Project Sponsor	Donna Fryer
Project Name	Oracle Database Server Upgrade Phase II (T)		Project Manager	Adam Bainbridge
Project Status	Implementation		Forecast Project Closure Date	19 April 2024
Project Summary	This upgrade is required to ensure continued supportability of the Oracle based applications.			
Business Benefit	Highly critical public facing services have a resilient and supported IT infrastructure for their key applications.			
Citizen Outcome	Safeguard the continued availability of services provided online such as on demand transport.			
Position update	The project plan has been baselined and required resources booked to undertake the necessary activities.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	19 April 2024	19 April 2024	Green - On Track	

Project ID	ITP-093-2311		Project Sponsor	Donna Fryer
Project Name	LFR Network Switch Refresh (B)		Project Manager	Sarah Bojko
Project Status	Planning		Forecast Project Closure Date	26 July 2024
Project Summary	To ensure that all end of life network switches and key infrastructure in LFR stations and the County Emergency centre are replaced.			
Business Benefit	This will ensure that the infrastructure is kept in support and is well maintained for providing the 999 response.			
Citizen Outcome	Ensuring effective turn out of crews responding to call outs.			

Position update	Surveys have been undertaken and replacements are due to commence during March 2024.		
Next Milestone Name	**Milestone Baseline Delivery Date**	**Forecast/Actual Delivery Date**	**RAG Status and Commentary**
Project Closure	26 July 2024	26 July 2024	Green - On Track

6. Conclusion

The portfolio is progressing well, and the pipeline of projects is now controlled, which has been a focus over the last 12 months. There has been some key staff changes within Serco in the project delivery functions, and the incoming lead has made a solid contribution in minimising the effect on project delivery.

Within LCC there are also some imminent staff changes within the IT delivery function, which will be a focus to minimise disruption to project delivery.

7. Consultation

a) Risks and Impact Analysis

Not applicable

8. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Donna Fryer, IT Head of IT Architecture and Delivery who can be contacted via e-mail donna.fryer@lincolnshire.gov.uk.

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Open Report on behalf of Andrew Crookham, Deputy Chief Executive & Executive Director - Resources

Report to:	**Overview and Scrutiny Management Board**
Date:	**12 March 2024**
Subject:	**Transformation Programme Update**

Summary:

This report provides the Board with an update on the Transformation Programme, and a focussed update on the Corporate Support Services Implementation project.

Actions Required:

The Board is invited to review and comment on the contents of the report and supporting documents, and agree future reporting requirements into the Board.

1.   **Background**

1.1   The Transformation Programme has been created to provide Lincolnshire County Council (LCC) with the opportunity for us to learn better from each other and work collaboratively to identify new and improved ways to support wider council objectives. We have for many years been excellent at service led transformation; enabling us to become a strong council with nationally recognised services. We want to continue to build on that success for all parts of the Council.

1.2   **Corporate Plan and the Transformation Programme** - *Figure 1*
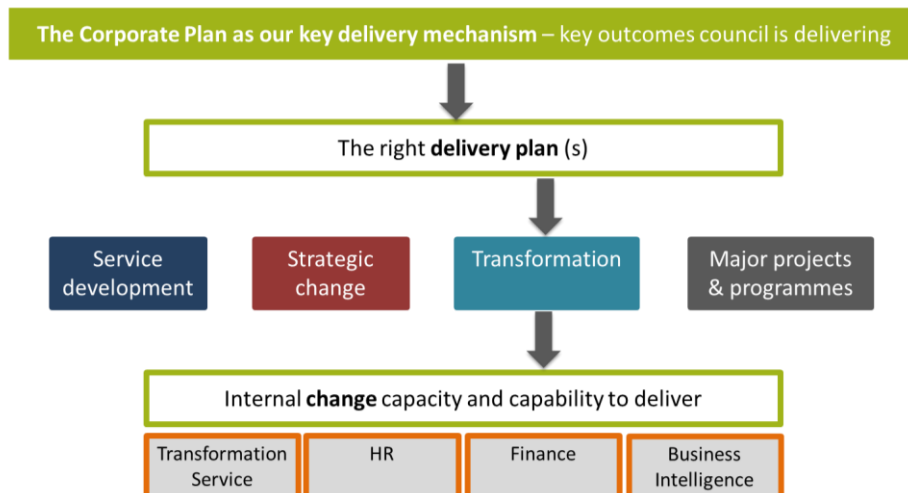
1.2.1 Our Transformation Programme supports the Corporate Plan and the 'One Council' approach, by working collaboratively to drive innovation and efficiency. Ultimately it is to support our vision of working for a better future and our priority to continue to provide good value council services.

1.3 Governance

1.3.1 The Transformation Programme brings some of our most high-profile projects together to give far greater visibility, corporate oversight and accountability of key activity, assurance of funding being spent on Council priorities and confidence that benefits are being realised. Each project has a Project Manager to drive, lead and push the project forwards on a daily basis, along with a Senior Responsible Officer at Head of Service or Assistant Director level to provide senior strategic leadership. Each have a Project Board, made up of senior stakeholders that governs and is responsible for the project through to delivery.

1.3.2 A Transformation Programme Steering Group meets eight times in the year and is responsible for the overall direction and governance of the programme, whilst providing collaborative strategic leadership to ensure the programme meets its objectives. This then feeds into the Corporate Leadership Team's (CLT) performance board, which has a quarterly focus on the Transformation Programme. Alongside this, there is regular reporting to Executive Councillors for each project and routine reporting into the Overview and Scrutiny Management Board (OSMB).

Figure 2

Page 300
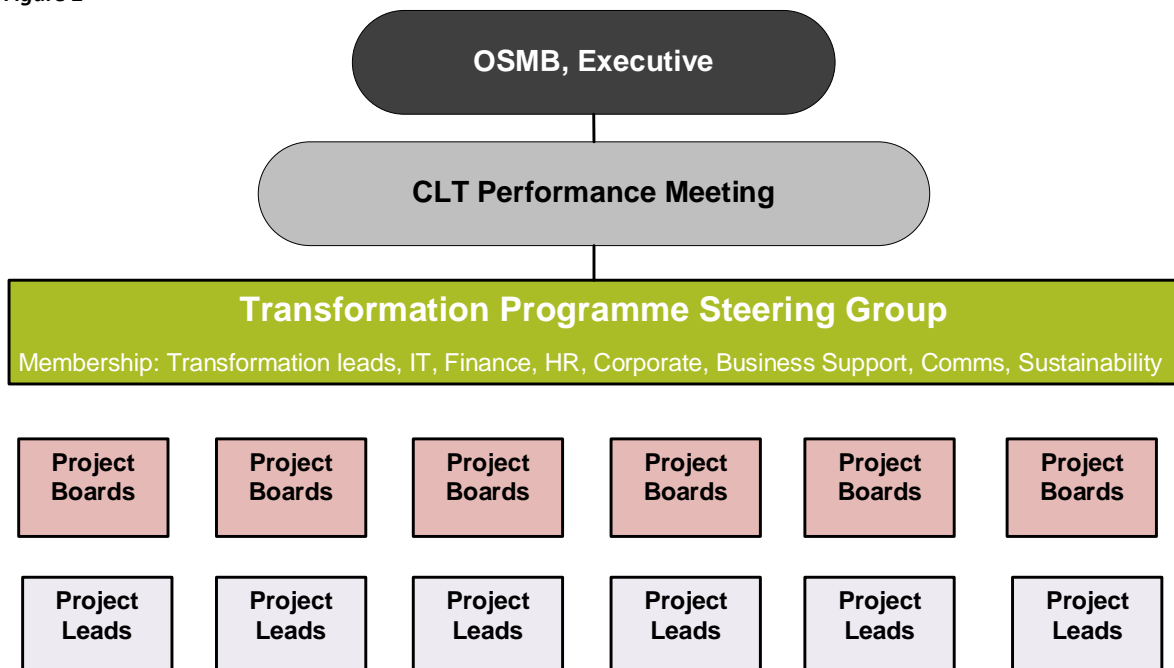
1.4   Transformation Strategy

1.4.1   Where we want to get to:

Vision – To drive change and innovation throughout the Council to help us provide the very best outcomes within the resources available.

Mission - To deliver change which will allow the council to successfully deliver its aims and objectives as set out within the Corporate Plan.

Objectives – through the strategy and programme we will facilitate the Council to:
1. be an efficient, effective and accessible organisation
2. achieve a sustainable financial future
3. develop a skilled and flexible workforce
4. continue to deliver high-quality services to meet customer needs
5. maximise self-service, independence, and resilience.

1.4.2   We will meet our objectives through projects working towards the following outcomes:

Improvements in service quality and value for money	A One Council approach	More cost-effective services
Efficient and effective work processes		Customer focussed services
An engaged and motivated workforce		Environmental benefits

1.4.3   The agreed scope of the Transformation Programme includes the following projects and programmes. Please see Appendix A for more information on each project and programme of work including the benefits of delivery:

Project	Description
Devolution	This project has been set up to obtain a devolution deal for Greater Lincolnshire; establish a long-term vision and ambitions; and introduce improvements to how we work together to enable Greater Lincolnshire to thrive.

Property Rationalisation	This project is working to rationalise the property portfolio across the county and ensure the best utilisation of existing space.
Culture and Leadership	This project has been set up to develop a new set of values and behaviours for the Council including a revised Employee Value Proposition.
Business World Re-design	This project was set up to redesign the existing business world system in order to standardise and reduce duplication, making our processes as effective and efficient as possible.
Corporate Support Services Implementation	Through this project, the Council's requirements for the services within the current Serco contract have been reviewed and then implemented for delivery from 1 April 2024.
Business Intelligence Strategy Implementation	This project is working to achieve our vision for business intelligence of enabling improved decision making through better understanding of our service, partners, people, and place.
Customer Strategy Implementation	This project is working to achieve our vision of delivering strong, joined up services, which are designed to ensure we are able to meet our customer's current and future needs.
Digital Strategy Implementation	This project is working to achieve our vision of providing intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, with our partners and for our residents.
Business Performance Improvement	This programme of work incorporates using a lean approach and collaboration, to improve the efficiency and effectiveness of business functions and how they operate. Reviews will focus on performance and not just process, as solutions often require improvements in leadership, skills and knowledge.
Children in Care Transformation	This project includes a range of workstreams that look at what we need to be doing across every part of the child's journey.
Educational Travel	This project has been set up to create an improved, joined up, transport service, which supports families, children, and schools to effectively meet travel needs and build a sustainable transport/travel market in Lincolnshire.

Green Master Plan	The Green Master Plan outlines the actions the council will take to achieve the government's target of net zero carbon omissions by 2050. The plan also supports nature to thrive and prepares for the impact of climate change.

1.4.4 Where projects and programmes move into a business as usual, legacy status and close to the Transformation Programme, the benefits continue to be measured through to realisation by the Transformation Service.

1.5 What has been achieved so far, and where are we seeing value for money?

1.5.1 Please see Appendix A for details on the projects, key milestones, and benefits delivered and anticipated.

1.5.2 Projects we have completed include the following:
Website development, Coroner's transformation, Corporate Commissioning review, SEND high needs, Adult's improvement and development, Smarter Working and People Strategy implementation.

2. Conclusion

2.1 The Transformation Programme continues to support the priorities as set out in the Corporate Plan. The programme is continually monitoring progress, dependencies, benefits, risks and issues, and any new projects that may come into scope, through the governance in place.

3. Consultation

a) Risks and Impact Analysis

The Transformation Programme provides the framework and governance for the projects that are part of it. Each project manages and mitigates risks, issues, and impacts through up-to-date documentation that is managed by a project manager and overseen by the project board. The overall programme manages risks, issues, and impacts at a programme level with a dedicated programme manager reporting to a Steering Group of key LCC individuals.

The programme also features as a strategic corporate risk which is monitored by Assurance Lincolnshire through the Combined Assurance Report.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Transformation Programme Overview
Appendix B	Corporate Support Services Implementation overview and update

5.   Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Clare Rowley, who can be contacted on 07789944440 or clare.rowley@lincolnshire.gov.uk.

Transformation Programme Appendix A

OSMB

12 March 2024

Lincolnshire
COUNTY COUNCIL
Working for a better future

Appendix A

There are 12 projects and programmes of work within the current Transformation Programme

Devolution

An opportunity for growth and by collaborating to secure devolved powers along with budgets for skills and infrastructure from the Government. A strategy to create high wage, high skills jobs, and opportunity for all.

Digital Strategy Implementation

To implement an innovative and responsive digital service delivery model that improves access and quality of user experience. Ensuring a collaborative and inclusive approach to working together, with partners and residents.

BI Strategy Implementation

To improve decision making through better understanding of our services, partners, people and place. Improving the evaluation of how well we are meeting the needs of people and business in Lincolnshire.

Educational Travel

To create an improved 'joined up' transport service that supports families, children and schools to effectively meet travel needs and building a sustainable transport/ travel market in Lincolnshire.

Children in Care Transformation

To provide the right help to the right children at the right time and for the right duration. To support families to come to their own solutions by focusing on building networks and improve outcomes for looked after children and young people by providing care locally.

Property Rationalisation Programme

Rationalisation of the property portfolio across the county, achieved by a combination of property sales, relocation of staff, utilisation of existing space and the surrender or change to lease agreement.

Business Performance Improvement Programme

Using a lean approach and collaboration, improve the efficiency and effectiveness of business functions and how they operate. Reviews will focus on performance and not just process as solutions require improvements in leadership, skills and knowledge

Culture and Leadership

To develop a new set of values and behaviours for the council including a revised Employee Value Proposition. The values will align with the council's mission, become a shared agreement between employees and leaders defining, how we work, how we interact with each other and how we make decisions

Customer Strategy Implementation

To deliver a high-quality customer experience by enabling customers to operate independently, interacting with the council at the time and in the manner that best meets their needs.

Green Master Plan

Outlines the actions the council will take to achieve the government's target of net 0 carbon omissions by 2050. The plan also supports nature to thrive and prepares for the impact of climate change.

