

County Offices  
Newland  
Lincoln  
LN1 1YL

23 March 2018

**Executive**

A meeting of the Executive will be held on **Wednesday, 4 April 2018** in **Committee Room One, County Offices, Newland, Lincoln LN1 1YL** at **10.30 am** for the transaction of business set out on the attached Agenda.

Yours sincerely



Richard Wills  
Head of Paid Service

**Membership of the Executive**  
**(8 Members of the Council)**

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

Councillor Mrs P A Bradwell, Executive Councillor for Adult Care, Health and Children's Services (Deputy Leader)

Councillor C J Davie, Executive Councillor for Economy and Place

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

Councillor E J Poll, Executive Councillor for Commercial and Environmental Management

Councillor Mrs S Woolley, Executive Councillor for NHS Liaison and Community Engagement

Councillor C N Worth, Executive Councillor for Culture and Emergency Services

Councillor B Young, Executive Councillor for Community Safety and People Management



**EXECUTIVE AGENDA  
WEDNESDAY, 4 APRIL 2018**

<b>Item</b>	<b>Title</b>	<b>Forward Plan Decision Reference</b>	<b>Pages</b>
1	<b>Apologies for Absence</b>		
2	<b>Declarations of Councillors' Interests</b>		
3	<b>Announcements by the Leader, Executive Councillors and Executive Directors</b>		
4	<b>Minutes of the Meeting of the Executive held on 6 March 2018</b>		5 - 10

**KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE**

<b>5</b>	<b>Draft Engagement Strategy 2018 - 2023</b> <i>(To receive a report from the Executive Director for Environment and Economy which seeks approval of a draft Engagement Strategy, as detailed at Appendix A to the report, to be recommended for approval at Full Council and adoption as part of the Council's Policy Framework)</i>	<b>I014208</b>	11 - 54
----------	--	----------------	---------

**Democratic Services Officer Contact Details**

Name: **Cheryl Hall**  
Direct Dial **01522 552113**  
E Mail Address [cheryl.hall@lincolnshire.gov.uk](mailto:cheryl.hall@lincolnshire.gov.uk)

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

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

All papers for council meetings are available on:  
[www.lincolnshire.gov.uk/committeerecords](http://www.lincolnshire.gov.uk/committeerecords)

This page is intentionally left blank



**EXECUTIVE  
6 MARCH 2018**

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

Councillors Mrs P A Bradwell (Executive Councillor for Adult Care, Health and Children's Services) (Deputy Leader), C J Davie (Executive Councillor for Economy and Place), R G Davies (Executive Councillor for Highways, Transport and IT), E J Poll (Executive Councillor for Commercial and Environmental Management), Mrs S Woolley (Executive Councillor for NHS Liaison and Community Engagement) and B Young (Executive Councillor for Community Safety and People Management).

Councillors L A Cawrey (Executive Support Councillor for Culture and Emergency Services) and R B Parker (Chairman of the Overview and Scrutiny Management Board) were also in attendance.

Officers in attendance:-

Debbie Barnes (Executive Director, Children's Services), David Coleman (Chief Legal Officer), Glen Garrod (Executive Director of Adult Care and Community Wellbeing), Cheryl Hall (Democratic Services Officer), Kevin Kendall (County Property Officer), Pete Moore (Executive Director, Finance and Public Protection), Jasmine Sodhi (Performance and Equalities Manager), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Richard Wills (Head of Paid Service and Executive Director, Environment and Economy).

**58     APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor C N Worth (Executive Councillor for Culture and Emergency Services).

**59     DECLARATIONS OF COUNCILLORS' INTERESTS**

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

**60     ANNOUNCEMENTS BY THE LEADER, EXECUTIVE COUNCILLORS AND EXECUTIVE DIRECTORS**

There were no announcements by the Leader, Executive Councillors or Executive Directors.

**61     A FAIR DEAL FOR LINCOLNSHIRE**

The Fair Funding Review for Local Government consultation document had been launched on 21 December 2017, with the consultation running until 12 March 2018. It was reported that the Council was currently in the process of drafting a response to

**2**  
**EXECUTIVE**  
**6 MARCH 2018**

the consultation, bearing in mind the responses of the County Council Network and the Lincolnshire district councils.

There would be two further consultations issued by Government focusing on resources and transitional arrangements. It was still anticipated that the implementation of any potential changes to the funding formula would be from April 2020.

Future financial uncertainties and challenges were discussed, where it was highlighted that the future of the Better Care Fund (BCF) beyond 2019/20 was yet to be determined by the Government. It was highlighted that this was a cause for concern, as the current value of the BCF in Lincolnshire was circa £32m.

62 MINUTES OF THE MEETING OF THE EXECUTIVE HELD ON  
6 FEBRUARY 2018

RESOLVED

That the minutes of the meeting of the Executive held on 6 February 2018 be signed by the Chairman as a correct record.

63 ESTABLISHMENT OF A HOLDING COMPANY

Consideration was given to a report from Pete Moore (Executive Director of Finance and Public Protection), which proposed that the County Council established a Holding Company limited by shares, and 100% owned by the County Council.

The County Property Officer presented the report and in doing so advised that the establishment of a Holding Company by the Council would create a flexible framework for the establishment of subsidiary companies to enable the Council to create a set of different companies depending on the need and purpose, which would support the Council in taking up opportunities to act more commercially.

It was proposed that a business case was developed for the first subsidiary company to be established to deliver specialist housing for alleviating budgetary pressures in respect of the provision of adult care.

It was advised that there was a requirement to name the Holding Company and the following names were currently available at Companies House:

- (a) Lincolnshire Grow Limited;
- (b) The New Lincolnshire Company;
- (c) Lincolnshire Future Limited; and
- (d) Lincolnshire First Limited.

The Chairman of the Overview and Scrutiny Management Board advised that the meeting of the Board scheduled for 1 March 2018 had been cancelled, owing to adverse weather conditions. However, members of the Board had been contacted

for their comments on the Executive's report on the *Establishment of a Holding Company*.

It was noted that a member had sought clarity on what the Holding Company would be used for; more detail had been requested on the reporting mechanisms within the County Council for the Holding Company; caution had been expressed on the potential financial risks to the Council if the Holding Company was to 'overstep its bounds'; and *Dynamic Lincolnshire* was suggested as another possible name for the Holding Company.

Members were provided with an opportunity to ask questions, where the following points were noted: -

- The establishment of any subsidiary companies would be approved by the Executive. Regular performance reports would be presented to the Overview and Scrutiny Management Board and the Executive. It was requested that reporting was undertaken on a quarterly basis;
- The benefit of establishing a Holding Company was that there would be a consistency in governance across all the companies, which would be established through the adoption of the Holding Company's Articles of Association and a common Shareholders' Agreement in most instances. This would streamline the establishment of future companies;
- It was confirmed that the Council's Teckal company (Transport Connect Ltd) could be transferred under the management of the Holding Company. However, this would result in the ownership of Transport Connect Ltd being transferred from the Council to the Holding Company. It was suggested that this could be explored further at a later date.

NOTE: At this stage in the proceedings, Richard Wills (Head of Paid Service) declared an interest as the Chairman of the County Council's Teckal company, Transport Connect Ltd.

