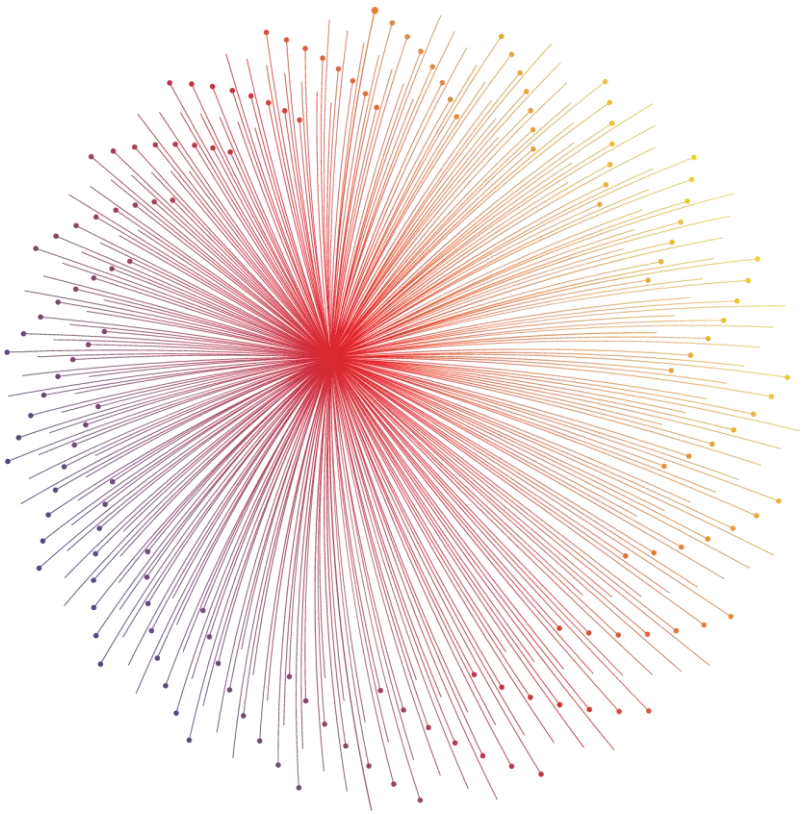
Local Government Reorganisation engagement analysis

Prepared for Lincolnshire County Council

October 2025



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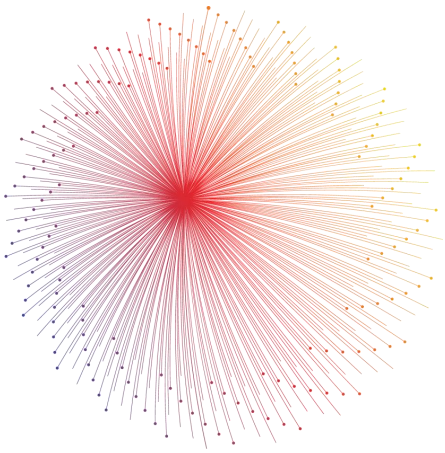

About the authors

alma economics

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

www.almaeconomics.com

About the commissioning organisation

Lincolnshire COUNTY COUNCIL Working for a better future

www.lincolnshire.gov.uk

This independent analysis was commissioned by Lincolnshire County Council (LCC). The analysis and findings are those of the authors and do not represent the views of LCC.

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Executive summary

Background

The UK Government's 2024 English Devolution White Paper set out a national programme to reform local governance and strengthen place-based leadership. The proposals include (i) the expansion of devolution through new strategic authorities and (ii) a Local Government Reorganisation (LGR) to create new unitary councils across 21 county areas throughout England.

Following the publication of the White Paper, on 16 December 2024, the Minister of State for Local Government and English Devolution wrote to upper-tier councils, including Lincolnshire County Council (LCC), inviting them to prepare proposals for how LGR could work in their area. The proposed LGR would replace the existing county and district councils with a single authority responsible for all local government services across Lincolnshire. This aims to provide clearer accountability, more consistent service delivery, and greater efficiency in the use of public resources.

Lincolnshire County Council carried out a series of engagement activities to gather views from members of the public, its staff, organisations, businesses, and town/parish councils on current service delivery, and to gather feedback on the proposed unitary council structure.

Lincolnshire County Council then commissioned Alma Economics to undertake an independent analysis of responses to the engagement. The findings of the LGR engagement will be used to inform LCC's submission to the Secretary of State for Housing, Communities and Local Government.

Methodology

A 10-week engagement period (21 July–29 September 2025) gathered 2,305 responses from stakeholders through online, postal, and telephone channels. Separate survey versions were issued to (i) the general public, (ii) LCC staff, and (iii) organisations or town/parish councils. Respondent demographics were recorded for district/council area, age, disability, ethnicity, gender, and caring status for members of the public.

Responses were then merged into a single dataset and analysed in Excel. The methodological approach combined quantitative survey analysis (frequency analysis of closed-ended responses) with qualitative thematic analysis of open-ended submissions, following Braun and Clarke (2006).

Overview of responses

The engagement received a total of 2,305 responses, of which 77% were individual members of the public, 21% staff, and 2% businesses/organisations. Most responses came from the district local authority areas of North Kesteven (22% of all respondents), East Lindsey (18%), and West Lindsey (17%). The survey received more responses from older residents (35% aged 65+) than their proportion of Lincolnshire's population (23%), and almost 91% of respondents were white or white British. Among respondents, 50% were female, 45% were male, and nearly 5% preferred not to say or use their own term. Finally, 19% identified as having a disability, which is similar to the prevalence in Lincolnshire, and 20% had some form of caring responsibilities.

Key findings by section

The engagement captured views by members of the public and council staff, as well as organisations, businesses, and town/parish councils, through dedicated surveys.

Engagement with members of the public and council staff

The survey for members of the public and council staff was organised into four sections. Below, we present the key findings from the quantitative and thematic analysis, organised by section. In summary, most respondents from the public and staff believed the current system has too many councillors and that reorganisation would offer benefits, primarily financial savings, which respondents suggested should be reinvested to improve service delivery after reorganisation.

Section 1. Councillor numbers

This section invited individual respondents (i.e. both members of the public and council staff) to share their views on the current number of councillors.

- The majority of individuals (59%) believed that there are currently too many councillors in Lincolnshire, while only 2% thought that there are too few. Approximately 25% of respondents to this question believed the number of councillors is about right.
- The findings are similar for both public respondents and council staff. In particular, 57% of public respondents and 67% of staff believe there are too many councillors, while 27% of public respondents and 16% of staff think that the current number of councillors is about right. Only 2% of the public and 1% of staff believe there are too few councillors, while 15% of the public and 16% of staff are unsure.

Section 2. Benefits or concerns

This section asked individual respondents for their views on the main benefits and concerns regarding the replacement of the current borough/city/district and county structure.

- **Perceived benefits:** Around half of respondents (52%) believed that the main benefit of reorganisation would be better value for money by reducing costs. The second most commonly mentioned benefit was more joined-up services with less bureaucracy (41%), followed by easier to understand who does what (34%), and a single point of contact for services (32%). Finally, it is worth noting that only 17% of respondents did not believe there would be any benefits.
    - The prevalence of perceived benefits followed a similar pattern between the public and staff. In particular, 49% of the public and 61% staff members believed that the reorganisation would provide better value for money by reducing costs. Across respondents, the following most commonly perceived benefits were (i) more joined-up services with less bureaucracy (38% for the public and 52% for staff); (ii) easier to understand who does what (33% for the public and 40% for staff); and (iii) single point of contact for services (29% for the public and 44% for staff). Members of council staff also seemed more certain that there would be benefits from reorganisation, with only 3% selecting that there would be none (compared to 20% of public respondents).
- **Perceived concerns:** Half of the respondents to this question highlighted that their primary concern was that they were unsure if cost savings would materialise. A similar proportion (47%) said their primary concern was that the council would be too remote and

hence, reduce accountability, followed by 35% of respondents whose main concerns included possible job losses. It is also worth noting that 7% of respondents did not have any concerns related to reorganising Lincolnshire's councils.

- Among members of the public, the two primary concerns about the reorganisation of Lincolnshire's councils were that the new council would be too 'remote', and therefore would have reduced accountability, and that the cost savings were uncertain (both selected by 51% of respondents from the public). However, the most frequently mentioned concern among staff was the possibility of job losses (73%), followed by potential service disruptions (52%), and uncertainty about cost savings (47%).

Section 3. Priorities

This section captures views regarding the priorities that should be considered for the reorganisation.

- **Top priorities:** The most prevalent identified priority was the use of the savings to improve local services, which was selected by 47% of all respondents. The following most frequent responses were (i) making local government simpler, easier to access and understand (38%); (ii) reducing the costs of delivering local government (33%); and (iii) joining up services under one council and cutting duplication (31%).
    - The ranking of the top priorities was similar between members of the public and staff. The most commonly mentioned priority was the use of savings to improve services (44% of the public and 61% of staff), followed by making local government simpler and easier to access and understand (37% of the public and 42% of staff). However, the third most commonly selected priority for staff was joining up services and cutting duplication (34% of staff respondents), compared with 34% of public respondents who viewed reducing the costs of delivering local government as the third most important outcome of the reorganisation**.**
- **Keeping local services strong***:* Half of all respondents highlighted the involvement of residents and service users in planning as an important element. The following elements, in order of frequency, were (i) sharing the best way of doing things across councils to keep high standards (43%); (ii) minimising service disruption during council changes (42%); and (iii) keeping the high-quality services that are already in place (33%).
    - The views on maintaining the level of local services were similar among both members of the public and staff. However, keeping services running in the same local areas as they do now is significantly more important to members of the public (30%) compared to staff (14%). Another important difference is that 70% of staff responding to this question recognised that minimising service disruptions during council changes was paramount, compared to 35% of the public.
- **Establishing a town or parish council***:* Most of the respondents (71%) specified that they already have one in their area. In comparison, 8% would like to see one established, and they are not aware if any local groups are doing something similar. A further 2% would also like to see a town or parish council established, while they are aware of a local group already doing something similar.
    - The distribution of responses followed the same pattern for both members of the public and staff. In particular, 72% of the public and 66% of the staff respondents to this question indicated that they already have a town or parish council. In

comparison, 8% of the public and 10% of staff would like to see one established, and neither group is aware of any groups with similar functions.

Section 4. Additional comments or suggestions

This section invited respondents to share any additional comments or suggestions on what could make reorganisation work well for them.

- Most respondents emphasised the importance of accountability and implementing measures that remain closely connected to the public. They also highlighted the need for improved communication with both existing staff and residents to ensure transparency, build trust, and keep all informed throughout the reorganisation and any resulting changes
- Many respondents expressed concerns and made suggestions about the practicality and design of the proposed boundaries and governance changes in Lincolnshire. Several felt that the proposed area would be too large, potentially reducing the efficiency and effectiveness of service delivery
- This was the only open-text question asked to staff members. The results suggest that their views are broadly similar to those of members of the public. The most common theme was the importance of clear communication and accountability among the staff and the public. The second most frequently raised theme among staff was effective monitoring and evaluation of the system to ensure it operates efficiently and delivers the intended outcomes.

Equalities impact assessment

- Of 1,710 respondents from the public, 27% anticipated an impact related to protected characteristics.
- Key concerns centred on older people and disabled residents, with respondents warning of potential service accessibility challenges following reorganisation.

Engagement with businesses, organisations, and town/parish councils

This chapter provides an overview of the engagement with people responding on behalf of organisations, businesses, or town/parish councils. In summary, most respondents had a positive experience of the current system but also anticipated benefits from reorganisation, mainly from having a single point of contact. When asked how the neighbourhood or local area committees could be set up, most did not answer the question directly. Most respondents emphasised the importance of ensuring diverse membership and local representation. Finally, a few respondents from town or parish councils raised concerns about the capacity and resources of smaller local-level councils to take on more devolved services.

Section 1. Your experience

Respondents were asked to share any good or bad experiences they've had when dealing with councils in the past year, to be used as learning examples.

- People responding on behalf of their businesses or organisations mainly reported having a good or very good experience (37%) with the current two-tier system. Almost 29% reported a mixed experience, followed by approximately 22% who reported a poor or very poor experience.
- When asked to share specific good experiences, most respondents mentioned having support and representation close to local people. Respondents also mentioned that

knowing and having direct access to local representatives led to a better understanding of their needs and to better addressing of those needs.

- When asked for examples of poor experiences, most respondents referred to service delivery, including road repairs, upkeep of green spaces, responses to complaints, drain maintenance, and recycling services. It is worth noting that LCC's LGR proposal seeks to address the challenges with the current system.

Section 2. Benefits or concerns

This section presents respondents' thoughts on the potential benefits and concerns they might have around having just one council, replacing the current borough/city/district and county structure.

- **Main expected benefits:** More than half of the respondents to the survey on behalf of businesses or organisations reported that the main benefit they would expect from reorganisation would be having a single point of contact for council services (61%). Other benefits that closely followed in order of popularity were (i) faster decision making (54%); (ii) having the same standards, regardless of location (51%); and (iii) stronger voices and representation for Lincolnshire (49%).
- **Main concerns:** Organisations and businesses were mainly concerned about the potential disruption that could happen as a result of other proposals suggesting the breaking up of services, as well as that the savings made from reorganisations may not reach local people and businesses (both selected by 63% of respondents). The following concerns, in order of frequency, were that (i) remote organisations are not familiar with localities (54%); (ii) the loss of local networks (51%); and (iii) the reduction of influence for town and parish councils, as well as for their urban equivalents (49%).
- **Anticipated impact on Lincolnshire's strategic priorities**: Participants responded more positively towards the effect of reorganisation on economic growth (46%), infrastructure planning (41%), and tackling health inequalities (34%), with the percentage of people selecting 'Helpful' outnumbering the rest of the options.
- Respondents seemed to be neutral or unsure about the effect on tackling climate change, tackling homelessness, and house building. Meanwhile, respondents seemed concerned about the effect of the reorganisation on local planning, as 44% thought it would be a hindrance.

Section 3. Additional comments or suggestions

The first question in this section invited thoughts on how neighbourhood or local area committees could be set up, who should participate, and what decisions they might make to serve the community best. Neighbourhood or local area committees are intended to connect businesses, town and parish councils, resident groups, and the voluntary sector with key public services, such as councils, police, health, and fire services.

- Only a small number of respondents answered this question, while the majority of responses focused on ideas surrounding membership of area committees.
- **Functioning and structure:** Ideas focused on committees being diverse, inclusive, and with strong links to higher-level decision makers. Respondents also emphasised the importance of effective community engagement to inform and guide the committee.

- **Membership and representation:** Many respondents expressed a preference for committees with diverse membership that will be reflective of the community they serve. This included diversity across demographics, professional background, sector representation, and lived experience.
- **Role and decision making:** There was limited feedback on the specific types of decisions that area committees should be responsible for. A small number of respondents suggested that the area committees should focus on decisions relevant to their local areas, that are not the responsibility of the full council, or that are already delegated to existing local authorities.

This section also allowed respondents to share any other thoughts they may have about LGR in Lincolnshire. Due to the broad nature of this question, the responses received covered a wide range of themes. The most common theme was the perceived importance of new geographical boundaries reflecting the distinct characteristics and needs of the different areas across Lincolnshire. Some respondents were concerned that poorly designed boundaries could lead to decision-making that does not represent local interests and could also risk existing well-functioning services. However, several respondents supported Lincolnshire County Council's proposal, noting that unifying the area and combining services could improve efficiency and service delivery.

Section 4. Only answer this question if you are responding on behalf of a town or parish

This section was addressed explicitly to members of town or parish councils and sought their views on whether any (additional) services could be devolved to their councils. Only a small number of respondents from town or parish councils answered this question. A few responses offered general suggestions for improving service delivery through local control. Still, many used this question to raise concerns about the capacity and resources of smaller local-level councils.

Introduction

Background to Local Government Reorganisation

The UK Government's 2024 English Devolution White Paper set out a national programme to reform local governance and strengthen place-based leadership. The proposals include (i) the expansion of devolution through new strategic authorities and (ii) a Local Government Reorganisation (LGR) to create new unitary councils across 21 country areas throughout England.

Following the publication of the White Paper on 16 December 2024, the Minister of State for Local Government and English Devolution wrote to upper-tier councils, including Lincolnshire County Council (LCC), inviting them to prepare proposals for how LGR could work in their area. The Minister highlighted that the reforms should include the existing small unitary councils that neighbour the two-tier areas. The Government assessed the proposals and highlighted that the new proposed structures should focus on delivering more efficient and sustainable services, demonstrate local support and collaboration, and align with future devolution opportunities.

Following initial discussions and feedback from the Government, LCC began developing its plan to create a single new unitary council. The proposal would replace the existing county and district councils with a single authority responsible for all local government services across Lincolnshire. LCC's proposal for LGR would leave North and Northeast Lincolnshire unitary councils unchanged and replace the existing county and district councils with a single authority responsible for all local government services across Lincolnshire. This will provide clearer accountability, more consistent service delivery, and greater efficiency in the use of public resources.

LCC's case for change is built around three key principles (i) Strengthen, to maintain high-performing frontline services, including children's and adults' services, fire and rescue, and community safety, while improving financial resilience; (ii) Simplify, to make it easier for residents to know who provides their services and who to contact; (iii) Save, to remove duplication, streamline processes, and reinvest savings to improve services and outcomes.

To inform the development of the proposal, LCC carried out a series of engagement activities to gather views from members of the public, their staff, and organisations/businesses on current service delivery and on the proposed unitary council structure. Feedback from this engagement will inform LCC's LGR proposal and ensure the reorganisation reflects the needs and priorities of the local residents, communities, and organisations it serves.

Form of engagement

The LGR stakeholder engagement 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. The engagement gathers feedback on the preferred reorganisation proposal put forward by LCC, in the broader context of other Lincolnshire district council proposals. LCC's engagement focused on the key elements of the reorganisation, including the transition from the existing two-tiered council structure to a unitary council model. The engagement sought input from residents, businesses, voluntary sector organisations, town and parish councils, and county council staff, aiming to raise awareness of LGR, encourage participation, and gather feedback.

The engagement was open for 10 weeks, from Monday 21 July 2025 to Monday 29 September 2025, and utilised a wide range of methods to reach stakeholders across the county. These included online and print surveys, face-to-face public drop-in sessions, virtual events, and targeted communications to ensure accessibility for all, including the offer of alternative formats and languages. The engagement also featured a dedicated project page, telephone and email support, and a question-and-answer facility to address queries directly.

The feedback was gathered through a public survey and a separate council staff engagement. The public survey included quantitative and qualitative questions and was available online, in print, and in various formats. Residents, businesses, and town and parish councils were invited to respond, with additional opportunities to participate via public drop-in sessions, virtual events, and targeted events. The staff survey was used during interactive staff briefing sessions. A summary of wider stakeholder engagement and publicity is available in Appendix A.

Alma Economics, an independent research consultancy, was commissioned by LCC to analyse and present the data gathered in the engagement. This report is a balanced and impartial analysis that presents the full spectrum of views. The report will first discuss the research approach, including an overview of responses received, its methodology and limitations, before presenting the results from the quantitative (closed-text) and qualitative (open-text) engagement questions.

Methodology

Form of engagement

The engagement conducted by LCC was designed to gather both quantitative and qualitative feedback on the proposed reorganisation of Lincolnshire's local councils. The questionnaire used a combination of multiple-choice questions and open-text fields to allow for both structured responses and detailed feedback. No limits were set on the length of text for the open-ended questions. All online, paper, and telephone survey responses received by the official deadline were analysed in full.[1]

Respondents were not required to answer all questions, resulting in varying response totals across the engagement questions. Also, some questions allowed respondents to select more than one option.

Members of the public, council staff, and people responding on behalf of businesses or organisations were asked different questions. The same questionnaire was used for members of the public and businesses/organisations/councils, with a branching logic implemented to ask tailored questions based on the respondent group. A condensed version of the questionnaire for members of the public was used for council staff members. Each version included a set of core engagement questions relevant to the reorganisation of Lincolnshire's councils; while the public version also included demographic data (such as respondent type, and if applicable, organisational sector, area of work, area of residence, age, gender, ethnicity, disability status, and caring responsibilities).

- The engagement with members of the public responding as individuals had 16 questions. This comprised 12 single-response questions and 4 multiple-response questions, with up to 3 options per question. Open-text fields were included throughout to enable respondents to provide qualitative feedback.
- The public engagement with organisations/businesses included 10 questions, comprising 3 single-response and 4 multiple-response questions. These were accompanied by 3 open-text fields for qualitative feedback.
- The engagement with town and parish councils included 11 questions, comprising 3 single-response and 4 multiple-response questions. These were accompanied by 4 open-text fields for qualitative feedback.
- The engagement with staff included 7 questions in total, with 6 quantitative questions. There were 2 single-response and 4 multiple-response questions, and 1 open-text question for qualitative feedback.

Research approach

Quantitative analysis

All recorded responses from these three strands of engagement (from members of the public, staff, and all organisational types) were merged into a single dataset for analysis. All the

[1] An additional five responses were received on 9 October. These responses were not included in the analysis due to the 10-day delay compared to the close of the survey.

quantitative questions were cleaned in Excel and then analysed using frequency analysis. Percentages were calculated using the total number of respondents as the denominator; therefore, each statement's percentage represents the total number of respondents who selected that option. In multiple-choice questions, this means the percentages will not sum to 100%, since the number of responses will exceed the number of respondents. Furthermore, percentages were rounded to the nearest whole number and may therefore not sum to 100%.

It is worth noting that responses to open-text questions that followed closed-ended questions were manually mapped to the closed-ended options, where possible. For example, responses to questions asking respondents to specify the “other” option could often be mapped to one of the existing closed-ended options or bundled together to create a new option.

Thematic analysis

A thematic analysis of the qualitative, open-text responses was conducted to identify and report common patterns and themes. 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 2,305 responses were analysed in full, including paper copy and telephone responses, to create a thematic codebook. Central points and opinions raised in hard copy and telephone responses did not differ substantially from those raised in responses submitted via the online survey. Therefore, no distinction was made between submission types in the discussion of the findings. Themes are reported in decreasing order of frequency; therefore, the analysis starts with the most common themes in each question. Each qualitative theme is illustrated with quotes from respondents to convey their views. Quotes were amended only to remove identifiable personal information, while typos and punctuation errors were not corrected/left as originally written by respondents.

Finally, it is worth noting that we adapted our approach to presenting thematic analysis findings based on the number of responses received. In particular, while open-text responses to free-text fields asking for “Other” options in closed-ended questions were also thematically analysed in full, they are not accompanied by quotes or explained per theme. This was done to mitigate the risk of over-representing individual views and distorting the perceived balance of responses. Instead, “Other” comments are analysed within the context of their originating question and presented alongside the quantitative analysis.

A full presentation of the main themes and quotes is provided only for responses to the dedicated open-ended question in the 'Additional comments or suggestions' section (for questions 7 in the public survey and questions 9 and 10 in the organisations survey).

Structure of the report

The main body of the report follows the order of questions in the engagement exercise. Namely, for the LGR Public Survey: (i) Councillor numbers, (ii) Benefits or concerns, (iii) Priorities, (iv)

Additional comments or suggestions. For the LGR Organisations Survey: (i) Your experience, (ii) Benefits or concerns, (iii) Additional comments and suggestions, (iv) Questions for those responding on behalf of a town or parish. Each section includes discussions of both quantitative and qualitative insights relevant to that question.

The report also presents descriptive breakdowns for each quantitative question, along with graphs and tables. Complete breakdowns and segmentations for each question are available in Appendices C to G.

Limitations

This stakeholder engagement exercise enabled LCC to understand public and key stakeholder views on its reorganisation proposal. However, it is important to note that this report summarises the views of only those who chose to participate in this engagement process. 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 is therefore more motivated to voice specific views or grievances.

Moreover, whilst in the 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 engagement; consequently, longer responses were likely to raise concerns and may result in a disproportionately negative tone.

The themes included in the following sections should therefore be understood as indicative rather than representative of the wider population.

Overview of responses received

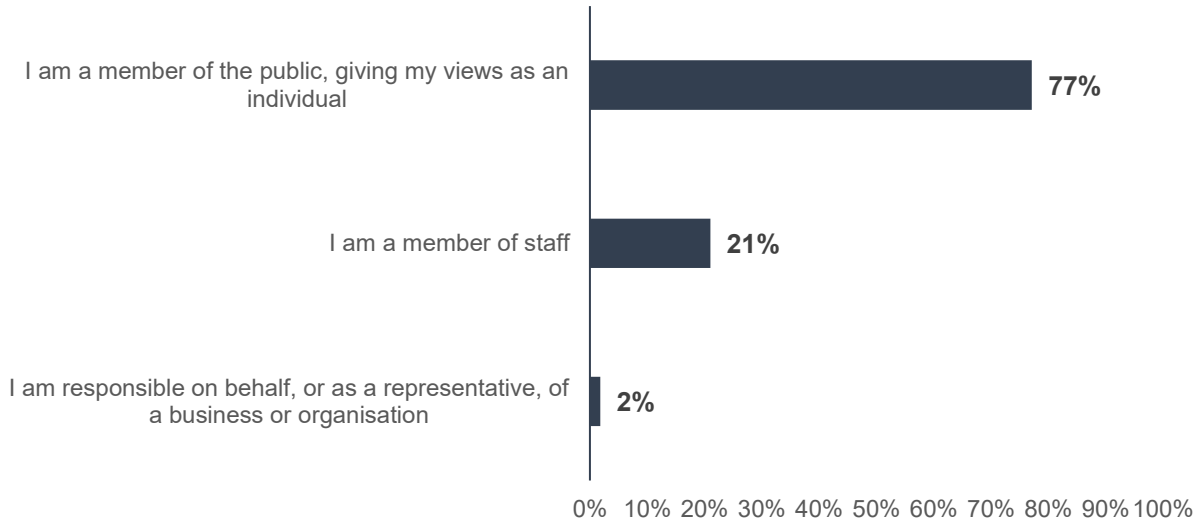
The engagement remained open for submissions from 21 July 2025 to Monday, 29 September 2025, and received entries from 2,305 respondents. This included 2,282 (99%) online survey responses (including responses from the Let's Talk platform and Slido for staff), 22 paper surveys (subsequently entered onto the Let's Talk platform), and 1 telephone survey response (entered onto the Let's Talk platform).[2] Response totals and respondent types for each question are specified throughout the report.

Table 1. Source of responses received

Submission type	Count	Share
Online survey	2,282	99%
Postal response	22	1%
Telephone response	1	<1%
All respondents	**2,305**	**100%**

Responses can be broken down by respondent type as follows: (i) 1,778 responses were received from members of the public, accounting for 77% of total responses; (ii) 485 (21%) of responses were submitted by members of LCC staff; and (iii) 42 (2%) of responses were received on behalf, or as a representative, of a business or organisation.