Business World Redesign

Redesigning the existing Business World system in order to standardise and reduce duplication, making our processes as effective and efficient as possible

Corporate Support Services Implementation

Reviewing and then implementing the Council's requirements for the services within the current Serco contract for their future delivery from April 2024.

What has been achieved so far?

£1.1m
of budget savings achieved through Smarter Working deliverables including; property rationalisation and targeted reduction of other budgets.

Adults Improvement Project has moved to a strengths-based approach and is on course for budget savings of £0.9m

54
Children / young people who have moved into a provision that supports their journey to independence resulting in cost avoidance of £5.633m

Improved
the design to automate repetitive tasks and processes enables us to work more efficiently
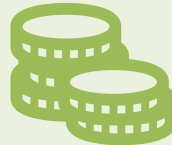
£1.8m
of budget savings achieved through efficient working practices

Greater inclusion
for children & young people and a reduction in requests for Education, Health & Care Plans, with cost avoidance of £8.615m

What has been achieved so far?

£0.378m
of budget savings achieved through the reduction of call & email contacts to the CSC

Greater control
over our Payroll and Exchequer services with insourcing from Serco

2
children's homes built within Lincolnshire, returning children from out of county placements resulting in budget savings of £0.562m

Improved
design of tasks and processes enabling us to work more efficiently & effectively

Transparency
through access to the council's data & information via a Business Intelligence reporting portal

A stable platform
within Business World, which operates on the latest version and provides enhanced management information for employees and managers

Devolution

Corporate plan link: **Achieving better outcomes for our residents**		
Project Detail	Devolution Greater Lincolnshire is about bringing money and powers from Government closer to residents and bringing decision making and governance that currently sits at national government level down to Greater Lincolnshire (GL) and much closer to businesses and communities.	**Project Status**
Key Project Milestones	Complete	Deal negotiated, agreed, signed off and published
	11.03.24	Consultation exercise concluded (analysis of results including final report)
	09.04.24	Summary of responses submitted to Secretary of State
	18.06.24	Consent to the Statutory Instrument

Benefits & Savings

A devolution deal would provide:
- A boost to growth in key sectors and supply chains by delivering the infrastructure needed to create high skill, high wage jobs
- Increased living standards and opportunity through skills and improved access to employment
- Devolved and aligned budgets with agencies to reduce bidding culture and deliver efficiencies
- An approach to strategic and long-term investment for transport and utility purposes
- Investment in green growth and our environment
- Investment in infrastructure which enhances the quality of communities and accessibility of homes for all
- Increased business productivity
- Increased employment opportunity and economic activities
- Contributions to UK priorities, particularly those for growth, energy and food security.

Property Rationalisation

Corporate plan link: **Provide good value council services**			
Project Detail	Rationalisation of the property portfolio across the county, achieved by a combination of property sales, relocation of staff, utilisation of existing space and the surrender or change to lease agreements	Project Status	
Key Project Milestones	Complete	Movement of staff to Lincoln Campus & Crown House	
	31.03.24	Delivery of changes to Sleaford Area Office	
	31.05.24	Sale of The Avenue buildings, Lincoln	
	31.07.24	Delivery of changes to Boston Carlton Centre	
	30.09.24	Family conference facility relocated on the Lincoln Campus	
	31.12.24	Orchard House B construction complete	
	31.03.25	Orchard House readiness including service moves	
	30.09.25	Vacant possession on agreed buildings	

Property Rationalisation

Corporate plan link: **Provide good value council services**	
Project Detail	Rationalisation of the property portfolio across the county, achieved by a combination of property sales, relocation of staff, utilisation of existing space and the surrender or change to lease agreement
Benefits & Savings	**Planned for delivery – recurrent budget savings of:** • £0.869m 2025/26 • £0.189m 2026/27 **Delivered through:** • Savings in running costs through a reduction in the number of office buildings used, as we moved to an office accommodation strategy aligned to a 'managed workspace' model in line with the smarter working principles. • Reduced operating costs and energy usage due to greater control over space management. • Introduction and use Teams enabled rooms within localities to allow for optimum utilisation of space. • Capital receipts through the disposal of surplus office buildings. • Repurposing of surplus office buildings for other LCC uses.

Culture & Leadership

	Corporate plan link: Provide good value council services		
Project Detail	To develop a new set of values and behaviours for the council including a revised Employee Value Proposition. The values will align with the council's mission, become a shared agreement between employees and leaders, defining how we work, how we interact with each other and how we make decisions.	Project Status	
Page 314 Key Project Milestones	Complete	Engagement and co-production activities with stakeholders on values & behaviours	
	19.04.24	Formulate findings from engagement activities with stakeholders	
	31.05.24	Develop materials to support the launch of values & behaviours	
	31.05.24	Council wide launch of values & behaviours	
	30.06.24	Development of revised Employee Value Proposition	
	31.07.24	Council wide launch of the Employee Value Proposition	

Culture & Leadership

Corporate plan link: Provide good value council services	
Project Detail	To develop a new set of values and behaviours for the council including a revised Employee Value Proposition. The values will align with the council's mission, become a shared agreement between employees and leaders, defining how we work, how we interact with each other and how we make decisions.
Page 315 Benefits & Savings	**Planned for delivery – non-cashable benefits July 2024 to March 2026:** • Reduced employee turnover with a reduction in voluntary resignations and employees leaving the council within 12 months of starting (when compared to industry standards and with other local authorities) • Attraction of the right people into the organisation at the right time to meet our business needs • A reduction in vacancies reducing the cost of recruitment • A reduction in grievances raised • An improvement in staff engagement with an increased number of individuals participating in the council's employee survey

Business world re-design

Corporate plan link: **Provide good value council services**		
Project Detail	Redesigning the existing Business World system in order to standardise and reduce duplication, making our processes as effective and efficient as possible	Project Status
Key Project Milestones	Complete	Mobilisation and stand of the project
	Complete	Design the solution / platform with Hoople
	Complete	Build the solution
	Complete	Test the solution including payroll parallel testing
	Complete	Implementation & go live
	Complete	Post implementation review & lessons learnt
	31.03.24	Resolution of post implementation issues, development and implementation of legacy solution. Formal closure of the project.

Business world re-design

Corporate plan link: Provide good value council services

Project Detail	Redesigning the existing Business World system in order to standardise and reduce duplication, making our processes as effective and efficient as possible
Benefits & savings	**Benefits Delivered with Go Live on 1st April 2023** • A stable system • A system which operates on the latest version of Business World and is technically supported • Reduction in data quality issues • Enhanced budget checking functionality to ensure funds are available before orders are placed • Use of mandatory fields – enhancing quality of management information • Improved budget management information • Automatic alerts for managers to process transactions within the system • All employees able to record absences • Enhanced employee and management information through dashboard reporting • Cost savings of £0.125m per annum through the amalgamation of the LCC Business World systems team with Hoople • Freeing up additional storage capacity including cost savings of £0.129m per annum • Cost saving (to be determined) on support for the legacy system

Corporate support services implementation

Corporate plan link: **Provide good value council services**			
Project Detail	Reviewing and then implementing the Council's requirements for the services within the current Serco contract for their future delivery from April 2024.		**Project Status**
Page 318 **Key Project Milestones**	Complete	Develop transition plan for all services (Finance / CSC / HR Admin & Payroll & IT	
	Complete	Complete procurement for CSC provider and complete contract for service to commence on 1st April 2024	
	Complete	Agree extension to IT contract to 31st March 2026	
	29.02.24	All services physically moved from Thomas Parker House to the Lincoln Campus & Crown House	
	31.03.24	Implementation & mobilisation to the CSC provider (Serco)	
	31.03.24	Mobilisation & transfer of services to LCC (Exchequer & Adult Care Finance Teams)	
	31.03.24	Mobilisation & transfer of services to LCC (HR Admin & Payroll Teams)	
	31.03.24	Agree budget for all service areas	
	31.03.24	Implementation of Serco exit plan	
	03.04.24	Agree future IT model	

Corporate support services implementation

Corporate plan link: **Provide good value council services**	
Project Detail	Reviewing and then implementing the Council's requirements for the services within the current Serco contract for their future delivery from April 2024.
Benefits & savings	**This work will deliver the following:** • Enhanced control over delivery of the insourced services including debt management and data quality • The ability to join the professional and administrative functions of the insourced services together whilst improving process and removing duplication with the potential for savings • Give greater flexibility to react to changing circumstances (business, economic or legal) for the insourced services without being restricted by contract terms or procurement law • A specialist provider in the CSC with greater expertise than the Council allowing the Council to focus on core business • Deployment of a new quality management system to improve the customer experience • Transition to new model on 01.04.24 with minimal impact to service delivery

Business intelligence strategy

Corporate plan link: **Provide good value council services**		
Project Detail	To enable improved decision making through better understanding of our service, partners, people, and place	**Project Status**
Page 320 **Key Project Milestones**	Complete	Cancel existing Business Object licences that are no longer required
	Complete	Launch of the report's portal and Business Intelligence comms site
	31.03.24	Transition of all data sets to the Power BI Service
	30.06.24	Produce and agree the Data Strategy and Target Operating Model to support the delivery of the BI Strategy
	31.12.24	Deliver the operating model for the corporate data platform solution
	31.12.24	Develop training and guidance materials to support the corporate data platform solution
	30.08.24	Agree the future service delivery model of the Corporate Performance Team and Data Services Team
	01.01.25	Implement the future service delivery model of the Corporate Performance Team and Data Services Team

Business intelligence strategy

Corporate plan link: **Provide good value council services**	
Project Detail	To enable improved decision making through better understanding of our service, partners, people, and place
Benefits & savings	**Achieved to date - cost savings of:** • £0.066m in 2023/24 **Delivered through:** • the cancellation of Business Objects licences no longer required **This work will deliver the following during 23/24:** • More efficient processes to managing data • Whole new suite of reports for Children's Services & Adult Care & Community Wellbeing including a new front end for accessing reports and creating greater visualistion • Improved decision making supporting the strategy to be become an intelligence led organisation • Improved Business Intelligence capability • A reduction in the tools / software used by the organisation when handling data • Ability to use regional and national developed tools • Reduction in training time and costs as employees can be recruit with PowerBI skills • In using Microsoft 365, a reduction in other tools and software used throughout the organisation

Customer strategy implementation

Corporate plan link: **Provide good value council services**		
Project Detail:	Working to achieve our vision of delivering strong, joined up services, that are designed to ensure we are able to meet our customer's current and future needs	Project Status
Page 322 Key Project Milestones	Complete	Appoint customer advocates and provided customer focused training as part of their role
	Complete	Develop and launch the Council's Customer Charter
	Complete	Define the needs of the customer as part of the specification for the future provision of the CSC from April 2024
	Complete	Development and launch of Customer Service training for employees
	Complete	Implementation of the new telephony solution throughout the council
	Complete	Termination of existing telephony contracts which are no longer required and calculate savings
	Complete	Launch Customer Feedback pilot and review prior to formal roll out
	Complete	Customer advocates embedded as BAU offer to the council
	Complete	Project Closed

Customer strategy implementation

Corporate plan link: **Provide good value council services**	
Project Detail:	Working to achieve our vision of delivering strong, joined up services, that are designed to ensure we are able to meet our customer's current and future needs
Benefits & Savings	**Achieved to date:** • Budget savings of £0.214m per annum • Cost avoidance of £0.532m **This work will deliver the following:** • Consistency in the quality of the customer experience • Efficient and accessible services that meet customer expectations • Greater use of online systems available 24/7 • Help customers to help themselves • Reduction in customer complaints • Use of technology (Microsoft 365) to reduce costs associated with external telephone landlines & calls

Digital strategy implementation

Corporate plan link: **Provide good value council services**			
Project Detail	Working to provide intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, for our residents and with our partners.	Project Status	
Page 324 Key Project Milestones	Complete	Discovery sprints with service to identify opportunities for change on our web pages, amending documentation issued, improving the customer journey when contacting the council via the CSC	
	Complete	Implementation of the Digital Web Assistant	
	31.03.24	Implementation of the Digital Voice Assistant	
	Complete	Budget saving of £0.101m within the CSC contract due to a reduction of FTEs required to manage the demand of calls and emails received	
	31.03.24	Budget savings of £0.378m achieved through a reduction in call and email volume to the CSC	
	31.03.24	Pilot to trial pre booked video consultations by Children's health team	
	31.05.24	Publish valuation and results of pilot	
	30.09.24	Completion and agreement of phase 2 business case for other service areas to be considered where call and email contacts to the CSC could be reduced	

Digital strategy implementation

Corporate plan link: Provide good value council services	
Project Detail	Working to provide intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, for our residents and with our partners.
Benefits & savings	**Planned for delivery – recurrent budget savings of:** • £0.378m in 23/24 • £0.101m in 24/25 • £0.492m in 25/26 **To be delivered through:** • Implementation of the Digital Web Assistant • Implementation of the Digital Voice Assistant • Reduction of calls and emails to the CSC from a range of call queues (Fix my Street, Highways, Household Waste & Recycling Centres, General Highways queries, Libraries renewals & reservations, Switchboard calls, Educational Transport Services, Education – school admissions & free school meals, Lincolnshire Road Safety Partnership & Heritage Services) • Use of technology within adult care and children's health • Reduction in mileage costs • Increase in parents attending appointments • Improved management information regarding tracking of consultations

Business Performance Improvement

Corporate plan link: **Provide good value council services**			
Project Detail	Using a lean approach and collaboration, improve the efficiency and effectiveness of business functions and how they operate. Reviews will focus on performance and not just process, as solutions often require improvements in leadership, skills and knowledge		Project Status
Key Project Milestones	Complete	Finance offer, business partnering role defined and workforce plan delivered to provide the framework and platform for the future Target Operating Model within Financial Services	
	Complete	ASC finance pathway 'as is' processes mapped	
	31.03.24	ASC finance pathway 'to be' processes agreed, and business case produced	
	02.05.24	'As is' processes mapped of LFR staff availability through to the payroll system 'To be' processes agreed together with implementation and delivery plan	
	31.05.24	'As is' processes mapped for the Exchequer Function (requisitions to invoice payment, raising sales orders to receive payment for goods/services provided and accounting for income received	
	31.05.24	'As is' processes mapped from school admissions through to transport provision	
	TBC	Other process to be considered in 24/25 - Employee Lifecycle and Education Health & Care plans annual reviews	

Business Performance Improvement

Corporate plan link: **Provide good value council services**	
Project Detail	Using a lean approach and collaboration, improve the efficiency and effectiveness of business functions and how they operate. Reviews will focus on performance and not just process, as solutions often require improvements in leadership, skills and knowledge
Benefits & Savings:	Benefits and savings are to be confirmed following the mapping of current processes and the new 'to be' processes.

