

Meeting of the Greater Lincolnshire Combined County Authority - Overview and Scrutiny Committee

Date: **Wednesday, 30 July 2025**

Time: **2.00 pm**

Venue: **Council Chamber, County Offices, Newland, Lincoln LN1 1YL**

Membership:

Independent Member

Andy Quarmby (Chairman)

Constituent Members

Councillor Philip Roberts, Lincolnshire County Council

Councillor Cain Parkinson, Lincolnshire County Council

North East Lincolnshire Council (2 vacancies)

North Lincolnshire Council (2 vacancies)

Non Constituent Members

Councillor Jane King, South Holland District Council

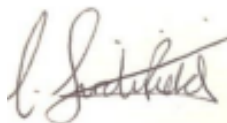
Councillor Lesley Rollings, West Lindsey District Council

Councillor Mark Smith, North Kesteven District Council

Councillor Joshua Wells, City of Lincoln Council

Members of the Greater Lincolnshire Combined County Authority Overview and Scrutiny Committee are summoned to a meeting as set out above to transact the following business as set out in the agenda. Attendance of all Members is expected.

Yours sincerely



Lee Sirdifield
Interim Chief Operating Officer

**GREATER LINCOLNSHIRE COMBINED COUNTY AUTHORITY - OVERVIEW AND
SCRUTINY COMMITTEE AGENDA
WEDNESDAY, 30 JULY 2025**

Item	Title	Pages
1	Election of Vice-Chairman	
2	Apologies for Absence and Replacement Members	
3	Declarations of Interest	
4	Role and Remit of the Greater Lincolnshire Combined County Authority Overview and Scrutiny Committee <i>(To receive a report by the Senior Scrutiny Officer, Lincolnshire County Council, which outlines the role and remit of the Greater Lincolnshire Combined County Authority Overview and Scrutiny Committee and sets a context for its future work)</i>	5 - 12
5	Greater Lincolnshire Combined County Authority Overview and Scrutiny Committee Work Programme <i>(To receive a report by the Senior Scrutiny Officer, Lincolnshire County Council, which enables the Committee to consider and comment on the content of its work programme to ensure that its scrutiny activity is focused where it can be of greatest benefit)</i>	13 - 26
6	Greater Lincolnshire Local Transport Plan <i>(To receive a report by the Senior Scrutiny Officer, Lincolnshire County Council, which invites the Committee to consider a report on the Greater Lincolnshire Local Transport Plan, which was presented to the Greater Lincolnshire Combined County Authority Transport Board on 16 July 2025)</i>	27 - 38

Information about this meeting

Members of the Public – Rights to Attend Meeting

With the exception of any item identified above as containing exempt or confidential information under the Local Government Act 1972 Section 100A(4), members of the public are entitled to attend this meeting and/or have access to the agenda papers.

Live streaming

Please note that this meeting may be filmed for live or subsequent broadcast via the [GLCCA's internet site](#). At the start of the meeting the Chair will confirm if all or part of the meeting is being filmed.

Generally, the public seating areas will not be filmed; however, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting.

Contact

Persons wishing to obtain any further information on this meeting or for details of access to the meeting, please contact: Lincolnshire County Council Democratic Services DemocraticServices@lincolnshire.gov.uk

Greater Lincolnshire Combined County Authority, c/o County Offices, Newland,
Lincoln LN1 1YL

Greater Lincolnshire Combined County Authority (GLCCA) Overview and Scrutiny Committee	
Date of meeting:	30 July 2025
Report title:	ROLE AND REMIT OF THE GREATER LINCOLNSHIRE COMBINED COUNTY AUTHORITY, OVERVIEW AND SCRUTINY COMMITTEE
Report of:	MATTHEW STICKLEY, STATUTORY SCRUTINY OFFICER
Classification:	This report is open
Contact officer:	Tracy Johnson, Senior Scrutiny Officer, Lincolnshire County Council E-mail: tracy.johnson@lincolnshire.gov.uk
Purpose of the report:	This report is to outline the role and remit of the Greater Lincolnshire Combined County Authority Overview and Scrutiny Committee and set a context for its future work.
Key decision	No
Voting Arrangements:	Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible. When a vote is required, only voting members of the Committee will be entitled to vote at meetings. The Chair does not exercise a casting vote as they are a non-voting member of the Committee.
Report has been considered by:	n/a
Recommendation(s): That the Overview and Scrutiny Committee: 1. reviews and comments of the role and remit of the Greater Lincolnshire Combined County Authority Overview and Scrutiny Committee	

REPORT CONTENT

Information

- 1 Scrutiny is an essential part of ensuring that local government remains transparent, accountable and open, resulting in improved public policies and services. The principal power of a scrutiny committee is to influence the policies and decisions made by the Greater Lincolnshire Combined County Authority (GLCCA) and other organisations involved in delivering public services.
- 2 For scrutiny to be effective, it needs to be seen as a 'critical friend', and it is important to identify where decisions could be improved. However, the focus should be on forward thinking and making positive changes, rather than apportioning blame and focusing on the negatives.
- 3 Good scrutiny:
 - tackles issues of direct relevance to local people.
 - tackles issues where, through the unique perspective of elected members, it can add the most value.
 - is about talking to a wide range of people, drawing them together and building consensus.
 - is about challenging the accepted ways of doing things and acting as a champion for developing a culture of improvement in the local area.
- 4 The role of scrutiny is outlined in legislation and includes: -
 - holding decision-makers to account.
 - challenging performance.
 - reviewing policies and identifying gaps (policy development).
 - a wider perspective (citizens/stakeholders).
 - examining broader issues affecting communities.
 - identifying areas for improvement.
 - making recommendations to improve services.