Figure 1. Responses by respondent type



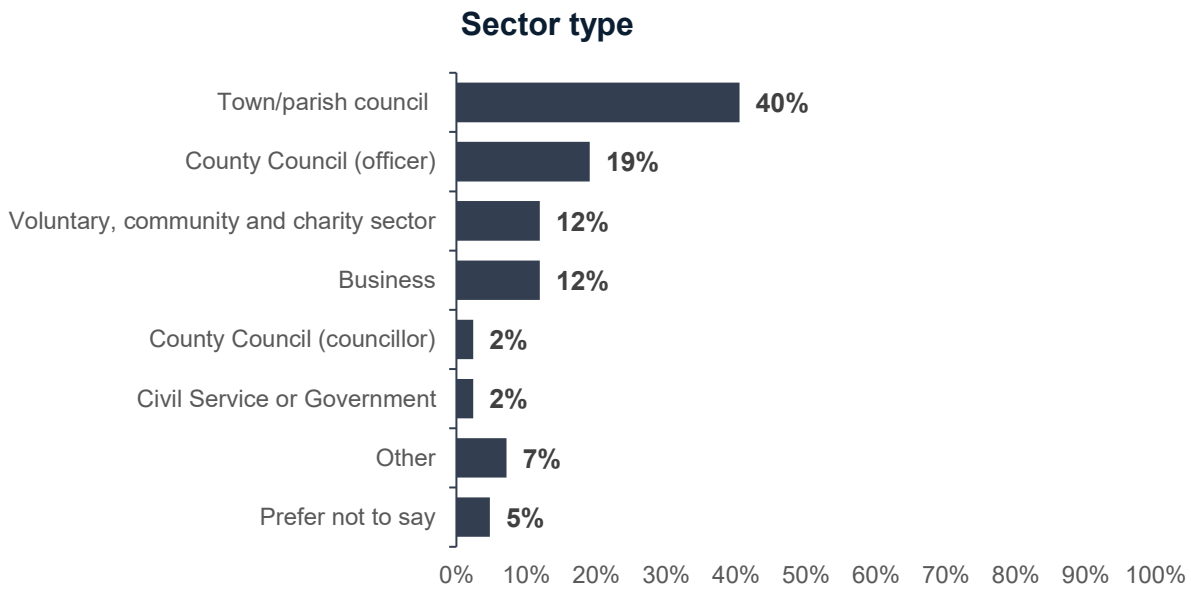
Note: Members of the public and representatives of organisations/businesses responded to this question and were redirected to the relevant questions according to their respondent type. Council staff had a separate questionnaire, closely following the one for members of the public.

Of those selecting 'business or organisation', 17 indicated that they represented a town or parish

[2] A total of eight emails were received via the engagement inbox; however, these were not survey responses and were not included in the analysis. Instead, these emails were used to request alternative text formats, resolve queries, or share general comments.

council when asked to select the sector that best describes their group or organisation. The second most frequent sector for this question was 'county council officers' with 8 selecting this category, followed by 'business' (5), 'Voluntary, community and charity sector (5), 'Civil Service or Government' (1), and 'County Council councillor' (1). Three respondents represented 'Other' organisations, and two preferred not to say. The three responses marked 'Other' stated that they worked in the health, housing, and community-based organisation sectors. A complete breakdown of responses by respondent is available in Appendix C.

Figure 2. Responses by sector type



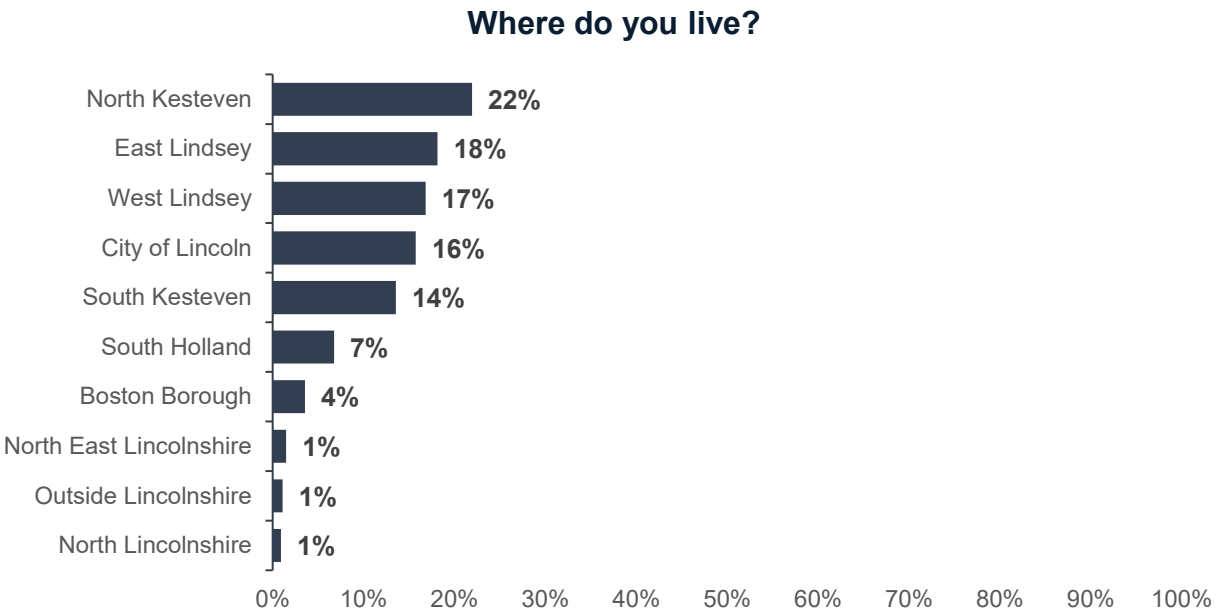
Note: 42 (out of 42) people representing organisations or businesses responded to this question

Demographic questions, including where people live, work, age group, and disability status, were only asked to members of the public (1,778 respondents).

A total of 1,747 members of the public identified a district where they lived. In order of frequency, the representation of each area was as follows:

North Kesteven (22%), East Lindsey (18%), West Lindsey (17%), City of Lincoln (16%), South Kesteven (14%), South Holland (7%), Boston Borough (4%), Northeast Lincolnshire (1%), Outside Lincolnshire (1%), and North Lincolnshire (1%). A detailed breakdown of responses by the area where respondents live is available in Appendix D.

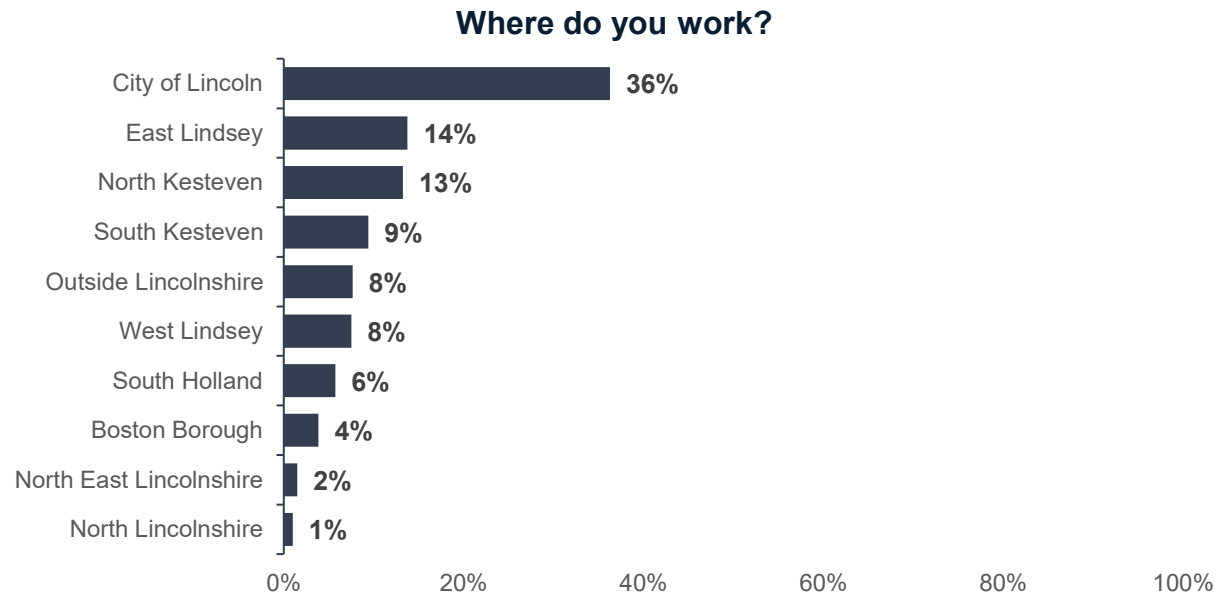
Figure 3. Responses by local authority area of residence.



Note: 1,747 members of the public (98%) specified their place of living.

A total of 1,395 people, from the 1,778 members of the public who were asked this question, specified where they work. In order of frequency, the representation of place of work was as follows: City of Lincoln (36%), East Lindsey (14%), North Kesteven (13%), South Kesteven (9%), Outside Lincolnshire (8%), West Lindsey (8%), South Holland (6%), Boston Borough (4%), Northeast Lincolnshire (2%), and North Lincolnshire (1%). A detailed breakdown of responses by the area in which respondents work is available in Appendix E.

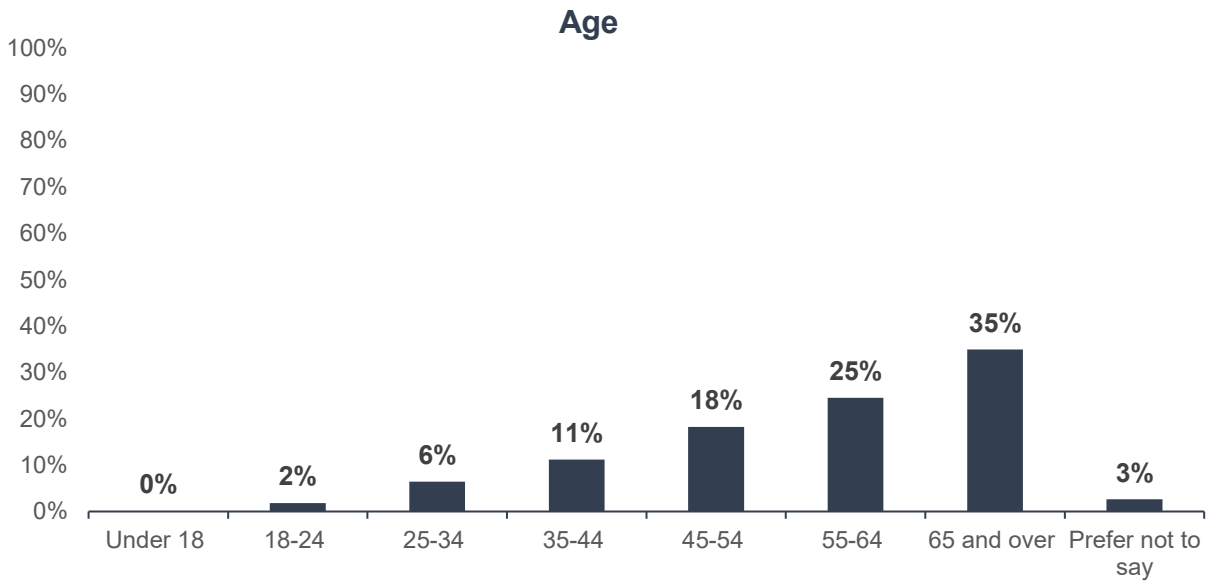
Figure 4. Responses by the local authority area where they work.



Note: 1,395 members of the public (78%) responded to this question.

Moreover, members of the public were asked to select their age group. Of the 1,683 responses to this question, less than 1% respondents were under 18, while most (35%) were 65 and over. Figure 5 shows a clear pattern: the number of respondents increases with age. A complete breakdown of responses by age group can be found in Appendix F.

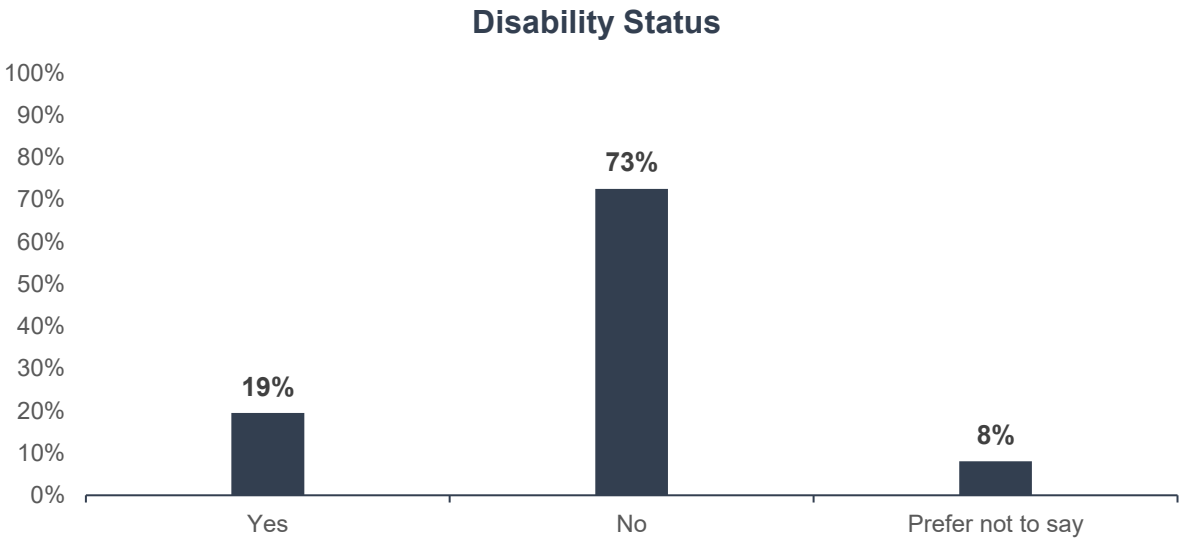
Figure 5. Responses by age group



Note: 1,683 members of the public (95%) responded to this question.

Members of the public were also asked whether they had any long-term illness, disability or health problem that limits their daily activities or the work they can do. A total of 1,740 responses were received for this question. The majority of respondents (1,262, or 73%) did not have a disability, 338 (19%) indicated they had a disability, and 140 (8%) preferred not to answer. A detailed breakdown of responses by disability status is available in Appendix G.

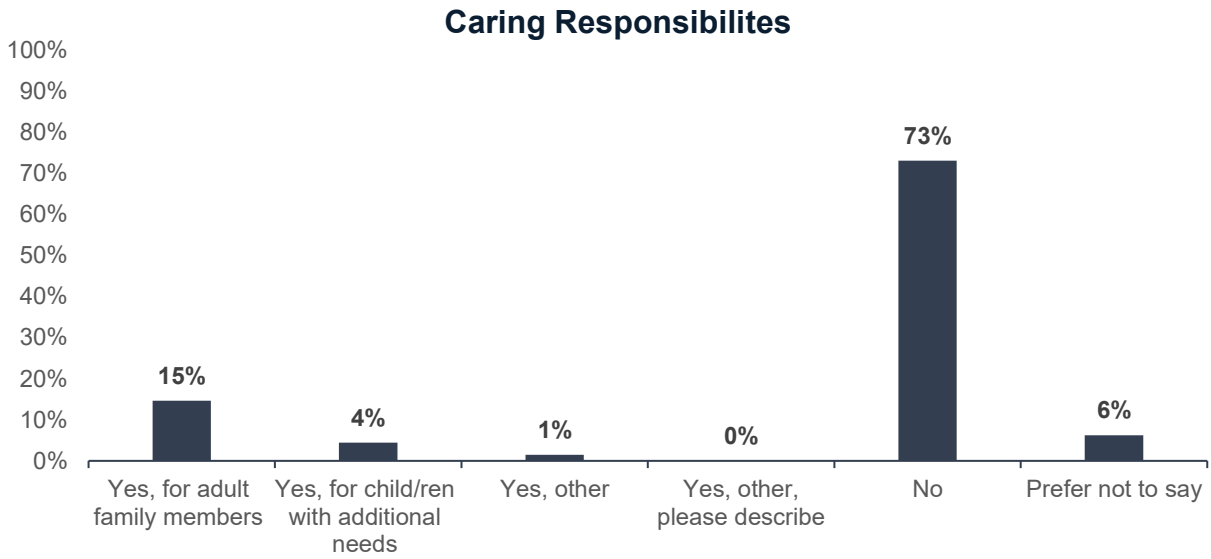
Figure 6. Figure 1. Responses by disability status



Note: 1,740 members of the public (98%) responded to this question.

Additionally, members of the public were asked whether they had caring responsibilities. The majority of respondents (1,273, 73%) said they do not have such responsibilities, while 255 (15%) care for adult family members, 77 (4%) care for children with additional needs, and 26 (1%) have other caring responsibilities.

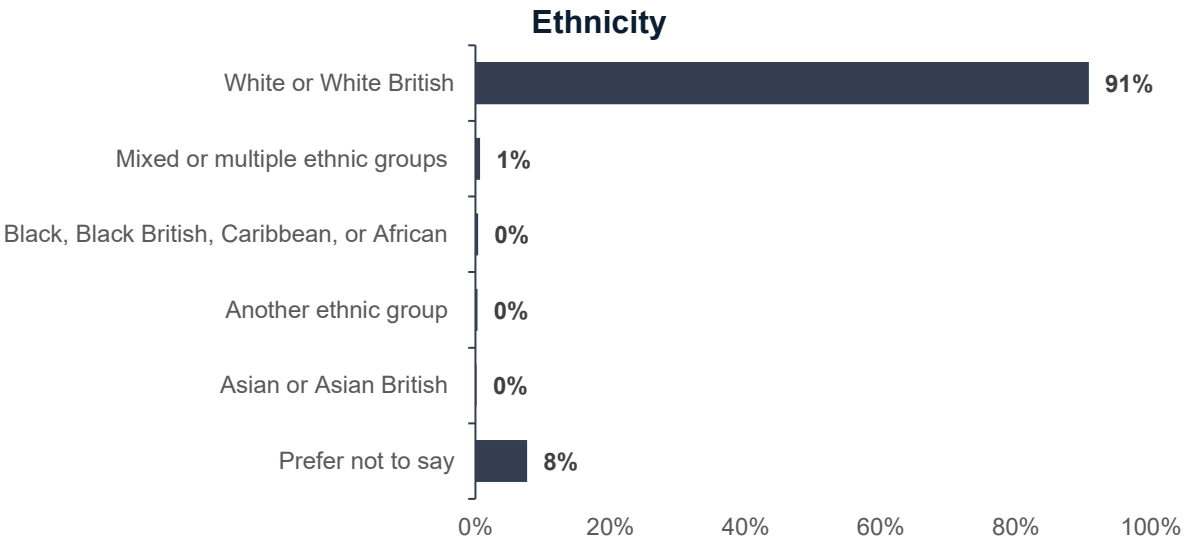
Figure 7. Overview of all responses.



Note: 1741 people responded to this question (98% of members of the public).

The majority of respondents (1580, 91%) who answered the ethnicity question were White or White British. 12 (1%) were mixed or multiple ethnic groups; 7 were Black, Black British, Caribbean, or African; 5 were from another ethnic group; 3 were Asian or Asian British; and 133 (8%) preferred not to say.

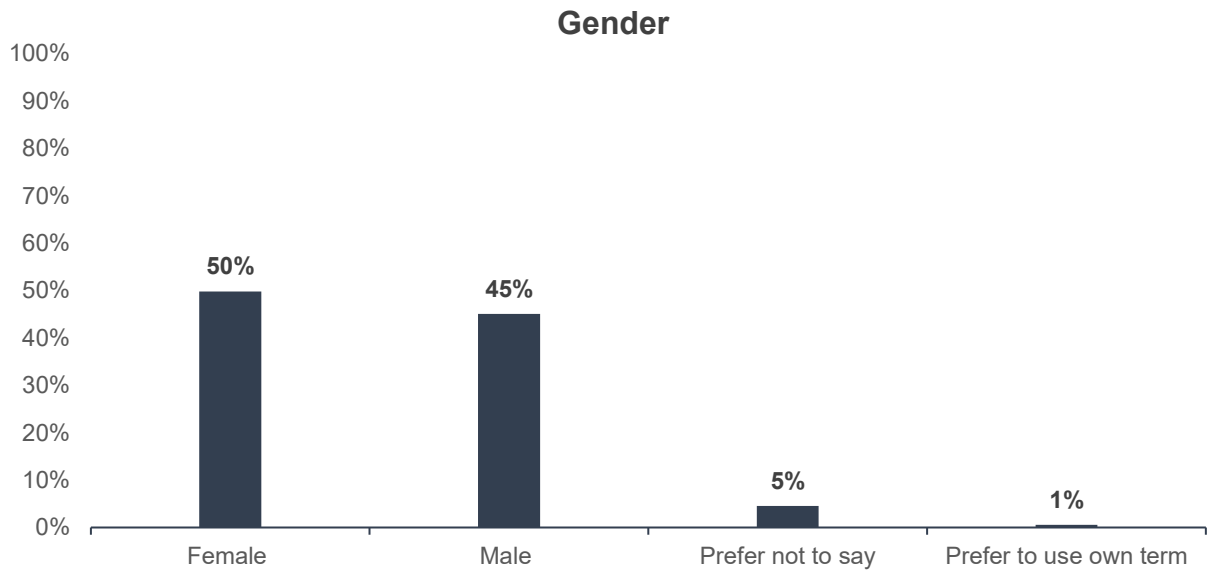
Figure 8. Overview of all responses.



Note: 1740 members of the public responded to this question (98%).

Finally, 1739 responded to the question regarding their gender. 866 (50%) respondents were female, 784 (45%) were male, 10 (1%) preferred their own terms, and 79 (5%) preferred not to say.

Figure 9. Overview of all responses.



Note: 1739 people responded to this question (98% of all members of the public).

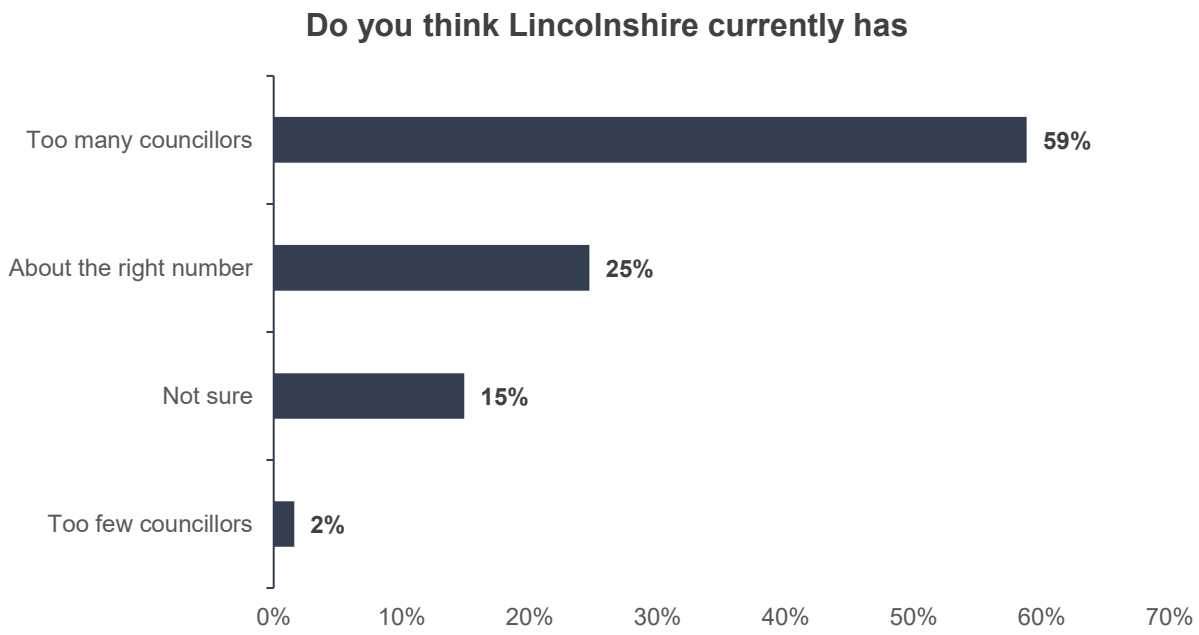
Engagement with staff and members of the public

This chapter includes responses from members of the public and staff (together referred to as individuals). In total, up to 2,263 respondents are represented in the analysis below. The notes accompanying each graph break down responses to closed-ended questions from members of the public and staff. All open-text questions were presented to respondents in the public survey, while only one was asked to members of staff (as noted in the relevant section). As mentioned in the methodology section, all themes are presented in decreasing order of frequency, with the most common appearing first. To see the complete questionnaire for members of the public and staff, please see Appendix H.

Section 1- Councillor Numbers

Members of the public and staff were asked for their opinions on the number of current councillors in Lincolnshire. The majority of respondents (59%) believed there are currently too many councillors, while 25% felt their number is about right, 15% were not sure, and 2% believed there are too few councillors.

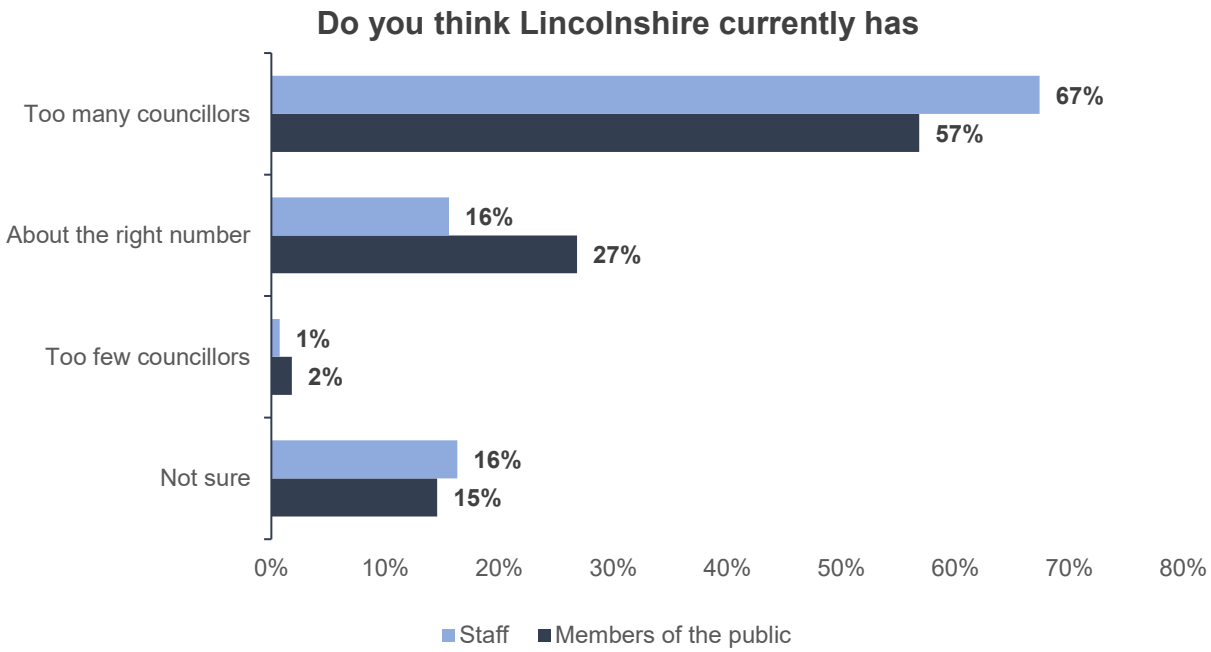
Figure 10. Public Survey Question 10. Overview of all responses.



Note: 2,189 individuals responded to this question (97%).

The findings are similar for both public respondents and council staff. In particular, 57% of public respondents and 67% of staff believe there are too many councillors, while 27% of public respondents and 16% of staff think that the current number of councillors is about right. Only 2% of the public and 1% of staff believe there are too few councillors, while 15% of the public and 16% of staff are unsure.