- Future subsidiary companies of the Holding Company would be controlled by the Holding Company, which would in turn be controlled by the Council. As a result, the Council need only exercise its powers as a member in relation to the Holding Company, thereby reducing the bureaucracy that would be involved in directly managing a number of separate companies;
- The benefits of establishing a Holding Company were recognised and the formation of a business case for the delivery of specialist housing for alleviating budgetary pressures in respect of the provision of adult care was supported.

#### RESOLVED

- (1) That the establishment of a Holding Company limited by shares and 100% owned by the County Council be approved.
- (2) That the Holding Company be named *Lincolnshire Future Limited*.

- (3) That the Executive Director for Finance and Public Protection, in consultation with the Leader of the Council and Executive Councillor for Resources and Communications, be delegated authority to complete all legal matters to enable the company to be established, including approval of the final form of all necessary legal documentation and the appointment of Directors and the Council's member representative.
- (4) That approval be given to the development of a detailed business case to establish the first company beneath the Holding Company for the development of specialist housing in Lincolnshire to support adult care.

64 REPORT BY THE LOCAL GOVERNMENT AND SOCIAL CARE  
OMBUDSMAN

A report from Glen Garrod (Executive Director for Adult Care and Community Wellbeing) and Richard Wills (Monitoring Officer) was considered, which presented the Report and outcome of an investigation by the Local Government and Social Care Ombudsman into allegations of maladministration and invited the Executive to receive the Ombudsman's Report on behalf of the Council and consider the recommendations of the Ombudsman and the actions taken and proposed to be taken by the Council under the Local Government Act 1974.

In addition, the Executive's report fulfilled the Monitoring Officer's statutory responsibility under section 5A of the Local Government and Housing Act 1989 to report to the full Executive instances of maladministration in the exercise of executive functions identified as a result of an Ombudsman's investigation.

It was advised that the Ombudsman had issued the Report, as attached at Appendix A to the report, following an allegation of maladministration on the part of the Council in the exercise of its adult social care function. The Ombudsman had concluded that the Council had been guilty of maladministration and that this had caused injustice to the complainant. The Ombudsman had issued a public report, which included recommendations that he considered would be necessary to remedy the injustice in this particular case and more widely. Page 60 of the Agenda pack detailed the Ombudsman's recommendations and the actions that the Council had either taken or proposed to take in addressing those recommendations.

It was noted that the Adults and Community Wellbeing Scrutiny Committee had considered a report on *Report by the Local Government and Social Care Ombudsman* at its meeting on 14 February 2018 and agreed to support the six recommendations to the Executive. The Committee had also requested that it should consider the full review of the legal, financial and operational implications of the recommendations in paragraph 60 of the Local Government and Social Care Ombudsman's Report.

The circumstances surrounding the complaint were discussed by the Executive and how the implementation of Mosaic had made improvements to the recording of information. The Executive was assured that the standard of care provided was not under question.



RESOLVED

- (1) That the Executive report and the Report of the Ombudsman, as detailed at Appendix A, be received.
- (2) That the actions already taken to address the concerns set out in the Ombudsman's Report, as set out in the Executive report, be affirmed and noted.
- (3) That the recommendations of the Ombudsman, as detailed at paragraph 59 of the Ombudsman's Report be accepted as set out in paragraph 1.38 of the Executive report.
- (4) That approval be given to the carrying out of a full review of the legal, financial and operational implications of the recommendations, as detailed at paragraph 60 of the Ombudsman's Report, with a view to a decision being taken on the Council's future approach to payment arrangements for residential care prior to the expiry of the 6 month period specified by the Ombudsman.
- (5) That the Executive Councillor for Adult Care, Health and Children's Services be delegated authority to the taking of the final decision in respect of the recommendations in paragraph 60 of the Ombudsman's Report.

65 COUNCIL BUSINESS PLAN 2017 - 2018 PERFORMANCE REPORT, QUARTER THREE

Consideration was given to a report from Pete Moore (Executive Director of Finance and Public Protection), which presented an overview of performance for quarter three (Q3) against the Council Business Plan. A summary of the measures that did not achieve the target in Q3 was detailed at Appendix A to the report.

The Performance and Equalities Manager advised that of the 14 commissioning strategies reported in Q3: nine had performed really well (all measures reported in Q3 had achieved the target); two had performed well (all measures except one reported in Q3 had achieved the target); and three had mixed performance (some measures had achieved and some measures did not achieve the target in Q3).

It was noted that performance overall had improved for *Carers* and *Readiness for Adult Life* commissioning strategies compared with Q2. Both had reported mixed performance in Q2. The performance indicator for *Carers* was now performing well and *Readiness for Adult Life* was performing very well.

The Chairman of the Overview and Scrutiny Management Board reiterated that the meeting of the Board scheduled for 1 March 2018 had been cancelled, owing to adverse weather conditions. However, Members of the Board had been contacted for their comments on the Executive report on the *Council Business Plan 2017 – 2018 Performance Report, Quarter Three*.

**6**  
**EXECUTIVE**  
**6 MARCH 2018**

It was recognised that it was not appropriate to compare certain measures with a target, for example the measures on: *Anti-social behaviour incidents reported to the police*; *Repeat referrals of domestic abuse to MARAC (Multi-Agency Risk Assessment Conference)*; and *People killed or seriously injured in road traffic incidents*.

It was also commented that there were some measures outside the direct responsibility of the County Council and therefore difficult to make improvements in performance, for example the measures on: *Alcohol related antisocial behaviour incidents*; and *Juvenile first time reoffenders*.

In response, it was highlighted that although the Council did not have direct responsibility for the above mentioned targets, it did work in collaboration with its partners and could influence positive change through strong partnership working.

The Chairman of the Board also suggested that recycling rates could be further influenced through greater advertisement to encourage the uptake of recycling across the county.

In response, the Executive Councillor for Commercial and Environmental Management provided an update on how the Lincolnshire Waste Partnership proposed to make kerbside collections more efficient, particularly through the introduction of the food waste pilot scheme within the district of South Kesteven, which should reduce the level of contaminated recycling.

**RESOLVED**

- (1) That the Quarter 3 performance 2017/2018 be noted.
- (2) That the proposed changes to reporting, as set out in the report, be approved.

The meeting closed at 11.35 am.

**Open Report on behalf of Richard Wills,  
Executive Director for Environment and Economy**

Report to:	<b>Executive</b>
Date:	<b>04 April 2018</b>
Subject:	<b>Draft Engagement Strategy 2018 - 2023</b>
Decision Reference:	<b>I014208</b>
Key decision?	<b>No</b>

**Summary:**

This report presents a draft strategy that outlines plans for how Lincolnshire County Council will engage over the next five years. It has been created following a workshop with 16 councillors and feedback from them. It has also been informed by the Community Engagement Team's experience of providing engagement advice and working with communities for many years. It includes aims, objectives, commitments and an action plan to ensure it provides context and influences real change.

Executive is invited to recommend the draft Strategy attached at Appendix A to the full Council for approval as part of the Council's Policy Framework.

**Recommendation(s):**

That the Executive:-

- 1) Approve the draft Engagement Strategy attached at Appendix A to be recommended for approval at Full Council and adoption as part of the Council's Policy Framework
- 2) Specifically support an amendment to the Community Engagement Policy to reflect the Strategy that all teams carrying out engagement activity and consultation must approach the Community Engagement Team.