Formal Scrutiny

- 5 The ongoing formal business of scrutiny is usually carried out by the Greater Lincolnshire Combined County Authority Overview and Scrutiny Committee, the purpose and composition of which is defined by legislation and its remit is set out in the GLCCA's Constitution. The meetings of the Overview and Scrutiny Committee are formal and held in public.
- 6 The membership and terms of reference for the Greater Lincolnshire Combined County Authority Overview and Scrutiny Committee, as set out in the GLCCA's Constitution, are as follows: -

Membership

- 7 The majority of members of any overview and scrutiny committee or subcommittee must be elected members of the Constituent Councils.

- 8 The membership of the Overview & Scrutiny Committee shall consist of:
- 2 representatives from each Constituent Council
 - 4 representatives from the Non Constituent Councils
 - 1 independent person appointed by the Authority (non voting)
- 9 The Committee may co-opt up to 3 additional Non-Voting Membership from partner and stakeholder bodies relevant to the remit of the Committee. Further co-opted members may be appointed with the approval of the Authority.
- 10 In addition, each Council will appoint one named elected member for each member appointed at above, who will act as a Member of the Overview and Scrutiny Committee in the absence of the member appointed ('the Substitute or Delegate Members'). Substitute and Delegate Members will have access to training and support the same as voting members and form a 'pool of scrutiny members'.
- 11 The Committee may appoint one or more sub-committees for the purpose of discharging any of the Committee's functions. The Committee may appoint one or more task and finish group to gather evidence to inform the discharging of the Committee's functions.
- 12 In appointing members to the Overview and Scrutiny Committee the Authority must ensure that the 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.
- 13 For the purposes of political balance considerations, the members of the committee as a whole refers to the voting members of the Committee, with the exception of the Independent Member.
- 14 As far as is reasonably practicable the membership should be geographically balanced to generate a whole Greater Lincolnshire perspective.
- 15 Neither the Mayor nor any other Member or Substitute or Delegate Member may be a Member of the Overview and Scrutiny Committee, Sub-Committee or Task and Finish Group.

Terms of Reference

- 16 This is a regulatory committee of the Authority; these are Committees that the Combined County Authority must have by law.
- 17 The Authority must appoint one or more overview and scrutiny committees whose proceedings shall operate in accordance with these terms of reference and the Scrutiny Standing Orders detailed in Part 4 of the Constitution, which have been developed in accordance with the principles of the UK Government Scrutiny Protocol.
- 18 The function of the Overview & Scrutiny Committee is to:

- review or scrutinise any decision made, or other action taken, in connection with any Mayoral Function or Non-Mayoral Function of the Combined County Authority.
- make reports or recommendations to the Mayor, with respect to any Mayoral Function of the Authority.
- make reports or recommendations to the Authority, with respect to any Non-Mayoral Function of the Authority.
- make reports or recommendations to the Authority or the Mayor on any matter that affects the Authority's Area or the inhabitants of the Area.

19 The Overview & Scrutiny Committee has the following key tasks to deliver in fulfilling its functions:

- hold the Mayor to account in relation of Mayoral Priorities.
- hold the Mayor and the Authority to account for the ambitions and outcomes of the Greater Lincolnshire plan, Investment Strategy and other key strategies and plans.
- undertake focused scrutiny on the preparation of budgets and financial plans.
- utilise the Call-In power if decisions are thought not to have been taken in accordance with the principles of decision-making set out in the Constitution.
- develop and maintain a rolling programme of scrutiny, that will include:
 - scrutiny of the allocation and use of resources and delivery of functions.
 - review of performance.
 - review of evidence, policy and strategy to identify gaps and/or make recommendations.
 - contributing to the development of key policy/strategies and evidence bases including the economic assessment.
 - review of the forward plan to identify any mayoral or combined county authority key decisions that the Committee wishes to engage with and the stage the Committee will engage (pre-decision).
 - scheduling focused meetings on cross-cutting matters and/or issues of significant concern.
 - undertaking deep dives or establishing scrutiny task and finish when required.
- identify appropriate information, research, witnesses, training or resource requirements needed to carry out its functions.

Chairing the Committee

20 The Authority will appoint the Chair of the Committee.

21 The Chair must be:

- an independent person, or
- an appropriate person who is a member of one of the Constituent Councils (that is a person who is not a member of a registered political party of which the Mayor is a member).

22 A Vice-Chair will be appointed by the Committee from amongst the Constituent Authority membership.

Quorum

- 23 The quorum will be two thirds of voting members of the Committee.

Voting

- 24 Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible.
- 25 When a vote is required, only voting members of the Committee will be entitled to vote at meetings, the Chair does not exercise a casting vote as they are a non-voting member of the Committee.
- 26 Co-opted members may not be given a vote unless the Authority takes a decision to increase the number of constituent council members of the Committee to maintain compliance with the relevant legislation.

Frequency

- 27 There will be a minimum of six Overview & Scrutiny Committee meetings each municipal year.

Review

- 28 The terms of reference are to be reviewed on an annual basis by the Overview & Scrutiny Committee.
- 29 The role and arrangements of the Overview & Scrutiny Committee will be reviewed on an annual basis by the Combined County Authority.

Informal Scrutiny

- 30 Informal scrutiny work is carried out through smaller ad-hoc task and finish groups and working groups. These are time-limited bodies established to gather evidence and produce recommendations on a specific subject.
- 31 Ad-hoc task and finish groups represent an opportunity for scrutiny members to delve deeper into a particular subject or issue to find out more, speak to the individuals responsible and service users, and recommend any ways in which things might be improved at a level of scrutiny not always possible within the time limits and formal setting associated with scrutiny committee meetings.
- 32 In addition, the Overview and Scrutiny Committee may appoint a working group to contribute to and inform the scrutiny process, including by making recommendations. Informal working groups involve a small group of members working with officers to consider a smaller piece of scrutiny, such as to respond to consultations, develop a policy or strategy, or identify issues and solutions for future service priorities. Members work independently to meet with officers and come up with a way forward on the issue being considered.

Alternative options considered

To not review the information contained in the report. This is not recommended as it is important for the members of the Committee to understand the role and remit of the GLCCA Overview and Scrutiny Committee.