Figure 11. Public Survey Question 10. Overview of responses by respondent type.



Note: 1,772 members of the public (99%) and 417 (86%) staff members responded to this question.

Section 2- Benefits or concerns

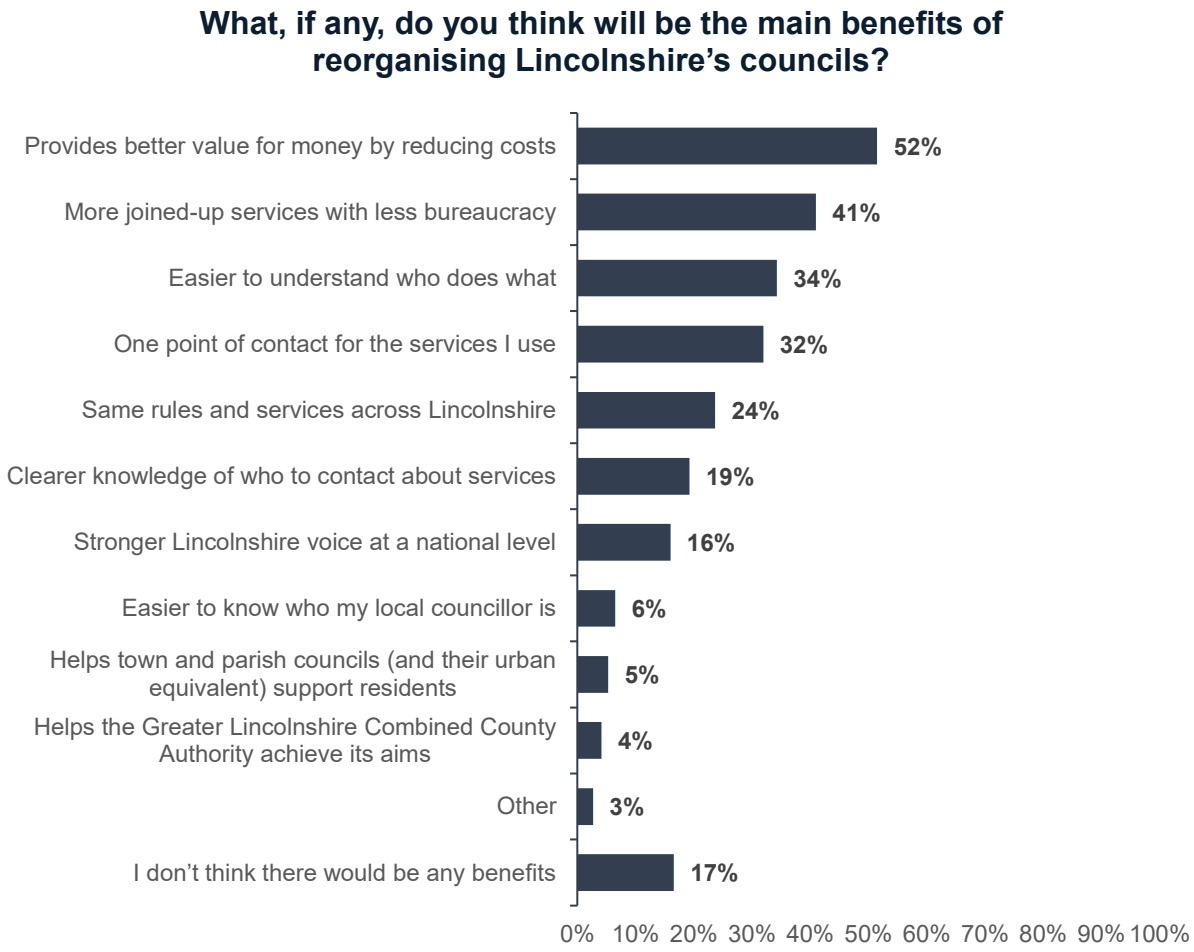
This section presents the findings from the analysis of respondents' views about the main benefits and concerns about replacing the current borough/city/district and county structure.

What, if any, do you think will be the main benefits of reorganising Lincolnshire's councils?

A total of 2,188 respondents shared their views on the main benefits of reorganising the councils. Of these, 1,766 were submitted by members of the public and 422 by members of staff. Respondents could select up to 3 options.

Around half of respondents (52%) believed that the main benefit of reorganisation would be better value for money by reducing costs. The second most commonly mentioned benefit was more joined-up services with less bureaucracy (41%), followed by easier to understand who does what (34%), and a single point of contact for services (32%). Finally, it is worth noting that only 17% of respondents did not believe there would be any benefits.

Figure 12. Public Survey Question 2. Overview of all responses.

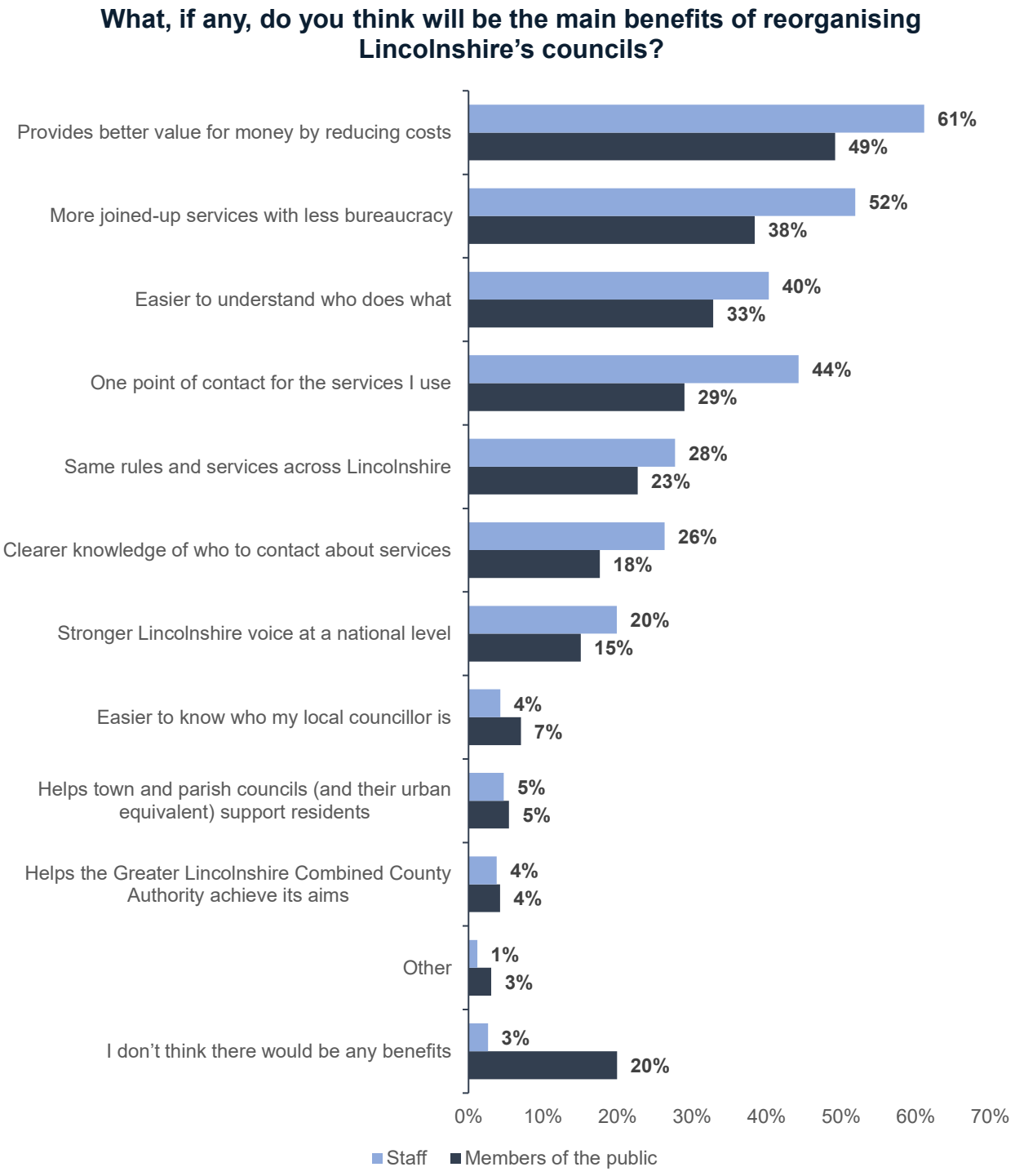


Note: 2,188 people responded to this question (95%). Respondents could select up to three options, so the percentages sum to more than 100%, reflecting that there are more responses (nominator) than respondents (denominator).

The prevalence of perceived benefits followed a similar pattern between the public and staff. In particular, 49% of the public and 61% staff members believed that the reorganisation would provide better value for money by reducing costs. Across respondents, the following most commonly perceived benefits were (i) more joined-up services with less bureaucracy (38% for the public and 52% for staff); (ii) easier to understand who does what (33% for the public and 40% for staff); and (iii) single point of contact for services (29% for the public and 44% for staff).

Members of council staff also seemed more certain that there would be benefits from reorganisation, with only 3% selecting that there would be none (compared to 20% of public respondents).

Figure 13. Public Survey Question 2. Overview of responses by respondent type.



Note: 1,766 members of the public (99%) and 422 members of the staff (87%) responded to this question. Respondents could select up to three options, so the percentages sum to more than 100%, reflecting that there are more responses (nominator) than respondents (denominator).

49 members of the public who responded 'Other' to this question further specified the main benefits of reorganising Lincolnshire's councils, as detailed below.

Summary of open-ended responses from ‘Other’ selections

57 respondents (3%) selected the ‘other’ category when asked to specify what, if any, would be the main benefits of reorganisation. Members of the public were also given the option to specify the “other benefit”, and 51 of the 52 did so. The most common theme raised by respondents to this question was ‘Improved use of resources’. Respondents raising this theme reiterated their agreement with the closed-ended option for “providing better value for money and reducing costs” and emphasised opportunities to enhance efficiency through more streamlined services and reduced service duplication. Respondents also highlighted their agreement that reorganisation would ensure the same rules and services are applied throughout Lincolnshire, supporting the effective allocation of funds towards priority areas and frontline services across the county. These suggestions support better value for money by enabling smarter resource use during the council's reorganisation. “Governance effectiveness” was the second-most-common theme among respondents who provided additional comments. Respondents agreed that reorganisation could improve the effectiveness with which locals' needs are met, emphasising stronger strategic planning, more coherent service delivery, and greater community cohesion. Furthermore, respondents stated that the new structure would increase accountability and make it clear who was responsible for decision-making.

These additional comments from respondents offer practical recommendations for reorganising Lincolnshire’s council. However, given the limited volume of such comments, they represent only a small subset of respondents to this question. They should be interpreted in the broader context of the quantitative findings.

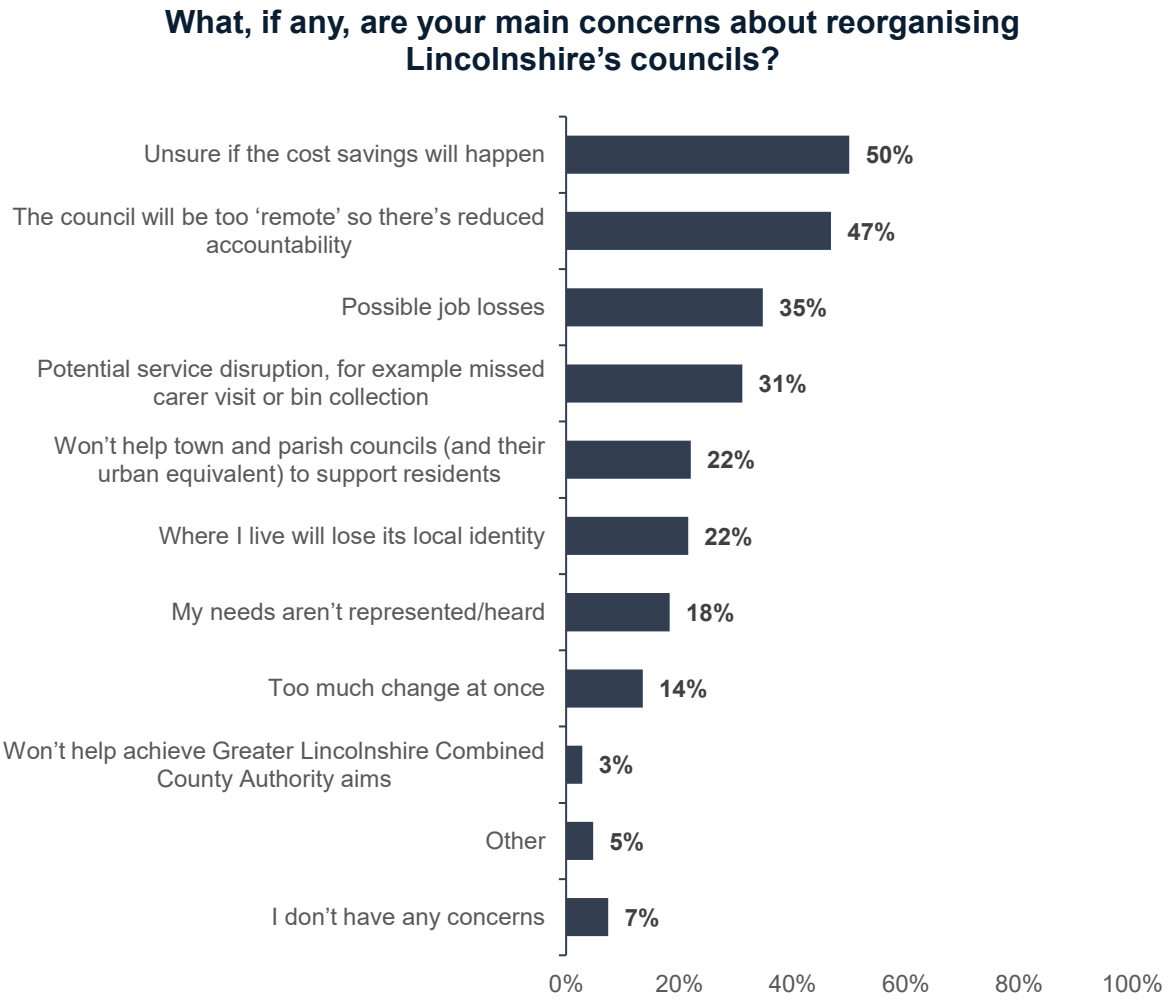
What, if any, are your main concerns about reorganising Lincolnshire's councils?

A total of 2,163 responses were received on the main concerns regarding the reorganisation of Lincolnshire’s councils. Of these, 1,764 were members of the public and 399 were staff members. As respondents could select up to three options, the total number of concern selections exceeded the number of respondents.

Half of the respondents to this question highlighted that their main concern was uncertainty about whether cost savings would materialise. A similar proportion (47%) said their main concern was that the council would be too remote and hence, reduce accountability, followed by 35% of respondents whose main concerns included possible job losses.

It is also worth noting that 7% of respondents did not have any concerns related to reorganising Lincolnshire’s councils.

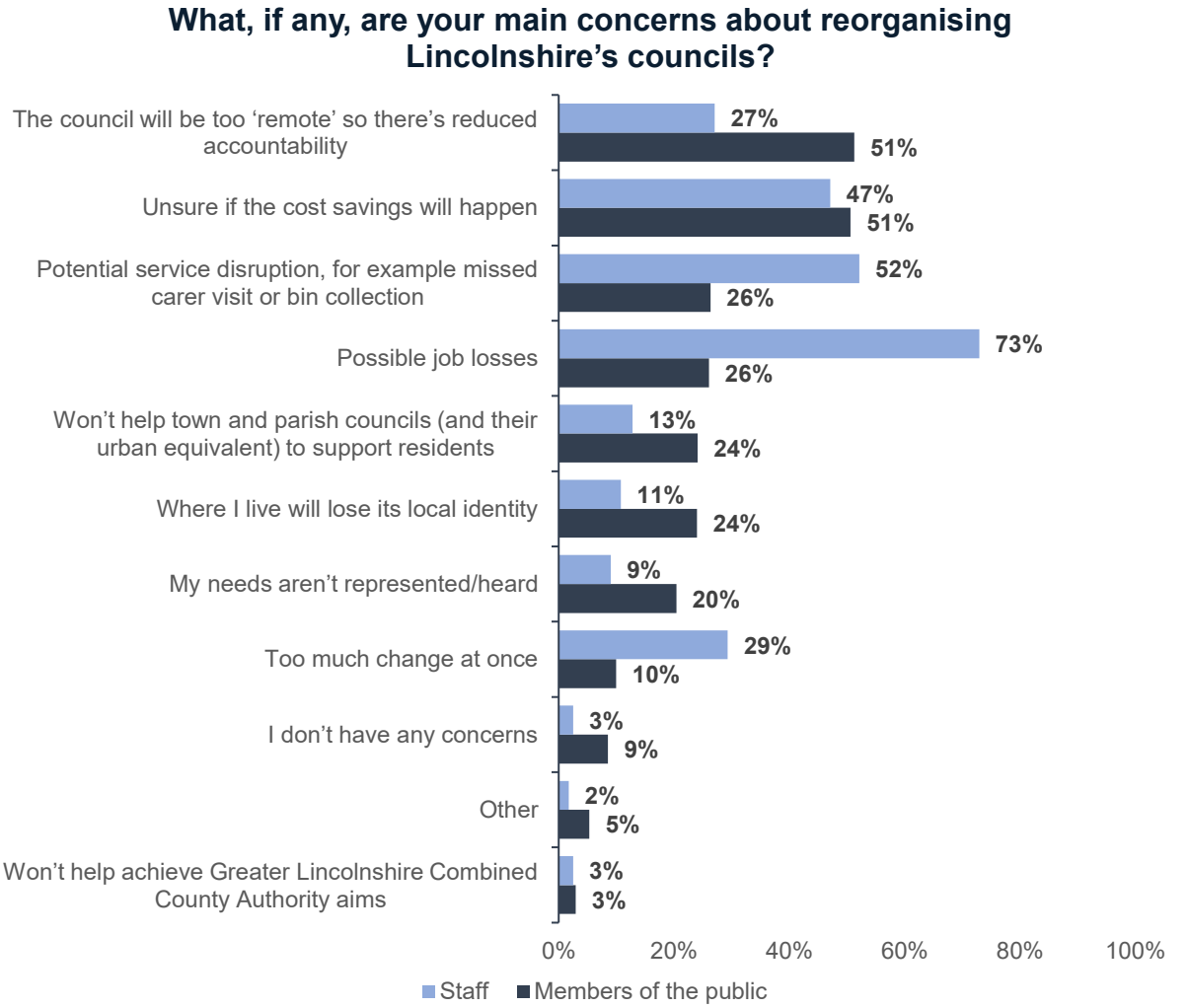
Figure 14. Public Survey Question 3. Overview of all responses.



Note: 2,163 people responded to this question (96% of possible members of the public and staff respondents). Respondents could select up to three options, so the percentages sum to more than 100%, reflecting that there are more responses (nominator) than respondents (denominator).

Among members of the public, the two primary concerns about the reorganisation of Lincolnshire's council were that the council would be too 'remote' and therefore would have reduced accountability, and that the cost savings were uncertain (both selected by 51% of respondents from the public). However, the most frequently mentioned concern among staff was the possibility of job losses (73%), followed by potential service disruptions (52%), and uncertainty about cost savings (47%).

Figure 15. Public Survey Question 3. Overview of responses by respondent type.



Note: This question was responded to by 1,764 members of the public (99%) and 399 members of staff (82%). Respondents could select up to three options, so the percentages sum to more than 100%, reflecting that there are more responses (nominator) than respondents (denominator).

The following section outlines the main themes identified in the open-ended responses to "other concerns" in this question. It is worth noting that the analysis below represents only a small subset of respondents to this question, so it should be interpreted alongside the main quantitative analysis above.

Summary of open-ended responses from 'Other' selections

101 (5%) selected 'Other' for the main concerns about reorganisation. Of these, 93 provided additional comments. Only members of the public could provide additional comments on this question. Most respondents to this question reiterated and elaborated on their concern that the council would be too remote (as mentioned in the quantitative analysis above). Some respondents also reiterated their concern that reorganisation would reduce local representation and lead to decisions being made without an understanding of the unique needs of different areas across Lincolnshire (as reflected by the close-ended option "my needs aren't represented/heard"). The second theme raised was the potential inefficiencies of a large, unitary council structure. Respondents made a series of suggestions to ensure the new structure would not increase

bureaucracy, decrease service quality, or reduce government responsiveness, including implementing accountability measures. Finally, some respondents reiterated their concerns about the materialisation of financial savings under the LGR. The perceived risks included the possibility that the transition could be costly, that savings may rely on staff reductions, and that benefits may not be passed on to residents.

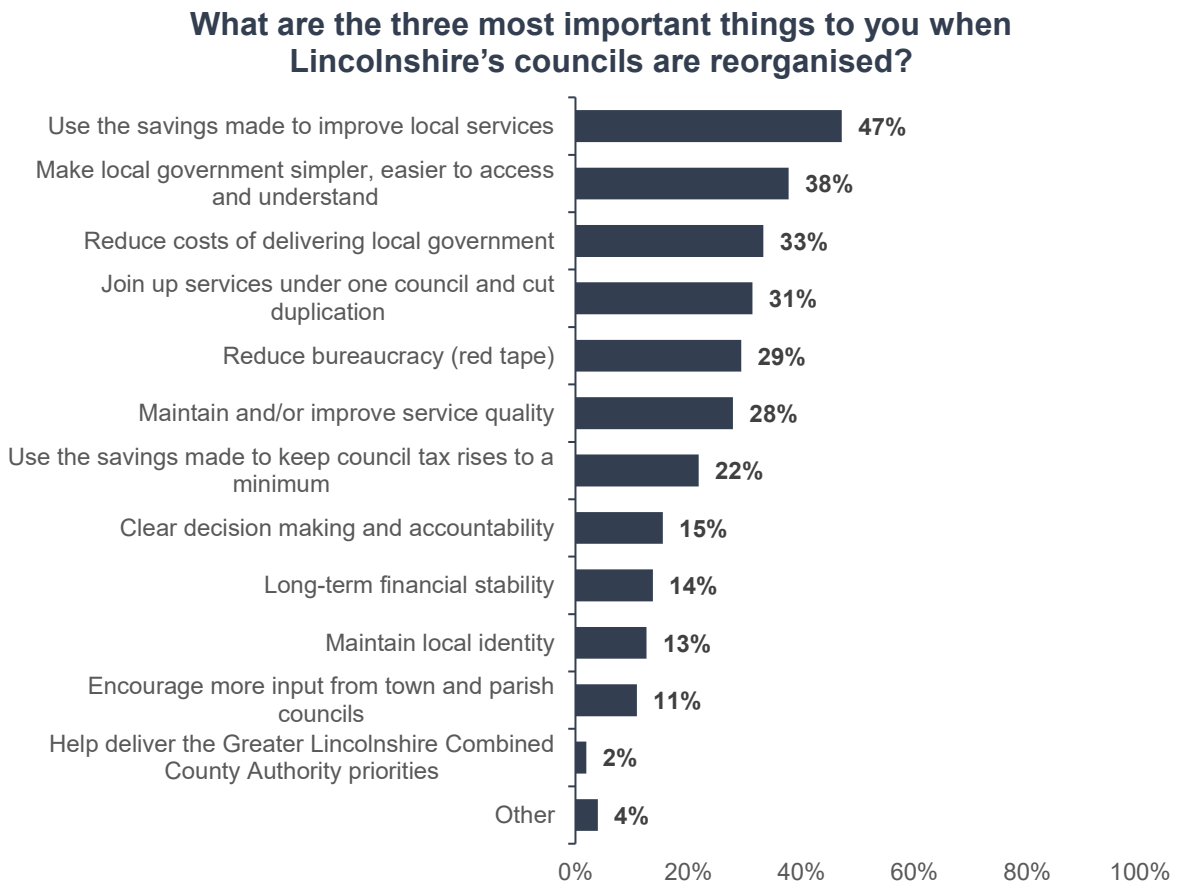
Section 3- Priorities

This section incorporates the views of members of the public and staff on the priorities to be considered for the reorganisation.

What are the three most important things to you when Lincolnshire's councils are reorganised?

A total of 2,153 members of the public and staff outlined their priorities in the reorganisation of Lincolnshire. The most prevalent identified priority was using the savings to improve local services, selected by 47% of all respondents. The following most frequent responses were (i) making local government simpler, easier to access and understand (38%); (ii) reducing the costs of delivering local government (33%); and (iii) joining up services under one council and cutting duplication (31%).

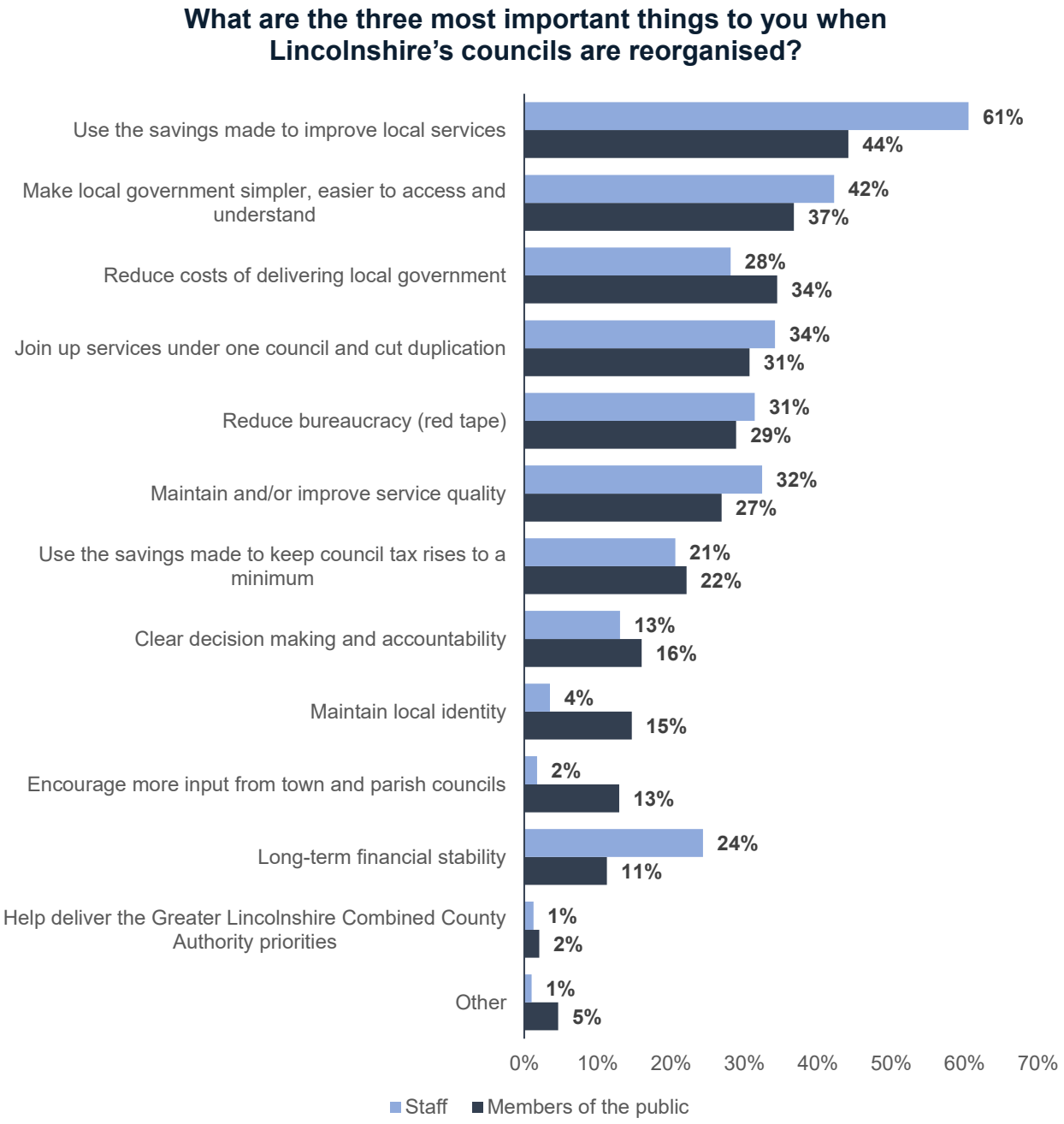
Figure 16. Public Survey Question 4. Overview of all responses.