**Alternatives Considered:**

- |    |  |
|----|--|
| 1. | Extend dates on the current Engagement Strategy. However this is no longer fit for purpose.  |
| 2. | Continue without an Engagement Strategy. The Engagement Strategy is part of the Council's Policy Framework. Not to have an Engagement Strategy would leave all parties unsure of standards and expectations. |

**Reasons for Recommendation:**

- 1) Brings previous practice and context up to date, while strengthening current policy
- 2) Makes clear what all parties should do and expect
- 3) Includes and highlights the role of councillors in engagement
- 4) Requiring teams carrying out engagement activity to approach the current Community Engagement Team before embarking on this type of activity will strengthen the current policy advice and ensure expert advice is obtained and there is consistency in approach and compliance with the Council's Strategy commitments

**1. Background**

An Engagement Strategy was produced in 2013 which summarised how communities would be able to participate in County Council business and influence decision making. This document is now due to be reviewed and refreshed.

Following conversations and learning from previous projects, it was suggested that a workshop be held to allow councillors an opportunity to inform the development of a revised strategy. The workshop was held on 9 January 2018 with 16 councillors and two officers in attendance. What engagement is, priorities, recommendations and ideas were discussed at the two-hour session and the feedback received, along with input from members of the public and experiences from officers who work with them, formed the basis of an initial draft. This draft was sent to 18 councillors who had expressed an interest in the document and comments were invited. The comments received led to the re-shaping of the strategy, and it is this draft (attached at Appendix A) that is being presented to the Executive.

The document is more informal than previous strategies to reflect what engagement is and how we want to engage with people who live in, work in and visit the county. It maintains links with the Council's business plan and the Community Engagement Team's service area commissioning plans. It also makes connections to around 15 other strategies, policies, pieces of legislation and initiatives to ensure it is nationally and locally relevant.

It contains the following clear commitments ('you' refers to the public and 'we' refers to officers and elected members of the County Council):

- We will involve you when making significant changes to your services – this will usually be directly with you and can be done in a number of different ways. Sometimes we will also work with other organisations that represent you, such as supporting organisations, advocates, town or parish councils, networks and forums

- We will work within the law and regulations set out by courts and [Government](#), with specific reference in this context to our [equalities](#) duties, [consultation](#) and using your [personal information](#)
- We will share our knowledge and expertise through training, advice and support to councillors, council staff and volunteers so engagement is as good as we can make it
- We, particularly the Community Engagement Team, will participate in project work that helps communities come together, celebrate achievements and enhance your sense of belonging and value
- We will also share and/or transfer resources, ideas, funding information and facilities so you can do things for yourselves if you wish to
- We will keep you informed so you know what is happening, how it will affect you and how you can be involved. When you've taken time to give us feedback we will 'close the loop' and feedback to you in a clear way, for example using a 'you said, we did' approach to check our understanding and so you know what action has been taken or have an explanation as to why something hasn't happened
- Communication is key to any relationship, so we will always try to be clear, concise and approachable. The Community Engagement Team and equalities champions throughout the Council will promote and encourage the use of formats and methods that make sure people are included, regardless of age, ability, gender or ethnicity for example. We'll aim to resolve any queries or complaints as efficiently and fully as possible, and within the guidelines set out, so you know what to expect

The Community Engagement Policy is part of the Policy Framework. The Executive is therefore asked to recommend the draft Strategy at Appendix A to the full Council for approval and adoption as part of the Policy Framework.

## **2. Legal Issues:**

### Equality Act 2010

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

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

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

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

- \* Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

\* Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

\* Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

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

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

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

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

An Equality Impact Analysis has been carried out to ensure all protected characteristics have been considered. The EIA is attached at Appendix B to this Report. Potential impacts were identified which could affect some age groups, people with disabilities and those from different racial groups who do not confidently speak or understand English. Rural residents and prisoners are also highlighted as groups that might require additional support if engagement was carried out with them. The strategy already addresses issues raised by providing different methods of engagement to suit different needs, for example Appreciative Inquiry is inclusive of people with all needs and avoiding reliance solely on an online survey for those affected by slower broadband speeds.

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

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

Adoption and implementation of the Strategy should improve engagement with the people of Lincolnshire thereby improving understanding of their needs and issues and enabling services to be better attuned to meeting those needs and ensuring health and wellbeing.

#### Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those

functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

Section 17 matters have been taken into account and the Engagement Strategy is not considered to have any direct implications.

### **3. Conclusion**

The Engagement Strategy has been co-produced to ensure it is relevant, up to date and inclusive. It makes connections to other policies and strategies, both national and local. It has an action plan, which will deliver enhanced engagement with local people and, as such, is considered to be fit for purpose.

Executive are asked to recommend the Strategy for approval by full Council as part of the Policy Framework.

### **4. Legal Comments:**

The Council has the power to adopt the Strategy proposed.

As the Community Engagement Strategy is part of the Policy Framework its approval is a decision for the full Council on the recommendation of the Executive.

### **5. Resource Comments:**

Accepting the recommendations within this report to approve the Engagement Strategy and action plan, should have no material impact on the Council's budgets.

### **6. Consultation**

#### **a) Has Local Member Been Consulted?**

n/a

#### **b) Has Executive Councillor Been Consulted?**

Yes

#### **c) Scrutiny Comments**

The Public Protection and Communities Scrutiny Committee considered a report on the Draft Engagement Strategy 2018-2023 on 13 March 2018 and agreed to support the recommendation to the Executive.

The Committee endorsed the approach of the Council developing effective working practices to involve officers, members and the voluntary sector to effectively manage community resources in the future.

The Committee endorsed that all engagement activity and consultation carried out by Lincolnshire County Council should be focused through the Community Engagement Team.

**d) Have Risks and Impact Analysis been carried out?**

Yes

**e) Risks and Impact Analysis**

Potential impacts on groups and individuals who might be affected were highlighted and mitigated against. The Strategy includes reference to, and the use of, different engagement methods that are inclusive of those who could be negatively impacted.

**7. Appendices**

These are listed below and attached at the back of the report	
Appendix A	2018 - 2023 Draft Engagement Strategy
Appendix B	EIA for 2018 - 2023 Draft Engagement Strategy v0.1
Appendix C	Community Engagement Policy v0.1

**8. Background Papers**

Document title	Where the document can be viewed
Community Engagement Strategy 2013-2018	<a href="#">Community Engagement Team</a>

This report was written by Sarah Moody, who can be contacted on 01522 552539 or [sarah.moody@lincolnshire.gov.uk](mailto:sarah.moody@lincolnshire.gov.uk)



Insert Lincolnshire cover image  
when formatting document, for  
example Imp

# Engagement Strategy

*This document explains how we, the County Council, will engage with the people of Lincolnshire, what we'll do and why we'd like to do it. The strategy is the result of conversations about what engagement means so it includes a series of commitments to you, as we embark on what we would like to be a positive relationship (cover page to be formatted with font and locally relevant image/collage).*

## The Introduction

As the Community Engagement Team talked to people about what should be in this strategy, the recurring theme was about making a commitment to one another, so this document is our proposal to you, the people who live in, work in and visit Lincolnshire!

The Council has a Community Engagement Team that provides [advice and support](#) on the best ways to reach people. Before any of our staff begin planning how they will engage you, they will have spoken to the team. Engaging with you refers to any interaction that you have with the County Council. When delivered well, engagement demonstrates our commitment to making the whole experience of dealing with us as easy as possible and can help to build relationships. It is important to offer different ways of keeping in touch with each other. You can engage in a number of ways, including contact with the [Customer Service Centre](#), filling in an online form, submitting a [petition](#), responding to a survey we've sent about developing services or talking something through with your local councillor.