Reasons for the recommendation

To inform the Committee of its role and remit to set a context for its future work.

IMPLICATIONS, ADVICE AND GUIDANCE

Public sector equality duty implications

No specific implications were identified in the preparation of this report.

Legal implications / comments

No specific implications were identified in the preparation of this report.

Finance and resource implications / comments

No specific implications were identified in the preparation of this report.

Greater Lincolnshire policy / comments

This is a statutory committee. The Greater Lincolnshire Combined County Authority is required to appoint one or more overview and scrutiny committees.

Consultation and Engagement

The following have been consulted in the preparation of this report:

- Matthew Stickley, Statutory Scrutiny Officer

DOCUMENT INFORMATION

Appendices included with this report

- None

Background Papers used in the preparation of this report

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
Combined Authority (Overview and Scrutiny Committees, Access to information and Audit Committees) Order 2017	https://www.legislation.gov.uk/uksi/2017/68/contents/made

This page is intentionally left blank

Greater Lincolnshire Combined County Authority (GLCCA) Overview and Scrutiny Committee	
Date of meeting:	30 July 2025
Report title:	GREATER LINCOLNSHIRE COMBINED COUNTY AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME
Report of:	MATTHEW STICKLEY, STATUTORY SCRUTINY OFFICER
Classification:	This report is open
Contact officer:	Tracy Johnson, Senior Scrutiny Officer, Lincolnshire County Council Tracy.johnson@lincolnshire.gov.uk 07552253814
Purpose of the report:	This report enables the Committee to consider and comment on the content of its work programme to ensure that its scrutiny activity is focused where it can be of greatest benefit. The Committee is encouraged to highlight items that could be included for consideration in the work programme.
Key decision	No
Voting Arrangements:	Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible. When a vote is required, only voting members of the Committee will be entitled to vote at meetings. The Chair does not exercise a casting vote as they are a non-voting member of the Committee.
Report has been considered by:	N/A
Recommendation(s): That the Overview and Scrutiny Committee: 1) reviews and agrees the Committee's work programme as set out in this report; and 2) highlights for discussion any additional scrutiny activity which could be considered for inclusion in the work programme.	

REPORT CONTENT

Information

- 1 Scrutiny is an essential Overview and Scrutiny should be positive, constructive, independent, fair, and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.
- 2 All members of the scrutiny committee are encouraged to bring forward important items of community interest to the Committee whilst recognising that not all items will be taken up depending on available resource.

Current Items

- 3 For reference, the Committee's items for this meeting are set out below:

30 July 2025			
Item		Contributor	Purpose
1.	Role and Remit of the Greater Lincolnshire Combined County Authority Overview and Scrutiny Committee	Matthew Stickley, Statutory Scrutiny Officer	This item will set out the role and remit of the GLCCA Overview and Scrutiny Committee.
2.	Greater Lincolnshire Local Transport Plan	Andy Gutherson, Executive Director - Place, Lincolnshire County Council	This item will provide an overview of the proposals for the Greater Lincolnshire Local Transport Plan. The Committee will consider the report presented to the GLCCA Transport Board on 16 July 2025.

Planned Items

5 November 2025			
Item		Contributor	Purpose
1.	Greater Lincolnshire Local Transport Plan	Andy Gutherson, Executive Director - Place, Lincolnshire County Council	This item is for pre-decision scrutiny prior to a decision by the Greater Lincolnshire Combined County Authority on 10 December 2025.

5 November 2025			
Item		Contributor	Purpose
2.	GLCCA Corporate Plan	Lee Sirdifield, Chief Operating Officer, GLCCA	This item is for pre-decision scrutiny prior to a decision by the Greater Lincolnshire Combined County Authority on 10 December 2025.

Alternative options considered

- 4 To not agree the work programme. This is not recommended as the GLCCA Overview and Scrutiny Committee will not be able to conduct its business efficiently without the establishment of a plan to identify and set out future areas of work.

Reasons for the recommendation

- 5 The Committee is asked to agree the work programme of the GLCCA Overview and Scrutiny Committee to enable effective work planning for future meetings.

IMPLICATIONS, ADVICE AND GUIDANCE

Public sector equality duty implications

- 6 No specific implications were identified in the preparation of this report.

Legal implications / comments

- 7 No specific implications were identified in the preparation of this report.

Finance and resource implications / comments

- 8 No specific implications were identified in the preparation of this report.

Greater Lincolnshire policy / comments

- 9 This is a statutory committee. The Greater Lincolnshire Combined County Authority is required to appoint one or more overview and scrutiny committees.

Consultation and Engagement

10 The following have been consulted in the preparation of this report:

- Matthew Stickley, Statutory Scrutiny Officer

DOCUMENT INFORMATION

Appendices included with this report

The following documents are included:

- Appendix A – GLCCA Forward Plan of Key and Non-Key Decisions from 1 August 2025
- Appendix B – Decisions taken up to 21 July 2025

Background Papers used in the preparation of this report

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
Combined Authority (Overview and Scrutiny Committees, Access to information and Audit Committees) Order 2017	https://www.legislation.gov.uk/ukxi/2017/68/contents/made

GREATER LINCOLNSHIRE COMBINED COUNTY AUTHORITY-FORWARD PLAN OF KEY AND NON-KEY DECISIONS FROM 01 AUGUST 2025

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	KEY DECISION YES/NO	DIVISIONS AFFECTED
I036182	Constitution Review	Not before 17th September, 2025	Greater Lincolnshire Combined County Authority		Report	Monitoring Officer, GLCCA Lisa.tremble@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	No	
I036399	GLCCA Budget Update	Not before 17th September, 2025	Greater Lincolnshire Combined County Authority		Report	Debbie Simpson Section 73 Officer Debbie.simpson@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	Yes	
I036078	Economic Advisory Panel Appointments	Not before 17th September, 2025	Greater Lincolnshire Combined County Authority		Report	Interim Community and Business Engagement Lead E-mail: caroline.illingworth@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	No	
I036225	Calendar of Meetings	Not before 17th September, 2025	Greater Lincolnshire Combined County Authority		Report	Member Services Manager - Lincolnshire County Council nicola.calver@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	No	
I036401	Get Lincolnshire Working Plan	Not before 17th September, 2025	Greater Lincolnshire Combined County Authority		Report	Interim Employment and Skills Lead E-mail: clare.hughes@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	No	
I036442 New!	GLCCA Corporate Plan – Development and Timeline	Not before 17th September, 2025	Greater Lincolnshire Combined County Authority		Report	Chief Operating Officer, GLCCA Lee.sirdifield@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	No	