Note: 2,153 members of the public and staff responded to this question (95%). Respondents could select up to three options, so the percentages sum to more than 100%, reflecting that there are more responses (nominator) than respondents (denominator).

The ranking of the top priorities was similar between members of the public and staff. As mentioned above, the most commonly mentioned priority was the use of savings to improve services (44% of the public and 61% of staff), followed by making local government simpler and easier to access and understand (37% of the public and 42% of staff). However, the third most commonly selected priority for staff was joining up services and cutting duplication (34% of staff respondents), compared with 34% of public respondents who viewed reducing the costs of delivering local government as the third most important outcome of the reorganisation.

Figure 17. Public Survey Question 4. Overview of responses by respondent type.



Note: 1,755 members of the public (99%) and 398 (82%) staff members responded to this question. Respondents could select up to three options, so the percentages sum to more than 100%, reflecting that there are more responses (nominator) than respondents (denominator).

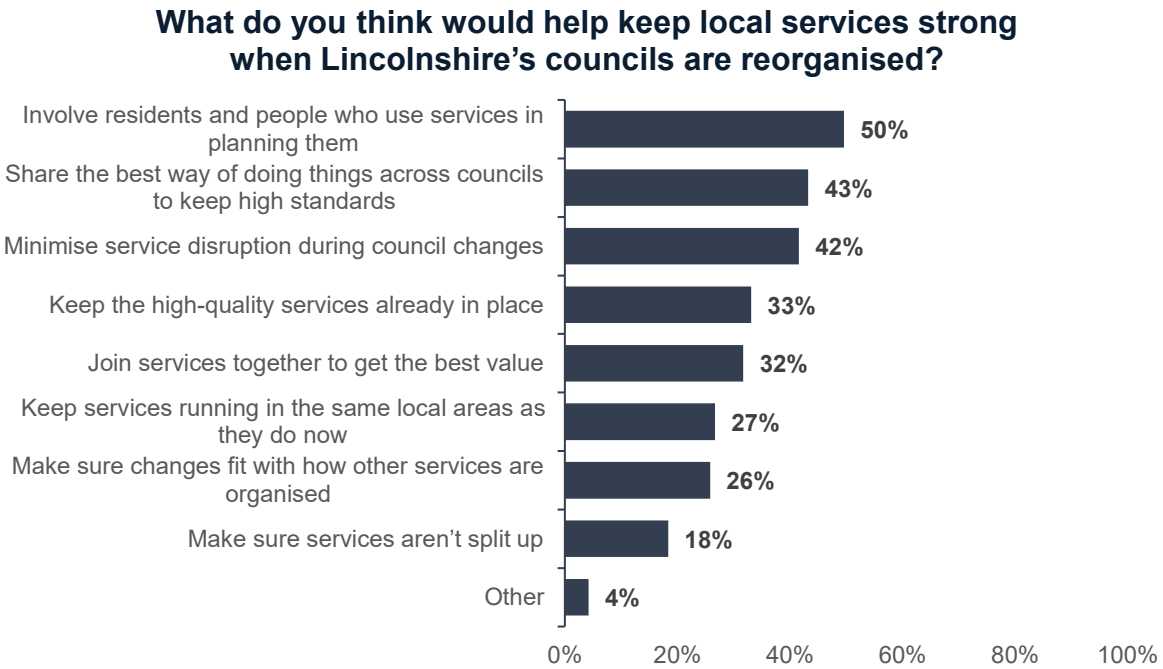
Summary of open-ended responses from 'Other' selections

85 respondents (5%) selected 'Other' when asked to specify the most important things when Lincolnshire is reorganised. Of these, 79 provided additional responses. Only members of the public could provide additional comments on this question. Among these responses, the most commonly raised theme was respondents offering additional suggestions under the priority of "clear decision-making and accountability", as reflected in the closed-ended question above. Respondents highlighted that decisions that affect communities should be made at the lowest appropriate level. Some suggested ensuring that every area across Lincolnshire has a voice and avoiding over-centralisation around the city of Lincoln, echoing the priority of maintaining local identity as presented in the previous graph. Finally, respondents reiterated the importance of using the savings from reorganisation to improve local services, as reflected by 47% of all respondents. Suggestions in this theme included reinvesting to improve access to services for rural areas, reducing council tax, and hiring trained council staff who are appropriately compensated. However, as a small number of respondents submitted them, they should be interpreted in the broader context of the quantitative findings mentioned above.

What do you think would help keep local services strong when Lincolnshire's councils are reorganised?

Members of the public and staff shared their perspectives on what would help maintain the existing level of local services during the reorganisation. Half of all respondents highlighted the involvement of residents and service users in planning as an important element. The following elements, in order of frequency, were (i) sharing the best way of doing things across councils to keep high standards (43%); (ii) minimising service disruption during council changes (42%); and (iii) keeping the high-quality services that are already in place (33%).

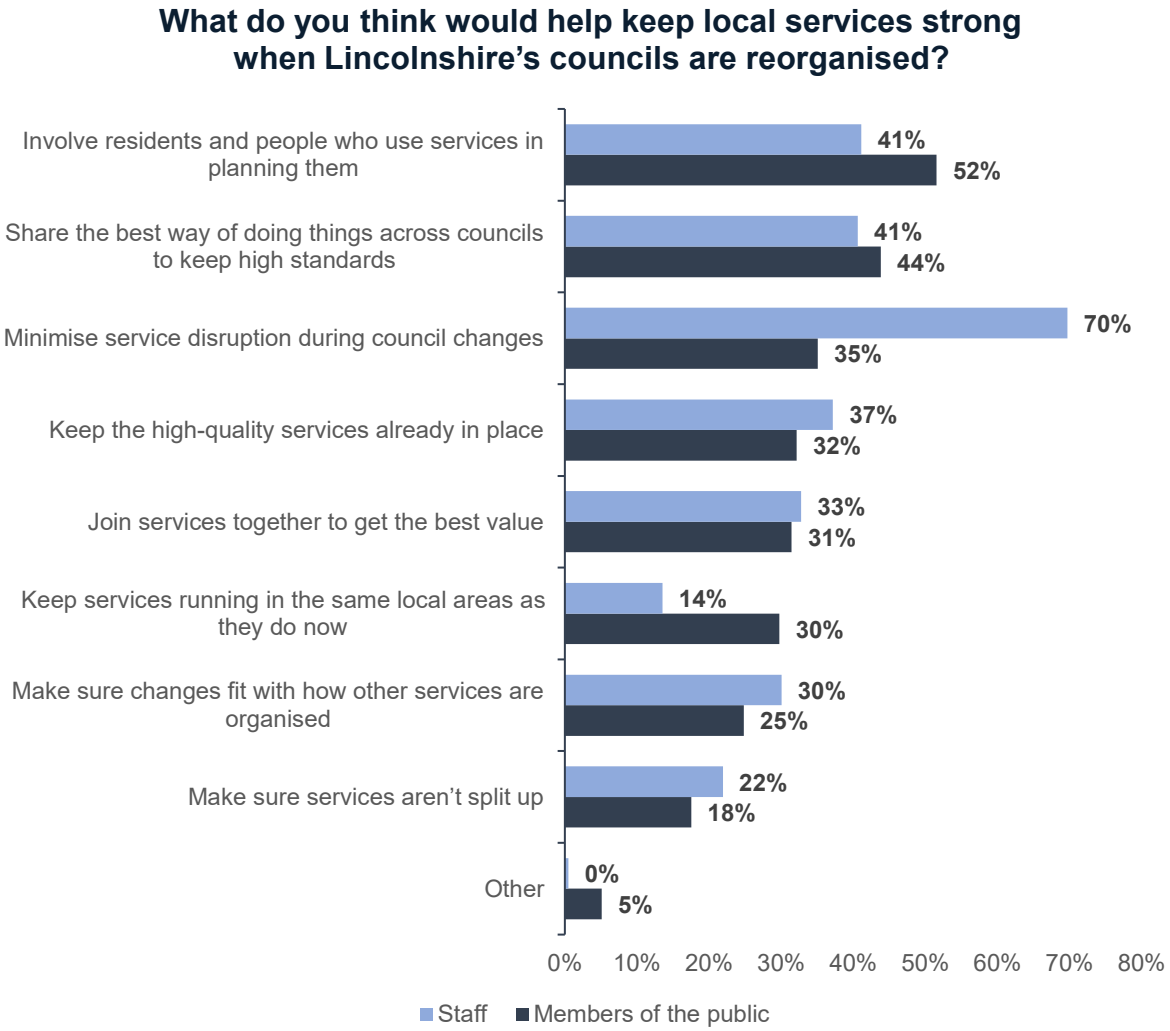
Figure 18. Public Survey Question 5. Overview of all responses.



Note: 2,151(95%) members of the public and staff members responded to this question. Respondents could select up to three options, so the percentages sum to more than 100%, reflecting that there are more responses (nominator) than respondents (denominator).

The views on maintaining the level of local services were similar among both members of the public and staff. However, keeping services running in the same local areas as they do now is significantly more important to members of the public (30%) compared to staff (14%). Another important difference is that 70% of staff responding to this question recognised that minimising service disruptions during council changes was paramount, compared to 35% of the public.

Figure 19. Public Survey Question 5. Overview of responses by respondent type.



Note: 1,745 members of the public (98%) and 406 staff members (84%) responded to this question. Respondents could select up to three options, so the percentages sum to more than 100%, reflecting that there are more responses (nominator) than respondents (denominator).

A total of 84 respondents used the follow-up open-text question to specify 'Other' actions that could help maintain strong local services after the reorganisation. The following section outlines the main themes identified in the open-ended responses to this question.

Summary of open-ended responses from 'Other' selections

89 respondents (4%) selected 'other' when asked to specify what would help keep local services strong. Of these, 86 respondents provided additional comments. Only members of the public could provide additional answers to this question. Most respondents elaborated on the closed-ended options of maintaining high-quality services and minimising service disruption. Respondents

reiterated that the services and decision-making should remain close to the local communities, emphasising that this would ensure accessibility, especially for those in rural areas. Respondents also suggested that the local people should be directly involved in planning and delivery.

The second most raised theme amongst respondents who provided additional comments was the efficient use of resources, in line with the option “join services together to get the best value”. Respondents emphasised that leadership, fair distribution of resources across the county, and reduction in service duplication would help maintain the current level of service quality. A few respondents also highlighted that sharing good practices across different areas would support service delivery and warned against over-centralisation, which could limit access for certain communities.

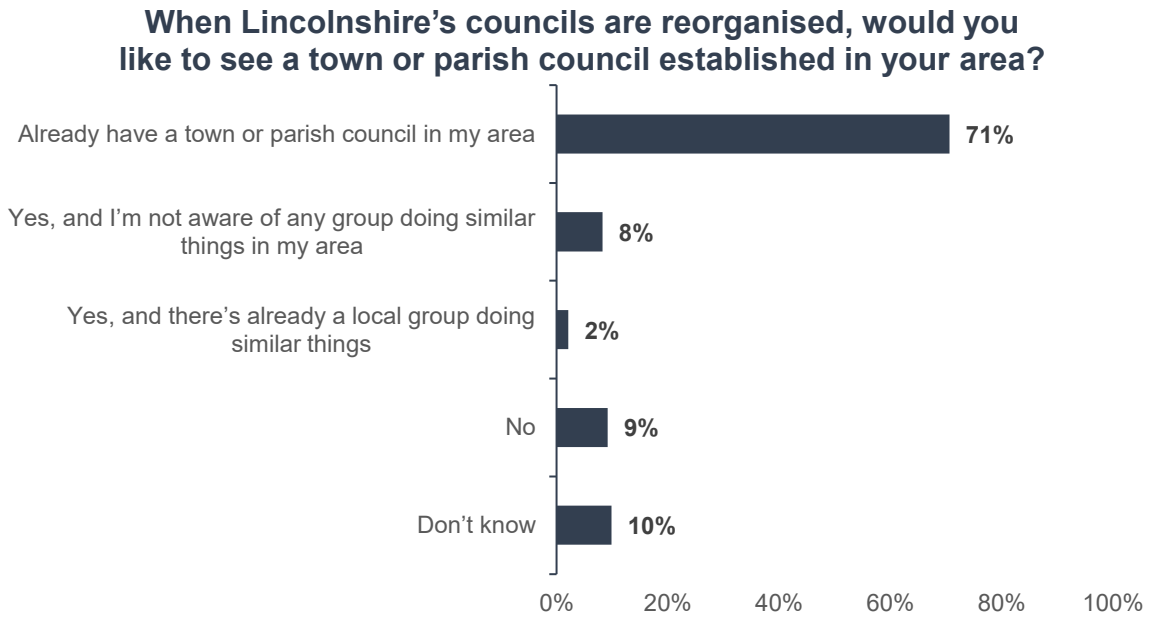
Finally, a small number of these respondents opposed the reorganisation, preferring to retain the current district structure to preserve local representation and identity.

When Lincolnshire’s councils are reorganised, would you like to see a town or parish council established in your area?

Members of the public and staff were asked whether they would like to see a town or parish council in their area. Most respondents (71%) stated that they already have one in their area, while 8% would like to see one established and are unaware of any local groups doing something similar. A further 2% would also like to see a town or parish council established, while they are aware of a local group already doing something similar.

The distribution of responses followed the same pattern among the public and staff members.

Figure 20. Public Survey Question 6. Overview of all responses.

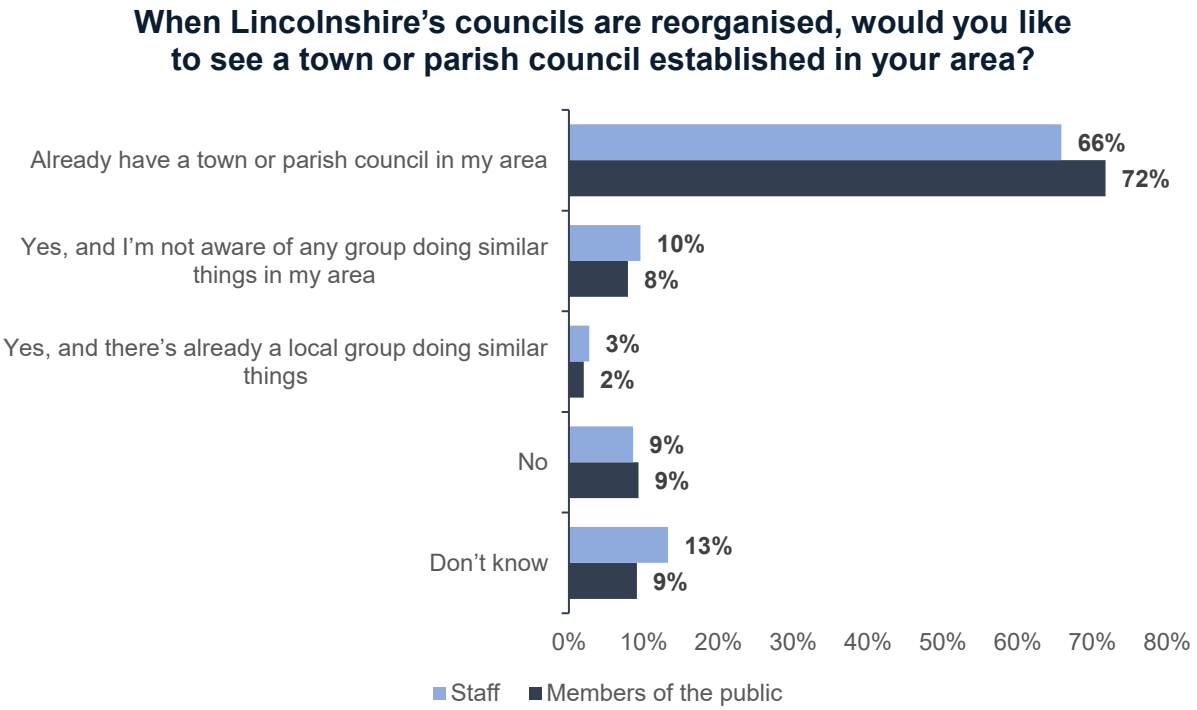


Note: 2,170 members of the public and staff members responded to this question (96%).

The distribution of responses followed the same pattern for both members of the public and staff. In particular, 72% of the public and 66% of the staff respondents to this question indicated that they already have a town or parish council. In comparison, 8% of the public and 10% of staff would like to see one established and are not aware of any groups with similar functions. It is also worth noting that, among those who do not already have a town or parish council in their area, the

respondents are almost equally split between those in favour of establishing one (53%) and those against (47%).

Figure 21. Public Survey Question 6. Responses by respondent type.



Note: 1,763 members of the public (99%) and 407 staff members (84%) responded to this question. The response from the business/organisation is not shown to avoid identification. This question was also part of the organisation survey; however, it received only one response and was therefore excluded from the analysis to prevent identification.

Section 4 – Additional comments or suggestions

This section provides an overview of the ideas respondents shared about what could make reorganisation work well for them. They were also able to share any good or bad experiences they've had when dealing with councils over the past year, to serve as learning examples.

Please use this space to briefly share your comments or views about reorganising Lincolnshire's councils

Respondents expressed a range of views regarding the proposed reorganisation of Lincolnshire's councils, detailed below.

Engagement and transparency

The most frequently raised theme was the importance of transparency and the need for improved communication with both existing staff and residents to ensure transparency, build trust, and keep all informed throughout the reorganisation and any resulting changes.

> *"Maintain communications with the workforce to allay anxiety over job losses. Keep local residents abreast of any changes that may impact the accessibility or availability of services they currently use" (member of the public)*

> *"Please ensure you undertake meaningful public engagement before significant decisions are made to reorganise services (..) Please develop an accessible platform where the public can give their input and opinions on services and what matters the most to them" (member of the public)*

Centralisation and remoteness

The second most frequently raised theme was concern that the proposed reorganisation could lead to greater centralisation, making smaller towns and villages feel more remote and disconnected. Respondents also believed that centralisation could weaken the relationship between residents and decision makers, leaving communities feeling unheard.

> *"Will be far too remote from the people, people answering queries centrally will not have a grasp of local areas, geography and issues" (member of the public)*

> *"Small community's will be even more ignored with priority going to urban areas even though rural locations are the most deprived because of restricted access to public transport (member of the public)*

Structure and geographic boundaries

The third most common theme concerns the practicality and design of the proposed boundaries and governance changes in Lincolnshire, with suggestions. Several felt that the proposed area would be too large, potentially reducing the efficiency and effectiveness of service delivery.

> *"Big is not necessarily better. If the "centre" is a distance from us in the South, we will get forgotten as is the case now. I would rather have a council larger than SKDC but smaller than Lincs CC (member of the public)*

The respondents emphasised that any new boundaries should reflect the needs and priorities of different areas across the county and remain closely connected to local issues. Several also stressed the importance of preserving local identity and ensuring it is not affected by the changes.

> *"The council needs to remain in touch with, accessible to and aware of very localised issues and not become remote and politicised - the people of Lincolnshire, their needs and priorities should always be the centre of policy (member of public)*

> *"The culture & people in different areas have their own unique identity & footprint. It would be detrimental if this was lost during reorganisation. I really don't want that to happen (member of the public)*

Service efficiency and organisational impact

The next most commonly mentioned theme was concern that reorganisation could lead to cuts in services and reduced efficiency. Respondents feared that significant changes in how services are delivered could create operational difficulties across departments, making services less accessible and efficient.

> *"I am worried that reorganisation will be used as an excuse for cuts to services. I am worried that doing away with districts will mean that locally focused creative work will no longer be supported (member of the public)*

Many respondents expressed a strong preference for retaining a range of existing local services following reorganisation. They emphasised the importance of maintaining high-quality district-level services and ensuring that existing staff are not put at risk of losing their jobs.

> *"Ensure that any re-organisation keeps the basics in place. Weekly bin collections, free or cheap parking, decent litter picking services to ensure the area looks clean and tidy and decent roads and bus services (member of the public)*

> *"(..) I also think that services like Adults and Childrens should remain as untouched as possible where they are performing well as these are serving the most vulnerable residents and therefore have the highest risk if they were to be separated (member of the public)*

Potential financial risks after reorganisation

Respondents raised concerns about the financial implications of transitioning to a new council structure. Doubts were expressed about whether the changes would represent value for money. Some respondents also worried that the reorganisation could result in higher taxes or cuts to local services, as financial resources might become more centralised in larger areas rather than being distributed fairly across the county.

> *"I am concerned that council tax will rise more than it is already. Savings that are made (if any) will not be seen in any benefits to the public (member of the public)*

> *"Worried about the costs of this reorganisation and the speed at which things will happen (member of the public)*

Simplified and fit-for-purpose system

Another prevalent theme was support for the LGR proposal, due to the anticipated benefits of a more streamlined system that avoids duplication and unnecessary bureaucracy, with standardised services designed to simplify and make processes more accessible for residents.

> *"Currently I feel that there is too much duplication of services across all the districts and the County - for example we have various different bin collection systems in place with different coloured bins and collection dates depending on which area you live in. It's very confusing and I'd like to see this system simplified (member of the public)*

> *"I like the idea of the Councils becoming unified as I believe it will solve some of the issues where myself and other citizens of Lincolnshire may be confused about who is responsible for what. It will also hopefully mean that all of Lincolnshire will receive the same standard of services available, making things better for those who live in the more deprived areas of the county (member of the public)*

Insights from members of staff

This was the only open-text question asked to staff members. The results suggest that their views are broadly similar to those of members of the public.

Engagement and transparency

The most common theme among staff respondents was the importance of clear communication with staff and the public, similar to the most common theme among members of the public.

> *"Keeping people in the loop especially staff. There are so many changes it's hard to keep up (staff)"*

> *"Honest and regular communication and updates, and clear messages we can share with teams to ensure everyone is on the same page (staff)"*

Accountability and monitoring

The second most frequently raised theme among staff members was the need for emphasis among decision-makers once the new structure is in place. Respondents in this theme, overall, agreed with reorganisation and called for effective monitoring and evaluation of the system to ensure it operates efficiently and delivers the intended outcomes.

> *"Consultation with the people who deliver services to understand the practical realities of their service areas to understand what needs to remain in place and where things could be done differently to give better value whilst considering efficiency's (staff)"*

> *"Sounds really good if we are making sure services are made more efficient and cost effective lead by evidence base and economic evaluation. Not just keeping it as it's is because it's easier (staff)"*

Streamlined system by avoiding duplication and bureaucracy

The third most frequently mentioned theme was support for LGR, as respondents highlighted the need for a simplified, consistent system for service delivery that minimises bureaucracy and duplication to improve efficiency.

> *"Would be good to develop consistency in service provision across the other authorities in the area (staff)"*

> *"Simplifying who does what to ensure services are delivered better and more efficiently (staff)"*

Potential financial risks after reorganisation

Some respondents, including those supporting the LGR proposal, expressed concerns about the perceived financial implications of transitioning to a new council structure and the potential for job losses.

> *"I think reorganisation is a good idea, however there are a lot of things to consider. Because we are rural, decision made may be focused heavily on Lincoln or surrounding large towns but not considering the more rural areas. I also fear of job losses in the initial phases of re-organisation, as it would be a cost saving exercise, with that being the main focus (staff)"*

> *"I have concerns that this will cost more than it will save (staff)"*

Structure and geographic boundaries

Another prevalent theme was respondents' support for the proposed geographic boundaries and governance changes in Lincolnshire. Most respondents raising this theme emphasised that the LCC LGR proposal will allow the sharing of best practices and increase efficiency, while protecting against differences in the quality of service provision across areas.

> *"Overall, the LCC proposal seems the strongest option, but I wonder how things in Lincoln will work, without parish councils. Neighbourhood Panels have been mooted, but not sure if this includes the city, but otherwise the local voice will not be heard (staff)"*
>
> *"Don't split Lincolnshire - take the best practice, share it across the areas and let's grow in strength. Splitting Lincolnshire would dilute this county and create and new north/ south divide (staff)"*

Engagement with businesses, organisations, and councils

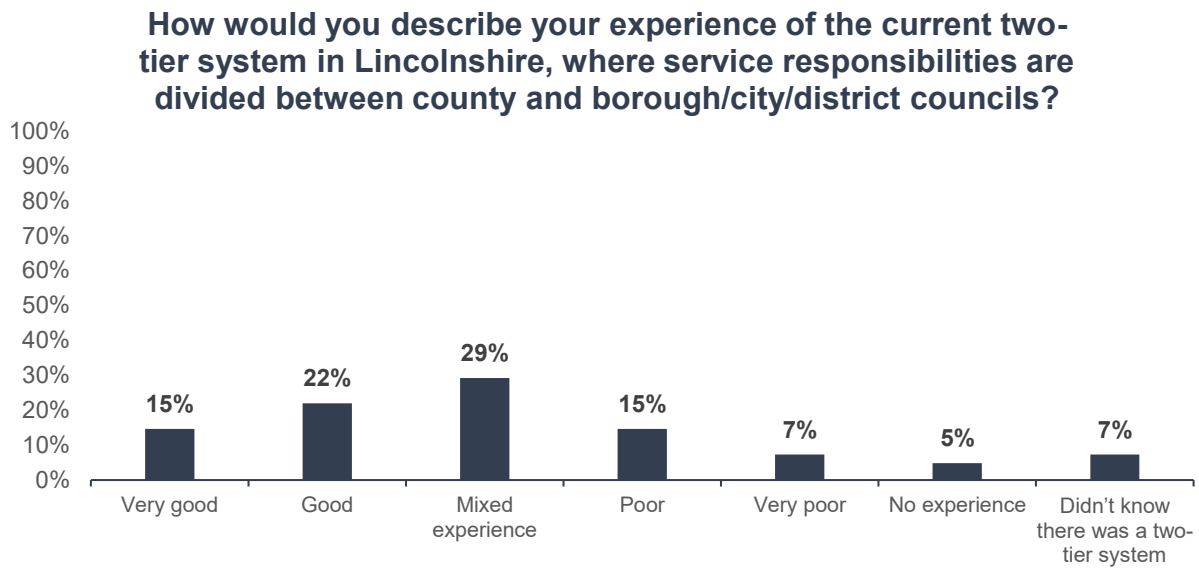
This chapter provides an overview of the engagement with people responding on behalf of organisations, businesses, or town/parish councils. It is worth noting that this engagement received only 42 responses, posing risks to the identification of respondents and hindering any generalisations of findings.

Section 1- Your experience

How would you describe your experience of the current two-tier system in Lincolnshire, where service responsibilities are divided between county and borough/city/district councils?