Children in care

Corporate plan link: **Enabling everyone to enjoy life to the full**		
Project Detail	Working across every part of the child's journey to prevent escalation of need and improve outcomes.	Project Status
Key Project Milestones	Complete	Valuing Care Toolkit, which improves the life chances of children in care by strengthening the links between children's needs, the outcomes being pursued, and the resources available, embedded as business as usual across Children's Services. This element of the project closed in September 2023.
	Complete	New Children's home in Lincoln, Robin House, open and operational
	31.03.24	New Children's home in Louth, Riverhead House, open and operational.
	30.04.24	Closure of project

Children in care

Corporate plan link: Enabling everyone to enjoy life to the full

Benefits & Savings

Valuing Care – cost avoidance savings:
- £5.633m June 2021 to March 2023

Delivered through:
- the use of the Valuing Care toolkit with 54 children and young people have moved forward into a provision that supports their journey to independence but is still targeted to meet their needs.

Recurrent budget savings of:
- £0.272m in 23/24
- £0.290m in 24/25

Delivered through:
- the opening of Robin House & Riverhead House, as this will reduce placement costs when compared to purchasing 10 beds with an external residential provider.

Improved outcomes for our children and young people in care by providing care locally within Lincolnshire rather than care at a distance, to keep children and young people within their own communities where they can be close to their networks.

Improved matching of placements, leading to greater placement stability.

Improvements within the foster carer recruitment and retention process

More children are prepared and ready to make a **successful transition** to a family setting.

Educational travel

Corporate plan link: **Enabling everyone to enjoy life to the full**		
Project Detail	This project has been set up to create an improved, joined up, transport service, which supports families, children, and schools to effectively meet travel needs and build a sustainable transport/travel market in Lincolnshire	**Project Status**
Key Project Milestones	31.03.24	Review of Dynamic Purchasing System (DPS) contract Terms and Conditions through Commercial Team
	30.04.24	Improved MTC utilisation providing 'single point of truth' including moving MTC to new server and stable environment
	30.06.24	Roll out recommendations from reviews and on-going Business Change improvements
	31.07.24	PowerBI dashboard for financial and forecasting developed and operational Collaborative PowerBI dashboard developed and operational for Children's Services
	31.03.25	New contracts in place through DPS
	31.03.25	Savings of £2.030m to be delivered to achieve a balance budget

Educational travel

Corporate plan link: Enabling everyone to enjoy life to the full	
Project Detail	This project has been set up to create an improved, joined up, transport service, which supports families, children, and schools to effectively meet travel needs and build a sustainable transport/travel market in Lincolnshire
Benefits & Savings	**Achieved to date – budget savings of:** • £1.239m in 22/23 • £0.400m in 23/24 **Achieved to date – cost avoidance savings of:** • £2.100m in 22/23 **Savings to be delivered of:** • £2.030m in 24/25 to achieve a balanced budget **Delivered through:** • Reducing Single Occupancy Provision • Effective Route Planning and Scheduling • Maximising use of existing network • Minimising need for Short-Term contracts • Expanded programme of Personal Travel Budgets • Review of DPS contract Terms and Conditions through Commercial Team

Green Master Plan

Corporate plan link: **Create Thriving Environments**		
Project Detail	Outlines the actions the council will take to achieve the government's target of net zero carbon emissions by 2050. The plan also supports nature to thrive and prepares for the impact of climate change	**Project Status**
Key Project Milestones	31.03.24	Nature Recovery: Tree Strategy in place
	31.03.24	Nature Recovery: Biodiversity net gain preparation report complete
	30.04.24	Climate Adaptation: Climate adaptation strategy in place
	31.05.24	Carbon net zero: Carbon Management Plan 4 complete
	31.10.24	Carbon data and reporting included in annual report to Scrutiny Committee
	31.05.25	Nature Recovery: Local Nature Recovery Strategy in place
	31.12.26	Nature Recovery: Biodiversity net gain review of impact
	01.01.26	Nature Recovery: Biodiversity net gain embedded and transfers to business as usual
	31.03.28	Climate adaptation strategy implementation complete
	31.12.29	Carbon net zero: Carbon Management Plan implementation complete

Green Master Plan

Corporate plan link: **Create Thriving Environments**		
Project Detail	Outlines the actions the council will take to achieve the government's target of net zero carbon emissions by 2050. The plan also supports nature to thrive and prepares for the impact of climate change	Project Status
Benefits & Savings	**This work will deliver the following:** • Reduction in carbon emissions – target of net zero carbon emissions by 2050 • Increase in number of trees – 18,000 trees to be planted in 2023/24 • Biodiversity net gain **Benefits will also be delivered through the:** • Local Nature Recovery Strategy • Climate adaptation work	

Reference: project status key

RAG	Criteria Description
Green	Successful delivery of the project to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly
Amber/Green	Successful delivery appears probable; however, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery
Amber	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun. **Amber will be the defined status whilst a project is in initiation stage'.**
Amber/Red	Successful delivery of the project is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible
Red	Successful delivery of the project appears to be unachievable. There are major issues on project definition, schedule, budget required quality or benefits delivery, which at this stage does not appear or be manageable or resolvable. Baselining may be required &/or overall viability re-assessed

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Transformation Programme

If you have any queries about this work or would like to find out more, please contact:
transformation@lincolnshire.gov.uk

Or visit:

Transformation Programme - Home (sharepoint.com)

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Corporate Support Services

Programme Implementation Update

Victoria Eaton, Programme Sponsor

Jo Ogden, Programme Manager

12th March 2024

Lincolnshire
COUNTY COUNCIL
Working for a better future

Corporate support services contract review

The Executive Committee decision of 7th June 2022 confirmed the recommendations of the Corporate Support Services Review Programme

The Council enters into a shared service arrangement with Hoople Limited for the delivery of HR Administration and Payroll to the Council and to schools.

The Council outsources the operation of the Customer Service Centre (CSC) services to external suppliers through a competitive procurement.

The Council retains responsibility for digital transformation and the technology that supports it, resourcing transformation with a combination of in-house resource and external expertise secured as and when required.

The Council insources the Adult Care Finance and Exchequer services.

Key Changes Since January 2023

CSC

Contract awarded to Serco

Limited change
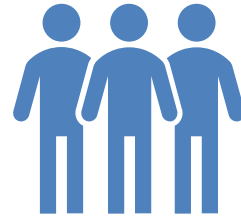
HR

Unable to agree contract with Hoople

Decision taken to insource

IT

Updated model will go to OSMB and
Executive in April 2024

3

Overview and Risks

Progress against plan

- Programme is on plan
- Tasks due have been completed
- Serco are working with us to achieve this

Risk status and key focus

- No red risks. Our key risks are:
- Staff recruitment/retention and knowledge transfer
- Lack of access to necessary third-party services
- Impact of transition on service delivery

Accommodation

Re-house Serco services in LCC accommodation	Release Thomas Parker House and reduce cost	Make best use of Council premises	Maintain local presence and co-locate IT staff

HR

37 staff

Rooms 35 and 36

County Offices

9th January
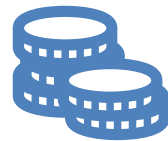
Adult Care Finance & Exchequer

90 staff

2nd floor

Lancaster House

16th to 22nd January

CSC

137 staff

3rd floor

Lancaster House

23rd to 26th February

IT

53 staff

Ground floor

Crown House

19th to 20th February

IT Project

Connectivity including testing

End user devices

Peripherals

6
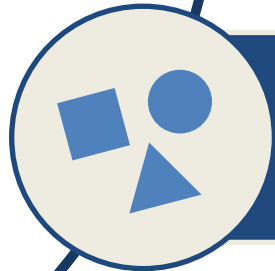
Insourcing – From Serco to the Council
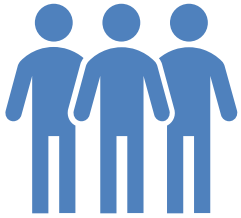
HR Administration & Payroll

↓

37 Staff

↓

34 FTE's
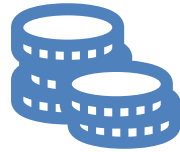
Adult Care Finance & Exchequer

↓

90 Staff

↓

86 FTE's

To note

Transferring in on current terms and conditions

Embed services and review operating model later

HR Administration and Payroll offer to maintained schools

CSC

Change is limited and includes:

New quality management system by Serco	To be set up advisor web chat	To be set up SMS within the CSC	Accommodation move

Programme Activity

Page 345

Allocate accommodation	Telephony Routing – My Helpdesk

Set-up T&C's within BW for transferring staff

Amend Templates within BW amending address to LCC

Agree and complete lease and licence to occupy

LCC Vacate office space to accommodate TPH teams

IT Peripherals identify requirements and provision

IT end user devices identify requirements and provision

Post Redirection from TPH

Outgoing Post Provisioned for Crown House

TUPE Measures Letter

Print & Post Provision

BACs Provision Change Notice

Schools Payroll Contract Issued

Prepare alterations and refurbish accommodation space

Identify requirements and test IT connectivity

LCC Pensions Briefings

Cloudbooking set up

Issue Access Passes

L2L/Shine accounts set up

Serco TUPE consultation

Move into LCC Accommodation

9

Programme Activity

Progressing on plan

Due March 2024	Due Post March 2024
All employees transferring to LCC on 1st April their details are uploaded to the payroll system	Set up Advisor Webchat move to contract management
Set up staff structures within BW LCC and Hoople task and test Hoople	Deploy SMS within CSC
LCC ID badges ready and issued	
New MI and KPI reporting implementation and assurance	
Set up a quality management system in the CSC	
Implement New Customer Experience Survey Approach	
Schools Payroll Invoicing Set-up	
Implement logging Translation Service Usage	

All activity is currently on plan

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Benefits

Corporate support services implementation

Corporate plan link: **Provide good value council services**	
Project Detail	Reviewing and then implementing the Council's requirements for the services within the current Serco contract for their future delivery from April 2024.
Benefits & savings	**This work will deliver the following:** • Enhanced control over delivery of the insourced services including debt management and data quality • The ability to join the professional and administrative functions of the insourced services together whilst improving process and removing duplication with the potential for savings • Give greater flexibility to react to changing circumstances (business, economic or legal) for the insourced services without being restricted by contract terms or procurement law • A specialist provider in the CSC with greater expertise than the Council allowing the Council to focus on core business • Deployment of a new quality management system to improve the customer experience • Transition to new model on 01.04.24 with minimal impact to service delivery

11

Next Steps

The CSSI Project
- Ends April 2024
- Programme closure activity such as lessons learnt to complete

Business Performance Programme
- Set up to review and improve key council processes which will include activity in Finance and HR including the employee lifecycle

Outside this Programme
- It is expected that there will be opportunities to streamline process and policy
- e.g. closing the contract hire scheme to new employees
- Contract Management

CRM and BACS
- A project has been set up to determine whether the Council's CRM system provides value for money and separately we are procuring our own BACs solution

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Open Report on behalf of Andrew Crookham, Deputy Chief Executive & Executive Director - Resources

Report to:	**Overview and Scrutiny Management Board**
Date:	**12 March 2024**
Subject:	**Property Services Contract Year 8 Report and Interim for Year 9**

Summary:

This report updates the Board on the performance of the Property Services Contract with VINCI Facilities at the end of the seventh year of the contract with an interim report for year eight.

Actions Required:

The Overview and Scrutiny Management Board is asked to:

1.   seek assurance on the performance of the Property Services Contract.
2.   provide feedback and challenge as required.

1. **Background**

In March 2023, the Overview and Scrutiny Management Board considered the performance of the VINCI contract for year seven (2021-2022). This report informs the Board about the performance of the contract in year eight (2022-2023) and furthermore, provides an interim report on year nine (2023-2024).

2. **Contractors Performance**

2.1 **Service Manager's Assessment**

As reported in the previous report, rising costs across the property and construction industry has been a challenge to Corporate Property department and the wider One Team.

In respect to property running costs, energy costs have seen a sharp increase with gas prices increasing by 175% in April 2023 and electricity increasing by 20% in October 2023.

On 9 January 2023, the government announced a new scheme called the Energy Bills Discount Scheme (EBDS). This scheme would provide a reduced level of support for non-domestic customers compared to the previous Energy Bill Relief Discounts (EBRD).

The EBDS will run for 12 months, from 1 April 2023 to 31 March 2024, and will be automatically applied to the invoices.

LCC have received a total of £50,900 via the scheme across both the school and non-school portfolios from April 2023 to December 2023.

The latest energy briefing from ESPO is forecasting a 10-15% decrease in gas prices from April 2024 and a 25-30% decrease in electricity from October 2024.

Construction financing and costs are impacted by a variety of economic factors. Notably an increase in interest rates have an impact on the cost of raw materials, labour hiring rates, wages, and construction materials, therefore these effects the overall cost of a construction project. The current interest rate of 5.25% (as of January 2024) is the highest since 2008.

Similar trends are expected to occur within facilities management, with cleaning costs expected to increase by 34% over the next 5 years according to the Building Cost Instruction Service (BCIS)* with shortage of workers and rising wages cited as a reason for the increase. During the course of the property contract, rises in the minimum wage have impacted on the cleaning costs.