GREATER LINCOLNSHIRE COMBINED COUNTY AUTHORITY-FORWARD PLAN OF KEY AND NON-KEY DECISIONS FROM 01 AUGUST 2025

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	KEY DECISION YES/NO	DIVISIONS AFFECTED
I036402	Innovation Strategy	Not before 1st October, 2025	Greater Lincolnshire Combined County Authority - Greater Lincolnshire Business and Infrastructure Board		Report	Interim Community and Business Engagement Lead E-mail: caroline.illingworth@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	No	
I036403	Spatial Development Strategy	Not before 1st October, 2025	Greater Lincolnshire Combined County Authority - Greater Lincolnshire Business and Infrastructure Board		Report	Deputy Director - GLCCA ruth.carver@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	No	
I036075	Adult Skills Fund including draft Strategic Skills Plan	Not before 15th October, 2025	Greater Lincolnshire Combined County Authority - Employment and Skills Board		Report	Interim Employment and Skills Lead E-mail: clare.hughes@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	No	
I036446 New!	Careers Information Action Plan	Not before 15th October, 2025	Greater Lincolnshire Combined County Authority - Employment and Skills Board		Report	Interim Employment and Skills Lead E-mail: clare.hughes@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	No	
I036400	Transport for Greater Lincolnshire Terms of Reference	Not before 29th October, 2025	Greater Lincolnshire Combined County Authority - Greater Lincolnshire Transport Board		Report	Andy Gutherson Executive Director - Place, Lincolnshire County Council andy.gutherson@lincolnshire.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	No	

GREATER LINCOLNSHIRE COMBINED COUNTY AUTHORITY-FORWARD PLAN OF KEY AND NON-KEY DECISIONS FROM 01 AUGUST 2025

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	KEY DECISION YES/NO	DIVISIONS AFFECTED
I035711	Local Transport Plan Update	Not before 29th October, 2025	Greater Lincolnshire Combined County Authority - Greater Lincolnshire Transport Board	Overview and Scrutiny Committee (30 July 2025)	Report	Executive Director - Place, Lincolnshire County Council andy.gutherson@lincolnshire.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	Yes	All Divisions
I036448 New!	Rural Transport Group Terms of Reference	Not before 29th October, 2025	Greater Lincolnshire Combined County Authority - Greater Lincolnshire Transport Board		Report	Executive Director - Place, Lincolnshire County Council andy.gutherson@lincolnshire.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	No	
I036183	Investment Pipeline Fund	Not before 10th December, 2025	Greater Lincolnshire Combined County Authority	TBC	Report	Strategic Lead for Infrastructure and Economic Visioning halina.davies@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	Yes	
I036443 New!	GLCCA Corporate Plan	Not before 10th December, 2025	Greater Lincolnshire Combined County Authority	Overview and Scrutiny Committee (5 November 2025) Constituent Councils	Report	Chief Operating Officer, GLCCA Lee.sirdifield@greaterlincolnshire-cca.gov.uk	Lee Sirdifield GLCCA, Chief Operating Officer	Yes	

This page is intentionally left blank

Decisions taken by the Greater Lincolnshire Combined County Authority

Minute No	Recommendation	Decision Status
Greater Lincolnshire Combined County Authority – 4 June 2025		
5	<u>Amendments to the Constitution</u> <ol style="list-style-type: none"> 1. that the amended Constitution, as set out within paragraphs 6 and 7 of the report and Appendix A be approved; 2. that the Greater Lincolnshire Arrangements for dealing with complaints about the Elected Mayor, Local Authority elected Members and Co-Opted Members under the Localism Act 2011 as set out in Appendix B be approved. 	Effective
6	<u>Appointment of Independent Persons</u> <ol style="list-style-type: none"> 1. That Andrew Dyson be appointed as an Independent Person for Audit Committee, and for Standards matters; 2. That Andy Quarmby be appointed as an Independent Person for Overview and Scrutiny Committee. 	Effective
7	<u>Membership of the Greater Lincolnshire Combined County Authority Boards and Committees</u> <ol style="list-style-type: none"> 1. That the Authority's Boards, Panels and Committees, along with their Terms of Reference, as set out in the Constitution be established for the 2025/26 municipal year in accordance with CCA Procedure Rule 1.2; 2. That the Membership of the Authority and the Boards of the Authority, and their respective substitutes and delegates as set out at Appendix 1 be noted; 3. That the size and the political balance for the Overview and Scrutiny Committee and the Audit Committee as set out at paragraph 10 be agreed; 4. That authority be delegated to the Chief Operating Officer in consultation and approval with Members of the Authority and the Mayor to accept the nominations from Lincolnshire 	Effective