As you can imagine, there are quite a few strategies, policies, procedures, guidelines, rules and laws that we work with every day. Some are national and others are quite unique to Lincolnshire. We've made links to some of these things throughout this document.

References to 'you' throughout the strategy mean members of the public, community and business leaders; people who live in, work in or visit Lincolnshire. 'We' refers to the County Council, of which the Community Engagement Team is a part.

## Aims and objectives – the proposal

The Community Engagement Team is part of the Community Resilience and Assets Service. As such, the team will work towards the service's aims to ensure:

- You are informed and engaged
- You can do things for yourselves
- Resources are transferred to you so you can take action
- Assets are protected and celebrated
- You have a strong 'sense of place'



It's really important that you have the chance to have a say on local issues, whether it's something we're asking for your views on or something you want to tell or ask us about. There are all sorts of different ways to engage from a simple conversation over the telephone to focus groups and a Facebook post to attending community events. We can't always give you lots of ways to engage with us because we have limited resources, but we'll always try to offer more than one method so people can find something that suits them and you can sign up to our [Engagement Database](#) to receive information about relevant opportunities.



Councillors have many different roles and are also known as elected members, the front door to the council, the face of the council and so on. They are your representatives and could be your greatest ally. You can [contact them](#), by telephone, e-mail, via social media, post and even meet them in person and they will work with you and council staff to help resolve any issue you have. They can make contact with the right officer inside the Council and find out information if they don't have it to hand. Staff within the Council will work with our councillors and other organisations, such as those in the voluntary & community sector, town and parish councils, other public sector services, the private sector and others who wish to engage with local people, to make it as easy as possible for everyone to contact and respond to the County Council.



We'd like to be bold and say that by 2023 we want to not only get better at engaging with you, but do the best job that we can when it comes to engaging with each other. So if we ask you what you think about how well we engage, at least 95% of you would say we do it well. We can't promise to always say 'yes'. Some resources are limited which means sometimes we will only be able to deliver a 'statutory service'. This means not all

conversations we have will be easy, particularly when we have to make difficult decisions or when you tell us we got something wrong. We will, however, do our best. We'll talk to you about your needs, concerns, frustrations and desires and listen to what you tell us, then feedback to you so all parties can check that we've understood correctly.

### **Our commitment to you**

- We will involve you when making significant changes to your services – this will usually be directly with you and can be done in a number of different ways. Sometimes we will also work with other organisations that represent you, such as supporting organisations, advocates, town or parish councils, networks and forums
- We will work within the law and regulations set out by courts and [Government](#), with specific reference in this context to our [equalities](#) duties, [consultation](#) and using your [personal information](#)
- We will share our knowledge and expertise through training, advice and support to councillors, council staff and volunteers so engagement is as good as we can make it
- We, including the Community Engagement Team, will participate in project work that helps communities come together, celebrate achievements and enhance your sense of belonging and value
- We will also share and/or [transfer resources](#), ideas, [funding information](#) and facilities so you can do things for yourselves if you wish to
- We will keep you informed so you know what is happening, how it will affect you and how you can be [involved](#). When you've taken time to give us feedback we will feedback to you in a clear way, for example using a 'you said, we did' approach to check our understanding and so you know what action has been taken or have an explanation as to why something hasn't happened
- The Community Engagement Team and equalities champions throughout the Council will promote and encourage the use of [formats](#) and methods that make sure people are included, regardless of age, ability or ethnicity for example. We'll aim to resolve any queries or [complaints](#) as efficiently and fully as possible and within the guidelines set out so you know what to expect
- Communication is key to any relationship, so we will always try to be clear, concise and approachable.

**Appendices (the extra information you might want) - How will we meet our Aims and Objectives? Let's get on with it...**

There's more detail about exactly what the Community Engagement Team and other teams within the Council, will do and what the main benefits will be in the Community Resilience and Assets Commissioning Strategy and action plan, but this table summarises our main activities:

<b>What we'll do</b>	<b>Why we're doing it: So that...</b>	<b>Who will do it</b>	<b>What we'll need to do it</b>	<b>When we'll start</b>	<b>How we'll report progress/next steps</b>
<b>Deliver training and share good practice to help others engage well</b>	Engagement is as good as it can be; Staff and volunteers feel more confident, skilled and supported	Community Engagement Team; Community networks	Trainers; Venues; Promotion; Training packs	Already underway	Throughout life of strategy; Evaluate each course
<b>Work with councillors to enhance engagement</b>	Engagement is as good as it can be; you can inform decision making	Community Engagement Team; Council service areas	Workshop-style sessions; Good working relationships	July 2018	Throughout life of strategy
<b>Work with parish/town councils and their urban equivalents</b>	Those who represent you can do so more easily; you can inform decision making	Community Engagement Team; Council service areas, particularly Highways	Workshop-style sessions; Good working relationships with named contacts	Already underway	Throughout life of strategy; Annual updates until June 2023; Mid-term review Sept 2021
<b>Work with partner organisations to make sure engagement and customer service is as inclusive as can be</b>	Those who represent you can do so more easily; You can inform decision making; Work well together	Community Engagement Team; Council service areas Partner and representative organisations	Workshop-style sessions; Good working relationships with named contacts	Already underway	Throughout life of strategy; Annual updates until June 2023; Mid-term review Sept 2021
<b>Continue to support engagement</b>	Those whose voices aren't always heard	Community Engagement;	Staff to attend/facilitate;	Already underway with established	Throughout life of Strategy;

What we'll do	Why we're doing it: So that...	Who will do it	What we'll need to do it	When we'll start	How we'll report progress/next steps
activities with specific groups	have a direct route in to the Council	Children's Services; Adult Services (depending on audience)	Venues to meet; Good working relationships	partners	Annual updates until June 2023
Provide information on <a href="#">funding opportunities</a>	Enhance access to resources, resilience and sustainability; Support each other	Community Engagement Team;	Funding portal; Training; Networks	Already underway	Throughout life of strategy; Annual updates until June 2023; Review Sept 2021
Support the <a href="#">transfer of community resources</a> where appropriate, for example Bourne Town Hall	Enhance access to resources; Increase community action and resilience	Community Engagement Team; Council service areas, such as property and Legal Services	Training; Good working relationships; Funding; Legal advice	June 2018	Mid-term review Sept 2021
Support <a href="#">volunteers</a>	Their role and community resilience is enhanced; Support each other	Community Engagement Team; Council service areas, such as Heritage	Robust policies; Training; Networks; People and time	LCC Strategy review June 2018	Review again June 2021
Participate in, support and lead appropriate projects, for example Join the Dots	Community resilience and learning is enhanced eg sharing expertise	Community Engagement Team; Partner organisations	Good working relationships; Funding; People and time	Already underway	Review March 2019
Routinely provide feedback	You're informed of what's happening and more likely to engage with us again	Community Engagement Team; Council service areas	A feedback loop; You said we did template; Means to share	July 2018	Annual updates until June 2023