2.2 Health and Safety
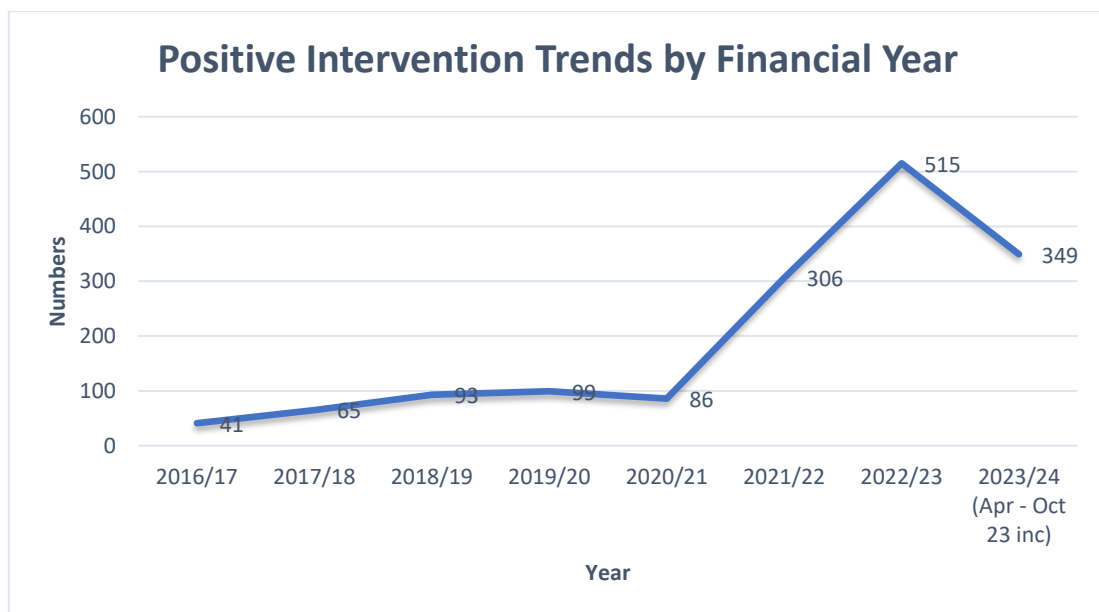
Positive interventions continue to increase year-on-year. Up to 31 October 2023, VINCI has recorded 349 positive interventions. We forecast based on the average that; this financial year will be the highest positive intervention count since 2016 at 598.

The majority of the positive interventions are undertaken by specialist VINCI mobile resource technicians (MRTs). The technicians are encouraged to undertake a positive intervention where possible and receive frequent training to spot potential risks and threats to health and safety of visitors, staff, and the public in general.

There are many examples of close calls and positive interventions (CCPIs) being reported during the past year, VINCI staff are trained to spot health and safety, security and environmental risks and issues whilst visiting LCC sites. One example was of a visit to a void property: Nettleham Linelands, which has been secured however when a VINCI staff member attended the sight, they noticed a steel window guard had become detached due to the weather. This was subsequently reported, and the window guard was refixed. Nettleham Linelands is currently in the process of being sold.

A key priority for the contract is operating safely and a key component of that is positive interventions to offset accidents or incidents before they happen.

There were seven reported injuries reported so far in 2023/24. Three of the seven relate to general hazard awareness injuries with appropriate toolbox talks being undertaken with staff to be more aware of workplace hazards. A security officer dropped a box that he was carrying down a flight of stairs and injured his arm. Manual handling refresher training was undertaken with staff.

The bi-annual Health and Safety Committee continues to meet to discuss improvements in sub-contractor health and safety practice. This committee feeds into the corporate health and safety groups within Lincolnshire County Council to ensure best practice and learning remains high.

2.3 Finance

- **Pain/Gain Result for 2022/23.** A proportion of the contract operates on a target cost basis, the costs of which were competitively tendered. The collaborative principle of shared risk against target costs has incentivised the identification of inefficiencies.

  The pain/gain element to the contract are calculated as follows:

Share	LCC	VINCI
Gain i.e. under target	50%	50%
Pain from 101% to 110%	50%	50%
Pain from 111% to 120%	25%	75%
Pain over 120%	0%	100%

The gain-share for year seven and year eight is broken down for comparison in the table below:

Item	Year Seven	Year Eight
Contract Target Costs Gain	£274,112.62	£400,427.37
LCC/VINCI split	£137,056.31	£200,213.69
LCC share	£143,319.78	£210,324.48
KPI % deduction applied	£130,792.84 to VINCI	£190,102.89 to VINCI

The gain share in year eight is attributed to savings on the commissionaire/security team from VINCI's insource from a subcontractor which occurred in year six. In addition, VINCIs subcontractors held their prices for the third year of a three-year period which is an avoided cost to the Council.

- **Low Service Damages (LSDs).** One of the performance levers within the contract is the application of Low Service Damages for reactive and planned maintenance tasks. Each task is time-bounded and failure to meet the time constraints without adequate justification will lead to an LSD per job. Sanctions for delayed response and completion range from £150 to £250 per occurrence depending upon the type of job.

The following shows the value of (credits) generated from LSDs:

Year	Sum of LSDs
2016/17 (Year 2)	£37,950
2017/18 (Year 3)	£10,250
2018/19 (Year 4)	£53,000
2019/20 (Year 5)	£38,650
2020/21 (Year 6)	£8,350
2021/22 (Year 7)	£6,400
2022/23 (Year 8)	£8,050
2023/24 (Year 9) to end of Dec 2023	£14,700
Total	£177,350

Recent financial are showing a reduction in respect to LSD charges, as VINCI is working more closely on educating their supply chain on ensuring that work is completed within timescales, closer working and implementing routine quality audits. Furthermore, an additional £3,276.96 (Year 8) and £6,877.85 (Year 9 to date) respectively was recouped from poor subcontractor performance.

2.4 Key Performance Indicators (KPIs) – Year Eight

Year seven outturn was 94.95% which is a slight reduction in performance from 95.4% outturn for year seven. The annual 'stretch' target is 90%, the baseline (contract) target is 75%. The chart below shows the annual results by quarter.

2022/23 (Yr8) KPI Performance (%)

| Quarter	Score (%)
Q1	94.7
Q2	95.3
Q3	97.2
Q4	92.7
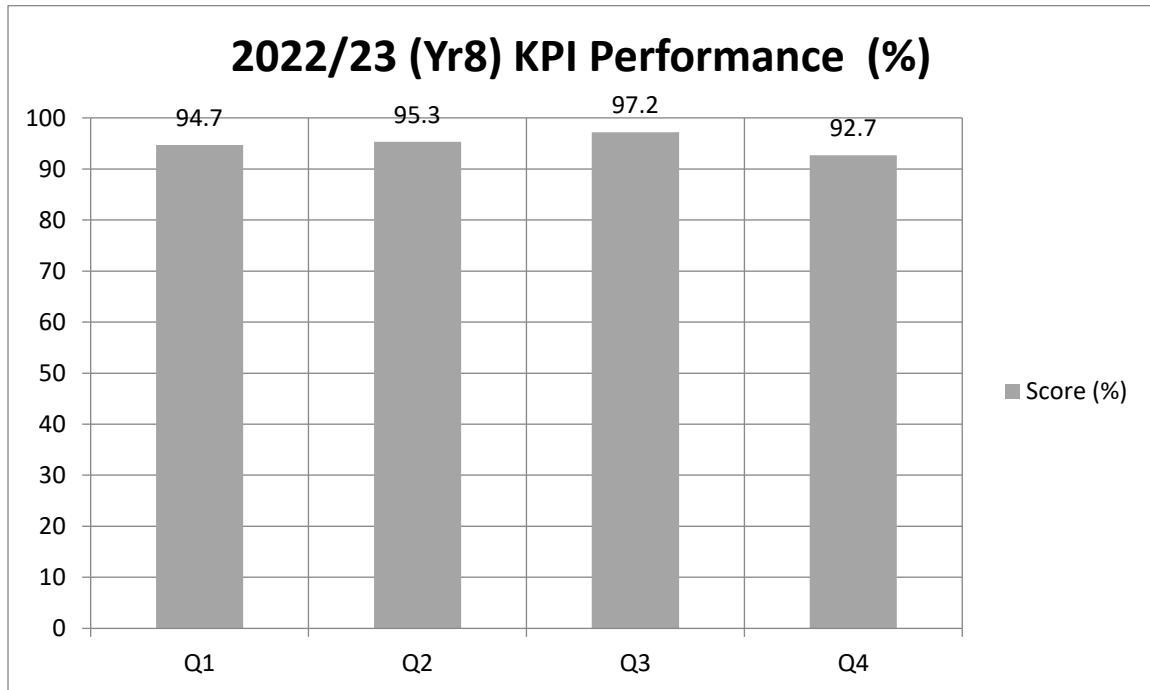
Generally, VINCI performed well in year eight, Q4 saw a drop to 92.7% which was attributed to one failure to complete statutory testing and inspections within contractual timescales. It is worth noting however that the contract has more strict timescales here than the regulation requires, and the task was subsequently completed. Furthermore, in terms of context, there were 111 tasks in total here and one was a failure, that is 99% completion criteria against the total jobs, but the scoring mechanism of the contract is tougher in terms of a score reduction because of the critical nature of these jobs.

Furthermore, there were some failures on reactive jobs, four in total. Again, to put this measure into context, there were 173 reactive jobs in total for the quarter, four of which fell outside of the contractual timescales.

Year Nine to date

Performance has remained consistently high during year nine to date as can be seen in the chart below. There was a dip in performance during quarter 3, this is mainly due to two missed planned maintenance tasks which have subsequently been completed but outside of contractual timescales. Again, of the 84 planned maintenance tasks during the quarter, two were failures. In terms of percentage of tasks, that is a 97.6% completion rate. Furthermore, there were 6 failures with reactive maintenance tasks.

2023/24 (Yr9) KPI Performance (%)
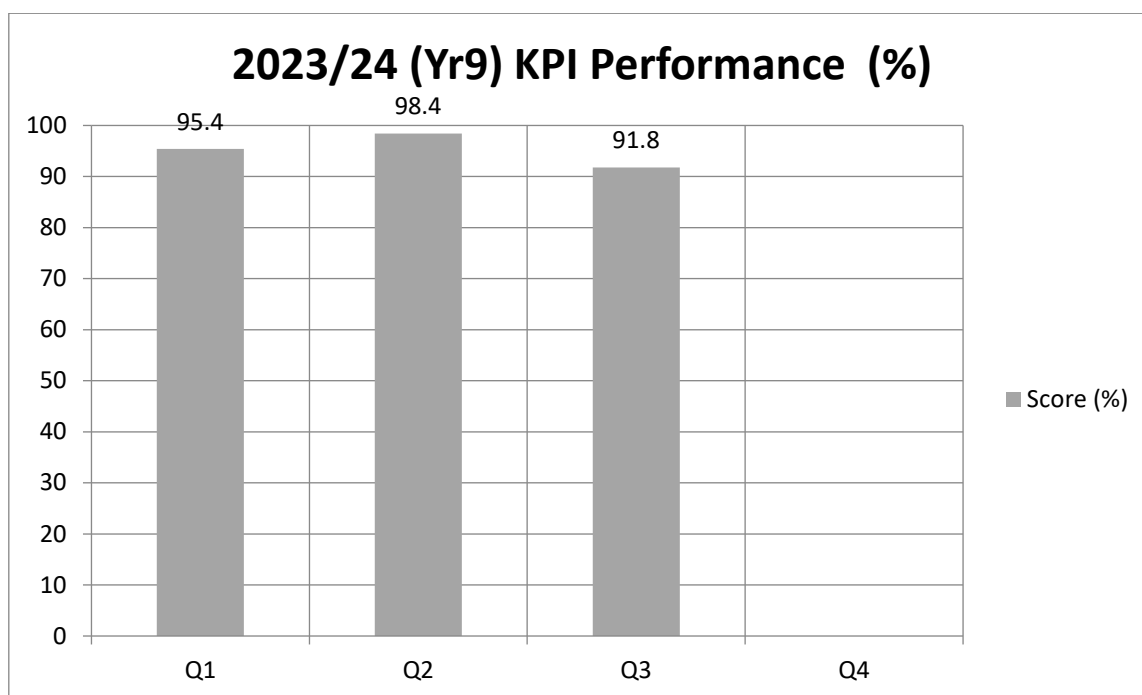
2.5 Special Educational Needs and Disability (SEND) Projects

The SEND programme is well underway, several projects have now completed. Two brand new schools are open to pupils, a new 148 place School, Boston Endeavour Academy in September 2021 and a new 130 place Primary School, Lincoln St Christopher's Primary school in March 2023. Along with new schools we have seen expansions to Bourne Willoughby Academy, Spilsby Eresby School. Louth St Bernard's school, and Spalding Tulip Academy, opened in December 2021, May 2022, September 2022 and April 2023 respectively.

Projects currently underway are the expansion St Christopher's Secondary School, with works progressing well for a September 2024 opening to pupils. Along with the expansion of St Christopher's Secondary, the new 150 place school At Horncastle is nearing completion. The new building was completed and handed over to the school in October 2023 and the demolition of the old school building is ongoing along with the reprovision of outdoor play facilities and parking. The whole project is due to complete early summer 2024.

Pre-construction activities continue at both Lincoln St Francis School and Gosberton House Academy. St Francis School will see a large-scale refurbishment with works planned to start on site in the summer of 2024, Gosberton House Academy will be provided with a 4-classroom new block with works anticipated to begin on site in the summer of 2024.

2.6 Capital Receipts

The Kier Estates team manage the capital receipts service on behalf of the Council. For the 2023/24 financial year, disposals total £5.2m net. The completion of Morton Estate 212B (12.4 acres of development land) was completed during August 2023, which was the largest disposal, £2.7m net. Gainsborough former Castle Hills School site disposal was £1.1m net which was completed in July 2023.

2.7 Re-Procurement of the Property Contract

The current Property Services contract expires on 31 March 2025 and there are no further opportunities to extend this contract.

Following the report presented to the Executive in July 2023, the Corporate Property team having been working hard with the Commercial, Legal, Finance and HR teams to implement the recommendations.

At the current time of writing this report the separate Facilities Management contract is currently out to tender via a negotiated route. The tender has progressed through Selection Questionnaire phase and is currently at invitation to submit initial tender (ISIT) phase. The tender process is expected to be completed by the Summer of 2024 to allow for a mobilisation period prior to the commencement on 1st April 2025.