People responding on behalf of their businesses or organisations mainly reported having a good or very good experience with the current two-tier system (37%). Almost 29% reported a mixed experience, followed by approximately 22% who reported a poor or very poor experience.

Figure 22. Organisation Survey Question 2. Overview of all responses.



Note: 41 people responded to this question (98%).

Please briefly describe any specific experiences that were particularly good.

The following section summarises the most common themes emerging among respondents who described positive experiences with the current two-tier system.

Most respondents answering this question highlighted positive experiences of the current system due to having support and representation close to the people. Respondents mentioned that knowing and having direct access to local representatives led to a better understanding of their needs and to their needs being better addressed. Other respondents to this question expressed

general satisfaction with the current level of services, including bin collection and road maintenance. Finally, respondents reported positive experiences accessing information and support services in the current system.

It is worth noting that some respondents used this question to share their negative experiences with the current system, even though this was covered in the following question. Examples included inequalities in services across different areas and bureaucratic practices, both of which are tied to the current system and thus support LCC's proposal.

Please briefly describe any specific experiences that were particularly poor.

The following section presents the main themes raised by respondents regarding specific poor experiences with the current system.

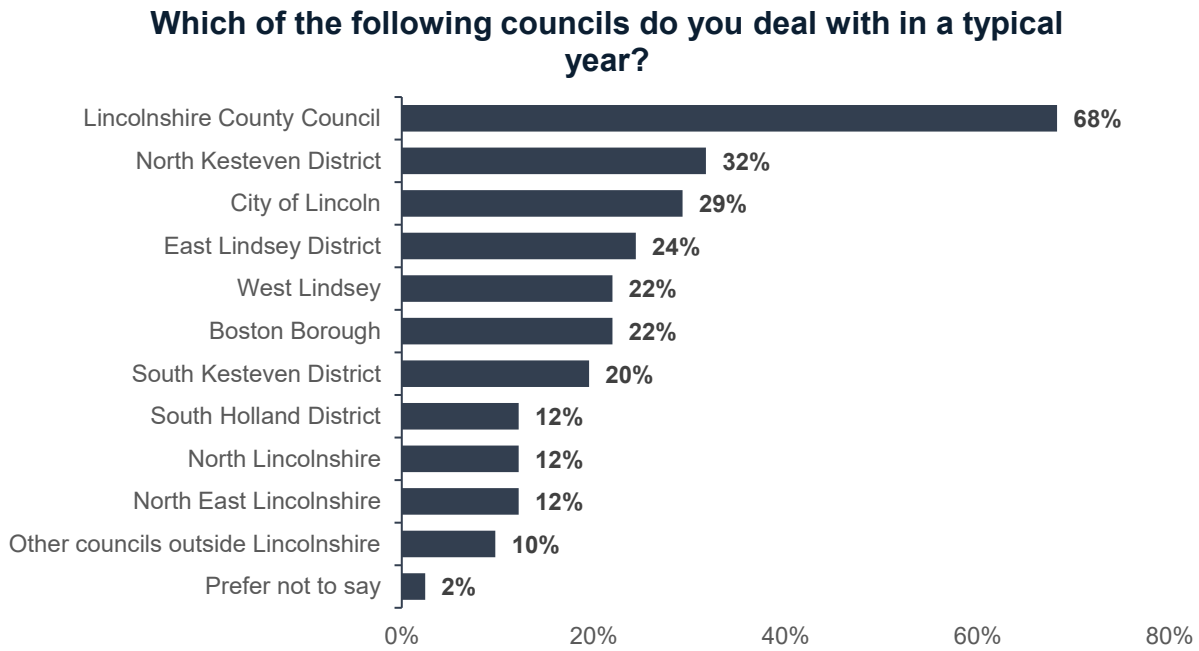
The most frequently mentioned poor experience of the current system was receiving local services, including road repairs, upkeep of green spaces, responses to complaints, drain maintenance, and recycling services. The second most common poor experience is related to communication and responsibilities. Respondents highlighted that the services provided are confusing and that it is challenging to identify and contact staff who could support them. Finally, respondents highlighted that the existing system is inefficient due to excessive spending from duplicated services and unneeded activities. Respondents also emphasised that the different policies and procedures across districts make it difficult to work across the whole area.

It is worth noting that LCC's LGR proposal is seeking to address all of the aforementioned challenges of the current system.

Which of the following councils do you deal with in a typical year?

Approximately 68% of the businesses and organisations represented in this survey deal with Lincolnshire County Council in a typical year. The second most frequent response was North Kesteven District (32%), followed by the City of Lincoln (29%).

Figure 23. Organisation Survey Question 5. Overview of all responses.



Note: 41 people responded to this question (98%).

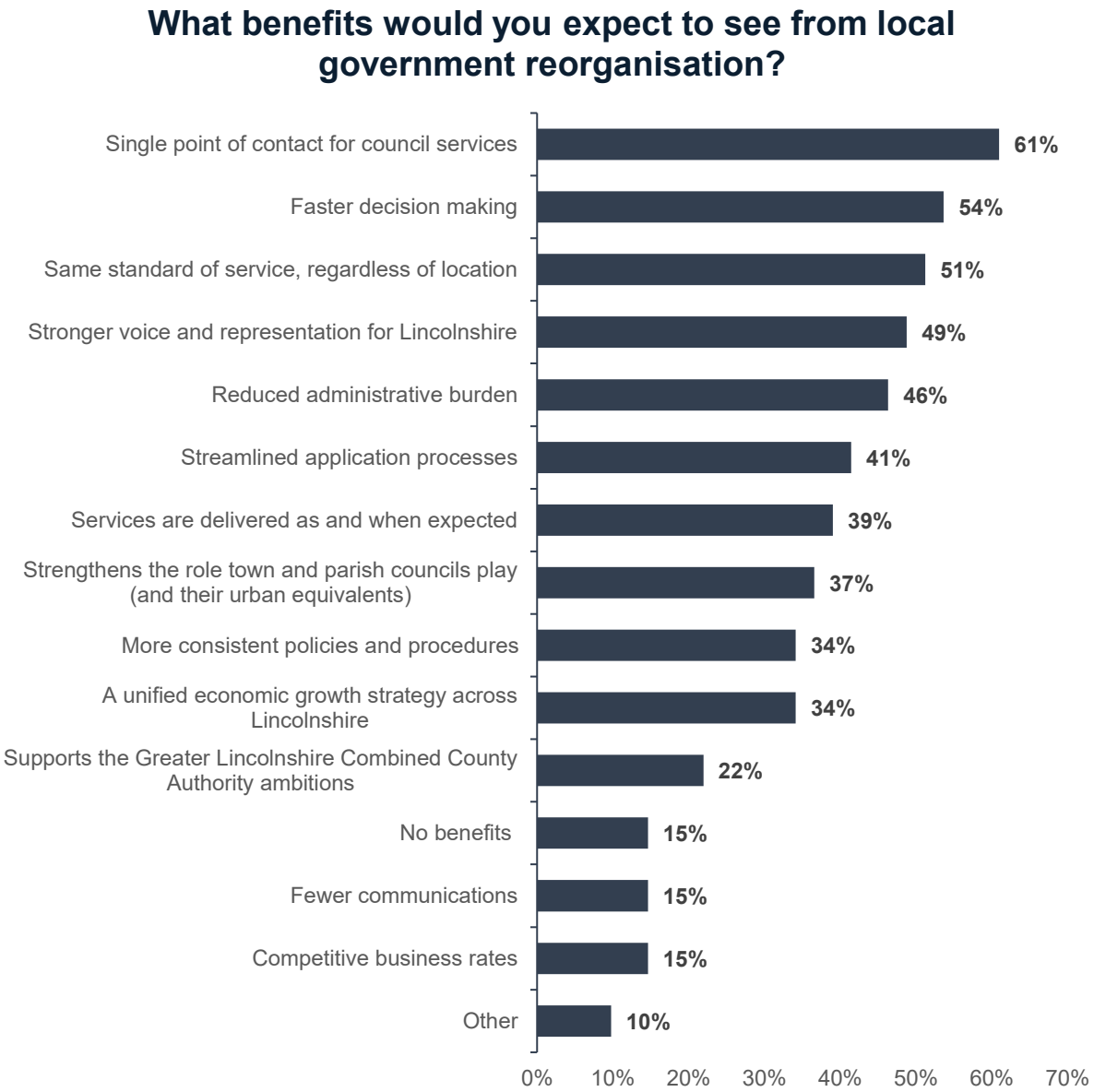
Section 2- Benefits or concerns

This section presents respondents' thoughts on the potential benefits and concerns they might have about having just one council to replace the current borough/city/district and county structure.

What benefits would you expect to see from local government reorganisation?

More than half of the respondents to the survey on behalf of businesses or organisations reported that the main benefit they would expect from reorganisation would be having a single point of contact for council services (61%). Other benefits that closely followed in popularity were (i) faster decision making (54%); (ii) having the same standards, regardless of location (51%); and (iii) stronger voices and representation for Lincolnshire (49%).

Figure 24. Organisation Survey Question 6. Overview of all responses.



Note: 41 people responded to this question (98%).

Summary of open-ended responses from ‘Other’ selections

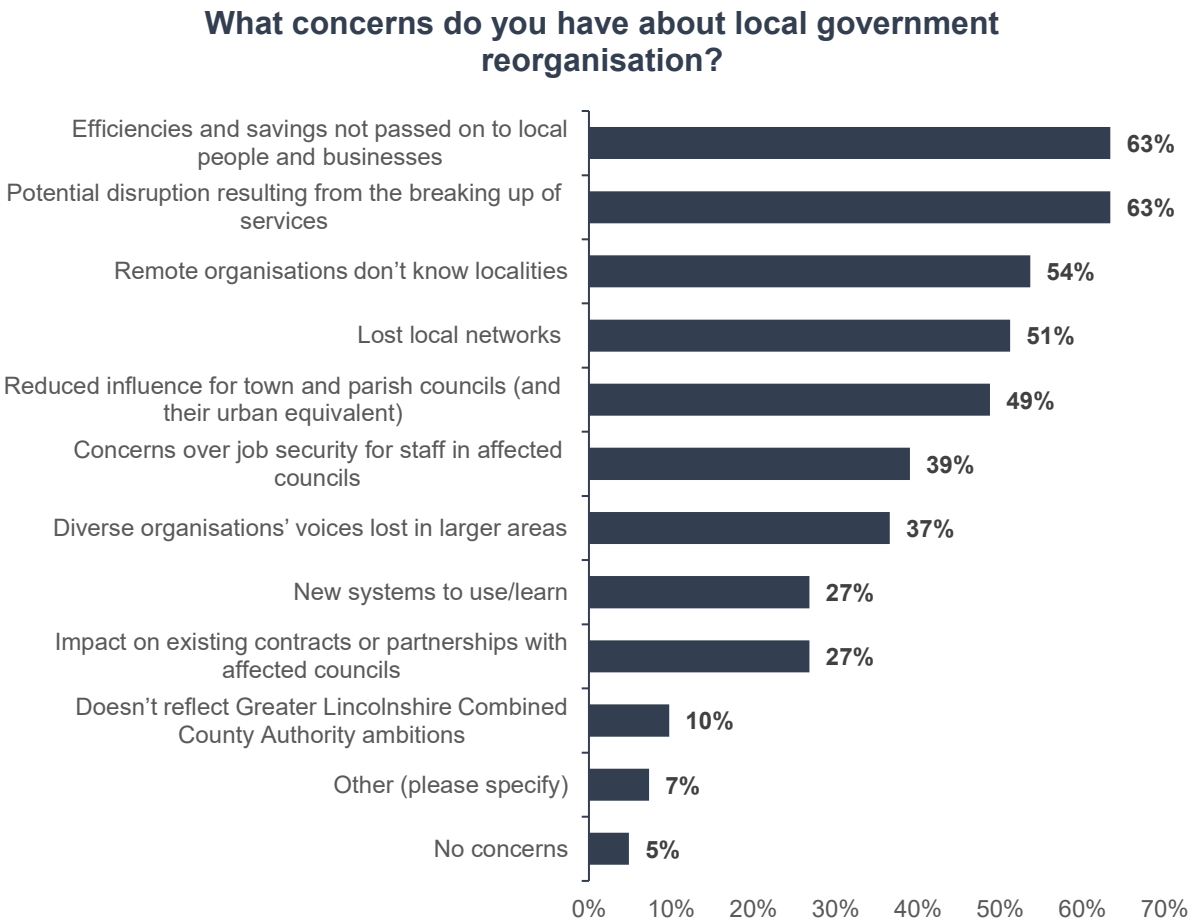
Only 4 respondents (10%) specified ‘Other’ benefits of local government reorganisation, and all of them provided additional comments. Some respondents expected improved governance, benefits in competency and innovation, and the adoption of new economic models. Others were unsure of the expected benefits and raised concerns about the loss of local perspectives and services.

What concerns do you have about local government reorganisation?

Organisations and businesses were mainly concerned about the potential disruption that could result from the breaking up of services, as well as the possibility that savings from reorganisations may not reach local people and businesses (both selected by 63% of respondents).

The following concerns, in order of frequency, were that (i) remote organisations are not familiar with localities (54%); (ii) the loss of local networks (51%); and (iii) the reduction of influence for town and parish councils, as well as for their urban equivalents (49%).

Figure 25. Organisation Survey Question 7. Overview of all responses.



Note: 41 people responded to this question (98%).

Summary of **open-ended responses from ‘Other’ selections**

3 respondents (7%) raised ‘Other’ concerns regarding local government reorganisation, and provided additional comments. The only common theme was a perceived risk to democracy, including worries about unbalanced political views, lack of action on local needs, and the absence of a clear vision for the whole area.

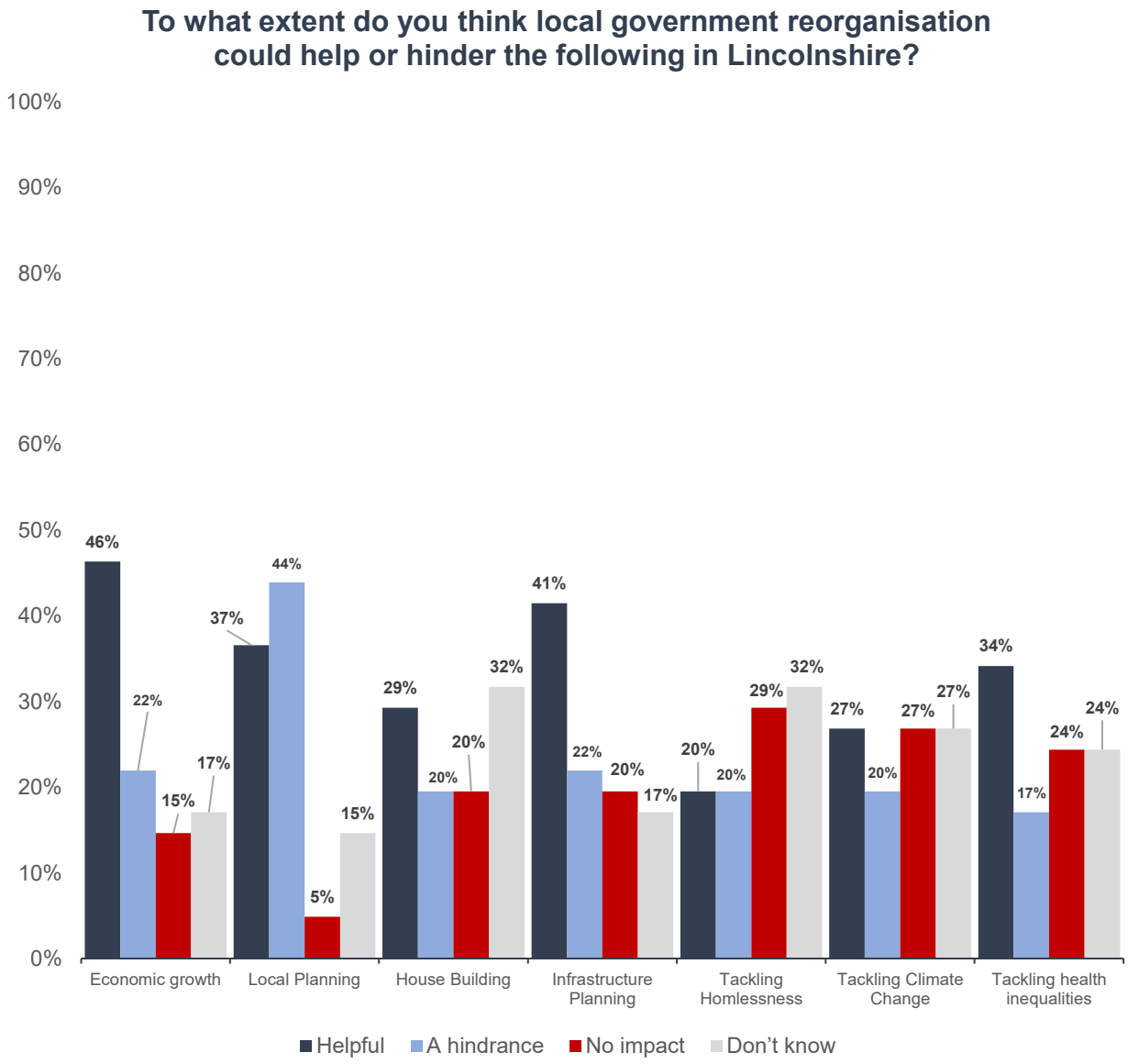
To what extent do you think local government reorganisation could help or hinder the following in Lincolnshire?

This section presents respondents' views on the effects of reorganisation on economic growth, local planning, house building, infrastructure planning, tackling homelessness, tackling climate change, and tackling health inequalities.

Participants responded more positively to the effects of reorganisation on economic growth, infrastructure planning, and tackling health inequalities, with more people viewing it as 'Helpful' compared to the other options.

Respondents seemed neutral or unsure about the effects of tackling climate change, tackling homelessness, and house building. Meanwhile, respondents seemed concerned about the impact of the reorganisation on local planning, as 44% thought it would be a hindrance.

Figure 26. Organisation Survey Question 8. Overview of all responses.



Note: 41 people responded to this question (98%).

Section 3- Additional comments or suggestions

Neighbourhood or local area committees are intended to connect businesses, town and parish councils, resident groups, and the voluntary sector with key public services, such as councils, police, health, and fire services. They work closely together to share concerns, insights, and shape local priorities. These committees would feed into the new council structure to help ensure decisions reflect local priorities and support the preservation of community identity.

Please use this space to share any ideas you have about how 'area committees' might work, who could be involved and what type of decisions you think an area committee could take.

This question invited thoughts on how the committees mentioned above could be set up, who should participate, and what decisions they might make to serve the community best. Only a small number of respondents answered the question, while the majority focused on ideas related to membership of area committees. Given the limited number of responses, the themes presented below are not presented in order of frequency.

Functioning and structure

A small number of respondents provided suggestions regarding how area committees could be structured to function effectively. Ideas focused on committees being diverse, inclusive, and well-connected to higher-level decision-makers. Respondents also emphasised the importance of effective community engagement to inform and guide the committee.

> *"Multi agency - accessibly configured - well led - local engagement - clear terms of reference - good communication with policy makers - co-produce services." (Business/organisation/town/parish council)*

Despite these suggestions, other respondents did not address how the area committees could work and instead expressed scepticism about the committee's ability to operate effectively and deliver meaningful improvements. Some respondents expressed concern that new structures could increase bureaucracy and place additional strain on existing local bodies, especially the parish councils, which are already overstretched.

> *"It's not going to deliver." (Business/organisation/town/parish council)*

> *"Concerned about the burden put onto parish councils, and how difficult it may be to contact departments at county level." (Business/organisation/town/parish council)*

Membership and representation

Many respondents expressed a preference for committees with diverse membership that reflect the communities they serve. This included diversity across demographics, professional background, sector representation, and lived experience. Some noted that a mix of perspectives and skills would enable committees to develop a more balanced understanding of local needs and priorities.

> *"Must include SME reps, not just large business sector or agriculture. Must include representative, progressive thinkers and have power and inclination to innovate and take risks. District level identity is a comfort blanket/myth." (Business/organisation/town/parish council)*

Many respondents also stressed the importance of local representation. They felt that each parish and town council should have a voice within the committees, alongside community members who have direct experience of living and working in the area.

> *"We are unclear what geographical areas area committees would cover but whichever areas they do cover each parish and town council in the area in question should be represented on the committee." (Business/organisation/town/parish council)*
>
> *"More involvement in committed from people within the community who live and work in the area. Inclusion of locals both professional and non who understand better the systems and need that newly appointed counsellors are clueless about". (Business/organisation/town/parish council)*

Role and decision making

There was limited feedback on the specific types of decisions that area committees should be responsible for. A small number of respondents suggested that the area committees should focus on decisions relevant to their local areas, not the responsibility of the full council or already delegated to existing local authorities.

> *"The decisions which the area committees should take are any relating to the area in question which legislation does not require the full council to take, and which cannot be delegated to individual town and parish councils." (Business/organisation/town/parish council)*

Please use this space if there's anything else you'd like to tell us about local government reorganisation in Lincolnshire.

Respondents were invited to share any final thoughts or comments about the proposed reorganisation of local government in Lincolnshire, including any ideas, concerns, or reflections not already captured in their previous responses. Due to the broad nature of this question, responses varied considerably, including several that asked for clarification or indicated confusion about the proposal.

Structure and geographical boundaries

The most common theme raised was the alignment of Lincolnshire's geography, service patterns, and community identities. Respondents highlighted that new boundaries should reflect the distinct characteristics and needs of the different areas across Lincolnshire. Some respondents were concerned that poorly designed boundaries could lead to decision-making that does not represent local interests and could also risk the continued functioning of existing well-functioning services.

> *"Lincs is a large county with very different areas, some rural, some urban; lumping them together (to achieve population numbers rather than on the basis of shared characteristics & interests) could be detrimental to decision-making, removing it further from the people on the ground." (Business/organisation/town/parish council)*

Respondents also criticised perceived inconsistencies between the proposed structures and how people access their local services not provided by councils. Some expressed that poorly aligned boundaries could disrupt existing service delivery.

> *"Greater Lincolnshire needs to reflect the population and the health economy needs to service the local population. why are the ICB going south when our main shared boarder is North and Northeast Lincs." (Business/organisation/town/parish council)*

However, several respondents supported Lincolnshire County Council's proposal, noting that unifying the area and combining services could improve efficiency and service delivery.

> *"It only makes sense if the Lincolnshire County Council area is unified. If Lincolnshire Council is split (as per some of the district proposals), this will mean that it's services will need to be divorced, incurring a large cost and significant disruption. Bringing services together allows for economies of scale, sharing best practice etc. Splitting existing services up which are running well, could have the opposite effect."*
> *(Business/organisation/town/parish council)*

Centralisation reduces representation

The second most common theme, similar to other questions, was concerns that a move toward a more centralised governance model could lead to certain areas being overlooked in both funding and decision-making. This view was prevalent among residents of rural and coastal regions across Lincolnshire. Many felt that greater centralisation risked prioritising efficiency and administrative control at the expense of local representation and the distinct needs of smaller communities.

> *"I believe that this may be useful for approaching national government, but I do not think it will help local people in remote rural areas. I have concerns that our voice will be lost and attention will only be paid to the towns and more industrial, well populated areas. The coastal region has always lost out on funding so I hope that this will change."*
> *(Business/organisation/town/parish council)*

> "*I am very concerned that towns and cities like Lincoln, Grimsby, Scunthorpe, Boston, Grantham get all the funds allocated to them and the rural community in Lincolnshire Suffer even more than they do now." (Business/organisation/town/parish council)*

Increase local decision-making

Another common theme was the desire for greater local autonomy and decision-making power, particularly at the town and parish level. Respondents argued that more local control would make services more responsive to community needs by allowing decisions to be made by those with direct knowledge and understanding of their communities.

> *"I would like to see it working for the better. If Local parishes could take control of everything in their area it might help us to get things done for the locals."*
> *(Business/organisation/town/parish council)*

> *"In order to try to offset the current disaffection with councils, as much power as possible should be given to local town and parish councils so that decisions which affect local people are made by those that are affected by those decisions."*
> *(Business/organisation/town/parish council)*

Perceived lack of public consultation and engagement

Some respondents expressed a sense of exclusion from the decision-making process surrounding the proposed forthcoming reorganisation. Many respondents reported that the changes were being imposed through a top-down approach, without sufficient public involvement.

> *"It has been imposed without due regard to local feelings. There was extremely limited communication and there continues to be. Any communication that is going on now e.g. this survey, presents as an afterthought. I would not think that many people will have much confidence that their views will have any impact." (Business/organisation/town/parish council)*

> *"Something this dramatic should have been voted on. We have zero reason to trust any of this." (Business/organisation/town/parish council)*

Respondents highlighted the importance of consistent, transparent communication among the new authority, existing councils, and the public.

> *"Clear updates ongoing communicated to residents, local businesses and town/parish councils" (Business/organisation/town/parish council)*

Concerns about reorganisation impacting existing systems

Finally, respondents expressed concern that the reorganisation will disrupt the existing services and systems. Respondents highlighted the extent of work and financial investment that has gone into the current council system, and how undoing this progress might have a negative impact. Some respondents raising this theme also stated that the existing structure should remain unchanged.

> *"Lots of work on planning/policy that has been done in the past, will presumably be swept aside and repeated - that's highly disruptive and inefficient. Eg. the Central Lincolnshire Plan." (Business/organisation/town/parish Council)*

> *"There's a general undertone across much of the western world at the moment that improvement will come from smashing established societal structures - these structures have taken significant cost to develop and should be protected, or at very least only changed with deep consideration and consultation." (Business/organisation/town/parish council)*

Section 4 – Only answer this question if you are responding on behalf of a town or parish

Respondents were asked whether they responded on behalf of a town or parish council, a parish meeting, or a local urban equivalent. Out of 41 respondents, 38% (16) reported that they were responding on behalf of a town or parish council, parish meeting, or local urban equivalent, while the majority, 62% (26), reported they were not. This indicates that less than half of the participants were involved in official representation for these local government bodies.

The following section presents the main themes raised in response to the following open-text question of the LGR survey. It is worth noting this question was only asked to those who responded on behalf of a town or parish council, parish meeting, or local urban equivalent.

Are there any (additional) services that could be devolved to your town or parish?

Town and parish councils are the most local level of government and would not be directly affected by the local government reorganisation. Their role will remain important as part of a stronger, more streamlined system. Examples of their responsibilities include; managing public toilets, maintaining open spaces, and providing services such as community buildings and allotments for example.

Respondents were asked to share any additional services they feel could be devolved to the councils on this level. Only a small number of respondents from town or parish councils answered this question. A few responses made general suggestions about areas where local control could improve service delivery, but many used this question to raise concerns about capacity and resources of smaller local level councils.

General suggestions about devolved services

Out of the 13 respondents who made specific suggestions on services that could be devolved, key areas identified included greater local control over planning decisions, the maintenance of public and green spaces, community centres, and local roadworks. There was particular emphasis on devolving responsibility and budgets for local public transport and road infrastructure maintenance, with respondents noting that local councils are often best placed to understand community needs.