<b>What we'll do</b>	<b>Why we're doing it: So that...</b>	<b>Who will do it</b>	<b>What we'll need to do it</b>	<b>When we'll start</b>	<b>How we'll report progress/next steps</b>
<b>Recognise and celebrate achievements</b>	You know that you are valued and belong/ have meaningful connections to your community; Support each other	Community Engagement Team; Corporate Communications; Voluntary and other public sector partner organisations	Awards and events; Funding; People and venues; Promotional messages	Already Underway	Annual updates until June 2023
<b>Carry out an audit of community engagement</b>	Check how the Community Engagement Team and <a href="#">Policy</a> are doing; Review and build on our strengths; Learn lessons to improve further	Community Engagement Team; Scrutiny Committee	Feedback process/ citizen survey Baseline of views on engagement now re 95% satisfaction	June 2018	Annually until June 2023

## Glossary – what do you mean by that?

We've tried to avoid too much council-speak and the use of abbreviations and acronyms, but if there are any terms you don't understand, you should find an explanation here:

Term	Explanation
<b>Asset Transfer</b>	Transfer of management and/or ownership of public land and buildings from its owner (usually a local council) to a community organisation (such as a development trust or social enterprise) for less than market value to achieve a local social, economic or environmental benefit
<b>Commissioning Strategy</b>	A plan of what the whole service area (our part of the County Council) will do, which teams will do it and how we'll know the team has done it well
<b>Community</b>	A group of people with something in common. They might live in the same place or share an interest, such as knitting; a characteristic, such as age; or a belief, such as religion or ideals
<b>Community Resilience and Assets</b>	People coming together to use their resources to prepare for, respond to or recover from a difficult situation or challenge. People themselves can be an asset, as well as physical resources like money, buildings or 4x4s for example. This is also the name of our service area within the Council
<b>Consultation</b>	A formal opportunity to have a say on a specific matter, at a given time, using different methods to communicate that opinion
<b>Customer Insight</b>	Using data and information that we hold to better understand people who use Council services and help us to make improvements
<b>Elected member</b>	Another name for a local councillor – a local person who has been elected by local residents and can help with County Council-related enquiries
<b>Engagement</b>	A relationship between at least two people that involves a conversation and often a commitment to act
<b>General Data Protection Regulation (GDPR)</b>	A law in force from 2018 to provide a more up to date set of rules to protect data in Europe (and will remain in place after we leave the EU in 2019). As a result it will significantly change previous data protection legislation in the UK, replacing the Data Protection Act 1998
<b>Legitimate Expectation</b>	A legal term that means we will act in accordance with our policies or when something has been done before during consultation, for example a particular method, the public has a right to assume that service will offer something similar next time
<b>Protected Characteristics</b>	Person who could be affected (positively or negatively) due to their age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity
<b>Public sector</b>	Government-run organisations that provide services for local people
<b>Service area/s</b>	Teams within the Council working toward a shared interest/goal
<b>Statutory service</b>	Services the Council has to provide by law. Rules are in place to explain what is expected, for example 'comprehensive and efficient'. Other services are 'non-statutory' or 'discretionary'/the Council's choice
<b>Voluntary Sector</b>	<a href="#">Organisations</a> that don't make a profit, often run to support communities
<b>You said, we did</b>	A simple method of feeding back to people with whom we've engaged that explains what was said and what the Council has done about it, will do or why we haven't done something if it's not been possible



# Making sure you're included

Lincolnshire County Council, in accordance with current legislation, wants to treat everyone fairly.

Although we do not translate things as a matter of course, there are times when the language barrier prevents people from accessing a service. In such cases it may be appropriate to provide an interpreter or written translation. Further information can be found by accessing the following web link:

<https://www.lincolnshire.gov.uk/residents/community-and-living/equality-and-diversity/interpreting-and-translating/>

In line with the Accessible Information Standard, where a customer needs this document in a different format, for example, large print, braille or easy read, they should contact us on 01522 782060.

## Councillor contributions

The following councillors attended a workshop which led to the development of this document:

Cllr B Adams  
Cllr T Ashton  
Cllr W Bowkett  
Cllr T Bridges  
Cllr M Brookes  
Cllr I Fleetwood

Cllr R Foulkes  
Cllr M Overton  
Cllr R Oxby  
Cllr R Parker  
Cllr N Pepper

Cllr C Perraton-Williams  
Cllr S Roe  
Cllr E Sneath  
Cllr M Thompson  
Cllr S Woolley

This page is intentionally left blank

## Equality Impact Analysis to enable informed decisions

### The purpose of this document is to:-

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

### Using this form

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

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

### Equality Act 2010

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

### Protected characteristics

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

### Section 149 of the Equality Act 2010

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

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

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

### **Decision makers duty under the Act**

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

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

## **Conducting an Impact Analysis**

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

### **The Lead Officer responsibility**

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

### **Summary of findings**

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

## Impact – definition

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

### How much detail to include?

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

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

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

Page 29

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

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

## Background Information

<b>Title of the policy / project / service being considered</b>	Engagement Strategy	<b>Person / people completing analysis</b>	Sarah Moody
<b>Service Area</b>	Community Engagement	<b>Lead Officer</b>	Nicole Hilton
<b>Who is the decision maker?</b>	Executive Committee	<b>How was the Equality Impact Analysis undertaken?</b>	Desktop exercise initially, including discussions with community representatives
<b>Date of meeting when decision will be made</b>	04/04/2018	<b>Version control</b>	V0.1 27/02/18 typos corrected
<b>Is this proposed change to an existing policy/service/project or is it new?</b>	Existing policy/service/project	<b>LCC directly delivered, commissioned, re-commissioned or de-commissioned?</b>	Directly delivered
<b>Describe the proposed change</b>	A Community Engagement Strategy has been produced on a five-yearly basis. The new draft has been created following discussion with community representatives, and as such, is much more people focussed than previous target-based strategies.		

### **Evidencing the impacts**

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

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

### **Data to support impacts of proposed changes**

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

#### Population data and the Joint Strategic Needs Assessment

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

#### Workforce profiles

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

## Positive impacts

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

<b>Age</b>	Michael Bruter, professor of political science at the London School of Economics said in 2017 'It is not just that young people are apathetic while they are young, but that society is creating generations of people who may never vote. If young people don't vote for the first election of their lives, they're not likely to vote in later elections either'. For this reason the strategy is aimed at people of all ages, but the Council has specific engagement methods and opportunities to encourage and include young people. Being able to have their say should have a positive influence on their lives now and in the future because early involvement in democratic processes encourages more active citizenship in later life. The <a href="#">Joseph Rowntree Foundation</a> and the United Nations have also both done work on this subject. Conversely, older people are more likely to participate in democracy and civic activities. This will be able to continue under the new engagement strategy as it encourages the use of more than one type of engagement (to avoid just using online surveys for example).
<b>Disability</b>	The strategy specifically references engagement in relation to service design and development. Many of these services are aimed at vulnerable people with disabilities for example. As well as talking directly to people with disabilities, the strategy states that we will also work with representative organisations and those who advocate on behalf of people with a disability because Public Health research conducted in 2014 revealed that British adults with a learning disability had less favorable perceptions of important neighborhood characteristics and lower levels of social and civic participation than their non-disabled peers. The engagement methods document, which supports this strategy, offers alternative approaches such as Appreciative inquiry to involve people for whom surveys or more formal focus groups are inappropriate. Using this approach will ensure our engagement activities are more inclusive so people with disabilities can actively participate.
<b>Gender reassignment</b>	There are no specific positive impacts on people whose gender is being, or has been, reassigned. We will however ensure that representative organisations, such as Rainbow, are included in engagement on matters that could be of particular interest to this group.
<b>Marriage and civil partnership</b>	There are no specific positive impacts on this group, but they will be included in engagement matters that specifically affect them.
<b>Pregnancy and maternity</b>	There are no specific positive impacts on this group, but they will be included in engagement matters that specifically affect them. We will ensure avenues, such as health visitors and children's centres are used, when required, to reach this cohort. These bodies already use inclusive methods of engagement to reach their clients.