The property Professional Services outsourced element is going to market engagement at the end of February 2024.

As per the Executive approval in July 2023; the intention is to insource specific elements of the property contract, such as estates management and valuation service, property records, asbestos and energy and environmental management services. This work will be completed by 31 March 2025.

2.8 VMOST

VMOST, (**V**ision, **M**ission, **O**bjectives, **S**trategies and **T**actics) is a business planning model which the Resources directorate has initiated directorate-wide with specific objectives that impacts on Corporate Property, hence the development of a Corporate Property VMOST.

The new Corporate Property VMOST strategies are as follows:

1) Drive Service Transformation from the implementation of the new Property Services contract Increase the efficiency and effectiveness of the estate.
2) Enhance our Corporate Landlord Model to ensure intelligence led property related decisions.
3) Develop and implement an effective Corporate Property Strategy.
4) Increase the efficiencies of the estate through Property Rationalisation.
5) Reduce the Carbon Footprint of the property estate.

6)   Ensure our property estate is compliant with all health and safety legislation.

There are specific tactics, which underpin the strategies and ultimately the vision "We are a high performing, integrated team delivering a sustainable property estate." These tactics are reviewed frequently and reported back at Resources directorate meetings.

3. Conclusion

The Board is asked to review performance of year eight and the interim report for year nine. Corporate Property is continuing to work hard to deliver and identify further opportunities for efficiencies, savings and to work more effectively within the One Team.

4. Consultation

a) Risks and Impact Analysis

Not Applicable

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

6. Reference Papers

* BCIS facilities management forecast (21 December 2023)
Link: https://bcis.co.uk/news/bcis-five-year-facilities-management-forecast/

This report was written by Stuart Wright, who can be contacted on 07872 675264 or by email at stuart.wright@lincolnshire.gov.uk.

Open Report on behalf of Andrew Crookham, Deputy Chief Executive & Executive Director – Resources	

Report to:	**Overview and Scrutiny Management Board**
Date:	**12 March 2024**
Subject:	**Scrutiny Committee Work Programmes: -** • **Environment and Economy Scrutiny Committee** • **Highways and Transport Scrutiny Committee** • **Flood and Water Management Scrutiny Committee**

Summary:

A key role for this Board is monitoring the work programmes of the other scrutiny committees, and to satisfy itself that it is content with each committee's work programme. Discussions on details of particular items are appropriately held at the relevant meeting of the scrutiny committee.

This report focuses on the Environment and Economy Scrutiny Committee, the Highways and Transport Scrutiny Committee, and includes information on activity since 25 January 2024, when reports on these two committees were last considered by the Board; and on the Flood and Water Management Scrutiny Committee, which was last considered on 28 September 2023.

Actions Required:

(1)   The Board is requested to determine whether it is satisfied with the activity undertaken by:

(a) the Environment and Economy Scrutiny Committee since 25 January 2024;
(b) the Highways and Transport Scrutiny Committee since 25 January 2024; and
(c) the Flood and Water Management Scrutiny Committee since 28 September 2023.

(2)   The Board is requested to determine whether it is satisfied with the planned work programme of:

(a) the Environment and Economy Scrutiny Committee;
(b) the Highways and Transport Scrutiny Committee; and
(c) the Flood and Water Management Scrutiny Committee.

> (3) The Board is requested to consider waiving the provision in the Constitution restricting the Storms Impact Working Group, established by the Flood and Water Management Scrutiny Committee, to three meetings, thus enabling the Working Group to meet on more than three occasions.

1. Background

The Council's constitution includes in this Board's terms of reference the following two clauses: -

- To agree and monitor the ongoing overview and scrutiny work programme, in particular holding the chairmen and/or vice chairmen to account for their committee's work programme on a quarterly basis.

- To monitor and guide the activities of the other overview and scrutiny committees.

Committee Reporting Timetable

The table below sets out the planned reporting timetable until January 2025: -

Scrutiny Committee	Monitoring Date	Monitoring Date	Monitoring Date
Adults and Community Wellbeing	25 Apr 24	31 Oct 24	30 Jan 25
Health			
Children and Young People	30 May 24	29 Aug 24	28 Nov 24
Public Protection and Communities			
Environment and Economy	12 Mar 24	27 June 24	26 Sep 24
Highways and Transport			
Flood and Water Management			

Environment and Economy Scrutiny Committee

Since 25 January 2024, when a report was last submitted, the Environment and Economy Scrutiny Committee has met on 27 February 2024. Appendix A sets out the key activities and future programme of the Committee.

Highways and Transport Scrutiny Committee

Since 25 January 2024, when a report was last submitted, the Highways and Transport Scrutiny Committee has met on 29 January 2024 and 4 March 2024. Appendix B sets out the key activities and future programme of the Committee.

Flood and Water Management Scrutiny Committee

Since 28 September 2023, when a report was last submitted, the Flood and Water Management Scrutiny Committee has met on 27 November 2023 and 19 February 2024. Appendix C sets out the key activities and future programme of the Committee. It also includes information on the Committee's Storms Impact Working Group and a series of site visits undertaken on 16 October 2023.

Storms Impact Working Group

The County Council's Constitution enables each scrutiny committee to establish a working group for a particular purpose and each working group may meet up to a maximum of three occasions. Where a working group plans to meet on more than three occasions this Board's approval is required. As set out in Appendix C, the Storms Impact Working Group currently has six meetings planned and the Board's approval is sought to waive the provision in the Constitution, thus enabling the Storms Impact Working Group to hold more than three meetings.

2. Conclusion

The Board is asked to consider whether it is satisfied with the previous activity and the planned work programmes of the Environment and Economy Scrutiny Committee, the Highways and Transport Scrutiny Committee, and the Flood and Water Management Scrutiny Committee.

3. Appendices

These are listed below: -

Appendix A	Environment and Economy Scrutiny Committee – Activity and Planned Work
Appendix B	Highways and Transport Scrutiny Committee – Activity and Planned Work
Appendix C	Flood and Water Management Scrutiny Committee – Activity and Planned Work

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Simon Evans, Health Scrutiny Officer who can be contacted on 01522 553607 or 07717 868930, or via Simon.Evans@lincolnshire.gov.uk and Kiara Chatziioannou, Scrutiny Officer, who can be contacted on 01522 552102 or 07500 571868 or via Kiara.Chatziioannou@lincolnshire.gov.uk.

ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE

ACTIVITY REPORT

Since 25 January 2024, when a report was last submitted, the Environment and Economy Scrutiny Committee has met on 27 February 2024. Full details on all the items considered at these meetings are available on the County Council's website:

A.   PREVIOUS ACTIVITY

27 February 2024	
Item	*Summary of Outcomes*
Visitor Economy Update	The report outlined the performance of the visitor economy businesses which were in the past year faced with adverse weather, economic difficulties, stuff shortages and reduced opening hours. Despite these challenges, the Council had demonstrated strategic leadership by supporting the sector through initiatives such as visitlincolnshire.com and other measures. Additional efforts included providing direct support, implementing development programmes, and employing tools to enhance the overall visitor experience. The primary strategic objectives remained focused on the count of higher spending overnight visitors to the county. Key points raised in discussion: • Members emphasised the need for championing Lincolnshire as a destination of choice. • Great effort was made into attracting journalists in the county as well as advertising through established avenues to attract new visitors. • Visitlincolnshire.com was going from strength to strength. • Members requested that a future report be added to the Committee's work programme pertinent to the objectives for the Strategic Plan for the visitor economy in Lincolnshire.
Greater Lincolnshire Internationalisation Strategy and Action Plan 2022-2024 – Update	The report outlined the progress made in implementing the action plan associated with the Greater Lincolnshire Internationalisation Strategy launched in Q4 of 2022. The strategy recognised existing support for businesses involved in international trade and identified opportunities for improvement in knowledge sharing, collaboration, coordination and centralisation of information. The update highlighted successful initiatives emphasising that international trade remained a priority.

27 February 2024	
Item	*Summary of Outcomes*
	Key points raised in discussion: • Members raised concerns about EU exports being down post-Brexit due to red tape, impacting small and medium businesses. Officers acknowledged the administrative changes affecting exports but mentioned a shift toward other global markets, and export volumes are back to pre-COVID levels. • Members emphasised the need for detailed statistics, especially at the local level, to understand the impact of Brexit on businesses; and expressed the importance of having data at the local level and suggested the committee's role in lobbying for more granular information. Officers explained the historical commercial sensitivity around HMRC data, and Department for Business and Trade's reluctance to share more granular information. • The committee was informed of the Exemplar Council recognition for their effective support in international trade. • It was explained that Team Lincolnshire was an ambassador programme supporting both export strategies and inward investment; this fed into the Council's efforts.
Inward Investment Strategic Plan	The report outlined the development of the inward investment strategic plan, collaboratively crafted with input from Team Lincolnshire Steering Group comprising of members from the public and private sectors dedicated to advancing greater Lincolnshire's prosperity. This update built further upon the plan approved in January 2023, introducing new strategic aims and objectives aligned with the investment priorities of Lincoln County Council and Greater Lincolnshire Local Enterprise Partnership. Furthermore, the report included an interim performance update detailing progress against key performance indicators up to January 2024. Key points raised in discussion: • As part of LCC's strategic plan, ambassadorship was grown into North Lincolnshire and NE Lincolnshire to be more representative of the whole county. • Recruitment into the Ambassador programmed remained a focus and Officers were in contact with businesses that were interested in taking part in that. • LCC was taking part as a Greater Lincolnshire Pavilion at UKREiiF 2024, representing the whole of Greater Lincolnshire as part and parcel of presenting one voice to the investor community about the opportunities across Lincolnshire. The pavilion was being set up on a sector basis so it aligned to the inward investment strategy and was also supported by Team Lincolnshire Ambassadors.

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27 February 2024	
Item	*Summary of Outcomes*
Service Level Performance Reporting Against the Performance Framework 2023 - 2024 – Quarter 3	Members received an update on the performance of the Council's Economy, Environment and Waste Service areas and reviewed Key Performance Indicators from Q3 of 2023-24. Key points raised in discussion: • Section 19 investigations' number remained high with many being outstanding (recent storms were acknowledged as negatively contributing factors); Officers explained that some of these were complex and time-consuming investigations whereas other were very close to a sign off. Based on recent Council Budget decisions it was anticipated that further resource would contribute to improvements on the speed of resolution. • Near misses were discussed and assurances were offered that businesses are being looked after and investigated within flooding issues. Larger swathes of agricultural and other land types were also included. • Resolved S19 cases were forwarded to risk management authorities (i.e., Internal Drainage Boards, Environment Agency etc.); what followed was working closely with these to ensure resource allocated was wisely targeted to mitigate issues faced across the county. • Assurances were offered that the new contractors ate the Household Waste Recycling Centres were proactively collaborating with the service area towards improving rates across the county. • Recycling of electronic devices, where these were proven to be fully functional and could be certified, or where these could be fixed and repurposed, was being considered. • Efforts were made towards influencing behavioural change in the consumer base. However, it was emphasised that what needed to be prioritised was working with the government and manufacturers and big companies (i.e., supermarkets) to influence their decisions about what packaging they provided to their customers, as well as managing customer expectations about what that should look like.
Local Electric Vehicle Infrastructure (LEVI) Pilot – Contract Procurement	EXEMPT REPORT CONSIDERATION The Committee considered and commented on a report that outlined the outcomes of the Local Electric Vehicle Infrastructure pilot procurement exercise and made a decision to suggest the recommended approach to the Executive Councillor for Highways Transport and IT unanimously.

B. PLANNED ACTIVITY

	16 APRIL 2024– 10:00am		
	Item	*Contributor(s)*	*Notes*
1	Introduction to East Atlantic Flying Way Heritage Site Bid	Chris Miller, Head of Environment	Scrutiny Report
2	Carbon Management Plan	Chris Miller, Head of Environment Dan Clayton, Sustainability Manager	[Pre-decision Scrutiny] (Executive Councillor Decision TBC)
3	Strategic Plan Objectives for the Visitor Economy in Lincolnshire	Mary Powel, Place & Investment Manager Justin Brown, Assistant Director, Growth	Scrutiny Report
4	Theddlethorpe Geological Disposal Facility Working Group – 6-Monthly Update	Justin Brown, Assistant Director, Growth	Scrutiny Report 6-monthly update on the work of the Theddlethorpe Geological Disposal Facility Working Group

	28 MAY 2024– 10:00am		
	Item	*Contributor(s)*	*Notes*
1	Draft Lincolnshire Minerals and Waste Local Plan: Preferred Approach	Adrian Winkley, Minerals and Waste Policy and Compliance Manager	[Pre-decision Scrutiny] (Executive Decision TBC)
2	Waste Transfer Station Improvements	Chris Yorston, Head of Waste	[Pre-decision Scrutiny] (Exec Cllr Decision 3 -7 June 2024)
3	LCC Business Centres and Economic Development Portfolio - Performance Report	Simon Wright, Regeneration and Portfolio Manager	Annual Position/Performance Report
4	Transition of Local Enterprise Partnerships	Justin Brown, Assistant Director -Growth	Scrutiny Report

	09 JULY 2024– 10:00am		
	Item	*Contributor(s)*	*Notes*
1	Adult Learning Provision 2023-24 and plans for the 2024-25 academic year	Thea Croxall, Adult Learning & Skills Manager Jenny Riordan, Principal Officer for Learning and Skills	Annual Position Report

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09 JULY 2024– 10:00am		
Item	*Contributor(s)*	*Notes*
2 Business Lincolnshire Growth Hub Annual Performance and Future Business Support Landscape	Samantha Harrison, Head of Economic Development	Annual Position Report
3 Service Level Performance Reporting Against the Performance Framework 2023 - 2024 – Quarter 4: *Economy, Flooding and Waste*	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Chris Yorston, Head of Waste	Quarterly Service Performance Monitoring Report