	<p>County Council, North Lincolnshire Council, North East Lincolnshire Council and the Districts Joint Committee for their allocated seats on the Overview and Scrutiny Committee and Audit Committee.</p> <p>5. that the approved appointments to the Overview and Scrutiny Committee and Audit Committee be reported at the next meeting of the Authority.</p>	
9	<p><u>Appointment of Chairs to the Greater Lincolnshire Combined County Authority Boards, Panels and Committees, and Appointments to Outside Bodies</u></p> <ol style="list-style-type: none"> 1. That Councillor Sean Matthews be appointed as Chair for the Transport Board 2. That Councillor Philip Jackson be appointed as Chair for the Business and Infrastructure Board 3. That Councillor Rob Waltham MBE be appointed as Chair for the Employment and Skills Board 4. That Neal Juster be appointed as the Chair for the Economic Advisory Panel 5. That Andrew Dyson be appointed as the Chair for the Audit Committee 6. That Andy Quarmby be appointed as the Chair for the Overview and Scrutiny Committee 7. That the Mayor be appointed as the co-opted member for the Transport for the North 	Effective
11	<p><u>Calendar of Meetings</u></p> <ol style="list-style-type: none"> 1. That the 2025 Calendar of Meetings be approved and the points outlined in paragraph 6 be noted; and 2. Delegated authority be granted to the Interim Monitoring Officer following consultation with the Chairs of the relevant Board(s) or Committee(s) to amend the Calendar of Meetings as and when required. 	Effective

12	<u>Greater Lincolnshire Combined County Authority Advisory Panels</u> 1. That the Terms of Reference for the UKFV Panel, Defence & Security Panel, Innovation Panel and Rural Transport Panel be agreed; 2. That the transition arrangements for the UKFV Panel and Defence & Security Panel be agreed.	Effective
13	<u>Appointment of Statutory Scrutiny Officer</u> That Matthew Stickley be appointed as the Interim Statutory Scrutiny Officer for the Authority.	Effective
14	<u>Appointment of Section 73 Officer</u> That Debbie Simpson as S73 Officer through a secondment agreement with North-East Lincolnshire Council.	Effective
15	<u>Adoption of Records and Information Management Policy</u> That the records and information management policy be approved.	Effective
16	<u>Local Transport Funding Update</u> 1. That the updated 2025/26 Local Transport funding allocations be noted. 2. That the acceptance of Local Transport funding allocations as detailed within Appendix A be confirmed. 3. That the principle that 2025/26 funding is passported to constituent councils in line with indicative allocations from Government where applicable be agreed. 4. That the Authority retain oversight of 2025/26 local transport plans, seeking additional assurance on spend where required. 5. That the Authority request a further report on the development of underlying principles for the management and distribution of transport funding allocations in future financial periods	Effective

17	<u>UK Shared Prosperity Fund (UKSPF)</u> <ol style="list-style-type: none"> 1. That the funding allocations as set out £2,666,354 of UKSPF capital be accepted 2. That approval be delegated to the Chief Operating Officer in consultation with the Mayor – subject to the approval of the two business cases, and the proposals as set out at Section 2, and 3. That the approach for regional commissioning of business support, visitor economy and investor development from 26/27, as set out in Section 2.3 be noted 	Effective
Greater Lincolnshire Combined County Authority – Business and Infrastructure Board – 25 June 2025		
4	<u>Business Strategy</u> <ol style="list-style-type: none"> 1. That the Board notes previous infrastructure planning progress made within Greater Lincolnshire; 2. That the Board endorses the development of a GLCCA Infrastructure Plan building on existing evidence, policy and frameworks; 3. That the Board supports the approach and timescales highlighted within the report; 4. That the Board's comments be noted to provide direction on how activity evolve and progress be monitored. 	Effective
5	<u>Housing Pipeline Update</u> <ol style="list-style-type: none"> 1. That the Board notes the progress and main headlines from the Greater Lincolnshire Housing Pipeline and Greater Lincolnshire Housing Market Assessment and supports the proposal for the GLCCA to apply to Homes England for further capacity funding to assist with prioritisation and site feasibility tasks. 2. That the Board supports the proposed time scales and resourcing requirements to work towards a Strategic Place Partnership with Homes England. 3. That the Board agrees that the Authority works with Homes England to explore the transition of the Housing pipeline data to the Homes England nationally hosted system at no cost, with the opportunity to migrate the data back to the Authority at any time when local hosting becomes feasible. 	Effective

6	<u>UK Steel Charter</u> <ol style="list-style-type: none"> 1. That the Authority signs the UK Steel Charter; 2. That the Authority seeks to ensure all other Combined Authorities in England also sign the UK Steel Charter. 	Effective
Greater Lincolnshire Combined County Authority – Greater Lincolnshire Transport Board – 16 July 2025		
5	<u>Greater Lincolnshire Local Transport Plan</u> <ol style="list-style-type: none"> 1. That the Board recognises the previous policy commitments of the 3 constituent authorities, notes the latest position for the Greater Lincolnshire Local Transport Plan and supports the proposal for next steps, 2. That the Board endorses the development of a GLCCA Local Transport Plan by the constituent authorities until such time that the work is resourced within the Authority, 3. That the Board provided direction on how it would like to see activity evolving and how it would like to monitor progress made, and 4. That Board requests a report back to the next meeting of a scope for the ambition for and work programme to produce a new GLCCA Local Transport Plan. 	Subject to call-in (deadline 25/07/25)
6	<u>The Rural Transport Group</u> <ol style="list-style-type: none"> 1. That the Board endorses the development of the Rural Transport Group with Terms of Reference to be established, 2. That the Board confirms the proposed functions of the Rural Transport Group as set out at paragraphs 7 to 11 of the report and provide direction on any activities or themes that should be prioritised, 3. That the Board confirms the ambition to establish a Westminster Launch event in the autumn of 2025, 	Subject to call-in (deadline 25/07/25)

	4. That the Board delegates to the Interim Chief Operating Officer to approve the named point of contact at the Department of Transport and co-opt them on to the Transport Board, and	
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

Greater Lincolnshire Combined County Authority (GLCCA) Overview and Scrutiny Committee	
Date of meeting:	30 July 2025
Report title:	GREATER LINCOLNSHIRE LOCAL TRANSPORT PLAN
Report of:	MATTHEW STICKLEY, STATUTORY SCRUTINY OFFICER
Classification:	This report is open
Contact officer:	Tracy Johnson, Senior Scrutiny Officer, Lincolnshire County Council Tracy.johnson@lincolnshire.gov.uk 07552253814
Purpose of the report:	This report invites the Greater Lincolnshire Combined County Authority Overview and Scrutiny Committee to consider a report on the Greater Lincolnshire Local Transport Plan, which was presented to the Greater Lincolnshire Combined County Authority Transport Board on 16 July 2025.
Key decision	No
Voting Arrangements:	Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible. When a vote is required, only voting members of the Committee will be entitled to vote at meetings. The Chair does not exercise a casting vote as they are a non-voting member of the Committee.
Report has been considered by:	N/A
Recommendation(s): That the Overview and Scrutiny Committee: 1) reviews and comments on the attached report. 2) supports the development of the Greater Lincolnshire Local Transport Plan.	