<b>Race</b>	There are no specific positive impacts on this group, but given that Electoral Commission research (below in 'negatives' section) shows that certain BME groups are less likely to participate than others we will make sure that representative organisations are included in the work we do and that translation services are available on request for those who do not confidently speak or read English. The Council's current service is specifically referenced in the strategy.
<b>Religion or belief</b>	There are no specific positive impacts on this group, but they will be included in engagement matters that specifically affect them
<b>Sex</b>	There are no specific positive impacts on this group, but they will be included in engagement matters that specifically affect them
<b>Sexual orientation</b>	There are no specific positive impacts on people of any sexual orientation. We will however ensure that representative organisations, such as Rainbow, are included in engagement on matters that could be of particular interest to this group.

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

Rural residents – the strategy states that we will use more than one method to engage people and this should benefit rural residents as it will reduce reliance on primarily online surveys where broadband connections might still be slower than urban counterparts.

**Adverse/negative impacts**

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

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

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

<b>Age</b>	There are no perceived negative impacts that will result from the implementation of this strategy as action is proposed to overcome any barriers young and older people might face when trying to engage.
<b>Disability</b>	Public Health research conducted in 2014 revealed that British adults with a learning disability had less favorable perceptions of important neighborhood characteristics and lower levels of social and civic participation than their non-disabled peers so this strategy has been created to overcome common barriers faced by this group, for example using advocate organisations and alternative format documentation.
<b>Gender reassignment</b>	There are no perceived negative impacts that will result from the implementation of this strategy.
<b>Marriage and civil partnership</b>	There are no perceived negative impacts that will result from the implementation of this strategy.
<b>Pregnancy and maternity</b>	There are no perceived negative impacts that will result from the implementation of this strategy.

<b>Race</b>	There are no perceived negative impacts that will result from the implementation of this strategy, but Electoral Commission research shows that certain BME groups are less likely to participate than others we will make sure that representative organisations are included in the work we do and that translation services are available on request for those who do not confidently speak or read English. Action is proposed to overcome barriers people who do not confidently speak, read or write English might face when trying to engage, for example translation services on demand. Example research findings - completeness of the electoral register for White British people is 85.9%, for Asian people it is 83.7%, but for Black people it is 76%, for people of Mixed ethnicity it is 73.4% and for people whose ethnicity falls into the "Other" category it is 62.9%. A survey by Ipsos Mori in 2010 also found that the turnout rate for white voters was 67%, while for non-white voters it was 51%. The Council's current service is specifically referenced in the strategy.
<b>Religion or belief</b>	There are no perceived negative impacts that will result from the implementation of this strategy. Where an engagement topic might have a greater impact on this group we will use our network of contacts to ensure the Council is doing all we can to include and represent people with particular beliefs.
<b>Sex</b>	There are no perceived negative impacts that will result from the implementation of this strategy.
<b>Sexual orientation</b>	There are no perceived negative impacts that will result from the implementation of this strategy.

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

Prisoners are excluded from general engagement due to their inability to attend events or complete online surveys. Additional efforts will be made through the prison on topics which might directly affect this cohort.

## Stakeholders

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

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

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

### Objective(s) of the EIA consultation/engagement activity

The first draft of this strategy and EIA was produced in conjunction with the Community Engagement Team, including the Community Collaboration Officers and elected members who represent the interests local people. It is based on the experiences of and feedback to and from the aforementioned when dealing directly with communities of geography and interest. The EIA has been produced to ensure that the strategy considers all residents, employees/ers and visitors to Lincolnshire.

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

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

Sex	
Sexual orientation	
<p><b>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</b></p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	<p>No, there will be further work during engagement and consultation to ensure the strategy and its aims are sufficiently robust.</p>
<p><b>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</b></p>	<p>All engagement activity and consultation undertaken with advice and guidance from the Community Engagement Team is evaluated using an electronic form, which asks a series of questions to establish value and participation. This is reported on annually and any issues highlighted and addressed.</p>

### Further Details

<b>Are you handling personal data?</b>	<p>No</p> <p>If yes, please give details.</p>
--	---

Page 39

Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Monitor strategy action plan implementation	Bev Finnegan	Annual review commencing in May 2019

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
V0.1	Pre-Scrutiny version to accompany draft strategy	Sarah Moody	07/02/18		

**Examples of a Description:**

'Version issued as part of procurement documentation'

'Issued following discussion with community groups'

'Issued following requirement for a service change; Issued following discussion with supplier'

This page is intentionally left blank



# Community Engagement Policy

2016



## **Contents**

<b>1</b>	<b>Introduction and context</b>
<b>2</b>	<b>Purpose and scope</b>
<b>3</b>	<b>Definition of engagement and consultation</b>
<b>4</b>	<b>Policy principles</b>
<b>5</b>	<b>The law</b>
<b>6</b>	<b>Roles and Responsibilities</b>
<b>7</b>	<b>Process</b>

<b>Appendices:</b>	<b>Quality Assurance Process</b>
	<b>Community Engagement Team role</b>
	<b>Useful references</b>
	<b>Glossary of terms</b>
	<b>Supporting documents</b>

## 1. Introduction and context

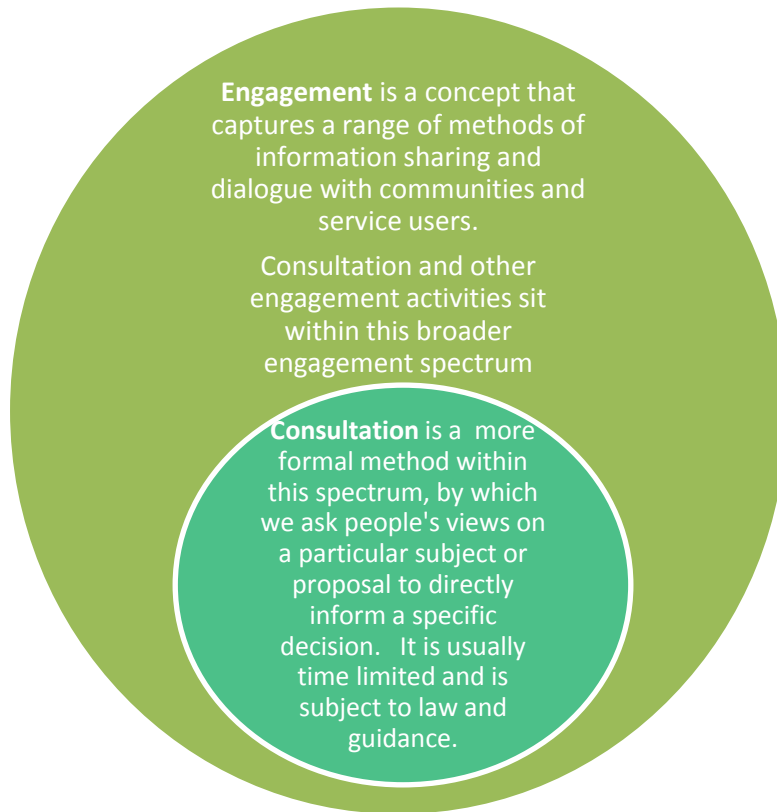
- 1.1 A five-year Corporate Community Engagement Strategy was approved by Lincolnshire County Council's Executive in 2013. The strategy explains how we will effectively engage communities to ensure they have an opportunity to understand and influence the decisions we make.
- 1.2 It is not always clear whether information sharing, consultation or a more participatory-style of engagement is required. Community engagement is a positive thing to do, but it can be a complex discipline that encompasses a range of methods, one of which is consultation. This policy has been created to provide a framework to help clarify matters and show why the support of the Community Engagement Team is important. It will help officers to understand the type of engagement that will best suit their needs; the difference between consultation and engagement, when and if it is required, and the type of support available through the specialist Community Engagement Team.