10 SEPTEMBER 2024– 10:00am		
Item	*Contributor(s)*	*Notes*
1 Broadband Programme – Annual Position Report	Stephen Brookes, Broadband Programme Manager	Annual Position Report
2 Service Level Performance Reporting Against the Performance Framework 2024 - 2025 – Quarter 1: *Economy, Flooding and Waste*	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Chris Yorston, Head of Waste	Quarterly Service Performance Monitoring Report
3 Sutton Bridge Place Making - Update Report	Mick King, Head of Economic Infrastructure	Project Update Scrutiny Report

15 OCTOBER 2024– 10:00am		
Item	*Contributor(s)*	*Notes*
1 *Agenda to be populated*	*Agenda to be populated*	*Agenda to be populated*

26 NOVEMBER 2024– 10:00am		
Item	*Contributor(s)*	*Notes*
1 Service Level Performance Reporting Against the Performance Framework 2024 - 2025 – Quarter 2: *Economy, Flooding and Waste*	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Chris Yorston, Head of Waste	Quarterly Service Performance Monitoring Report

C.   ITEMS TO BE PROGRAMMED

Topic	Est Date
Alternative Fuels	TBC
Climate Change Impact	2024
Elements of Environment Act- (Waiting for Gov Guidance/Updates)	2024
Food Waste Collection- (Waiting for Env Act Updates)	W/S 2024
Green Technology Grant	TBC
Historic Places Team Strategy	TBC
Horncastle Industrial Estate extension	TBC
Introduction to East Atlantic Flying Way Heritage Site Bid	W 2024
Lincolnshire Reservoir– Progress Updates	2024
Local Nature Recovery Strategy (inc. Greater Lincolnshire Nature Partnership Update)	TBC
Motorhomes & Campervans Working Group	W 2024
New Burdens Doctrine – Funding for Net Additional Costs	TBC
Property Green Agenda – potential guest presentation facilitated by Sustainability	TBC
Verge Biomass Management	TBC
Waste Performance Targets - Setting of Targets	TBC
Town Centre Improvements Action Plan Update	A 2024
Agri Sector Supports Action Plan Update	A 2024

A= Autumn, W= Winter, S=Spring, TBC= To be confirmed

D. SITE VISIT

Members will be visiting the Lincolnshire Energy from Waste North Hykeham site on 23rd May 2024 following agreement at the Committee's last meeting on 27th February 2024 were Members expressed their interest in developing greater understanding about the recycling process and performance scrutinised quarterly in meetings.

HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE

ACTIVITY REPORT

Since 25 January 2024, when a report was last submitted, the Highways and Transport Scrutiny Committee has met on 29 January 2024 and 4 March 2024.

A.   PREVIOUS ACTIVITY

29 January 2024	
Item	*Summary of Outcomes*
Revenue and Capital Budget Proposals	This pre-decision scrutiny report invited the Committee to consider the budget proposals for the next financial year 2024/25, regarding Highways and Transport. Points raised in presentation/discussion: • The budget had been set in line with previous indications and had been calculated based on the provisional settlement made by the Government in December 2023. • Members raised concerns about the £12 million cut in the government budget for highways in 2021-22. Council decided to reinstate £12 million through local taxation, but the Department for Transport only announced a partial restoration of around £5 million. • Questions were raised about the sufficiency of the £4 million allocated for flooding issues. Officers clarified that it came from underspends, moved to the reserve and capital programme by the Executive. • Concerns about inflation's impact on Highways and Transport services budget were discussed. Officers mentioned government funding and contingency measures, like a £9 million reserve, to address unforeseen inflationary pressures. • Escalating costs in the educational transport budget, especially due to inflation, were discussed. Officers clarified that there's no specific contingency for transport in the future, but ongoing efforts are focused on managing budgetary challenges. • Reassurance was given that the £6 million contingency set aside for the future should be sufficient to cover potential challenges in the transport area and other issues. The Committee approved the Recommendations to the decision maker(s).

29 January 2024	
Item	*Summary of Outcomes*
North Hykeham Relief Road – Land Assembly Preparation and Highways Matters	This pre-decision scrutiny report invited the Committee to comment on and consider this item ahead of a decision by the Executive. Points raised in presentation/discussion: • New changes to the proposal included: A left turning facility on the A45 roundabout; and Ecological mitigation initiatives following feedback from the consultation. • Members asked about additional funding for the Network North project, but detailed information from the government was pending. • Concerns were raised about the compulsory land purchase process, and negotiations were emphasised, with compulsory purchase orders used when necessary. • Valuations for residential properties were based on a "no scheme world" principle. • An inquiry about the parallel process with planning applications and public awareness was addressed. Assurance was given that major landowners were engaged, and public consultation had taken place. • Planning was clarified as a separate process, and a key decision for compulsory purchase order would only be made after planning consent. • The Section 6 agreement with National Highways was standard, and the relationship was positive. • A commuted sum for future maintenance of the project's asset was likely payable as part of the agreement. The Committee approved the Recommendations to the decision maker(s).
Civil Parking Enforcement - 2024 Contract and Notice Processing Solution	This pre-decision scrutiny report invited the Committee to comment on and consider this item ahead of a decision by the Executive Councillor for Highways, Transport, and IT. Points raised in presentation/discussion: • Approximately 44,000 penalty charges were issued per annum by the service, at a cost of £1.8million. • Soft market testing had been undertaken to evaluate service capabilities and the use of IT and intelligence systems to improve service efficiency. It was also determined that no one contract type was standard or preferred by the sector. • The proposals of the new contract were to consider a fully outsourced service, a hybrid service or a fully inhouse service. The recommendation ruled out a fully inhouse service due to associated increased levels of risk.

29 January 2024	
Item	*Summary of Outcomes*
	- Members sought assurance on enforcement flexibility, especially in offline locations like schools. - Concerns raised about the effectiveness of mobile cameras in certain situations. Officers acknowledged the need for flexibility and mentioned potential use of fixed-point cameras. - Hope for improved coverage using IT and a more mobile workforce was emphasised. Fixed-point cameras were considered cost-effective compared to mobile camera cars. - Ongoing discussions with districts and town councils about potential inclusion in the contract. - Concerns about school-related enforcement were addressed, with the possibility of cameras in the new contract for flexibility. - Members agreed on the effectiveness of fixed cameras outside schools and inquired about applying for them for specific schools. Officers explained that implementing cameras required renegotiating with the current supplier, likely extending into the new contract. - Regarding electric vehicles and bikes, members inquired about their contribution to service efficiency and potential costs to the County Council. Officers clarified that costs for electronic vehicles and bikes would likely be built into the contract, monitored, and subject to re-evaluation if onerous. Further, the benefits of electronic vehicles were highlighted, contributing to a cleaner environment and enabling quicker deployment for addressing parking issues. The Committee approved the Recommendations to the decision maker(s).
Winter Service Plan Interim Report	The report provided an interim picture of the progress of the delivery of this year's Winter Service Plan. Points raised in presentation/discussion: 9,650 tons of salt had been used thus far. 2,000 tons of salt was needed to top up stocks across local depots. - Salt bags had been issued to parish councils upon request, as it was assumed that restoking was not necessarily due to mild conditions last winter. Members emphasised the need for better communication with parish councils for salt stocking. - The Service was at full capacity, no feasibility to add more routes; focus on optimising existing resources. - A route review and consultation were underway, which looked to optimise the service and determine which roads required greater focus though optimisation modelling assessing.

29 January 2024	
Item	*Summary of Outcomes*
	Members expressed interest in engaging with route optimisation and suggested consultation if modelling recommended route removal from the network.

04 March 2024	
Item	*Summary of Outcomes*
Grantham Future High Street Fund - Market Place & Station Approach Projects	The report provided with an overview of the Future High Streets Fund (FHSF) Projects in Grantham focusing on Market Place and Station Approach. These projects aligned with South Kesteven District Council masterplan for Grantham, emphasising public realm enhancements to foster growth and improve the overall experience. A Feasibility report detailed the Market Place and Station Approach projects, integral components of SKDC's broader Future High Street Fund programme for Grantham. A decision is due to be considered by the Executive Councillors for Resources, Communications and Commissioning and Highways, Transport, and IT respectively between 11 March and 15 March 2024. Members of the Committee considered and unanimously approved the report and recommendations made to the Executive Councillors.
Public Rights of Way Fees & Charges	The report introduced the development of new and updated Fees and Charges for Public Rights of Way services. This initiative arose from a comprehensive review of the service, existing fees, and recent legislation incorporating new work and cost recovery mechanisms. Notably, the previous charges, stagnant for approximately 15 years, no longer aligned with the escalating costs associated with these services. This report sought that the Executive Councillor for Economic Development, Environment and Planning approves the proposed fees and additionally requests authorisation for annual increases. The Executive Councillor will consider a decision between the 5 and 15 March 2024. Members of the Committee considered and unanimously approved the report and recommendations made to the Executive Councillor.
Highways - Quarter 3 Performance Report (1 October to 31 December 2023)	The Committee received an update on the Performance achieved by the Highways Service area in Quarter 3. Key points raised in discussion: • The Committee recorded their thanks and appreciation to all staff that attended the recent flooding events. • Members requested that a stand-alone report be added in the Work Programme around Fix-My-Street app. • Assurance was given that complaints were viewed as a learning

04 March 2024	
Item	*Summary of Outcomes*
	opportunity, and each was reviewed thoroughly. • Members asked that, going forward, in automated responses to members of the public, about the timescales of response being relevant to the urgency of each incident being reported. • The service collaborated with the LCC communications team towards getting positive messages across to the public in relation to activities and achievements. • In relation to resource allocated to tree maintenance, it was noted that parts of Lincoln were covered by a service level agreement with the City of Lincoln Council that delivers work on behalf of LCC. • Officers took comments in relation to surface dressing away to consider and come back with more information about processes to address surface flooding. The use of grips was investigated as a means of shedding the water of the highways.
Major Work Schemes Report	The Committee received this quarterly report that reflected on the progress achieved on major schemes across the county. Key points raised in discussion: • Members expressed disappointment about the Lincoln Relief Rd transitioning from dual to single carriageway, causing issues, especially during peak travel times. There was Officer acknowledgment of the long-term aspiration for the entire Lincoln Relief Rd to be a dual carriageway and emphasised that recent constructions, like at Riseholme Rd, were designed with future dual carriageway expansion in mind. Officers clarified that the section from Pennel's roundabout to Carholme Rd roundabout was under County Council jurisdiction. • Expressions of concern were raised about the Greencell Roundabout proposed project, specifically regarding the potential closure of B1180, which was a crucial access route to Spalding's principal industrial estate. Officers acknowledged that a closure period on B1180 could last up to eight weeks, with consideration for one-way closures in each direction based on working restrictions. • Ongoing assessments for the likely impacts on the settlements of Surfleet and Pinchbeck were mentioned, particularly considering the narrow old bridge over the River Glen. Assurance was given that there were discussions with local members, freight associations, and the permitting team are taking place to address potential disruptions, including exploration of alternative routes. • Concerns were raised about the condition of existing cycle paths, specifically mentioning the shared path on Scaling Fault

Item	Summary of Outcomes
	Rd and the absence of a proper cycle path in certain areas; question raised about coordination for a proper cycle path in Lincoln, with a reference to Local Cycling and Walking Infrastructure Plans and the Lincoln Transport Strategy. Officers acknowledged existing plans, including Local Cycling and Walking Infrastructure Plans, addressing concerns about cycle paths in Lincoln and mentioned the dependency on funding for such projects and invited members to bring up concerns at the Lincoln Transport Board.
Approach to Transport Strategy Developments – Annual Update Report	The report highlighted the progress made in implementing the Transport Strategy since the endorsement of a more robust approach by this Committee in June 2018. The report outlined the annual update on progress against planned activities and explores further developments over the past year. It emphasised the holistic nature of the Transport Strategy, extending beyond motorised vehicles and roads. Additionally, the document revisited the background of the Transport Strategy approach and its integration with the Local Transport Plan. Key points raised in discussion: • Members were interested in the post-implementation evaluation of completed projects like the Lincoln Eastern Bypass and Grantham Southern Relief Rd. Officers mentioned of specific requirements within funding bids, such as the five-year post-construction data provision. • Emphasis was placed on the importance of monitoring and evaluation data for assessing the performance and wider benefits of projects. Reference was made to different funding sources, each with its own set of rules and guidelines for data provision. • Assurance was given that lessons learned were embedded exercises within the monitoring and evaluation process, emphasising their significance in understanding project outcomes. Officers reiterated their commitment to collating lessons learned onto a system for future reference, highlighting the ongoing process of learning from completed projects.
Highways Gully Cleansing/Repair and Surface Water Flooding	The report set out the reactive, cyclic, and planned aspects of highway drainage maintenance including low level flooding response. Key points raised in discussion: • Members raised concerns about gully cleaning in streets where parked cars hindered access. Officers explained the cyclic programme for gully flushing, performance management, and addressing issues reported by customers. Efforts were made to manage parked cars during cleaning, including temporary traffic regulation orders and

04 March 2024	
Item	*Summary of Outcomes*
	communication. • Members inquired about challenges in collaborative working across departments and offered committee support. Officers acknowledged a dip in quality during emergencies but highlighted efforts to collaborate, especially with floods and water teams. Mention of the high volume of reports during storm events and the need for alignment between teams for effective problem-solving. • Members expressed awareness of disputes over culverts and inquired about progress and challenges. Officers discussed difficulties in establishing liability, recent discussions with floods and water teams, and the need for a big-picture exercise. Emphasis was placed on a pragmatic approach, working with landowners for the best public result, and a commitment was made to provide updates on progress in future reports.

B.   PLANNED ACTIVITY

29 APRIL 2024 - 10:00 am		
Item	**Contributor**	**Type of Report**
1. Bus Service Improvement Plan	Helen Reek, Support Services Manager (Transport Services)	Pre-decision Scrutiny. Executive Councillor decision between 07 - 31 March 2024.
2. Transport - Quarter 3 Performance Report (1 October to 31 December 2023)	Helen Reek, Support Services Manager (Transport Services)	Service Performance Monitoring Report
3. Stamford Transport Strategy	Sam Edwards, Head of Highways Infrastructure and Laboratory Services Charlotte Hughes, Senior Project Leader Highways Infrastructure	Scrutiny Report
4. Road Safety Partnership Update	Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager	Annual Position Report
5. EXEMPT REPORT North Willingham Highways Depot - Replacement of Vehicle	Matthew Stapleton, Senior Project Manager, Corporate Property	Pre-decision Scrutiny. Executive Councillors decision between 03 - 07 May 2024.