> *"Green space upkeep. Road cleaning. Community centre." (Business/organisation/town/parish council)*

> *"Help run local public transport assets, devolve responsibility and budgets to repair road infrastructure" (Business/organisation/town/parish council)*

> *"Planning decisions making local highway decisions" (Business/organisation/town/parish /council)*

Concerns about further devolution for small councils

While some respondents supported the devolution of additional services to town and parish councils/ meetings, many raised concerns about the capacity of smaller councils to manage increased responsibilities. Respondents highlighted that town and parish councils are primarily volunteer-led and may lack the time and resources to handle more services.

> *"Regarding devolvement – it's hard to imagine why hard-stretched, unpaid volunteers would take on more responsibility. How will it be managed with some parish councils taking on more responsibility and others unwilling to do so"* (Business/organisation/town/parish council)

> *"I feel currently all our objections and comments are ignored. Not sure parish councillors (all volunteers) have the time to do much more. We don't have budgets either."* (Business/organisation/town/parish council)

Respondents also expressed concern that ongoing changes in responsibilities could create confusion among both councils and residents regarding who is accountable for specific services. As a result, respondents emphasised the need for stronger support rather than more responsibility for town and parish councils.

> *"Of course, they are affected - to say otherwise shows a lack of understanding and appreciation for the hard work of these volunteer groups. Networks and pathways will all change and will have to be re-established[...] the public won't know who is responsible for what."* (Business/organisation/town/parish council)

Overall, while respondents supported the idea of devolving certain local services and planning responsibilities, there were widespread concerns about whether town/parish councils currently have the resources and capacity to manage them effectively.

Equalities impact assessment

One of the most important roles of a council is to support vulnerable adults and children and to keep residents safe. Lincolnshire County Council already delivers outstanding-rated children's services, and good-rated adults services. It also operates Lincolnshire Fire and Rescue, which responds to thousands of emergencies each year.

LCC included dedicated questions in the engagement process to explore the views of respondents regarding potential impacts on protected characteristics (shown below).[3]

Do you think changes to local government could have a positive or negative impact on you or someone you care for, because of: age, sex, disability, marriage and civil partnership, race, religion or belief, sexual orientation, gender reassignment, or pregnancy and maternity?

Table 2. Overview of all responses.

Response	Count	Share
Yes	465	27%
No	1245	73%
All respondents	**1710**	**100%**

Note: 1710 members of the public responded to this question. For a complete breakdown of responses by age group and disability status, please see the appendices.

A total of 1,710 members of the public responded, with 27% indicating they believe there could be an impact, and 73% indicating there would be none. For detailed demographic breakdowns, including by age group and disability status, please refer to the appendices.

The following section presents the main themes raised in the answer to the open text questions of this question in the LGR survey.

Please tell us more about the impact and share any suggestions for reducing negative effects

This question asked whether proposed changes to local government would have a positive or negative impact on respondents or people they care for, particularly in relation to protected characteristics such as age, sex, disability, marriage and civil partnership, race, religion or belief, sexual orientation, gender reassignment, or pregnancy and maternity. The first section, "Perceived Impacts", describes how respondents believe the changes might affect themselves or others, sharing both concerns and positive expectations. The second section, "Suggestions to reduce negative effects", includes ideas and recommendations offered by respondents aimed at minimising potential adverse impacts and improving outcomes. Within these sections, several key themes and sub-themes are presented.

[3] It is worth noting that due to significantly different sample sizes in each group, any segmentation analysis (i.e. comparisons) of responses to qualitative or quantitative questions by protected characteristics would not be robust.

Perceived impacts

As explained in the analysis of the closed-ended question above, 73% of respondents believed there would be no impact on the aforementioned groups. As a result, the themes in this section should be interpreted within this context.

Concern for marginalised groups

The most common theme raised by respondents was the concern about the negative impact that the reorganisation of the council will have on people with protected characteristics.

> *"Governmental suggested changes will significantly impact on some or most of the groups listed, which is totally unacceptable." (member of the public)*

Within these concerns, particular attention was given to the potential effects on older people and those with disabilities.

Sub-theme 1: Concern for the elderly

The elderly were the most frequently mentioned group when respondents discussed the potential negative impacts of the local government changes. A reoccurring theme was that the elderly are deprioritised in service and policy planning, despite facing increasing costs and challenges associated with ageing.

> *"The older we get, the more we are de-prioritized, and our wishes are disregarded. Older people need to be treated with more care and respect, and it needs to be remembered that life becomes more expensive as we age." (member of the public)*

Specifically, respondents raised concerns that reorganisation may lead to a reduction in locally accessible services. This was believed to disproportionately affect older citizens, especially those that live in rural and remote areas. It was noted that reorganisation to a centralised authority could increase isolation for elderly residents who already struggle with mobility issues or limited access to transport.

> *"I have parents who are not getting any younger and may be in need of age-related services at some point. If the reorganisation makes life worse or more complicated for them to say that I will be displeased will be an understatement. Do not forget your older citizens, or that many live remotely and struggle to access places. An improvement in public transport would be one of the best things you could do, allowing them to access health and social appointments." (member of the public)*

> *"As an older person, accessing services are important and so it is important to me that services still have local access." (member of the public)*

Sub-theme 2: Concern for those with disabilities

The second most common group that was mentioned when discussing the negative impacts of LGR was the effect on those with disabilities. Respondents expressed concerns that a change to the existing system would cause major disruptions for to the care provision and service access for those with disabilities.

> *"I worry that those that have a disability are at risk from falling though a unitary authority net that will have too large holes because of the vastness of the County of Lincolnshire." (member of the public)*

> *"Services for disabled folks are not easy to access, they're often one of the first things to*

> *be cut when there's less money in the pot." (member of the public)*

Safeguards through community engagement

The next most common theme was participants suggesting that any future governance arrangements should include robust safeguards for equality and inclusion and be shaped through meaningful engagement with the communities most at risk of being left behind. Some respondents in this theme made political comments, which are not included as quotes in the report to maintain political impartiality.

Funding for vulnerable communities

Respondents frequently noted that marginalised groups are often underfunded and deprioritised within the current system and expressed fears that these groups would become further marginalised under a new, centralised authority.

> *"Disability and sexual orientation are often seen as cinderella services that could be cut. All of the characteristics listed need to be equally and consistently funded, provided, and reviewed to ensure the needs of all individuals are being effectively met." (member of the public)*

Other respondents emphasised the importance of maintaining services and care for vulnerable communities.

> *"Im worried about services currently available to these groups becoming no longer available." (member of the public)*

> *"The important services that are provided to the people of Lincolnshire should not be disrupted or stopped just because the service user is disabled or is transgender." (member of the public)*

Strain on care services

These concerns were closely linked to broader fears about the capacity of the care system. Respondents noted that adult social care is already under significant strain due to limited funding, workforce shortages, and rising demand. Many feared that expanding service delivery areas could further stretch resources, leading to cutbacks and reduced availability of essential support.

> *"Yes, as if certain councils merge it will effect council funding for services and care." (member of the public)*
> *"Concerned that cutbacks may occur around Adult Social Care provisions, which are already incredibly stretched due to staff shortages." (member of the public)*

> Respondents emphasised that maintaining accessible, high-quality services and investing in adult social care should be a key priority within any future governance structure.

Reorganisation will create fairer, more effective services

Some respondents, however, felt that the reorganisation of the local government would lead to fairer and more effective service delivery. These participants viewed that bringing services under one council structure would make services simpler and more accessible for everyone.

> *"Simplifying all under one banner can only have positive results in every area." (member of the public)*

> *"People with a disability will have one place to go for a blue badge, adaptations, benefit/social housing advice. IT would be like a 'tell us once' idea, but literally all in one place! The solution is to do it and communicate well across departments." (member of the public)*

This was coupled with a belief that having a more centralised local government would reduce service overlap between the different council areas, potentially lowering costs and enabling greater investment in service improvement.

> *"Reducing cost of duplicating services so keeping council tax down." (member of the public)*

> *"A positive impact is there will be more money to potentially improve services." (member of the public)*

Suggestions to reduce negative effects

Improve accessibility to services

The most common suggestion given by respondents to reduce any negative impacts was maintaining and improving accessibility to services. Many respondents suggested that centralisation would increase the distance between the services and the communities they serve, and appropriate measures should be taken. This was identified as a particular issue for residents in rural and remote areas across Lincolnshire.

> *"Living right on the northern edge of West Lindsey are already remote from many services. We cannot get transport or referrals to many services. A centralised service will almost certainly be even less accessible." (member of the public)*

In addition to suggestions to mitigate concerns about physical distance, respondents shared suggestions to mitigate the risk of digital exclusion for vulnerable populations, particularly older residents and those with limited digital literacy. One common suggestion was to improve access to in-person services. Respondents recommended maintaining local offices and providing face-to-face support to ensure services stay accessible to everyone.

> *"Many people are non-digital, but they are discriminated against." (member of the public)*

One common suggestion was to improve access to in-person services. Respondents recommended maintaining local offices and to providing face-to-face support to ensure services stay accessible to everyone.

> *"Need local offices so can visit to help. Not on phone but in person." (member of the public)*

Two-way communication

Another theme that emerged from responses was the suggestion for a two-way communication process between the council and residents. Many participants highlighted the importance of receiving clear communication throughout the transition period, as well as opportunities to communicate their own views to the council. They urged the council to actively seek out and listen to input from those affected.

> *"I care for a teenager and a partner who have neurodivergent conditions (ASD & ADHD), and have ADHD myself. All of us would benefit from a council system that is less confusing*

> *and more straightforward. Negative impacts are likely to come about during the changeover, so clear and regular updates about (for example) when one council's telephone number is closing down and the new one takes over would be very useful." (member of the public)*

> *"All change brings disruption and uncertainty. I would like to ensure I am kept informed of what is happening. I hope to see you using social media channels to full effect." (member of the public)*

> *"Cost cutting is an important metric but we are dealing with human beings and families with issues and needs. Don't decide what is good for people without asking them for their input first." (member of the public)*

Appendix A

Greater Lincolnshire Local Government Reorganisation stakeholder engagement and publicity

Following discussions among the 10 councils in Greater Lincolnshire, Lincolnshire County Council led appropriate local engagement to support the development of its preferred proposal for local government reorganisation. This engagement was designed and delivered to:

- raise awareness and understanding of local government reorganisation
- encourage participation, including groups identified through equality impact analysis
- gather evidence of local opinion to inform the development of the proposal

A 10-week engagement period ran from Monday 21 July and Monday 29 September 2025, using a wide range of methods to reach and involve stakeholders across Lincolnshire. During this time, there were 5,057 visits to the LGR page on Let's talk Lincolnshire, giving a 43% engagement rate on the platform.

The engagement methods included:

- a survey with quantitative and open text questions, including additional questions to assess reach and potential impact
- 2,305 responses were received in total, of which:
    - Individuals (7 questions, plus demographic questions to assess reach and potential impact) – 1,778 responses
    - Town and parish councils (11 questions) – 17 responses
    - Other organisations (10 questions) – 25 responses
    - Staff (7 questions) – 485 responses
- the survey was available online and in print, with a freepost return address
- alternative formats offered on request
    - large print
    - easy read (simplified, pictorial version)
    - Braille and audio format
    - different languages
- a question-and-answer feature on the project page, offering the opportunity to ask questions about local government reorganisation with responses provided directly through the platform – 5 public and 3 private enquiries providing 8 responses
- a dedicated telephone number and engagement email address to:
    - request alternative formats (including hard copy), 3
    - resolve queries, 3
    - receive general comments, 2
    - enable the survey to be completed over the phone, 1
- 315 people attended 11 face-to-face public drop-in sessions held in 10 locations across the county, using accessible county council venues on a mix of days (including Saturday) at different times of day

- 18 people attended 2 interactive virtual events in the evenings
- 14 people attended an interactive virtual event for businesses
- 623 staff attended 2 interactive online staff engagement sessions; additional verbal updates were also provided during existing staff briefings
- 2 face-to-face meetings with the voluntary sector and town and parish councils
- 1 virtual briefing for town and parish councils

The multi-channel communications strategy included:

- County News, Lincolnshire's resident magazine was delivered to all households in Lincolnshire (circa 360,000) on 21 July, featuring an article that explained the concept of LGR and included a QR code to the online survey
- e-newsletters and mailshots used throughout the engagement period to reach communities and stakeholders directly:
    - Let's talk Lincolnshire newsletter distributed to nearly 5,500 recipients
    - Town and Parish Council newsletter to nearly 360 councils
    - County catch up distributed to over 1,500 recipients
    - mailshots direct to 112 community groups, with targeted follow up communications
    - additional reach achieved by partners and community group newsletters
- printed literature to support public events and ensure visibility in public places:
    - 1,000 printed surveys taken to events and distributed at public venues
    - 1,000 proposal summary booklets shared with town and parish councils and made available at events and community locations
    - 750 posters placed at over 400 noticeboards and buildings
    - 250 business cards distributed across events
- paper copies provided to, displayed and available in the following locations:
    - town and parish councils
    - civic reception offices
    - libraries
    - community hubs
    - children's and family centres
    - other public buildings, such as independent shops and cafes in the south
- a QR code to support digital access to engagement, with 89 scans during the campaign
- Your Lincolnshire website hosted key information and a link to the Let's talk Lincolnshire platform, which recorded 9,539 engagement events – Including actions such as video plays, button clicks, and other user interactions
- a social media campaign featuring 46 posts across five platforms reached a combined audience of 82,845, followed by a targeted campaign to areas with lower response rates to help boost engagement
- a Local Government Reorganisation in Greater Lincolnshire video explained proposals and encouraged engagement. It had 334 views on YouTube during the campaign
- 2 news releases during engagement with 33 media stories across 9 Greater Lincolnshire television, radio, print and online media outlets this year

Stakeholder engagement and communications

Activities were wide-ranging and used different formats and opportunities to ensure everyone had the chance to share their views. Seldom heard communities were reached via representative bodies and targeted, local communications as well as events and surveys.

General public engagement events

Stakeholder	No.s	Purpose and type	Date and time	Geographical area
General public	33	Face-to-face drop-in	3/09/25, 10am - 2pm	Boston, Boston Borough
General public	24	Face-to-face drop-in	9/09/25, 10am - 2pm	Sleaford, North Kesteven
General public	34	Face-to-face drop-in	11/09/25, 10am - 2pm	Louth, East Lindsey
General public	12	Virtual Q&A	11/09/25, 6pm -7pm	Online via MS Teams
General public	30	Face-to-face drop-in	15/09/25, 09.30am - 12.30pm	Grantham South Kesteven
General public	33	Face-to-face drop-in	19/09/25, 10am - 12pm	Caistor, East Lindsey
General public	14	Face-to-face drop-in	19/09/25, 2pm – 5pm	Gainsborough, West Lindsey
General public	63	Face-to-face drop-in	20/09/25, 11am – 2pm	Lincoln (castle)
General public	43	Face-to-face drop-in	23/09/25, 11am - 3pm	Lincoln (library)
General public	10	Face-to-face drop-in	23/09/25, 11.30am - 2.30pm	Bourne Children's Centre, South Kesteven
General public	27	Face-to-face drop-in	24/09/25, 2pm - 5pm	Stamford, South Kesteven
General public	4	Face-to-face drop-in	24/09/25, 10am - 2pm	Spalding, South Holland
General public	6	Virtual Q&A	24/09/25, 7pm – 8pm	Online via MS Teams
Total	**333**			

Themes from these events included:

Concerns raised:

- a belief that LGR is unnecessary, as current councils are seen to work well
- the county council proposal feels too large and risks losing local identity and connection to communities
- perception that services will centralise in Lincoln, leading to closure of local offices
- worries about the future of local plans

Support expressed:

- desire to retain the identity of 'Lincolnshire'; North and Northeast Lincolnshire are perceived to look north for public services
- keeping the county footprint helps maintain established links with health services
- maintaining existing service structures supports stability and consistency in delivery of the high-quality current services, particularly:
    - Children's Services (recognition rated outstanding)
    - Adult Care
    - Highways Authority
    - Fire & Rescue
- maintain Adults and Children's Services as they are to avoid unnecessary complication
- preference for a single point of contact for simplicity – one council and one councillor
- belief that reorganisation could lead to cost savings through fewer councillors, senior leaders, contracts, and properties

Themes from questions and queries submitted online, via email, and telephone included:

- the proposed Lincolnshire county area perceived as too large, with references to previous change examples
- fears local connections and community identity could be lost in a larger or fragmented county structure
- concerned potential job losses could affect service delivery
- maintain current structure, councillors and services which people are satisfied with support for the proposal
- uncertainty around the future role of town and parish councils, especially in areas without them
- accessibility concerns received responses and were offered alternative ways to engage

Businesses and stakeholder organisations engagement

The engagement approach and an event tailored for businesses to have their say was shared:

- with Business Lincolnshire
- with the Chamber of Commerce
- via the Federation of Small Businesses
- via Team Lincolnshire
- in the UK Food Valley newsletter

Lincolnshire County Council hosted a business event, attended by 14 representatives, on 22 September. The results and themes were captured separately to this summary and the survey.

Town and parish councils

- LALC member town and parish councils took part in a face-to-face workshop with senior council officers and councillors on 16 July
- the July Town and Parish Council newsletter sent to 363 recipients, with a 71.3% open rate and a 13.5% click rate. The LGR article received 29 clicks
- the August Town and Parish Council newsletter sent to 348 recipients, with a 68.4% open rate and a 5.5% click rate. The LGR article received 14 clicks. A separate version sent to 15 recipients in Boston Borough. It had a 66.7% open rate but no clicks
- town and parish council representatives attended many of the public events
- Senior council officers and councillors hosted a town and parish council virtual Q&A session on 26 September with 27 attendees
- two parish councils contacted the engagement team directly to share their support; one for the county council's proposal and one for a proposal presented by the districts

Schools' engagement

Lincolnshire County Council hosted a schools event, attended by 25 representatives, on 2 October. The primary points made were:

- meeting as clusters of headteachers for collective support
- cross-border working with other authorities
- mental health support, social workers, children in care links
- dilution of voices and resources
- funding implications, deprivation and change benefits, particularly on the coast

Letters of support are being collated separately and additional headteacher sessions are planned as the process continues.

Employee engagement

- our Intranet news, 5 June, 945 views
- online pre-briefing, 16 June, 11-12, c300 attendees
- online pre-briefing, 17 June, 11-12, c300 attendees
- SharePoint engagement updates, 21 July, 899 views; 27 August, 1,255 views; 11 September, 1,391 views; and 18 September, 451 views
- Unison members received an invitation to participate in survey regarding feelings about LGR (no data available)
- online briefing and Sli.do engagement (270 respondents), 15 September, 11-12, 356 attendees
- online briefing and Sli.do engagement (215 respondents),16 September, 12-1, 267 attendees
- survey was also promoted at team and service area meetings

News

- a news release on 19 August to increase engagement awareness: Have your say on a new look Lincolnshire – Lincolnshire County Council
- a further news release on 5 September to promote events: First 'Your Lincolnshire' public event held amidst warnings that new smaller councils could cost the taxpayer – Lincolnshire County Council
- the Leader's blog, 12 September in the Grantham Journal and also online: COLUMN: Have your say on council shake-up and Lincolnshire County Council leader on local government reorganisation and why one council would eliminate confusion
- Extra Stamford meeting added for Lincolnshire County Council's local government reform consultation and Chance to give feedback on council shake-up plan are examples of the media coverage during engagement

Social media coverage

Promotion took place across five platforms (detailed below), using a mix of organic and paid content to raise awareness and drive engagement.

The campaign included:

- 46 posts
- 5 adverts
- targeted stories
- images, reels and a video
- use of campaign-specific hashtags
- event listings on local Facebook groups
- resources for councillors to share across their own social media channels (data on reach not available)

Outputs include:

- Facebook (the largest source of social media visitors) hosted 17 posts with a reach of 62, 985. This was followed up by 5 adverts targeting southern parts of the county which had a lower rate of engagement than other districts
- Instagram reached 3,000 users with six posts (not including stories)
- Nextdoor reached 12,595 with 7 posts about engagement and targeted event promotion
- X does not provide reach data for the 11 posts
- LinkedIn had 5 posts targeting businesses and professionals with a reach of 4,265

Direct mailing and newsletters

In addition to the online and in person meetings/briefings, residents, community groups and charities were reached through a variety of direct communications, newsletters, print and digital media and targeted communication:

- Lincolnshire County Council councillors received:
    - a launch email to promote LGR and encourage participation among residents
    - regular email briefings and updates
    - a face-to-face briefing
    - digital information packs

- Councillors shared council communications through local and community channels and meetings
- NHS partners article for Integrated Care Board newsletter to 11,000 people
- Let's talk Lincolnshire newsletter sent:
    - launch (21 July) to 5,413 recipients, with a 41.7% open rate and a 7.7% click rate
    - reminder (5 Sep) to 5,409 recipients, with a 39% open rate and a 2.1% click rate
    - final '10 days to go' reminder (19 Sep) to 5,398 recipients, with a 38.1% open rate and a 5.1% click rate
- County catch up newsletter sent:
    - special LGR issue (8 August) to 1,518 recipients on with 195 clicks
    - follow up article (15 Sep) to 1 558 people with 185 clicks
- Initial engagement promotion mailshot sent to 112 key organisations (21 July), helping extend reach to underrepresented and seldom-heard communities
- A follow-up '10 days to go' mailshot sent to 16 organisations (18 Sep) with access to those who were not as well represented, for example Boston and Grantham colleges and Just Lincs

Appendix B

Overview of responses by question

The following tables provide an overview of the responses received to the six engagement questions, regardless of whether respondents indicated their respondent type in any way.

Do you think Lincolnshire currently has

Table 3. Public Survey Question 1. Overview of complete responses

Response	Count	Share
Too many councillors	1288	59%
About the right number	540	25%
Not sure	326	15%
Too few councillors	35	2%
All respondents	**2189**	**100%**

What, if any, do you think will be the main benefits of reorganising Lincolnshire's councils?

Table 4. Public Survey Question 2. Overview of complete responses

Response	Count	Share
Provides better value for money by reducing costs	1127	52%
More joined-up services with less bureaucracy	897	41%
Easier to understand who does what	750	34%
One point of contact for the services I use	699	32%
Same rules and services across Lincolnshire	518	24%
Clearer knowledge of who to contact about services	422	19%
I don't think there would be any benefits	363	17%
Stronger Lincolnshire voice at a national level	350	16%
Easier to know who my local councillor is	142	6%

Response	Count	Share
Helps town and parish councils (and their urban equivalent) support residents	116	5%
Helps the Greater Lincolnshire Combined County Authority achieve its aims	91	4%
Other	57	3%
Total respondents	**2188**	**100%**

Note: Respondents were able to select up to three options for this question.

What, if any, are your main concerns about reorganising Lincolnshire's councils?

Table 5. Public Survey Question 3. Overview of complete responses

Response	Count	Share
Unsure if the cost savings will happen	1081	50%
The council will be too 'remote' so there's reduced accountability	1012	47%
Possible job losses	751	35%
Potential service disruption, for example missed carer visit or bin collection	673	31%
Won't help town and parish councils (and their urban equivalent) to support residents	476	22%
Where I live will lose its local identity	466	22%
My needs aren't represented/heard	396	18%
Too much change at once	293	14%
Won't help achieve Greater Lincolnshire Combined County Authority aims	62	3%
Other	101	5%
I don't have any concerns	161	7%
All respondents	**2163**	**100%**

Note: Respondents were able to select up to three options for this question.

What are the three most important things to you when Lincolnshire's councils are reorganised?

Table 6. Public Survey Question 4. Overview of complete responses

Response	Count	Share
Use the savings made to improve local services	1016	47%
Make local government simpler, easier to access and understand	813	38%
Reduce costs of delivering local government	717	33%
Join up services under one council and cut duplication	675	31%
Reduce bureaucracy (red tape)	632	29%
Maintain and/or improve service quality	601	28%
Use the savings made to keep council tax rises to a minimum	470	22%
Clear decision making and accountability	333	15%
Long-term financial stability	295	14%
Maintain local identity	271	13%
Encourage more input from town and parish councils	234	11%
Help deliver the Greater Lincolnshire Combined County Authority priorities	41	2%
Other	85	4%
Total responses	**2153**	**100%**

Note: Respondents were able to select up to three options for this question.

What do you think would help keep local services strong when Lincolnshire's councils are reorganised?

Table 7. Public Survey Question 5. Overview of complete responses

Response	Count	Share
Involve residents and people who use services in planning them	1067	50%
Share the best way of doing things across councils to keep high standards	930	43%
Minimise service disruption during council changes	895	42%

Response	Count	Share
Keep the high-quality services already in place	712	33%
Join services together to get the best value	682	32%
Keep services running in the same local areas as they do now	574	27%
Make sure changes fit with how other services are organised	555	26%
Make sure services aren't split up	395	18%
Other	89	4%
Total responses	**2151**	**100%**

Note: Respondents were able to select up to three options for this question.

When Lincolnshire's councils are reorganised, would you like to see a town or parish council established in your area?

Table 8. Public Survey Question 6. Overview of complete responses

Response	Count	Share
Already have a town or parish council in my area	1533	71%
Yes, and I'm not aware of any group doing similar things in my area	178	8%
Yes, and there's already a local group doing similar things	46	2%
Don't know	214	10%
No	199	9%
Total responses	**2170**	**100%**

Do you think changes to local government could have a positive or negative impact on you or someone you care for, because of: age, sex, disability, marriage and civil partnership, race, religion or belief, sexual orientation, gender reassignment, or pregnancy and maternity?

Table 9. Public Survey Question 15. Overview of complete responses

Response	Count	Share
No	1245	73%
Yes	465	27%

Total responses	**1710**	**100%**

How would you describe your experience of the current two-tier system in Lincolnshire, where service responsibilities are divided between county and borough/city/district councils?

Table 10. Organisation Survey Question 2. Overview of complete responses

Response	Count	Share
Very good	6	15%
Good	9	22%
Mixed experience	12	29%
Poor	6	15%
Very poor	3	7%
No experience	2	5%
Didn't know there was a two-tier system	3	7%
Total responses	**41**	**100%**

Which of the following councils do you deal with in a typical year?

Table 11. Organisation Survey Question 5. Overview of complete responses

Response	Count	Share
Lincolnshire County Council	28	68%
North Kesteven District	13	32%
City of Lincoln	12	29%
East Lindsey District	10	24%
Boston Borough	9	22%
West Lindsey	9	22%
South Kesteven District	8	20%
Northeast Lincolnshire	5	12%
North Lincolnshire	5	12%
South Holland District	5	12%
Other councils outside Lincolnshire	4	10%
Prefer not to say	1	2%
Total responses	**41**	**100%**

What benefits would you expect to see from local government reorganisation?

Table 12. Organisation Survey Question 6. Overview of complete responses

Response	Count	Share
Single point of contact for council services	25	61%
Faster decision making	22	54%
Same standard of service, regardless of location	21	51%
Stronger voice and representation for Lincolnshire	20	49%
Reduced administrative burden	19	46%
Streamlined application processes	17	41%
Services are delivered as and when expected	16	39%
Strengthens the role town and parish councils play (and their urban equivalents)	15	37%
A unified economic growth strategy across Lincolnshire	14	34%
More consistent policies and procedures	14	34%
Supports the Greater Lincolnshire Combined County Authority ambitions	9	22%
Competitive business rates	6	15%
Fewer communications	6	15%
No benefits	6	15%
Other	4	10%
Total responses	**41**	**100%**

What concerns do you have about local government reorganisation?