REPORT CONTENT

Information

- 1 The Greater Lincolnshire Combined County Authority (GLCCA) Transport Board considered a report on the Greater Lincolnshire Transport Plan on 16 July 2025. The full report to the GLCCA Transport Board is attached at Appendix A to this report.
- 2 As part of becoming the Local Transport Authority, responsibility for an area-wide Local Transport Plan (LTP) will be conferred on the GLCCA and exercised by the Mayor. In agreement with the Department for Transport, as part of the devolution deal, the GLCCA had to develop a provisional area-wide LTP by March 2025 to be finalised by the GLCCA once established.
- 3 The three constituent authorities have worked together to produce a draft document providing an initial assessment of the key transport challenges to be addressed by the Greater Lincolnshire LTP.
- 4 The timescales for working on the next steps of the Greater Lincolnshire LTP will be led by the GLCCA Transport Board.

Alternative options considered

- 5 To not review the attached report. This is not recommended as the Committee is being consulted on the draft proposals for the development of a Greater Lincolnshire Local Transport Plan.

Reasons for the recommendation

- 6 This report enables the Committee to provide early feedback, advice and recommendations to the GLCCA Transport Board on the development of the Greater Lincolnshire Local Transport Plan, which is required as part of the Greater Lincolnshire Devolution Deal.

IMPLICATIONS, ADVICE AND GUIDANCE

Public sector equality duty implications

- 7 No specific implications were identified in the preparation of this report.

Legal implications / comments

- 8 No specific implications were identified in the preparation of this report.

Finance and resource implications / comments

- 9 No specific implications were identified in the preparation of this report.

Greater Lincolnshire policy / comments

- 10 This is a statutory committee. The Greater Lincolnshire Combined County Authority is required to appoint one or more overview and scrutiny committees.

Consultation and Engagement

- 11 The following have been consulted in the preparation of this report:
- Matthew Stickley, Statutory Scrutiny Officer

DOCUMENT INFORMATION

Appendices included with this report

The following documents are included:

- Appendix A – Report on the Greater Lincolnshire Local Transport Plan, presented to the GLCCA Transport Board on 16 July 2025

Background Papers used in the preparation of this report

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
Greater Lincolnshire Devolution Deal	Greater Lincolnshire Devolution Deal

This page is intentionally left blank

Report to the Greater Lincolnshire Combined County Authority, Transport Board

Meeting on 16th July 2025

Greater Lincolnshire Local Transport Plan

Purpose of the report

This report is to:

- Set out the requirements for a Greater Lincolnshire Local Transport Plan.
- Report back on the work completed to date.
- Set out the next steps to develop a GLCCA Local Transport Plan.

Recommendation

It is recommended that the Board:

1. **Recognises the previous policy commitments of the 3 constituent authorities, notes the latest position for the Greater Lincolnshire Local Transport Plan and supports the proposal for next steps,**
2. **Endorses the development of a GLCCA Local Transport Plan by the constituent authorities until such time that the work is resourced within the Authority,**
3. **Provides direction on how it would like to see activity evolving and how it would like to monitor progress made, and**
4. **Requests a report back to the next meeting of a scope for the ambition for and work programme to produce a new GLCCA Local Transport Plan**

Voting and consent arrangements

Simple majority vote of Constituent Council Members, to include the Mayor.
There are no consent requirements for this decision.

Consideration

1 Background and context of Greater Lincolnshire devolution deal

As part of becoming the Local Transport Authority, responsibility for an area-wide Local Transport Plan (LTP) will be conferred on Greater Lincolnshire Combined County Authority (GLCCA) and exercised by the Mayor. In agreement with Department for Transport (DfT), as part of the devolution deal, GLCCA had to develop a provisional area-wide LTP by March 2025 to be finalised by the GLCCA once established.

The three constituent authorities have worked together to produce a draft document providing an initial assessment of the key transport challenges to be addressed by the Greater Lincolnshire LTP.

2 Current Policy Position

Each of the constituent highways authorities in Greater Lincolnshire has a current LTP and, while these plans have some degree of consideration of cross border travel within Greater Lincolnshire, they were largely developed independently to meet the needs of the authority's area.

Lincolnshire County Council, North East Lincolnshire Council and North Lincolnshire Council adopted their most recent LTPs in 2022, 2016 and 2011 respectively. These previously agreed documents have been used to shape the themes described below. As stated in the third recommendation of this paper this Board will provide direction for future activity in this space

	Key aims/themes
North Lincolnshire Local Transport Plan 2011-2026;	<ul style="list-style-type: none"> • Facilitating economic growth • Reduction of transport related carbon dioxide emissions, • Protection and enhancement of the natural and built environment • Transport safety and security • Improvements in accessibility • Enhancing health and wellbeing
North East Lincolnshire Council Local Transport Plan 2016 – 2032 (and LTP Delivery Plan 2023 – 2026	<ul style="list-style-type: none"> • Sustainable growth • Reducing congestion • Supporting regeneration and employment, by connecting people to education, training and jobs • Connecting people to opportunities • Improving safety and security • Improving health • Improving the journey experience • Environmental excellence, improved air quality and reduced greenhouse gas emissions.
Lincolnshire County Council Local Transport Plan 5 2022 – 2050 *	<ul style="list-style-type: none"> • Supporting economic growth by improving connectivity • Future-ready, green transport • Reducing reliance on fossil fuels and minimising the need for travel. • Promoting thriving environments

*The Lincolnshire County Council Transport Plan was produced by the previous administration and will be superseded by the development of a Greater Lincolnshire wide local transport plan.