## 2. Purpose and scope

- 2.1 The purpose of this policy is to explain what Lincolnshire County Council means by engagement and all that it encompasses. It will particularly help to clarify the differences between engagement and consultation. It also lays out what is expected in terms of quality and standards when engaging with communities. It serves to clarify the role of the Community Engagement Team - all service areas **must** make best use of their support and advice.
- 2.2 The policy covers all forms of community engagement, across all service areas and geographical parts of the county. It cannot give legal advice or definitive answers on all questions relating to engagement and consultation, but provides clarity on the type of support and advice available to all staff wishing to undertake such activity.

## 3. Definitions

- 3.1 For the purposes of this Community Engagement Policy 'community' refers to individuals, residents, groups or organisations of Lincolnshire.
- 3.2 As mentioned above there can be confusion around the difference between engagement and consultation. Consultation is one form of engagement activity, alongside other techniques such as information sharing, collaboration and involvement. The following diagram demonstrates that consultation sits within the broader concept of engagement, followed by definitions of the terms:



## Engagement

As an activity, 'engagement' is defined as on-going, regular dialogue, it includes collaborative approaches to working with our communities and partners. It is generally seen to offer great value in ensuring we make informed decisions, with stakeholders involved throughout the whole process.

## Consultation

Consultation is just one element of engagement. Generally we consult where we are legally or ethically obliged to do so, for example when a service or policy change is being considered. Good practice here also helps protect the reputation of the organisation.

### 4. Policy Principles

- 4.1 To achieve the Council's aim of engaging with communities effectively you **must** access the support of the Community Engagement Team at the earliest possible opportunity. The Team will help you to decide how to proceed and what types of engagement activity will best suit you and your consultees needs.

The Team will work with you to ensure that:

- the purpose, scope and objectives of any engagement (or consultation) are clearly stated at the outset, informed by an Equality Impact Analysis, where required, and clarification of the stage that the service development or commissioning activity has reached so far
- accessible engagement methods and tools are utilised to match audience needs and engagement objectives, with guidance and supporting documents made available to ensure robust and auditable practice
- engagement activities are delivered within time-frames that are proportionate and realistic, enabling stakeholders to contribute with sufficient time to provide considered responses
- engagement activities are widely advertised and promoted including publicising feedback within 12 weeks of a consultation closing
- staff are provided with the specialist training, development and support they need to get the job done well
- continual improvement is achieved by keeping pace with current engagement and consultation research and good practice, developing case law and guidance, and by evaluating engagement activities along with the support and advice provided

4.2 It is **essential** to consider the Gunning Principles when undertaking a **consultation** exercise and good practice to bear these and the Brown Principles in mind when planning and running engagement. A link to more detailed information can be found in Appendix three, but the key Gunning principles are:

- consultation must take place when the proposal is still at a formative stage
- sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response
- adequate time must be given for consideration and response
- the product of the consultation must be conscientiously taken into account

4.3 Brown Principles (due regard):

- decision-makers must be aware of their equality duties
- the due regard duty must be fulfilled before and at the time of decisions
- analysis must be rigorous
- the duty to have due regard cannot be delegated
- the duty is a continuing one
- it is good practice to keep an adequate record

4.4 If relevant to the service area the Care Act, for example, stipulates that if a change to an adult care service is significant, will have a considerable impact upon people, or has been consulted upon before (or a commitment to do so has been demonstrated) consultation should take place.

4.5 This policy will follow Lincolnshire County Council's risk governance and assurance structure and processes. Day to day responsibility for risks associated with this policy and

provision of consultation/engagement advice and support to services across the whole council will rest with the Directorate Management Team and the Public Health Consultants, who are ultimately accountable for the risk and related control environment within Public Health. They are responsible for ratifying the directorate risk register and any directorate risk policies in line with the corporate risk appetite, as laid out in the (currently draft) Public Health Risk Management Policy and Process Guide.

- 4.6 To ensure all of the above is achieved/followed you **must** seek specialist advice and support for engagement and consultation as early as possible in service development/commissioning processes (including legal advice from the Legal Service, if required).

## 5. The law with regard to engagement and consultation

- 5.1 Whilst there is no legal duty to *engage* with communities (therefore no legal risk), it is a positive thing to do as it builds relationships over time and ultimately leads to better policies, strategies and services. It also offers greater freedom and flexibility for the consultor and the consultee than consultation.
- 5.2 Consultation can also be seen as a matter of good practice because of the difficulty in identifying definitively whether a legal obligation exists. This is because the law of consultation is based on the principles of fairness and legitimate expectation. Therefore, the question of legal obligation will often be a risk assessed judgment that may best be managed by carrying out a consultation.
- 5.3 There is no general duty on local authorities to consult when they are considering changes to services or policies. In fact the courts recognise a large degree of autonomy in public bodies, not least because public bodies are often seeking to balance a number of competing or conflicting interests and because of the impact on decision-making if everything had to be the subject of consultation. The courts have identified a number of circumstances where consultation will be required. However, they are still developing and are a matter of judgment in every case. These circumstances fall into two categories: firstly, where there is a statutory duty to consult and secondly, where the courts will imply a duty to consult from the Council's general obligation to act fairly.
- 5.4 Where a consultation is carried out it must be done properly in accordance with the principles laid down by the courts. The potential for challenge means that the Council is keen to accurately describe its proposals and establish, in written audit trails, the information it has provided and the responses it receives. The Council must also demonstrate it has given proper consideration to public and stakeholder views when reaching a decision.
- 5.5 The law allows consultation to take place on a preferred option as long as any other options that have been considered are included with clear reasons for their rejection.

- 5.6 Where there is uncertainty about the legal obligation to consult, the Community Engagement Team will advise whether further guidance should be sought from LCC Legal Services.
- 5.7 Further references can be found in section four above and in Appendix three. Additional terms are explained in Appendix four at the end of this policy document.

## **6. Roles and Responsibilities**

- 6.1 The Council has a specialist Community Engagement Team which provides support and advice to LCC staff from all director areas and elected members on the need for planning and delivery of **all** engagement (including consultation activities). The team draws on many years of experience on the varying methods of engagement, carrying out and advising on consultation working with service areas across the authority.

The support and advice provided is designed to help services ensure that good quality engagement occurs, avoiding duplication and contributing to improving community confidence in the Council. It seeks to ensure a consistent and inclusive approach across all of our services and any service considering undertaking engagement or consultation activity **must** contact the Community Engagement Team at the earliest opportunity.