29 APRIL 2024 - 10:00 am		
Item	**Contributor**	**Type of Report**
Store		

10 JUNE 2024 - 10:00 am		
Item	**Contributor**	**Type of Report**
1. Sincil Bank Towns Fund Project	Karl Gibson, Senior Project Leader	Pre-decision Scrutiny. Executive Councillors decision between 24 -28 June 2024
2. Rail Recovery and Strategic Role in Providing Connectivity, Supporting Lincolnshire Communities and Economy	Jayne Wingad, Rail Policy Officer Richard Bates, Lead Strategic Planner (Network Planning) for Eastern Region Network Rail Representation TBC	Scrutiny Report
3. Parking Enforcement Procedures Manual	Matt Jones, Parking Services Manager	Pre-decision scrutiny Executive Councillor decision 17 - 24 June 2024

29 JULY 2024 - 10:00 am		
Item	**Contributor**	**Type of Report**
1. Winter Service Plan 2024-25	Jonathan Evans, Head of Highways Client and Contractual Management Services	Pre-decision scrutiny Executive Councillor decision 30 Jul 2024 and 12 Aug 2024
2. Anglian Water Street Works Performance Improvements	Mick Phoenix, Traffic Manager Ashley Behan, Street Works and Permitting Manager	Scrutiny Report
3. Highways - Quarter 4 Performance Report (1 January to 31 March 2024)	Jonathan Evans, Head of Highways Client and Contractual Management Services	Service Performance Monitoring Report
4. Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services	Service Performance Monitoring Report

	29 JULY 2024 - 10:00 am		
	Item	**Contributor**	**Type of Report**
5.	Highways Gully Cleansing/Repair and Surface Water Flooding (inc. disputes over culverts)	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager	Six-monthly Performance Report
6.	Public Transport Annual Update	Helen Reek, Support Services Manager (Transport Services)	Annual Position Report
7.	Scrutiny Panel B – Review of Traffic Management Policy for Lincolnshire	Councillor Gary Taylor, Chairman of Scrutiny Panel B Jonathan Evans, Head of Highways Client and Contractual Management Services Kiara Chatziioannou, Scrutiny Officer	Scrutiny Review Report

	16 SEPTEMBER 2024 - 10:00 am		
	Item	**Contributor**	**Type of Report**
1.	Highways Infrastructure Asset Management Plan 2024	Jonathan Evans, Head of Highways Client and Contractual Management Services	Pre-decision scrutiny Executive Councillor decision Date Range TBC
2.	Highways – Quarter 1 Performance Report (1 April – 30 June 2024)	Jonathan Evans, Head of Highways Client and Contractual Management Services	Service Performance Monitoring Report
3.	Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services	Service Performance Monitoring Report
4.	Transport - Quarter 1 Performance Report (1 April 2023 to 30 June 2024)	Helen Reek, Support Services Manager (Transport Services)	Service Performance Monitoring Report

28 OCTOBER 2024 - 10:00 am		
Item	**Contributor**	**Type of Report**
1. Highways Gully Cleansing/Repair and Surface Water Flooding	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager	Six-monthly Performance Report
2. Transport Connect Limited (TCL) - Teckal Company Update Annual Report	Helen Reek, Support Services Manager (Transport Services)	Annual Position Report

09 DECEMBER 2024 - 10:00 am		
Item	**Contributor**	**Type of Report**
1. Highways - Quarter 2 Performance Report (1 July to 30 September 2024)	Jonathan Evans, Head of Highways Client and Contractual Management Services	Service Performance Monitoring Report
2. Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services	Service Performance Monitoring Report
3. Transport - Quarter 2 Performance Report (1 July to 30 September 2024)	Helen Reek, Support Services Manager (Transport Services)	Service Performance Monitoring Report

C.   ITEMS TO BE PROGRAMMED

Topic	Est Date
Highways Performance Report – 3-year Statutory Update following Year 6 Update in 2023	Spring 2026
Fix-My-Street app Report	Spring 2024
TROs performance report	Spring- Summer 2024

FLOOD AND WATER MANAGEMENT SCRUTINY COMMITTEE

ACTIVITY REPORT

Since 28 September 2023, when a report was last submitted, the Flood and Water Management Scrutiny Committee has met on 27 November 2023 and 19 February 2024.

A.   PREVIOUS ACTIVITY

27 November 2023	
Item	*Summary of Outcomes*
Storm Babet (including Section 19 Investigations)	Between 18 and 21 October 2023, weather stations in Lincolnshire recorded between 55 mm and 93 mm of rainfall, which led some catchment experiencing over three times the average monthly rainfall for October. This item focused on the response to Storm Babet of the Council's Flood and Water Team, the Environment Agency, and Anglian Water. In addition to members of the Committee, all members of the County Council were invited to attend the meeting to participate in this item. The Committee considered both details of local flooding events and overall strategic responses of the flood risk partners. The following is a selection of some of the issues: - information and points of contact for local communities, including town and parish councils; - the Horncastle Flood Alleviation Scheme; - the overall response of partners Boards, including Internal Drainage and the Lincolnshire Resilience Forum; - the Memorandum of Understanding between the County and District Councils; - the availability of household and business insurance; - foul water networks being overwhelmed by flood water; and - the importance of 'near-miss' data. The Committee concluded that a working group would be established to look in greater detail at the response to Storm Babet.

27 November 2023	
Item	*Summary of Outcomes*
Storm Overflows	A presentation was provided by Anglian Water on Storm Overflows, which informed the discussion of the Council Resolution on Sewage Discharge (see item under 19 February 2024 below). As part of the presentation, Anglian Water advised that there were 139 storm overflows in Lincolnshire, 54 of which discharged sewage fewer than ten times per year. Investment of £200 million was envisaged by Anglian Water across its region to reduce the use of storm overflows.
Project Groundwater (Greater Lincolnshire)	Greater Lincolnshire Project Groundwater Project is one of the 25 schemes funded by DEFRA as part of the £200 million Flood and Coastal Innovation Programme, and is looking at five sites (Barrow, Barton, Bourne, Grimsby and Scopwick) in Greater Lincolnshire. Schemes will be developed to alleviate the escape of groundwater, for example by designing and developing sustainable wetlands.
County Council Resolution on Sewage Discharges	*This item was deferred to 19 February 2024.*

19 February 2024	
Item	*Summary of Outcomes*
Storm Henk: County Council Update (including Section 19 Investigations)	Between 31 January 2023 and 3 January 2024, Storm Henk had led to almost one month's rainfall in three days. It was confirmed that there were currently 230 section 19 investigations, covering a total of 859 properties affected by Storms Babet and Henk. This was an unprecedented number, and a target of completing these investigations, which were being undertaken by external organisations on behalf of the County Council, by 31 August 2024 had been set. The report also detailed the County Council's Flood Recovery Framework, which facilitated grants to households and businesses, including the Government's Property Flood Resilience Grant Scheme.
Storm Henk: Environment Agency Update	Storm Henk had led to a further three breaches of Environment Agency flood embankments: the Barlings Eau; the Bourne Eau, and the River Welland. The Environment Agency was now focusing on the recovery, which included the inspection of 10,000 flood risk assets along 2,200 kilometres of waterways. The Agency welcomed the benefits partnership working, across all agencies involved, but particularly between itself and the Internal Drainage Boards (IDBs). Some IDBs had suffered significant damage to their pumping stations, and funding proposals were being developed by IDBs for their repair. The Agency's programme of capital schemes would continue.

19 February 2024	
Item	*Summary of Outcomes*
Storm Henk: Anglian Water Update	Unlike Storm Babet, where the impact had been focused on Lincolnshire, Storm Henk had impacted across the whole Anglian Water region, including in addition to Lincolnshire, impacts on Essex, Norfolk and Suffolk. This meant resources, both staff and equipment, could not be borrowed from other areas for alleviation. Thus, Anglian Water reported that they had to prioritise those areas where the deployment of resources could make a difference. Anglian Water also stressed that 'unflushable' materials such as cotton buds could often make vacuum pumps fail, by blocking the valve function.
County Council Resolution on Sewage Discharges	Following consideration of the resolution from the County Council on 15 September 2023, the Committee agreed to request the Executive Councillor for Economic Development, Environment and Planning to write to the relevant Government Minister to raise the issue of making long term plans to reduce the amount of sewage discharged directly into rivers and the sea via storm overflows.
Storms Impact Working Group	The Committee formally established a working group, in which all members of the Committee could participate. Please refer to the information in Section C below.

B.   PLANNED ACTIVITY

24 June 2024	
Item	**Contributor**
1 Floods Team Update (including Section 19 Investigations)	Matthew Harrison, Flood Risk Manager
2 Environment Agency Update	Morgan Wray, Area Flood and Coastal Risk Manager, Environment Agency
3 Anglian Water Update	Matthew Moore, Flood Partnership Manager, Anglian Water
4 Sustainable Urban Drainage Schemes – Approving body Update	Warren Peppard, Head of Development Management, Lincolnshire County Council
5 Fens 2100+ Project	Chris Miller, Head of Environment Lincolnshire County Council

14 October 2024	
Item	**Contributor**
1 Floods Team Update (including Section 19 Investigations)	Matthew Harrison, Flood Risk Manager

14 October 2024	
Item	**Contributor**
2 Environment Agency Update	Morgan Wray, Area Flood and Coastal Risk Manager, Environment Agency
3 Anglian Water Update	Matthew Moore, Flood Partnership Manager, Anglian Water
4 Report of the Storms Impact Working Group	Councillor Tom Ashton, Chairman of the Flood and Water Management Scrutiny Committee

20 January 2025	
Item	**Contributor**
1 Floods Team Update (including Section 19 Investigations)	Matthew Harrison, Flood Risk Manager
2 Environment Agency Update	Morgan Wray, Area Flood and Coastal Risk Manager, Environment Agency
3 Anglian Water Update	Matthew Moore, Flood Partnership Manager, Anglian Water

Note: Currently only three meetings of the Committee are scheduled for the 2024/25 municipal year (24 June 2024, 14 October 2024 and 20 January 2025), and the Committee has recorded its preference for a fourth meeting to be timetabled.

Items to be Programmed (Dates to be Confirmed)

- Natural Flood Management
- South Lincolnshire Water Partnership and Water Resources East - Progress Update
- Coastal Adaptation Strategy
- Lincolnshire Reservoirs – Update

C.   STORMS IMPACT WORKING GROUP

The following remit for the Working Group was agreed by the Committee on 19 February 2024:

(a)   To consider the impact of Storm Babet and Storm Henk in late 2023 and early 2024 including the responses from partner organisations in relation to floods and incidents in Lincolnshire.

(b)   To submit a report to the Flood and Water Management Scrutiny Committee by October 2024 on the Working Group's findings, considering good practice, lessons learned and future action to be taken, including (but not limited to) possible recommendations both to partner agencies and Lincolnshire County Council.

(c)   To aim to be satisfied by its conclusion that all findings have been considered, including the work completed by the Flood and Water Management Scrutiny Committee on Section 19 report findings, whilst taking into account any financial implications that may arise out of any actions.

(d)   To consider addressing the concerns raised by the public and stakeholders around information available to communities.

Six meetings of the working group are planned, with the intended contributor or activity listed (although some of these dates may change depending on availability):

Date	Activity / Contributor
16 February	• Terms of Reference • Internal Drainage Boards
15 March	• Local Resilience Forum / Lincolnshire Fire and Rescue • Overview of Response and Activities of District Councils
5 April	• Section 19 Investigations (Lincolnshire County Council)
10 May	• Anglian Water
24 May	• Environment Agency
7 June	• Review of Evidence Received and Themes for Final Report of the Working Group

At the Working Group's first meeting on 19 February there were eleven councillors present, and representatives from five Internal Drainage Boards (IDBs), who between them provided information on the impact of Storms Babet and Henk on the eight most affected IDB areas in the county. The final report of the Working Group is due to be submitted to the Flood and Water Management Committee on 14 October 2024.

D.   SITE VISITS – 15 OCTOBER 2024

On 15 October 2023, nine members of the Committee visited several locations in Lincolnshire such as the Horncastle Flood Alleviation Scheme, the Louth Flood Storage Area, the Saltfleet, Fulbeck, Trusthorpe and Boygift Pumping Stations, as well as coastal defences across the east of Lincolnshire. A further series of site visits will be planned on a date during the summer of 2024.

Open Report on behalf of Andrew Crookham, Deputy Chief Executive & Executive Director - Resources	
Report to:	**Overview and Scrutiny Management Board**
Date:	**12 March 2024**
Subject:	**Overview and Scrutiny Management Board Work Programme**

Summary:

This item serves to apprise the Board of the ongoing initiatives and tasks outlined in its operational agenda for the year 2024.

Actions Required:

This particular item is intended solely for informational purposes, providing relevant details about the Boards Work Programme.

1. Background

Work Programme

The current version of the work programme for the Overview and Scrutiny Management Board is set out in Appendix A.

Executive Forward Plan

The Executive Forward Plan of key decisions is set out at Appendix B. This is background information for the Board to ensure that all key decisions are scrutinised by the relevant scrutiny committee.

2. Conclusion

This item is to inform the Overview and Scrutiny Management Board of its current work programme for 2024, which is attached at Appendix A to this report.

3. Consultation

 a) **Risks and Impact Analysis**

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Overview and Scrutiny Management Board – Work Programme
Appendix B	Forward Plan of Key Decisions

5. Background Papers

No background papers as defined in section 100D of the Local Government Act 1972 were relied upon in the writing of this report.