- Safety, security, and a healthy lifestyle
- Promoting high aspirations by improving connectivity and access
- Improving quality of life

The draft GL LTP proposes a vision, along with some key themes and potential projects to deliver the vision.

Updated position

Since the work above was undertaken, Lincolnshire County Council has seen a change in political leadership, and the first Mayor of Greater Lincolnshire has been elected. Both parties disagree with the focus on green transport and reducing the reliance on fossil fuels, and seek an enhanced focus on improving connectivity, service quality, affordability and reliability of transport solutions. These adjustments will need to be built into any future local transport plan for Greater Lincolnshire.

3 Local Transport Plan work completed to date

3.1 Proposed Vision

The following vision for the Greater Lincolnshire LTP has been developed.

“Supporting the creation of a sustainable transport system that will connect communities to create good lives, with independence, wealth and good health”

Greater Lincolnshire is an outstanding place to visit, to invest, to study and to live.

We aspire to maintain a vibrant, sustainable and connected community founded on a proud identity and character.

Choices for everyone lie at the heart of a philosophy to create independence, growth and good health around a place that we can all enjoy.

We want, and need, everyone to embrace a culture that thrives on educational and economic accessibility and success, but which maintains social equality.

Sustainable transport provision is key to achieving this vision and will be embedded in every aspect of service delivery, making walkable, well maintained and safe neighbourhoods our norm.

Our wider transport systems will connect places of work and play with the region and beyond and enable choice in how and when we travel and transport goods.





The Local Transport Plan can help deliver this positive future for Greater Lincolnshire by being flexible enough to reflect inevitable change, and by its resilience in reacting to stakeholder needs and aspirations.

3.2 Proposed Policy Themes

A full review of relevant national, sub-national, and local policies has informed the identification of the following key themes for the Greater Lincolnshire LTP:

- Economic Growth
- Safety, security and a healthy lifestyle
- Reduce transport related carbon dioxide emissions and protect and enhance the natural and built environment
- Connect people with homes, work, leisure and learning.

Specifically, we have taken each of the LTPs from the constituent authorities and ensured that the themes for the LTP align, alongside areas identified as important through the devolution deal.

Greater Lincolnshire LTP themes			
 Economic Growth	 Safety, security and a healthy lifestyle	 Connecting people with homes, work, leisure and learning	 Sustainable Transport
Key themes from national, regional and local policy			
<ul style="list-style-type: none"> ▪ Turbo charging business growth ▪ Promoting High Aspirations ▪ Economic recovery and growth ▪ Regeneration ▪ Productivity, pay, jobs and living standards ▪ Growing and levelling up the economy ▪ Stronger economy, stronger communities ▪ Where business can sustain and grow ▪ Enabling economic growth and renewal ▪ Facilitate growth through transport improvements 	<ul style="list-style-type: none"> ▪ Support high aspirations ▪ Supporting Safety, Security and a Healthy Lifestyle ▪ Quality of Life ▪ Citizens of all ages live active, healthy, and independent lives ▪ Keeping people safe and well 	<ul style="list-style-type: none"> ▪ A sense of community, local pride and belonging ▪ Empowering local leaders and communities ▪ Enable everyone to enjoy life to the full ▪ Where young people have choice and are equipped with the skills to exercise that choice. ▪ Where people are proud to live, work, invest and visit. ▪ Enabling resilient and flourishing communities ▪ Provide equal opportunities through improvements in accessibility to key local hubs and services by sustainable modes of Transport ▪ Enhancing infrastructure to connect people with homes, work, leisure and learning 	<ul style="list-style-type: none"> ▪ Enabling resilient and flourishing communities ▪ Reducing Pollution to improve the health of residents ▪ Creating a Thriving Environment ▪ Reducing negative impacts on the environment ▪ Modernising Transport solutions and enabling choice ▪ Protecting and enhancing the natural and built environment through sustainable transport solutions

3.3 Proposed list of interventions

To demonstrate how GLCCA can deliver these themes the LTP sets out a number of possible interventions and projects. Some of these projects will interrelate with development of other devolution workstreams.

The following interventions are proposed:

- **Rural bus pilot:** Demand Responsive Transport providing buses on-demand for example through a mobile phone app.

- **Measures to improve bus services** including service frequency enhancements, bus priority measures, simplified and integrated ticketing, modernising bus fleets, improved waiting facilities (bus stops and stations) through implementation of Bus Service Improvement Plans;
- **Public transport support**, including supported bus services, concessionary fares and travel information;
- **Improved rail infrastructure and services to improve journey times, frequency and reliability of services.** For example, line speed improvements between Cleethorpes and Doncaster and direct rail links to key economic centres London and other major centres in the north and Midlands for leisure, business and commuter travel, along with wider enhancements across our network, including rural locations.
- **Mobility hubs:** Interconnected hubs across Greater Lincolnshire. Allowing interchange between public (e.g. bus), private (e.g. car) and shared modes (e.g. shared bikes, scooters or cars) plus commercial opportunities from ancillary services (shops, cafés, EV chargers).
- **New and improved walking and cycling routes** as part of coherent networks including segregated cycling infrastructure through implementation of Local Cycling and Walking Infrastructure Plans;
- **Strategic road improvements**, including improvements to the Major Road Network and Strategic Road Network;
- **Road safety improvements:** Infrastructure and initiatives to reduce road danger across the county;
- **Supporting efficient and sustainable freight movements** across the county by road, rail and water, including HGV parking through implementation of freight strategies;
- **Road maintenance:** Maintaining Lincolnshire's extensive road network and addressing potholes.

3.4 Contribution intervention would make to LTP delivery

These interventions have then been cross referenced with the LTP themes to weight to contribution.