- 6.2 In return it is expected that the service area responsible for the engagement/ consultation will carry out activities included in the Quality Assurance Process, (QAP, see Appendix one) to ensure that the consultation or engagement activity is of the best possible standard and achieves what it aims to do.
- 6.3 The QAP serves to ensure standards are met with 'sign off' required at each stage of consultation and engagement from the formation of the idea, to development and through activity to completion. Supporting documentation sits against key stages of the QAP process. For consultation activities, 'sign off' from the service area's Portfolio Holder will be required at Stage 6.

## **7. Process**

- 7.1 The QAP was developed to support effective delivery of the Community Engagement Strategy Objectives and this Policy's principles. The Community Engagement Team encourages all members of staff who are undertaking engagement or consultation activities to follow this process.
- 7.2 The engagement or consultation advice process, captured on the QAP diagram overleaf, follows 16 key steps supported by key templates. Each step identifies the activities that will take place and the supporting documents you may need to use, depending on the scale and scope of the piece of work. After each step has been completed, the CET will ensure sign off with you at the right time. Once signed the documents provide a record of decision making throughout your consultation.

- 7.3 Whilst the Community Engagement Team can support and advise you with your engagement, when planning any activity it is important that you consider and identify any resource requirements. This could include securing venues, identifying a member of staff responsible for collating and analysing feedback, staffing your consultation or engagement event or activity, and the production of any materials and postage. The CET has planning templates and references and can guide you through this part of the process as well.
- 7.4 With regard to questionnaires or survey development, the Community Engagement Team will advise on the content, wording or format of your questionnaire but are not able to extract and analyse SNAP data, however the team can connect you with Corporate Business Support who undertake this activity. Business Support colleagues will produce a data analysis report from completed SNAP survey forms. However, this does not include interpretative analysis that would need to be undertaken within your service.

For more information on any of the above please contact the CET via [consultation@lincolnshire.gov.uk](mailto:consultation@lincolnshire.gov.uk)

The QAP is available at appendix one overleaf.





**The Community Engagement Team role to support officers with:**

- advice and support in the development of consultation planning (including a consultation pack - a useful resource which provides guidance and templates to aid the consultation process)
- advice and support on appropriate wording to ensure surveys/questionnaires are in plain language and are fit for purpose
- advice and support to test the survey/questionnaire
- connections with organisations carrying out similar consultation or working with similar audiences – enabling joint working and sharing of results
- advice and support in the completion of Equality Impact Analyses
- facilitation at workshops or engagement activities
- access to Lincolnshire Consultation Community - contacts for people within the community who want to be informed/consulted about issues that may interest or affect them
- access to Community Engagement Community of Practice which enables sharing of experience, ideas and learning
- dissemination of training information so that colleagues are able to deliver engagement/ consultation activity themselves
- ensuring consultation adheres to relevant legal precedents (where required working closely with Legal Services) including Gunning and Brown Principles.
- providing a contact point to help individuals and external organisations contact the relevant member of staff within LCC
- raising an issue on behalf of an individual or external organisation with the relevant member of LCC staff by such methods as forwarding e-mails or setting up a meeting
- facilitating responses to queries by making a 'reminder' contact with a member of staff if they do not respond to an individual or external organisation

## Useful references

Policies, guidance and legal principles (both national and local) will influence the way this policy is delivered. Case law is continually developing, but the key legal principles governing the Council's engagement and consultation activity are included below. Full details are available through the links below:

**Central Government Cabinet Office Consultation Principles (revised 2016)** - [www.gov.uk/government/publications/consultation-principles-guidance](http://www.gov.uk/government/publications/consultation-principles-guidance)

**Gunning Principles** - [www.adminlaw.org.uk/docs/18%20January%202012%20Sheldon.pdf](http://www.adminlaw.org.uk/docs/18%20January%202012%20Sheldon.pdf)  
and also at: <http://www.nhsinvolvement.co.uk/connect-and-create/consultations/the-gunning-principles>

**Equalities legislation such as the Brown Principles** - [http://www.equalityhumanrights.com/sites/default/files/documents/PSD/technical\\_guidance\\_on\\_the\\_public\\_sector\\_equality\\_duty\\_england.pdf](http://www.equalityhumanrights.com/sites/default/files/documents/PSD/technical_guidance_on_the_public_sector_equality_duty_england.pdf)

**Lincolnshire County Council's Customer Charter** - <http://www.lincolnshire.gov.uk/local-democracy/how-the-council-works/key-plans-and-strategies/customer-service-charter/49249.article>

### Guidance relating to decommissioning and service change

As well as general guidance there is some specific legal opinion regarding the need for engagement and consultation as part of any programme to review commissioning of services that might lead to de-commissioning decisions. The key points of this guidance include:

- The setting of a budget is not authority for the actions that underpin that budget
- Consultation on the budget is unlikely to be sufficiently specific to meet any consultation responsibility in relation to an individual proposal that underpins the budget
- It is lawful for the Council to set a budget and then consult on individual proposals provided certain conditions are met
- The budget represents a limit that the Executive cannot exceed. It does not require the Executive to spend the money allocated by the full Council in the budget
- There is not anything fundamentally unlawful in consulting on changes which would lead to expenditure being incurred which is below the current budget

## Glossary of Terms

Term	Definition
Community	Individuals, residents, groups and organisations (of interest or geography) of Lincolnshire
Community Engagement Team	The team that supports and advises LCC staff and elected members to deliver effective, inclusive and legally sound engagement and consultation
Consultation	The opportunity to have a say on a specific issue at a given time using a set of planned methods within a planned process
Consultor	Person leading consultation or engagement exercise to establish answers to their questions
Engagement	Ongoing dialogue with individuals, groups and organisations to ensure they influence decisions that affect them
Feedback	Letting people know in good time how their views and ideas have contributed to decision making around implementing a change or improvement
Equality Impact Analysis (EIA)	Must be completed to inform dialogue so that stakeholders and decision makers are aware of the potential positive and negative impact(s) of proposals on the protected characteristics of service users or citizens
Gunning and Brown Principles	Legal principles, developed through case law to explain how consultation should be carried out inclusively, transparently and fairly
Information	Facts and figures provided clearly and accessibly to help people understand an issue and make informed contribution and comment
Quality Assurance Process (QAP)	A written process against which the engagement and consultation activity can be assessed to ensure it has met appropriate criteria and will be effective and legal

**Supporting documents** (please note that the links to these documents will not work if viewing a pdf version of the document):



Consultation  
Guidance v1.0 270416.docx



Community  
Engagement Quality /



Consultation How to  
sheets v1.0 270416.docx



Engagement Plan  
template v1.0 270416.docx



Stage 1 Scoping  
Agreement v1.0 270416.docx



Stage 2 Areas of  
responsibility v1.0 270416.docx



Stage 3 Evaluation  
Form v1.0 270416.docx



EIA template  
v1.0.docx



Consultation activity  
template v1.0 270416.docx



Engagement Matrix  
Tool template v1.0 270416.docx



You said we did table  
template v1.0 270416.docx

Lincolnshire County Council, in accordance with current legislation, wants to treat everyone fairly.

Although we do not translate things as a matter of course, there are times when the language barrier prevents people from accessing a service. In such cases it may be appropriate to provide an interpreter or written translation. Further information can be found by accessing the following web link:

<https://www.lincolnshire.gov.uk/residents/community-and-living/equality-and-diversity/interpreting-and-translating/>

In line with the Accessible Information Standard, where a customer needs this document in a different format, for example, large print, braille or easy read, they should contact us on 01522 782060.