Table 13. Organisation Survey Question 7. Overview of complete responses

Response	Count	Share
Efficiencies and savings not passed on to local people and businesses	26	63%
Potential disruption resulting from the breaking up of services	26	63%
Remote organisations don't know localities	22	54%
Lost local networks	21	51%
Reduced influence for town and parish councils (and their urban equivalent)	20	49%
Concerns over job security for staff in affected councils	16	39%
Diverse organisations' voices lost in larger areas	15	37%
Impact on existing contracts or partnerships with affected councils	11	27%
New systems to use/learn	11	27%
Doesn't reflect Greater Lincolnshire Combined County Authority ambitions	4	10%
Other	3	7%
No concerns	2	5%
Total responses	**41**	**100%**

To what extent do you think local government reorganisation could help or hinder economic growth in Lincolnshire?

Table 14. Organisation Survey Question 8A. Overview of complete responses

Response	Count	Share
Helpful	19	46%
A hindrance	9	22%
No impact	6	15%
Don't know	7	17%
Total responses	**41**	**100%**

To what extent do you think local government reorganisation could help or hinder local planning in Lincolnshire?

Table 15. Organisation Survey Question 8B. Overview of complete responses

Response	Count	Share
Helpful	15	37%
A hindrance	18	44%
No impact	2	5%
Don't know	6	15%
Total responses	**41**	**100%**

To what extent do you think local government reorganisation could help or hinder house building in Lincolnshire?

Table 16. Organisation Survey Question 8C. Overview of complete responses

Response	Count	Share
Helpful	12	29%
A hindrance	8	20%
No impact	8	20%
Don't know	13	32%
Total responses	**41**	**100%**

To what extent do you think local government reorganisation could help or hinder infrastructure planning in Lincolnshire?

Table 17. Organisation Survey Question 8D. Overview of complete responses

Response	Count	Share
Helpful	17	41%
A hindrance	9	22%
No impact	8	20%
Don't know	7	17%
Total responses	**41**	**100%**

To what extent do you think local government reorganisation could help or hinder tackling homelessness in Lincolnshire?

Table 18. Organisation Survey Question 8E. Overview of complete responses

Response	Count	Share
Helpful	8	20%
A hindrance	8	20%
No impact	12	29%
Don't know	13	32%
Total responses	**41**	**100%**

To what extent do you think local government reorganisation could help or hinder tackling climate change in Lincolnshire?

Table 19. Organisation Survey Question 8F. Overview of complete responses

Response	Count	Share
Helpful	11	27%
A hindrance	8	20%
No impact	11	27%
Don't know	11	27%
Total responses	**41**	**100%**

To what extent do you think local government reorganisation could help or hinder tackling health inequalities in Lincolnshire?

Table 20. Organisation Survey Question 8G. Overview of complete responses

Response	Count	Share
Helpful	14	34%
A hindrance	7	17%
No impact	10	24%
Don't know	10	24%
Total responses	**41**	**100%**

Appendix C

Segmentation by respondent type

The following tables provide an overview of the responses received to the engagement questions, broken down by detailed respondent type. Overviews of all responses can be found in Appendix B.

Do you think Lincolnshire currently has

Table 21. Public Survey Question 1. Overview of responses by respondent type

Response	Members of the public	Staff
Too many councillors	1007 (57%)	281 (67%)
Too few councillors	32 (2%)	3 (1%)
About the right number	475 (27%)	65 (16%)
Not sure	258 (15%)	68 (16%)
All respondents	**1772 (100%)**	**417 (100%)**

What, if any, do you think will be the main benefits of reorganising Lincolnshire's councils?

Table 22. Public Survey Question 2. Overview of responses by respondent type

Response	Members of the public	Staff
Provide better value for money by reducing costs	869 (49%)	258 (61%)
More joined-up services with less bureaucracy	678 (38%)	219 (52%)
Easier to understand who does what	580 (33%)	170 (40%)
One point of contact for the services I use	512 (29%)	187 (44%)
Same rules and services across Lincolnshire	401 (23%)	117 (28%)
Clearer knowledge of who to contact about services	311 (18%)	111 (26%)
Stronger Lincolnshire voice at a national level	266 (15%)	84 (20%)
Easier to know who my local councillor is	124 (7%)	18 (4%)
Helps town and parish councils (and their urban	96 (5%)	20 (5%)

Response	Members of the public	Staff
equivalent) support residents		
Helps the Greater Lincolnshire Combined County Authority achieve its aims	75 (4%)	16 (4%)
Other	52 (3%)	5 (1%)
I don't think there would be any benefits	352 (20%)	11 (3%)
All respondents	**1766 (100%)**	**422 (100%)**

What, if any, are your main concerns about reorganising Lincolnshire's councils?

Table 23. Public Survey Question 3. Overview of responses by respondent type

Response	Members of the public	Staff
The council will be too 'remote' so there's reduced accountability	904 (51%)	108 (27%)
Unsure if the cost savings will happen	893 (51%)	188 (47%)
Potential service disruption, for example missed carer visit or bin collection	465 (26%)	208 (52%)
Possible job losses	460 (26%)	291 (73%)
Won't help town and parish councils (and their urban equivalent) to support residents	425 (24%)	51 (13%)
Where I live will lose its local identity	423 (24%)	43 (11%)
My needs aren't represented/heard	360 (20%)	36 (9%)
Too much change at once	176 (10%)	117 (29%)
I don't have any concerns	151 (9%)	10 (3%)
Won't help achieve Greater Lincolnshire Combined County Authority aims	52 (3%)	10 (3%)
Other	94 (5%)	7 (2%)
All respondents	**1764 (100%)**	**399 (100%)**

What are the three most important things to you when Lincolnshire's councils are reorganised?

Table 24. Public Survey Question 4. Overview of responses by respondent type

Response	Members of the public	Staff
Use the savings made to improve local services	775 (44%)	241 (61%)
Make local government simpler, easier to access and understand	645 (37%)	168 (42%)
Reduce costs of delivering local government	605 (34%)	112 (28%)
Join up services under one council and cut duplication	539 (31%)	136 (34%)
Reduce bureaucracy (red tape)	507 (29%)	125 (31%)
Maintain and/or improve service quality	472 (27%)	129 (32%)
Use the savings made to keep council tax rises to a minimum	388 (22%)	82 (21%)
Clear decision making and accountability	281 (16%)	52 (13%)
Maintain local identity	257 (15%)	14 (4%)
Encourage more input from town and parish councils	227 (13%)	7 (2%)
Long-term financial stability	198 (11%)	97 (24%)
Help deliver the Greater Lincolnshire Combined County Authority priorities	36 (2%)	5 (1%)
Other	81 (5%)	4 (1%)
All respondents	**1755 (100%)**	**398 (100%)**

What do you think would help keep local services strong when Lincolnshire's councils are reorganised?

Table 25. Public Survey Question 5. Overview of responses by respondent type

Response	Members of the public	Staff
Involve residents and people who use services in planning them	900 (52%)	167 (41%)
Share the best way of doing things across councils to keep high standards	765 (44%)	165 (41%)
Minimise service disruption during council changes	612 (35%)	283 (70%)
Keep the high-quality services already in place	561 (32%)	151 (37%)
Join services together to get the best value	549 (31%)	133 (33%)
Keep services running in the same local areas as they do now	519 (30%)	55 (14%)
Make sure changes fit with how other services are organised	433 (25%)	122 (30%)
Make sure services aren't split up	306 (18%)	89 (22%)
Other	87 (5%)	2 (~1%)
All respondents	**1745 (100%)**	**406 (100%)**

When Lincolnshire's councils are reorganised, would you like to see a town or parish council established in your area?

Table 26. Public Survey Question 6. Overview of responses by respondent type

Response	Members of the public	Staff
Already have a town or parish council in my area	1265 (72%)	268 (66%)
Yes, and I'm not aware of any group doing similar things in my area	139 (8%)	39 (10%)
Yes, and there's already a local group doing similar things	35 (2%)	11 (3%)
Don't know	160 (9%)	54 (13%)
No	164 (9%)	35 (9%)
All respondents	**1763 (100%)**	**407 (100%)**

Appendix D

Segmentation by local authority area where participants live

The following tables provide an overview of the responses received to the engagement questions, broken down by the local authority area where respondents live. 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.

Do you think Lincolnshire currently has

Table 27. Public Survey Question 1. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Too many councillors	36 (59%)	157 (57%)	170 (54%)	15 (58%)	218 (57%)	6 (38%)	16 (84%)	63 (53%)	137 (58%)	175 (60%)
Too few councillors	<3 (~1%)	7 (3%)	<3 (~1%)	<3 (~5%)	9 (2%)	<3 (~5%)	<3 (~5%)	- (~1%)	7 (3%)	<3 (~1%)
About the right number	16 (26%)	71 (26%)	92 (29%)	6 (23%)	95 (25%)	5 (31%)	<3 (~5%)	32 (27%)	67 (28%)	84 (29%)
Not sure	- (~15%)	40 (15%)	- (~15%)	- (~15%)	61 (16%)	- (~25%)	<3 (~5%)	- (~20%)	26 (11%)	- (~10%)
All respondents	**61 (100%)**	**275 (100%)**	**316 (100%)**	**26 (100%)**	**383 (100%)**	**16 (100%)**	**19 (100%)**	**118 (100%)**	**237 (100%)**	**294 (100%)**

What, if any, do you think will be the main benefits of reorganising Lincolnshire's councils?

Table 28. Public Survey Question 2. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Easier to understand who does what	17 (27%)	118 (43%)	92 (29%)	6 (23%)	132 (34%)	<3 (~15%)	- (~30%)	41 (35%)	68 (29%)	89 (30%)
Provide better value for money by reducing costs	22 (35%)	130 (48%)	164 (52%)	15 (58%)	186 (49%)	7 (44%)	14 (74%)	51 (44%)	111 (47%)	163 (55%)
Clearer knowledge of who to contact about services	10 (16%)	49 (18%)	53 (17%)	3 (12%)	69 (18%)	4 (25%)	3 (16%)	23 (20%)	45 (19%)	52 (18%)
Easier to know who my local councillor is	5 (8%)	22 (8%)	21 (7%)	3 (12%)	24 (6%)	<3 (~5%)	<3 (~1%)	- (~5%)	13 (5%)	25 (9%)
Helps the Greater Lincolnshire Combined County Authority achieve its aims	<3 (~5%)	13 (5%)	18 (6%)	<3 (~5%)	16 (4%)	<3 (~5%)	<3 (~10%)	5 (4%)	6 (3%)	10 (3%)
More joined-up services with less bureaucracy	19 (31%)	111 (41%)	124 (39%)	9 (35%)	155 (40%)	6 (38%)	11 (58%)	43 (37%)	77 (32%)	120 (41%)
Helps town and parish councils (and their urban equivalent) support residents	4 (6%)	14 (5%)	18 (6%)	4 (15%)	17 (4%)	<3 (~5%)	<3 (~1%)	10 (9%)	12 (5%)	16 (5%)
One point of contact for the services I use	16 (26%)	89 (33%)	88 (28%)	4 (15%)	105 (27%)	4 (25%)	7 (37%)	35 (30%)	60 (25%)	99 (34%)

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Stronger Lincolnshire voice at a national level	8 (13%)	46 (17%)	53 (17%)	5 (19%)	54 (14%)	<3 (~15%)	<3 (~10%)	18 (15%)	24 (10%)	54 (18%)
Same rules and services across Lincolnshire	14 (23%)	61 (22%)	82 (26%)	4 (15%)	87 (23%)	3 (19%)	4 (21%)	28 (24%)	48 (20%)	65 (22%)
Other	- (~5%)	9 (3%)	9 (3%)	<3 (~5%)	7 (2%)	<3 (~15%)	<3 (~5%)	<3 (~1%)	6 (3%)	8 (3%)
I don't think there would be any benefits	19 (31%)	41 (15%)	60 (19%)	5 (19%)	78 (20%)	4 (25%)	<3 (~5%)	25 (21%)	59 (25%)	51 (17%)
All respondents	**62 (100%)**	**273 (100%)**	**317 (100%)**	**26 (100%)**	**383 (100%)**	**16 (100%)**	**19 (100%)**	**117 (100%)**	**237 (100%)**	**294 (100%)**

What, if any, are your main concerns about reorganising Lincolnshire's councils?

Table 29. Public Survey Question 3. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
I don't have any concerns	<3 (~5%)	22 (8%)	25 (8%)	3 (12%)	33 (9%)	<3 (~1%)	4 (21%)	6 (5%)	3 (1%)	<3 (~1%)
My needs aren't represented/heard	17 (27%)	61 (22%)	65 (21%)	9 (35%)	70 (18%)	<3 (~5%)	<3 (~5%)	27 (23%)	44 (19%)	8 (3%)
Other	9 (15%)	16 (6%)	10 (3%)	<3 (~10%)	27 (7%)	<3 (~5%)	<3 (~15%)	- (~5%)	14 (6%)	10 (3%)
Possible job losses	9 (15%)	102 (37%)	67 (21%)	5 (19%)	111 (29%)	6 (38%)	9 (47%)	19 (16%)	34 (14%)	70 (24%)

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Potential service disruption, for example missed carer visit or bin collection	11 (18%)	80 (29%)	70 (22%)	7 (27%)	119 (31%)	4 (25%)	7 (37%)	21 (18%)	<3 (~1%)	<3 (~1%)
The council will be too 'remote' so there's reduced accountability	32 (52%)	116 (42%)	183 (58%)	- (~55%)	174 (45%)	7 (44%)	<3 (~5%)	85 (72%)	31 (13%)	34 (12%)
Too much change at once	6 (10%)	40 (15%)	26 (8%)	3 (12%)	40 (10%)	<3 (~5%)	5 (26%)	- (~5%)	17 (7%)	13 (4%)
Unsure if the cost savings will happen	28 (45%)	136 (50%)	164 (52%)	12 (46%)	193 (50%)	7 (44%)	7 (37%)	51 (43%)	106 (45%)	66 (23%)
Where I live will lose its local identity	20 (32%)	56 (20%)	78 (25%)	3 (12%)	82 (21%)	6 (38%)	3 (16%)	42 (36%)	59 (25%)	16 (5%)
Won't help achieve Greater Lincolnshire Combined County Authority aims	<3 (~5%)	10 (4%)	9 (3%)	<3 (~5%)	11 (3%)	<3 (~15%)	<3 (~5%)	5 (4%)	- (~5%)	<3 (~1%)
Won't help town and parish councils (and their urban equivalent) to support residents	22 (35%)	45 (16%)	91 (29%)	5 (19%)	85 (22%)	- (~20%)	<3 (~5%)	43 (36%)	62 (26%)	57 (19%)
All respondents	**62 (100%)**	**274 (100%)**	**315 (100%)**	**26 (100%)**	**383 (100%)**	**16 (100%)**	**19 (100%)**	**118 (100%)**	**235 (100%)**	**293 (100%)**

What are the three most important things to you when Lincolnshire's councils are reorganised?

Table 30. Public Survey Question 4. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Clear decision making and accountability	7 (11%)	56 (21%)	50 (16%)	6 (24%)	59 (16%)	<3 (~15%)	<3 (~10%)	18 (15%)	32 (14%)	46 (16%)
Encourage more input from town and parish councils	9 (15%)	18 (7%)	46 (15%)	3 (12%)	44 (12%)	<3 (~10%)	<3 (~5%)	22 (19%)	51 (22%)	27 (9%)
Help deliver the Greater Lincolnshire Combined County Authority priorities	<3 (~1%)	3 (1%)	9 (3%)	<3 (~1%)	9 (2%)	<3 (~1%)	<3 (~10%)	5 (4%)	3 (1%)	4 (1%)
Join up services under one council and cut duplication	19 (31%)	86 (32%)	102 (32%)	4 (16%)	113 (30%)	5 (33%)	9 (47%)	35 (30%)	64 (27%)	99 (34%)
Long-term financial stability	<3 (~1%)	37 (14%)	35 (11%)	3 (12%)	46 (12%)	3 (20%)	4 (21%)	12 (10%)	17 (7%)	37 (13%)
Maintain and/or improve service quality	15 (25%)	86 (32%)	70 (22%)	4 (16%)	107 (28%)	3 (20%)	<3 (~5%)	34 (29%)	60 (25%)	86 (30%)
Maintain local identity	13 (21%)	44 (16%)	46 (15%)	<3 (~10%)	51 (13%)	<3 (~15%)	3 (16%)	24 (20%)	37 (16%)	32 (11%)
Make local government simpler, easier to access and understand	19 (31%)	110 (40%)	121 (38%)	9 (36%)	141 (37%)	8 (53%)	8 (42%)	32 (27%)	81 (34%)	110 (38%)

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Reduce bureaucracy (red tape)	19 (31%)	69 (25%)	110 (35%)	11 (44%)	116 (31%)	5 (33%)	9 (47%)	27 (23%)	66 (28%)	71 (24%)
Reduce costs of delivering local government	21 (34%)	74 (27%)	104 (33%)	12 (48%)	143 (38%)	5 (33%)	10 (53%)	37 (31%)	89 (38%)	105 (36%)
Use the savings made to improve local services	22 (36%)	130 (48%)	131 (41%)	9 (36%)	161 (42%)	5 (33%)	5 (26%)	57 (48%)	102 (43%)	144 (49%)
Use the savings made to keep council tax rises to a minimum	19 (31%)	53 (19%)	69 (22%)	4 (16%)	86 (23%)	- (~20%)	<3 (~1%)	31 (26%)	51 (22%)	66 (23%)
Other	6 (10%)	13 (5%)	18 (6%)	2 (8%)	12 (3%)	<3 (~10%)	<3 (~5%)	4 (3%)	12 (5%)	9 (3%)
All respondents	**61 (100%)**	**272 (100%)**	**316 (100%)**	**25 (100%)**	**380 (100%)**	**15 (100%)**	**19 (100%)**	**118 (100%)**	**237 (100%)**	**291 (100%)**

What do you think would help keep local services strong when Lincolnshire's councils are reorganised?

Table 31. Public Survey Question 5. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Involve residents and people who use services in planning them	26 (43%)	145 (54%)	177 (57%)	12 (48%)	184 (48%)	7 (47%)	10 (53%)	72 (62%)	124 (53%)	136 (47%)

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Join services together to get the best value	19 (32%)	91 (34%)	98 (31%)	7 (28%)	119 (31%)	3 (20%)	13 (68%)	33 (28%)	75 (32%)	89 (31%)
Keep services running in the same local areas as they do now	16 (27%)	69 (25%)	88 (28%)	11 (44%)	127 (33%)	- (~55%)	<3 (~10%)	36 (31%)	75 (32%)	82 (28%)
Keep the high-quality services already in place	16 (27%)	99 (37%)	79 (25%)	7 (28%)	135 (35%)	3 (20%)	<3 (~10%)	27 (23%)	70 (30%)	116 (40%)
Make sure changes fit with how other services are organised	17 (28%)	62 (23%)	78 (25%)	3 (12%)	80 (21%)	- (~20%)	- (~20%)	35 (30%)	63 (27%)	83 (29%)
Make sure services aren't split up	11 (18%)	43 (16%)	65 (21%)	3 (12%)	62 (16%)	4 (27%)	4 (21%)	20 (17%)	29 (12%)	62 (21%)
Share the best way of doing things across councils to keep high standards	20 (33%)	129 (48%)	151 (48%)	5 (20%)	165 (43%)	7 (47%)	9 (47%)	59 (51%)	89 (38%)	122 (42%)
Minimise service disruption during council changes	22 (37%)	101 (37%)	112 (36%)	9 (36%)	128 (34%)	7 (47%)	8 (42%)	33 (28%)	74 (31%)	112 (38%)
Other	8 (13%)	12 (4%)	11 (4%)	3 (12%)	21 (6%)	<3 (~1%)	- (~15%)	3 (3%)	16 (7%)	9 (3%)
All respondents	**60 (100%)**	**271 (100%)**	**313 (100%)**	**25 (100%)**	**381 (100%)**	**15 (100%)**	**19 (100%)**	**116 (100%)**	**235 (100%)**	**291 (100%)**

When Lincolnshire's councils are reorganised, would you like to see a town or parish council established in your area?

Table 32. Public Survey Question 6. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Already have a town or parish council in my area	39 (64%)	69 (25%)	266 (84%)	12 (46%)	319 (84%)	10 (63%)	5 (28%)	76 (100%)	202 (86%)	255 (87%)
Yes, and I'm not aware of any group doing similar things in my area	4 (7%)	61 (22%)	13 (4%)	8 (31%)	12 (3%)	<3 (~5%)	<3 (~10%)	<3 (~1%)	7 (3%)	10 (3%)
Yes, and there's already a local group doing similar things	3 (5%)	8 (3%)	6 (2%)	<3 (~1%)	3 (1%)	<3 (~5%)	<3 (~1%)	<3 (~1%)	3 (1%)	2 (1%)
Don't know	9 (15%)	65 (24%)	16 (5%)	- (~10%)	20 (5%)	<3 (~15%)	8 (44%)	<3 (~1%)	13 (6%)	11 (4%)
No	6 (10%)	70 (26%)	16 (5%)	3 (12%)	28 (7%)	<3 (~15%)	3 (17%)	<3 (~1%)	11 (5%)	16 (5%)
All respondent	**61 (100%)**	**273 (100%)**	**317 (100%)**	**26 (100%)**	**382 (100%)**	**16 (100%)**	**18 (100%)**	**76 (100%)**	**236 (100%)**	**294 (100%)**

Do you think changes to local government could have a positive or negative impact on you or someone you care for, because of: age, sex, disability, marriage and civil partnership, race, religion or belief, sexual orientation, gender reassignment, or pregnancy and maternity?

Table 33. Public Survey Question 15. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Yes	14 (25%)	82 (31%)	82 (27%)	12 (48%)	93 (25%)	4 (25%)	3 (16%)	38 (33%)	56 (25%)	75 (26%)
No	42 (75%)	185 (69%)	226 (73%)	13 (52%)	285 (75%)	12 (75%)	16 (84%)	78 (67%)	171 (75%)	209 (74%)
All responses	**56 (100%)**	**267 (100%)**	**308 (100%)**	**25 (100%)**	**378 (100%)**	**16 (100%)**	**19 (100%)**	**116 (100%)**	**227 (100%)**	**284 (100%)**

Appendix E

Segmentation by local authority area where participants work

The following tables provide an overview of the responses received to the engagement questions, broken down by the local authority area where respondents work. 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.

Do you think Lincolnshire currently has

Table 34. Public Survey Question 1. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Too many councillors	31 (58%)	337 (67%)	97 (51%)	14 (67%)	94 (51%)	6 (43%)	52 (49%)	40 (50%)	69 (53%)	57 (54%)
Too few councillors	<3 (~1%)	10 (2%)	<3 (~1%)	<3 (~1%)	5 (3%)	<3 (~1%)	3 (3%)	<3 (~1%)	<3 (~1%)	<3 (~1%)
About the right number	13 (25%)	102 (20%)	65 (34%)	4 (19%)	57 (31%)	5 (36%)	31 (29%)	24 (30%)	42 (32%)	29 (28%)
Not sure	- (~15%)	57 (11%)	- (~15%)	- (~15%)	29 (16%)	- (~20%)	21 (20%)	- (~20%)	- (~15%)	- (~15%)
All respondents	**53 (100%)**	**506 (100%)**	**191 (100%)**	**21 (100%)**	**185 (100%)**	**14 (100%)**	**107 (100%)**	**80 (100%)**	**131 (100%)**	**105 (100%)**

What, if any, do you think will be the main benefits of reorganising Lincolnshire's councils?

Table 35. Public Survey Question 2. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Easier to understand who does what	11 (20%)	223 (44%)	53 (28%)	- (~35%)	52 (28%)	<3 (~15%)	30 (28%)	31 (39%)	37 (28%)	34 (32%)
Provides better value for money by reducing costs	22 (41%)	270 (53%)	106 (55%)	13 (62%)	71 (38%)	9 (64%)	54 (50%)	34 (43%)	60 (46%)	53 (50%)
Clearer knowledge of who to contact about services	7 (13%)	96 (19%)	34 (18%)	4 (19%)	35 (19%)	<3 (~15%)	10 (9%)	21 (27%)	25 (19%)	18 (17%)
Easier to know who my local councillor is	- (~5%)	34 (7%)	12 (6%)	<3 (~10%)	15 (8%)	<3 (~15%)	3 (3%)	5 (6%)	10 (8%)	11 (10%)
Helps the Greater Lincolnshire Combined County Authority achieve its aims	<3 (~5%)	26 (5%)	9 (5%)	<3 (~5%)	7 (4%)	<3 (~1%)	4 (4%)	3 (4%)	4 (3%)	<3 (~1%
More joined-up services with less bureaucracy	22 (41%)	237 (47%)	62 (32%)	8 (38%)	64 (35%)	6 (43%)	39 (36%)	29 (37%)	40 (31%)	37 (35%)
Helps town and parish councils (and their urban equivalent) support residents	4 (7%)	18 (4%)	16 (8%)	3 (14%)	13 (7%)	<3 (~15%)	5 (5%)	7 (9%)	- (~5%)	7 (7%)
One point of contact for the services I use	11 (20%)	172 (34%)	54 (28%)	6 (29%)	46 (25%)	7 (50%)	30 (28%)	28 (35%)	33 (25%)	35 (33%)

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Stronger Lincolnshire voice at a national level	6 (11%)	93 (18%)	26 (14%)	<3 (~10%)	20 (11%)	<3 (~10%)	19 (18%)	- (~15%)	15 (11%)	14 (13%)
Same rules and services across Lincolnshire	16 (30%)	133 (26%)	46 (24%)	<3 (~10%)	33 (18%)	<3 (~15%)	20 (19%)	21 (27%)	23 (18%)	28 (27%)
Other	4 (7%)	14 (3%)	3 (2%)	<3 (~1%)	4 (2%)	<3 (~1%)	7 (7%)	<3 (~5%)	<3 (~1%)	- (~5%)
I don't think there would be any benefits	18 (33%)	44 (9%)	42 (22%)	3 (14%)	54 (29%)	3 (21%)	26 (24%)	14 (18%)	32 (24%)	22 (21%)
All respondents	**54 (100%)**	**506 (100%)**	**192 (100%)**	**21 (100%)**	**185 (100%)**	**14 (100%)**	**107 (100%)**	**79 (100%)**	**131 (100%)**	**105 (100%)**

What, if any, are your main concerns about reorganising Lincolnshire's councils?