Intervention Key ✓✓✓ significant contribution ✓✓ moderate contribution ✓ minor contribution	Economic Growth	Safety, Security and a Healthy Lifestyle	Reducing transport related carbon dioxide emissions and protecting and enhancing the natural and built environment.	Connecting people with homes, work, leisure and learning.
Rural bus Pilot	✓	✓	✓	✓✓✓
Measures to improve bus services	✓✓✓	✓	✓✓	✓✓✓
Public transport support	✓✓✓	✓	✓	✓✓✓
Improved rail infrastructure and services	✓✓✓	✓	✓✓	✓✓
Mobility Hubs	✓	✓✓	✓	✓✓

New and improved walking and cycling routes	✓✓	✓✓✓	✓✓	✓
Strategic road improvements	✓✓✓	✓		✓✓
Road safety improvements	✓	✓✓✓		✓
Supporting efficient and sustainable freight movements	✓✓	✓	✓✓	✓
Road Maintenance	✓✓	✓	✓	✓
Outcomes	More reliable journeys Improved access to opportunity <i>leading to</i> Increased productivity	Enabling active travel and healthy lifestyles <i>leading to</i> Improved health outcomes	Enabling mode shift and use of low emission vehicles <i>leading to</i> A resilient network and a liveable county Improved health outcomes	Improved access to opportunity leading to Improved productivity and improved health outcomes

The interventions intend to provide examples of what could be achieved and these examples would be developed, prioritised and scoped in full as part of the full LTP document.

4. Next Steps

4.1 Timescales

The timescales for working on the next steps of the LTP will be led by the Transport Board. However, it should be noted that the constituent authorities have existing LTPs, with North Lincolnshire's needing refreshing at the end of the year, which may drive timescales. A full Transport Plan programme would usually take around 18 months.

The draft LTP sets out the following workstreams which will need completing.

4.2 Further development of the LTP evidence base

Further development of the evidence base compiled to inform this document can inform identification of suitable interventions and policies appropriate to Greater Lincolnshire's varied place types.

The general principle of this place-based approach is that each place will likely have its own unique socio-economic, transport, environmental and physical characteristics, and flowing from this, its own problems and opportunities, so transport plans / strategies could be developed for individual place types. The nature of place-based analysis is for authorities to decide – developing the plans using a data driven understanding of place-based need and connectivity allows policies and interventions to be identified that meet the needs of specific localities.

4.3 Develop the draft vision further and set objectives

The Greater Lincolnshire LTP should articulate a clear vision and case for change for the future of transport in the area. A vision should establish how the GLCCA would like the area to be in the future. The vision should incorporate the themes from the key policy drivers identified in this LTP lite and clearly align with the Greater Lincolnshire Investment Plan and Local Growth Plan.

4.4 Further scheme identification and multi-criteria assessment

The Transport Act 2000 as amended requires that LTPs contain policies and implementation plans. Once the evidence base has been prepared and a set of objectives (and targets) have been developed, a “long-list” of potential interventions should therefore be established. The draft LTP contains some but a full list should be developed with the Transport Board reflecting the properties of the GLCCA.

4.5 Full implementation plan

A detailed implementation plan for the first 3-5 years of the Greater Lincolnshire LTP is required, setting out the proposed interventions that respond to the local issues and opportunities identified in the evidence base and support the vision and objectives.

The implementation plan should set out estimated costs, funding sources, delivery lead, delivery partners and estimated timescales

Alternative options considered

The Authority is required to produce a Local Transport Plan as part of becoming the Local Transport Authority. There are no alternative options to consider in this regard.

Reasons for the recommendation

To inform the Board of progress to date on developing a GL LTP and to provide next steps for production of a final policy document.

Implications, advice and guidance

The implications are set out in detail in the body of the report

Public sector equality duty implications

The development of the local transport plan will consider the public sector equality duty as it is developed. This is an overarching plan, and individual programmes of activity will also consider implications as they are developed.

Legal implications / comments

The remit of the Transport Board is to advise the Authority and the Mayor on the development of policy, strategy and budgets and to make recommendations on, amongst other things, the Greater Lincolnshire Local Transport Plan.

Preparing and reviewing a Local Transport Plan under section 108 of the Transport Act 2000 is a Mayoral General Function, (that is, exercisable by the Mayor). The Mayor must have regard to any relevant statutory guidance when discharging this function.

Finance and resource implications / comments:

Dedicated GLCCA resources will be required to deliver a full LTP.

Greater Lincolnshire policy / comments:

There is a requirement for the Mayor to bring forward a local transport plan for Greater Lincolnshire. It sets out the intentions of the Greater Lincolnshire Combined Authority area. Further work and engagement will take place to develop the final local transport plan over the coming months.

The following have been consulted in the preparation of this report:

The Greater Lincolnshire LTP proposed vision, and themes have been shared and agreed with Leaders of the constituent authorities as well as portfolio holders for Transport (pre-May 2025 elections). Members have been supportive of the work to date and the approach taken. The document has not been shared any wider at this stage.

Appendices included with this report

- None

Background information

Paragraph 120 of the devolution deal states:

“As part of becoming the LTA, responsibility for an area-wide Local Transport Plan (LTP) will be conferred on Greater Lincolnshire MCCA and exercised by the mayor. The Greater Lincolnshire MCA will develop a provisional area-wide LTP by March 2025 to be finalised by the Greater Lincolnshire MCCA once established. Spending Review is expected in 2024; in developing its case for local transport investment DfT will be engaging the local transport sector. As such, we will look to draw on any emerging evidence base and strategy Greater Lincolnshire is able to make available by that time. Greater Lincolnshire MCCA will be expected to ensure its LTP aligns with best practice in transport planning including any revised LTP guidance, and to update their LTP as necessary.”

Link to: [Greater Lincolnshire Devolution Deal](#)

Contact details for the report

Report on behalf of: Lee Sirdifield – Interim Chief Operating Officer, GLCCA
Report prepared by: Andy Gutherson – Executive Director – Place, Lincolnshire County Council