This report was written by Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted by e-mail at nigel.west@lincolnshire.gov.uk and Kiara Chatziioannou, Scrutiny Officer, who can be contacted on 07500571868 or by e-mail at Kiara.Chatziioannou@lincolnshire.gov.uk.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Each agenda includes the following standard items:
- **Call-in (if required)**
- **Councillor Call for Action (if required)**

<table>
<tr><td colspan="3" align="center">12 March 2024– 10:00am</td></tr>
<tr><th>Item</th><th>Contributor</th><th>Purpose</th></tr>
<tr>
<td>1. Greater Lincolnshire Devolution - Consideration of Public Consultation Outcomes and Submission of Final Proposal to the Secretary of State to further consider the devolution process considering the results of the recent public consultation and thereafter seeking a decision on further implementation including submission of the final Proposal to the Secretary of State with associated delegations.</td>
<td>Lee Sirdifield, Assistant Director, Corporate</td>
<td>Pre-Decision Scrutiny (Leader decision between 13-20 March 2024)</td>
</tr>
<tr>
<td>2. Future IT Service Delivery Model</td>
<td>David Matthewman, Chief Information Officer</td>
<td>Pre-Decision Scrutiny (Executive decision on 03 April 2024)</td>
</tr>
<tr>
<td>3. Transformation Programme Update</td>
<td>Clare Rowley, Head of Transformation

Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance</td>
<td>Performance Scrutiny</td>
</tr>
<tr>
<td>4. Property Services Contract Year Seven Report</td>
<td>Stuart Wright, Contract Manager - Corporate Property</td>
<td>Performance Scrutiny</td>
</tr>
<tr>
<td>5. Update on IMT Services - Project Portfolio</td>
<td>Donna Fryer, Head of Portfolio and Resources</td>
<td>Performance Scrutiny</td>
</tr>
<tr>
<td>6. Overview and Scrutiny Work Programmes
• Environment and Economy SC</td>
<td>Cllr Ian Carrington, Chairman of Environment and Economy SC
Cllr Mike Brookes, Chairman of Highways and Transport SC</td>
<td>Performance Scrutiny</td>
</tr>
</table>

12 March 2024– 10:00am		
Item	**Contributor**	**Purpose**
• **Highways and Transport SC** • **Flood and Water Management SC**	Cllr Tom Ashton, Chairman of Flood and Water Management SC	

25 April 2024– 10:00am		
Item	**Contributor**	**Purpose**
1. **Deepings Leisure Centre**	Jayne Sowerby-Warrington, Assistant Director - Corporate Property	Pre-Decision Scrutiny (Executive decision on 08 May 2024)
2. **Overview and Scrutiny Annual Report 2023-24**	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny
3. **Corporate Support Services Contract Report**	Arnd Hobohm, Corporate Support Services Contract Manager	Performance Scrutiny
4. **Overview and Scrutiny Work Programmes** • **Adults and Community Wellbeing SC** • **Health SC**	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing SC Cllr Carl Macey, Chairman of Health SC	Performance Scrutiny

30 May 2024– 10:00am		
Item	**Contributor**	**Purpose**
1. **People Management Update - Quarter 4**	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
2. **Overview and Scrutiny Work Programmes** • **Children and Young People SC** • **Public Protection and Communities SC**	Cllr Rob Kendrick, Chairman of Children and Young People SC Cllr Nigel Pepper, Chairman of Public Protection and Communities SC	Performance Scrutiny

27 June 2024– 10:00am		
Item	**Contributor**	**Purpose**

27 June 2024– 10:00am		
Item	**Contributor**	**Purpose**
1. **Corporate Plan Success Framework 2023/24 – Quarter 4**	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 2 July 2024)
2. **Review of Financial Performance 2023/24**	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 2 July 2024)
3. **Treasury Management Annual Report 2023/24**	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
4. **Overview and Scrutiny Work Programmes** • **Environment and Economy SC** • **Highways and Transport SC**	Cllr Ian Carrington, Chairman of Environment and Economy SC Cllr Mike Brookes, Chairman of Highways and Transport SC	Performance Scrutiny

29 August 2024– 10:00am		
Item	**Contributor**	**Purpose**
1. **Revenue Budget Monitoring Report - 2024/25 – Quarter 1 to 30 June 20234**	Michelle Grady, Assistant Director – Finance	Pre-Decision Scrutiny (Executive decision on TBC September 2024)
2. **Capital Budget Monitoring Report - 2024/25 – Quarter 1**	Michelle Grady, Assistant Director – Finance	Pre-Decision Scrutiny (Executive decision on TBC September 2024)
3. **Corporate Plan Success Framework - 2024/25 – Quarter 1**	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on TBC September 2024)
4. **Overview and Scrutiny Work Programmes** • **Children and Young People SC** • **Public Protection and Communities SC**	Cllr Rob Kendrick, Chairman of Children and Young People SC Cllr Nigel Pepper, Chairman of Public Protection and Communities SC	Performance Scrutiny

26 September 2024– 10:00am		
Item	**Contributor**	**Purpose**
1. **Treasury Management Performance- 2024/25 - Quarter 1 to 30 June 2024**	Karen Tonge, Treasury Manager	Performance Scrutiny

26 September 2024– 10:00am		
Item	**Contributor**	**Purpose**
2. **Update on IMT Services - Project Portfolio**	TBC, Head of Portfolio and Resources	Performance Scrutiny
3. **Overview and Scrutiny Annual Report 2023-24**	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny
4. **People Management Update - Quarter 1**	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
5. **Overview and Scrutiny Work Programmes** • **Environment and Economy SC** • **Highways and Transport SC** • **Flood and Water Management SC**	Cllr Ian Carrington, Chairman of Environment and Economy SC Cllr Mike Brookes, Chairman of Highways and Transport SC Cllr Tom Ashton, Chairman of Flood and Water Management SC	Performance Scrutiny

31 October 2024– 10:00am		
Item	**Contributor**	**Purpose**
1. **Overview and Scrutiny Work Programmes** • **Adults and Community Wellbeing SC** • **Health SC**	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing SC Cllr Carl Macey, Chairman of Health SC	Performance Scrutiny

28 November 2024– 10:00am		
Item	**Contributor**	**Purpose**
1. **Corporate Plan Success Framework 2024/25 – Quarter 2**	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision TBC December 2024)
2. **People Management Update - Quarter 2**	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
3. **Revenue Budget Monitoring Report 2024/25 – Quarter 2 to 30 September 2024**	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision TBC December 2024)

28 November 2024– 10:00am		
Item	**Contributor**	**Purpose**
4. **Capital Budget Monitoring Report 2024/25 – Quarter 2 to 30 September 2024**	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision TBC December 2024)
5. **Treasury Management Performance 2024/25 – Quarter 2 to 30 September 2024**	Karen Tonge, Treasury Manager	Performance Scrutiny
6. **Health and Safety Annual Report**	Fraser Shooter, Health and Safety Team Leader	Performance Scrutiny
7. **Overview and Scrutiny Work Programmes** • **Children and Young People SC** • **Public Protection and Communities SC**	Cllr Rob Kendrick, Chairman of Children and Young People SC Cllr Nigel Pepper, Chairman of Public Protection and Communities SC	Performance Scrutiny

19 December 2024– 10:00am		
Item	**Contributor**	**Purpose**
1. *Agenda to be informed.*	*Agenda to be informed.*	*Agenda to be informed.*

For more information about the work of the Overview and Scrutiny Management Board please contact Kiara Chatziioannou, Scrutiny Officer, on 07500571868 or by e-mail at Kiara.Chatziioannou@lincolnshire.gov.uk

APPENDIX B

FORWARD PLAN OF KEY DECISIONS FROM 02 APRIL 2024

PUBLISH DATE 1 MARCH 2024

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	DIVISIONS AFFECTED
I032328 New!		Between 2 Apr 2024 and 5 Apr 2024						
I032025	B199 Newland/A57 Carholme Road, Lincoln PRN Package	Between 4 Mar 2024 and 8 Mar 2024	Executive Councillor: Highways, Transport and IT, Leader of the Council (Executive Councillor: Resources, Communications and Commissioning)	Highways Colleagues and utility companies	Reports	Senior Project Leader - Highways Infrastructure E-mail: steve.brooks@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Executive Director - Place	Carholme
I030085	Deepings Leisure Centre	08 May 2024	Executive	Overview and Scrutiny Management Board	Report	Assistant Director - Corporate Property E-mail: jayne.sowerby-warrington@lincolnshire.gov.uk	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) and Executive Director - Resources	Deepings East; Deepings West and Rural
030837 New!	Residential Care and Community Supported Living Framework Contract 2022- 2025 Rate Uplifts for 2024/25	5 Mar 2024	Executive	Adult Care and Community Wellbeing Scrutiny Committee; Lincolnshire Care Association	Report	Senior Strategic Commercial and Procurement Manager Tel: 07879 412886 Email: carl.miller@lincolnshire.gov.uk	Executive Councillor: Adult Care and Public Health and Executive Director - Adult Care and Community Wellbeing	All Divisions
I030272	Future IT Service Delivery Model	5 March 2024	Executive	Corporate Leadership Team Informal Executive Overview and Scrutiny Management Board Leader of the Council Executive Councillor for Highways, Transport and IT	Report	Chief Information Officer E-mail: david.matthewman@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Executive Director - Resources	N/A

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	DIVISIONS AFFECTED
I032097	Extension of Integrated Lifestyle Support Service	5 Mar 2024	Executive	Adults and Community Wellbeing Scrutiny Committee	Reports	Consultant in Public Health E-mail: andy.fox@lincolnshire.gov.uk	Executive Councillor: Adult Care and Public Health and Executive Director - Adult Care and Community Wellbeing	N/A
I032030	Public Rights of Way Fees & Charges	Between 5 Mar 2024 and 14 Mar 2024	Executive Councillor: Highways, Transport and IT	Highways and Transport Scrutiny Committee	Reports	Public Rights of Way and Access Manager E-mail: andrew.fletcher@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Executive Director - Place	N/A
I030841	Grantham Future High Street Fund - Market Place & Station Approach Projects	Between 11 Mar 2024 and 15 Mar 2024	Executive Councillor: Highways, Transport and IT	Highways and Transport Scrutiny Committee	Report	Senior Project Leader (Major Schemes) E-mail: teresa.james@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Executive Director – Place	Grantham East; Grantham North; Grantham South; Grantham Wes
I030411	Primary School Mobile Replacement Scheme	Between 22 January 2024 and 26 January 2024	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning)	Children and Young People Scrutiny Committee	Report	Head of Property Development E-mail: dave.pennington@lincolnshire.gov.uk	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) and Executive Director - Resources	All Divisions
I028654	Gosberton House Academy - New Block Extension and External Works as part of the SEND Building Communities of Specialist Provision Strategy	Between 18 March 2024 and 22 March 2024	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning)	Children and Young People Scrutiny Committee	Exempt Report	Head of Property Development E-mail: dave.pennington@lincolnshire.gov.uk	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) and Executive Director - Resources	

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	DIVISIONS AFFECTED
I032139	A631 Corringham	Between 18 Mar 2024 and 22 Mar 2024	Executive Councillor: Highways, Transport and IT, Leader of the Council (Executive Councillor: Resources, Communications and Commissioning)	Highway colleagues and utility companies	Reports	Senior Project Leader (Major Schemes) E-mail: steve.brooks@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Executive Director – Place	Scotter Rural
I032031	Salt Procurement for Lincolnshire County Council 2024 - 2028	Between 25 Mar 2024 and 1 Apr 2024	Executive Councillor: Highways, Transport and IT	Network Resilience Team	Reports	Network Resilience Manager E-mail: darrell.redford@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Executive Director – Place	All Divisions
I032102	NHS Health Checks Re-Procurement	8 May 2024	Executive	Adults and Community Wellbeing Scrutiny Committee	Reports	Senior Commercial and Procurement Officer E-mail: mark.fowell@lincolnshire.gov.uk	Executive Councillor: Adult Care and Public Health and Executive Director - Adult Care and Community Wellbeing	N/A
I032116	New Lincolnshire Secure Children's Home Build - Main Works Contract	8 May 2024	Executive	Directorate Leadership Team Corporate Leadership Team Legal Services Finance Services Children and Young People Scrutiny Committee	Exempt Reports	Interim Head of Capital Reform and Education Sufficiency E-mail: matthew.clayton@lincolnshire.gov.uk	Executive Councillor: Children's Services, Community Safety, Procurement and Migration and Executive Director of Children's Services	Sleaford
I029445	Waste Transfer Station Improvements	Open	Executive Councillor: Waste and Trading Standards Between 3 Jun 2024 and 7 Jun 2024	Environment and Economy Scrutiny Committee	Reports	Head of Waste E-mail: chris.yorston@lincolnshire.gov.uk	Executive Councillor: Economic Development, Environment and Planning and Executive Director - Place	All Divisions

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	DIVISIONS AFFECTED
I030828	Lincolnshire Leaving Care Service from April 2025	Between 3 Jun 2024 and 7 Jun 2024	Executive Councillor: Children's Services, Community Safety, Procurement and Migration	Representatives from Children's Services teams (social care and IROs); care leavers and other stakeholders involved in services for care leavers; Children's Services DLT	Report	Senior Commissioning Officer E-mail: Bridie.fletcher@lincolnshire.gov.uk	Executive Councillor: Children's Services, Community Safety, Procurement and Migration and Executive Director of Children's Services	All Divisions
I030731	Parking Enforcement Procedures Manual	Between 17 June 2024 and 24 June 2024	Executive Councillor: Highways, Transport and IT	Place DLT Highways and Transport Scrutiny Committee	Report	Parking Services Manager E-mail: Matt.jones@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Executive Director - Place	All Divisions
I032246 NEW!	LCC Library Services – Re-procurement	Between 25 March - 1 April 2024	Executive Councillor: Fire & Rescue and Cultural Services	Commercial and Commissioning Board Public Protection and Communities Scrutiny Committee	Report	Head of Culture E-mail: william.mason@lincolnshire.gov.uk	Executive Councillor: Fire & Rescue and Cultural Services and Executive Director - Place	All Divisions

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