Table 36. Public Survey Question 3. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
I don't have any concerns	<3 (~1%)	49 (10%)	12 (6%)	3 (14%)	13 (7%)	<3 (~5%)	10 (9%)	<3 (~5%)	<3 (~1%)	<3 (~1%)
My needs aren't represented/heard	18 (33%)	88 (17%)	51 (27%)	6 (29%)	39 (21%)	<3 (~5%)	23 (21%)	17 (21%)	29 (22%)	- (~5%)
Other	6 (11%)	23 (5%)	6 (3%)	<3 (~1%)	17 (9%)	<3 (~1%)	8 (7%)	4 (5%)	7 (5%)	<3 (~1%)
Possible job losses	9 (17%)	239 (47%)	36 (19%)	- (~25%)	42 (23%)	<3 (~15%)	27 (25%)	13 (16%)	16 (12%)	16 (15%)

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Potential service disruption, for example missed carer visit or bin collection	11 (20%)	178 (35%)	37 (19%)	6 (29%)	45 (24%)	3 (21%)	24 (22%)	16 (20%)	<3 (~1%)	<3 (~1%)
The council will be too 'remote' so there's reduced accountability	27 (50%)	158 (31%)	121 (63%)	12 (57%)	107 (58%)	8 (57%)	66 (62%)	54 (68%)	17 (13%)	9 (9%)
Too much change at once	5 (9%)	87 (17%)	13 (7%)	<3 (~5%)	13 (7%)	<3 (~1%)	7 (7%)	3 (4%)	7 (5%)	4 (4%)
Unsure if the cost savings will happen	32 (59%)	235 (47%)	97 (51%)	10 (48%)	93 (50%)	8 (57%)	47 (44%)	37 (46%)	57 (44%)	26 (25%)
Where I live will lose its local identity	14 (26%)	88 (17%)	50 (26%)	5 (24%)	47 (25%)	4 (29%)	28 (26%)	34 (43%)	33 (25%)	6 (6%)
Won't help achieve Greater Lincolnshire Combined County Authority aims	<3 (~5%)	15 (3%)	6 (3%)	<3 (~10%)	6 (3%)	<3 (~15%)	3 (3%)	- (~5%)	3 (2%)	<3 (~1%)
Won't help town and parish councils (and their urban equivalent) to support residents	17 (31%)	77 (15%)	57 (30%)	<3 (~10%)	39 (21%)	6 (43%)	26 (24%)	30 (38%)	32 (25%)	19 (18%)
All respondents	**54 (100%)**	**504 (100%)**	**192 (100%)**	**21 (100%)**	**185 (100%)**	**14 (100%)**	**107 (100%)**	**80 (100%)**	**130 (100%)**	**105 (100%)**

What are the three most important things to you when Lincolnshire's councils are reorganised?

Table 37. Public Survey Question 4. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Clear decision making and accountability	8 (15%)	96 (19%)	28 (15%)	- (~20%)	25 (14%)	<3 (~5%)	10 (9%)	13 (16%)	15 (11%)	22 (21%)
Encourage more input from town and parish councils	- (~15%)	25 (5%)	26 (14%)	- (~20%)	25 (14%)	<3 (~5%)	- (~10%)	14 (18%)	31 (24%)	15 (14%)
Help deliver the Greater Lincolnshire Combined County Authority priorities	<3 (~1%)	10 (2%)	4 (2%)	<3 (~1%)	3 (2%)	<3 (~1%)	<3 (~1%)	4 (5%)	3 (2%)	<3 (~1%)
Join up services under one council and cut duplication	14 (26%)	192 (38%)	54 (28%)	3 (14%)	46 (25%)	<3 (~15%)	25 (24%)	25 (31%)	33 (25%)	29 (28%)
Long-term financial stability	3 (6%)	80 (16%)	26 (14%)	<3 (~10%)	15 (8%)	<3 (~15%)	21 (20%)	- (~10%)	11 (8%)	- (~10%)
Maintain and/or improve service quality	13 (25%)	146 (29%)	44 (23%)	4 (19%)	54 (30%)	<3 (~15%)	33 (31%)	23 (29%)	33 (25%)	29 (28%)
Maintain local identity	9 (17%)	50 (10%)	34 (18%)	<3 (~10%)	32 (18%)	3 (21%)	17 (16%)	17 (21%)	20 (15%)	14 (13%)
Make local government simpler, easier to access and understand	13 (25%)	234 (46%)	66 (35%)	7 (33%)	68 (37%)	7 (50%)	30 (28%)	28 (35%)	41 (31%)	41 (39%)
Reduce bureaucracy (red tape)	19 (36%)	134 (27%)	62 (32%)	8 (38%)	61 (34%)	5 (36%)	35 (33%)	17 (21%)	34 (26%)	29 (28%)

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Reduce costs of delivering local government	15 (28%)	141 (28%)	63 (33%)	8 (38%)	65 (36%)	9 (64%)	40 (38%)	21 (26%)	49 (37%)	42 (40%)
Use the savings made to improve local services	21 (40%)	243 (48%)	86 (45%)	11 (52%)	72 (40%)	5 (36%)	54 (51%)	35 (44%)	60 (46%)	47 (45%)
Use the savings made to keep council tax rises to a minimum	17 (32%)	105 (21%)	42 (22%)	3 (14%)	38 (21%)	4 (29%)	16 (15%)	25 (31%)	31 (24%)	19 (18%)
Other	5 (9%)	14 (3%)	14 (7%)	<3 (~10%)	7 (4%)	<3 (~1%)	8 (8%)	<3 (~5%)	6 (5%)	3 (3%)
All respondents	**53 (100%)**	**505 (100%)**	**191 (100%)**	**21 (100%)**	**182 (100%)**	**14 (100%)**	**106 (100%)**	**80 (100%)**	**131 (100%)**	**104 (100%)**

What do you think would help keep local services strong when Lincolnshire's councils are reorganised?

Table 38. Public Survey Question 5. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Involve residents and people who use services in planning them	22 (42%)	247 (49%)	103 (54%)	9 (43%)	95 (52%)	6 (43%)	57 (53%)	54 (68%)	72 (56%)	55 (52%)
Join services together to get the best value	13 (25%)	194 (38%)	52 (28%)	7 (33%)	49 (27%)	4 (29%)	32 (30%)	21 (26%)	40 (31%)	33 (31%)

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Keep services running in the same local areas as they do now	17 (32%)	114 (23%)	52 (28%)	10 (48%)	71 (39%)	4 (29%)	29 (27%)	27 (34%)	44 (34%)	36 (34%)
Keep the high-quality services already in place	19 (36%)	180 (36%)	54 (29%)	- (~30%)	65 (36%)	<3 (~5%)	33 (31%)	21 (26%)	40 (31%)	34 (32%)
Make sure changes fit with how other services are organised	11 (21%)	100 (20%)	48 (25%)	3 (14%)	50 (27%)	5 (36%)	24 (22%)	23 (29%)	35 (27%)	32 (30%)
Make sure services aren't split up	8 (15%)	103 (20%)	42 (22%)	4 (19%)	24 (13%)	5 (36%)	19 (18%)	12 (15%)	14 (11%)	15 (14%)
Share the best way of doing things across councils to keep high standards	23 (43%)	232 (46%)	92 (49%)	6 (29%)	72 (40%)	7 (50%)	53 (50%)	33 (41%)	45 (35%)	44 (42%)
Minimise service disruption during council changes	14 (26%)	220 (44%)	65 (34%)	9 (43%)	51 (28%)	7 (50%)	33 (31%)	22 (28%)	39 (30%)	32 (30%)
Other	7 (13%)	18 (4%)	8 (4%)	<3 (~10%)	9 (5%)	<3 (~1%)	8 (7%)	3 (4%)	8 (6%)	4 (4%)
All respondents	**53 (100%)**	**504 (100%)**	**189 (100%)**	**21 (100%)**	**182 (100%)**	**14 (100%)**	**107 (100%)**	**80 (100%)**	**129 (100%)**	**105 (100%)**

When Lincolnshire's councils are reorganised, would you like to see a town or parish council established in your area?

Table 39. Public Survey Question 6. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Already have a town or parish council in my area	38 (72%)	280 (55%)	163 (83%)	16 (76%)	143 (77%)	11 (79%)	79 (75%)	48 (60%)	114 (88%)	86 (82%)
Yes, and I'm not aware of any group doing similar things in my area	<3 (~5%)	59 (12%)	6 (3%)	3 (14%)	9 (5%)	<3 (~1%)	10 (9%)	17 (21%)	3 (2%)	7 (7%)
Yes, and there's already a local group doing similar things	5 (9%)	9 (2%)	5 (3%)	<3 (~1%)	<3 (~1%)	<3 (~5%)	<3 (~1%)	4 (5%)	<3 (~1%)	<3 (~1%)
Don't know	5 (9%)	82 (16%)	6 (3%)	<3 (~5%)	9 (5%)	<3 (~5%)	- (~5%)	6 (8%)	- (~5%)	- (~5%)
No	- (~5%)	75 (15%)	12 (6%)	<3 (~5%)	- (~10%)	<3 (~5%)	9 (8%)	5 (6%)	4 (3%)	7 (7%)
All respondent	**53 (100%)**	**505 (100%)**	**196 (100%)**	**21 (100%)**	**185 (100%)**	**14 (100%)**	**106 (100%)**	**80 (100%)**	**130 (100%)**	**105 (100%)**

Do you think changes to local government could have a positive or negative impact on you or someone you care for, because of: age, sex, disability, marriage and civil partnership, race, religion or belief, sexual orientation, gender reassignment, or pregnancy and maternity?

Table 40. Public Survey Question 15. Overview of responses by local authority

Response	Boston Borough	City of Lincoln	East Lindsey	Northeast Lincolnshire	North Kesteven	North Lincolnshire	Outside Lincolnshire	South Holland	South Kesteven	West Lindsey
Yes	13 (25%)	134 (27%)	58 (31%)	6 (32%)	46 (25%)	3 (21%)	29 (28%)	29 (37%)	29 (23%)	31 (30%)
No	38 (75%)	366 (73%)	130 (69%)	13 (68%)	136 (75%)	11 (79%)	76 (72%)	49 (63%)	98 (77%)	72 (70%)
All responses	**51 (100%)**	**500 (100%)**	**188 (100%)**	**19 (100%)**	**182 (100%)**	**14 (100%)**	**105 (100%)**	**78 (100%)**	**127 (100%)**	**103 (100%)**

Appendix F

Segmentation by age group

The following tables provide an overview of the responses received to the engagement 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.

Do you think Lincolnshire currently has

Table 41. Public Survey Question 1. Overview of responses by age group

Response	Under 24	25-34	35-44	45-54	55-64	65+	Prefer not to say
Too many councillors	12 (36%)	52 (48%)	111 (59%)	194 (63%)	247 (60%)	321 (55%)	21 (47%)
Too few councillors	<3 (~5%)	7 (6%)	<3 (~1%)	5 (2%)	4 (1%)	9 (2%)	<3 (~5%)
About the right number	- (~25%)	28 (26%)	- (~20%)	65 (21%)	114 (28%)	182 (31%)	- (~40%)
Not sure	11 (35%)	21 (19%)	36 (19%)	43 (14%)	48 (12%)	74 (13%)	4 (9%)
All respondents	**33 (100%)**	**108 (100%)**	**189 (100%)**	**307 (100%)**	**413 (100%)**	**586 (100%)**	**45 (100%)**

What, if any, do you think will be the main benefits of reorganising Lincolnshire's councils?

Table 42. Public Survey Question 2, Overview of responses by age group

Response	Under 24	25-34	35-44	45-54	55-64	65+	Prefer not to say
Easier to understand who does what	17 (52%)	45 (42%)	79 (42%)	135 (44%)	132 (32%)	141 (24%)	7 (16%)
Provide better value for money by reducing costs	17 (52%)	47 (44%)	82 (43%)	160 (52%)	219 (53%)	291 (49%)	12 (27%)

Response	Under 24	25-34	35-44	45-54	55-64	65+	Prefer not to say
Clearer knowledge of who to contact about services	9 (27%)	18 (17%)	36 (19%)	63 (21%)	66 (16%)	100 (17%)	5 (11%)
Easier to know who my local councillor is	7 (23%)	10 (9%)	14 (7%)	21 (7%)	24 (6%)	38 (6%)	3 (7%)
Helps the Greater Lincolnshire Combined County Authority achieve its aims	4 (13%)	- (~5%)	9 (5%)	12 (4%)	22 (5%)	20 (3%)	<3 (~1%)
More joined-up services with less bureaucracy	10 (30%)	37 (34%)	75 (40%)	125 (41%)	175 (42%)	216 (37%)	14 (31%)
Helps town and parish councils (and their urban equivalent) support residents	4 (13%)	5 (5%)	5 (3%)	11 (4%)	22 (5%)	43 (7%)	3 (7%)
One point of contact for the services I use	9 (29%)	26 (24%)	58 (31%)	102 (33%)	128 (31%)	165 (28%)	9 (20%)
Stronger Lincolnshire voice at a national level	3 (10%)	17 (16%)	31 (16%)	38 (12%)	59 (14%)	99 (17%)	6 (13%)
Same rules and services across Lincolnshire	6 (18%)	27 (25%)	54 (29%)	79 (26%)	94 (23%)	121 (21%)	6 (13%)
Other	<3 (~1%)	<3 (~1%)	4 (2%)	5 (2%)	17 (4%)	18 (3%)	<3 (~5%)
I don’t think there would be any benefits	<3 (~5%)	17 (16%)	32 (17%)	36 (12%)	74 (18%)	143 (24%)	24 (53%)
All respondents	**33 (100%)**	**107 (100%)**	**189 (100%)**	**307 (100%)**	**413 (100%)**	**586 (100%)**	**45 (100%)**

What, if any, are your main concerns about reorganising Lincolnshire's councils?

Table 43. Public Survey Question 3. Overview of responses by age group

Response	Under24	25-34	35-44	45-54	55-64	65+	Prefer not to say
I don't have any concerns	- (~15%)	7 (6%)	10 (5%)	27 (9%)	37 (9%)	52 (9%)	<3 (~5%)
My needs aren't represented/heard	4 (13%)	25 (23%)	44 (23%)	61 (20%)	93 (23%)	101 (17%)	14 (31%)
Other	<3 (~5%)	<3 (~1%)	11 (6%)	20 (7%)	19 (5%)	31 (5%)	5 (11%)
Possible job losses	11 (35%)	57 (53%)	82 (43%)	121 (39%)	102 (25%)	67 (11%)	3 (7%)
Potential service disruption, for example missed carer visit or bin collection	11 (35%)	40 (37%)	60 (32%)	89 (29%)	105 (25%)	135 (23%)	7 (16%)
The council will be too 'remote' so there's reduced accountability	14 (45%)	42 (39%)	77 (41%)	125 (41%)	201 (49%)	370 (63%)	32 (71%)
Too much change at once	4 (13%)	14 (13%)	25 (13%)	35 (11%)	47 (11%)	39 (7%)	<3 (~1%)
Unsure if the cost savings will happen	14 (42%)	46 (43%)	83 (44%)	141 (46%)	221 (54%)	321 (55%)	23 (51%)
Where I live will lose its local identity	5 (16%)	18 (17%)	36 (19%)	79 (26%)	91 (22%)	160 (27%)	13 (29%)
Won't help achieve Greater Lincolnshire Combined County Authority aims	<3 (~1%)	<3 (~1%)	12 (6%)	6 (2%)	12 (3%)	17 (3%)	<3 (~1%)
Won't help town and parish councils (and their urban equivalent) to support residents	6 (19%)	19 (18%)	28 (15%)	54 (18%)	96 (23%)	184 (31%)	19 (42%)
All respondents	**33 (100%)**	**106 (100%)**	**189 (100%)**	**307 (100%)**	**412 (100%)**	**585 (100%)**	**45 (100%)**

What are the three most important things to you when Lincolnshire's councils are reorganised?

Table 44. Public Survey Question 4. Overview of responses by age group

Response	Under24	25-34	35-44	45-54	55-64	65+	Prefer not to say
Clear decision making and accountability	5 (16%)	16 (15%)	36 (19%)	54 (18%)	60 (15%)	93 (16%)	7 (16%)
Encourage more input from town and parish councils	3 (10%)	9 (8%)	10 (5%)	23 (8%)	51 (12%)	99 (17%)	12 (27%)
Help deliver the Greater Lincolnshire Combined County Authority priorities	2 (6%)	<3 (~1%	<3 (~1%)	3 (1%)	11 (3%)	13 (2%)	<3 (~1%)
Join up services under one council and cut duplication	9 (276%)	25 (23%)	59 (32%)	96 (31%)	150 (37%)	174 (30%)	8 (18%)
Long-term financial stability	6 (19%)	27 (25%)	27 (14%)	38 (12%)	39 (10%)	48 (8%)	3 (7%)
Maintain and/or improve service quality	11 (33%)	37 (34%)	49 (26%)	89 (29%)	117 (29%)	139 (24%)	14 (32%)
Maintain local identity	3 (10%)	15 (14%)	24 (13%)	43 (14%)	54 (13%)	97 (17%)	7 (16%)
Make local government simpler, easier to access and understand	15 (45%)	38 (35%)	82 (44%)	128 (42%)	160 (39%)	187 (32%)	10 (23%)
Reduce bureaucracy (red tape)	4 (13%)	29 (27%)	57 (30%)	100 (33%)	107 (26%)	168 (29%)	14 (32%)
Reduce costs of delivering local government	7 (23%)	20 (19%)	55 (29%)	94 (31%)	140 (34%)	243 (42%)	12 (27%)
Use the savings made to improve local services	22 (67%)	58 (54%)	74 (40%)	157 (51%)	187 (46%)	231 (40%)	12 (27%)
Use the savings made to keep council tax rises to a minimum	6 (19%)	23 (21%)	45 (24%)	63 (21%)	92 (22%)	125 (21%)	13 (30%)
Other	<3 (~1%)	- (~5%)	- (~5%)	8 (3%)	15 (4%)	34 (6%)	- (~15%)
All respondents	**33 (100%)**	**108 (100%)**	**187 (100%)**	**306 (100%)**	**410 (100%)**	**583 (100%)**	**44 (100%)**

What do you think would help keep local services strong when Lincolnshire's councils are reorganised?

Table 45. Public Survey Question 5. Overview of responses by age group

Response	18-24	25-34	35-44	45-54	55-64	65+	Prefer not to say
Involve residents and people who use services in planning them	16 (52%)	53 (50%)	93 (50%)	161 (52%)	223 (55%)	288 (50%)	22 (50%)
Join services together to get the best value	11 (35%)	28 (26%)	57 (31%)	113 (37%)	130 (32%)	178 (31%)	9 (20%)
Keep services running in the same local areas as they do now	5 (16%)	32 (30%)	58 (31%)	78 (25%)	108 (26%)	196 (34%)	16 (36%)
Keep the high-quality services already in place	8 (26%)	42 (39%)	57 (31%)	104 (34%)	126 (31%)	184 (32%)	6 (14%)
Make sure changes fit with how other services are organised	- (~35%)	- (~15%)	39 (21%)	69 (22%)	104 (25%)	162 (28%)	13 (30%)
Make sure services aren't split up	5 (16%)	29 (27%)	34 (18%)	55 (18%)	65 (16%)	97 (17%)	5 (11%)
Share the best way of doing things across councils to keep high standards	13 (42%)	36 (34%)	91 (49%)	128 (42%)	192 (47%)	250 (43%)	17 (39%)
Minimise service disruption during council changes	14 (45%)	49 (46%)	67 (36%)	129 (42%)	150 (37%)	170 (30%)	9 (20%)
Other	<3 (~5%)	- (~5%)	11 (6%)	7 (2%)	17 (4%)	30 (5%)	12 (27%)
All respondents	**31 (100%)**	**107 (100%)**	**186 (100%)**	**307 (100%)**	**409 (100%)**	**576 (100%)**	**44 (100%)**

When Lincolnshire's councils are reorganised, would you like to see a town or parish council established in your area?

Table 46. Public Survey Question 6. Overview of responses by age group

Response	Under 24	25-34	35-44	45-54	55-64	65+	Prefer not to say
Already have a town or parish council in my area	17 (52%)	60 (56%)	111 (59%)	210 (68%)	301 (73%)	465 (80%)	39 (87%)
Yes, and I'm not aware of any group doing similar things in my area	- (~15%)	20 (19%)	24 (13%)	20 (7%)	31 (8%)	34 (6%)	<3 (~1%)
Yes, and there's already a local group doing similar things	<3 (~5%)	3 (3%)	3 (2%)	8 (3%)	7 (2%)	9 (2%)	<3 (~5%)
Don't know	8 (26%)	13 (12%)	24 (13%)	38 (12%)	30 (7%)	37 (6%)	<3 (~1%)
No	<3 (~5%)	12 (11%)	25 (13%)	31 (10%)	44 (11%)	39 (7%)	<3 (~5%)
All respondent	**33 (100%)**	**108 (100%)**	**187 (100%)**	**307 (100%)**	**413 (100%)**	**584 (100%)**	**45 (100%)**

Do you think changes to local government could have a positive or negative impact on you or someone you care for, because of: age, sex, disability, marriage and civil partnership, race, religion or belief, sexual orientation, gender reassignment, or pregnancy and maternity?

Table 47. Public Survey Question 15. Overview of responses by age group

Response	18-24	25-34	35-44	45-54	55-64	65+	Prefer not to say
Yes	6 (18%)	33 (31%)	49 (26%)	80 (27%)	100 (25%)	159 (28%)	15 (36%)
No	27 (82%)	74 (69%)	138 (74%)	221 (73%)	303 (75%)	404 (72%)	27 (64%)
All responses	**33 (100%)**	**107 (100%)**	**187 (100%)**	**301 (100%)**	**403 (100%)**	**563 (100%)**	**42 (100%)**

Appendix G

Segmentation by disability

The following tables provide an overview of the responses received to the engagement 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.

Do you think Lincolnshire currently has

Table 48. Public Survey Question 1. Overview of responses by disability status

Response	Yes	No	Prefer not to say
Too many councillors	184 (55%)	734 (58%)	74 (53%)
Too few councillors	7 (2%)	20 (2%)	4 (3%)
About the right number	102 (30%)	324 (26%)	40 (29%)
Not sure	44 (13%)	183 (15%)	22 (16%)
All respondents	**337 (100%)**	**1261 (100%)**	**140 (100%)**

What, if any, do you think will be the main benefits of reorganising Lincolnshire's councils?

Table 49. Public Survey Question 2. Overview of responses by disability status

Response	Yes	No	Prefer not to say
Easier to understand who does what	101 (30%)	426 (34%)	41 (29%)
Provide better value for money by reducing costs	148 (44%)	660 (52%)	53 (38%)
Clearer knowledge of who to contact about services	64 (19%)	220 (17%)	24 (17%)
Easier to know who my local councillor is	30 (9%)	84 (7%)	7 (5%)
Helps the Greater Lincolnshire Combined County Authority achieve its aims	14 (4%)	54 (4%)	6 (4%)
More joined-up services with less bureaucracy	133 (39%)	510 (40%)	31 (22%)
Helps town and parish councils (and their urban equivalent) support residents	17 (5%)	72 (6%)	6 (4%)
One point of contact for the services I use	107 (32%)	356 (28%)	43 (31%)

Response	Yes	No	Prefer not to say
Stronger Lincolnshire voice at a national level	47 (14%)	200 (16%)	15 (11%)
Same rules and services across Lincolnshire	72 (21%)	302 (24%)	23 (16%)
Other	16 (5%)	27 (2%)	6(4%)
I don't think there would be any benefits	68 (20%)	221 (18%)	53 (38%)
All respondents	**338 (100%)**	**1260 (100%)**	**140 (100%)**

What, if any, are your main concerns about reorganising Lincolnshire's councils?

Table 50. Public Survey Question 3. Overview of responses by disability status

Response	Yes	No	Prefer not to say
I don't have any concerns	23 (7%)	118 (9%)	9 (6%)
My needs aren't represented/heard	88 (26%)	232 (18%)	34 (24%)
Other	16 (5%)	59 (5%)	15 (11%)
Possible job losses	74 (22%)	348 (28%)	33 (24%)
Potential service disruption, for example missed carer visit or bin collection	89 (26%)	333 (26%)	39 (28%)
The council will be too 'remote' so there's reduced accountability	180 (53%)	631 (50%)	78 (56%)
Too much change at once	37 (11%)	130 (10%)	7 (5%)
Unsure if the cost savings will happen	167 (50%)	652 (52%)	62 (44%)
Where I live will lose its local identity	77 (23%)	300 (24%)	36 (26%)
Won't help achieve Greater Lincolnshire Combined County Authority aims	12 (4%)	35 (3%)	4 (3%)
Won't help town and parish councils (and their urban equivalent) to support residents	95 (28%)	282 (22%)	40 (29%)
All respondents	**336 (100%)**	**1258 (100%)**	**140 (100%)**

What are the three most important things to you when Lincolnshire's councils are reorganised?

Table 51. Public Survey Question 4. Overview of responses by disability status

Response	Yes	No	Prefer not to say
Clear decision making and accountability	52 (16%)	199 (16%)	26 (19%)
Encourage more input from town and parish councils	51 (15%)	145 (12%)	23 (17%)
Help deliver the Greater Lincolnshire Combined County Authority priorities	10 (3%)	23 (2%)	3 (2%)
Join up services under one council and cut duplication	102 (30%)	402 (32%)	30 (22%)
Long-term financial stability	27 (8%)	159 (13%)	8 (6%)
Maintain and/or improve service quality	83 (25%)	344 (27%)	39 (28%)
Maintain local identity	58 (17%)	165 (13%)	28 (20%)
Make local government simpler, easier to access and understand	116 (35%)	480 (38%)	42 (31%)
Reduce bureaucracy (red tape)	86 (26%)	371 (30%)	45 (33%)
Reduce costs of delivering local government	117 (35%)	431 (34%)	47 (34%)
Use the savings made to improve local services	157 (47%)	561 (45%)	44 (32%)
Use the savings made to keep council tax rises to a minimum	78 (23%)	272 (22%)	32 (23%)
Other	19 (6%)	43 (3%)	16 (12%)
All respondents	**334 (100%)**	**1256 (100%)**	**137 (100%)**

What do you think would help keep local services strong when Lincolnshire's councils are reorganised?

Table 52. Public Survey Question 5. Overview of responses by disability status

Response	Yes	No	Prefer not to say
Involve residents and people who use services in planning them	189 (57%)	628 (50%)	69 (50%)
Join services together to get the best value	91 (27%)	417 (33%)	37 (27%)
Keep services running in the same local areas as they do now	121 (36%)	345 (28%)	44 (32%)
Keep the high-quality services	94 (28%)	425 (34%)	33 (24%)

Response	Yes	No	Prefer not to say
already in place			
Make sure changes fit with how other services are organised	79 (24%)	317 (25%)	30 (22%)
Make sure services aren't split up	70 (21%)	214 (17%)	20 (14%)
Share the best way of doing things across councils to keep high standards	124 (37%)	564 (45%)	63 (46%)
Minimise service disruption during council changes	115 (35%)	448 (36%)	43 (31%)
Other	19 (6%)	49 (4%)	18 (13%)
All respondents	**332 (100%)**	**1249 (100%)**	**138 (100%)**

When Lincolnshire's councils are reorganised, would you like to see a town or parish council established in your area?

Table 53. Public Survey Question 6. Overview of responses by disability status

Response	Yes	No	Prefer not to say
Already have a town or parish council in my area	238 (71%)	908 (72%)	101 (72%)
Yes, and I'm not aware of any group doing similar things in my area	34 (10%)	93 (7%)	9 (6%)
Yes, and there's already a local group doing similar things	5 (1%)	24 (2%)	4 (3%)
Don't know	34 (10%)	113 (9%)	9 (6%)
No	26 (8%)	119 (9%)	17 (12%)
All respondent	**337 (100%)**	**1257 (100%)**	**140 (100%)**

Do you think changes to local government could have a positive or negative impact on you or someone you care for, because of: age, sex, disability, marriage and civil partnership, race, religion or belief, sexual orientation, gender reassignment, or pregnancy and maternity?

Table 54. Public Survey Question 15. Overview of responses by disability status

Response	Yes	No	Prefer not to say
Yes	127 (38%)	281 (23%)	48 (37%)
No	204 (62%)	950 (77%)	83 (63%)
All responses	**331 (100%)**	**1231 (100%)**	**131 (100%)**

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