

## Appendix B

### Engagement and Consultation Activity Review 2018/19

#### 1. Introduction

Engagement (including consultation) with the public enables the Council to fulfil its general duty of offering best value, achieving the right balance between cost, efficiency and effectiveness. Robust engagement activity ensures we meet our organisational commitment to consider the views of citizens who use our services.

This report provides an evaluation of the consultation and engagement activities that the Community Engagement Team (CET) advised and supported over the financial year 2018/19. In so doing it contains an overview of the range of engagement and consultation activities undertaken by Lincolnshire County Council (LCC) director areas, the number of CET support hours provided and the effectiveness of the CET service and Engagement activity as perceived by colleagues.

#### 2. Methods

The CET maintains a register of council-wide consultation and engagement activity for which the team provide advice and support. The data captured in the register enables robust analysis and production of graphs as provided in this report.

A Two stage evaluation process enables the CET to review a) the quality of advice and support provided and b) the effectiveness of the actual engagement activity. Evaluation forms are sent to those services the CET has supported (once this support has concluded); analysis of the returned forms is also provided in this report.

#### 3. Findings

##### a. Engagement Activities in the 2018/19

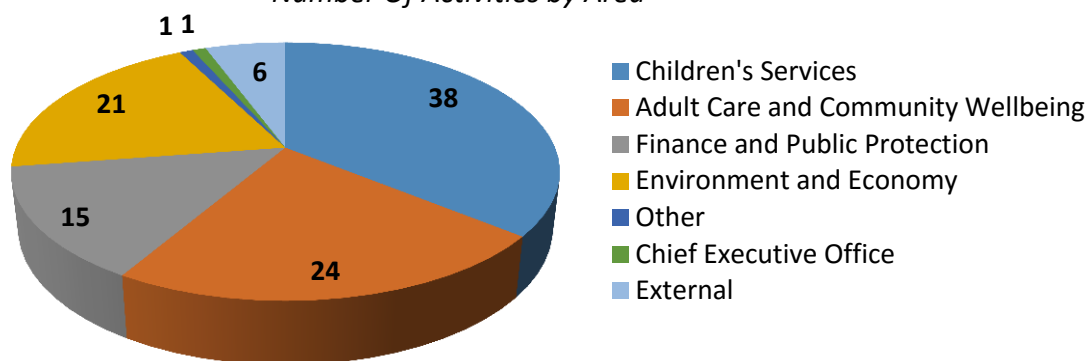
In the financial year 2018/19 the Community Engagement Team has been involved in the support of a wide range of engagement and consultation activities undertaken by various service teams within all of the Council's Director areas. Supporting 106 activities (66 of which have concluded, 8 have been withdrawn and 32 remain open as work on them continues through to next year), the total number of hours of direct officer support provided was 1046. The CET Quality Assurance Process (Appendix C) demonstrates the various stages of advice/support provided in the development of an engagement activity.

##### i. Activities by Director Area and Activity Type

The following charts summarise the engagement activities supported in 2018/19 and are split by director area and activity type.

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*Number Of Activities by Area*

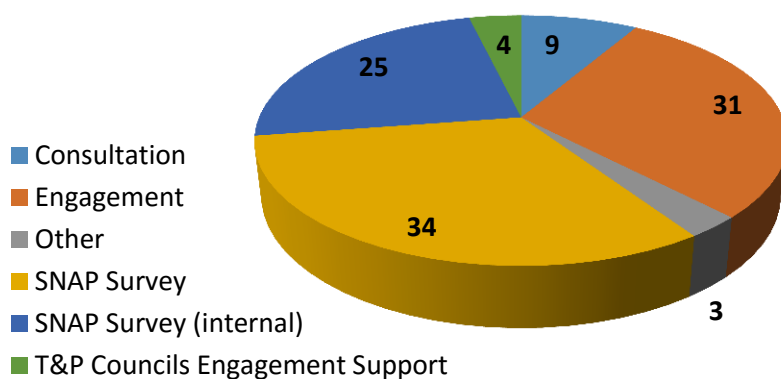


Director Area	No Of Activities	Percentage	Support Hours
Children's Services	38	36%	233
Adult Care and Community Wellbeing	24	23%	112
Finance and Public Protection	15	14%	134
Environment & Economy (inc Highways)	21	20%	525
Other*	1	1%	2
Chief Executive Office	1	1%	4
External**	6	6%	37
<b>Grand Total</b>	<b>106</b>	<b>100%</b>	<b>1046</b>

\*'Other' refers to: Serco People Management (Global Challenge initiative employee engagement)

\*\*'External' refers to: T&P Councils Engagement Support; and training evaluation feedback for Lincolnshire Road Safety Partnership.

*Number Of Activities by Type*



Activity Type	No Of Activities	Percentage	Support Hours
Consultation	9	8%	409
Engagement	31	29%	303
Other	3	3%	16
SNAP Survey	34	32%	187
SNAP Survey (internal)	25	24%	104
T&P Councils Engagement Support	4	4%	27
<b>Grand Total</b>	<b>106</b>	<b>100%</b>	<b>1046</b>

\* 'Other' refers to: development of the Statement of Community Involvement (planning matters); review of statutory engagement plan (Mineral & Waste); and review of LCC website open data element.

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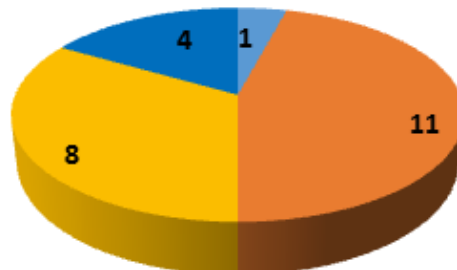
### ii. Breakdown of Activities within Director Area

For each director area the activities supported were as follows:

- Consultation
- Engagement
- Other
- SNAP Survey
- SNAP Survey (internal)

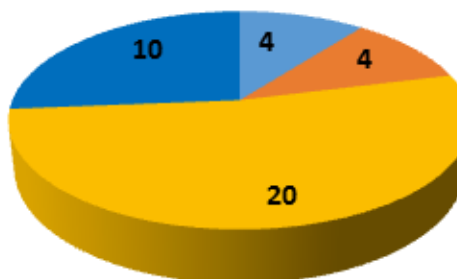
#### *Adult Care and Community Wellbeing*

Activity Type	No Of Activities	Support Hrs
Consultation	1	0
Engagement	11	66
SNAP Survey	8	26
SNAP Survey (internal)	4	21
Grand Total	24	112



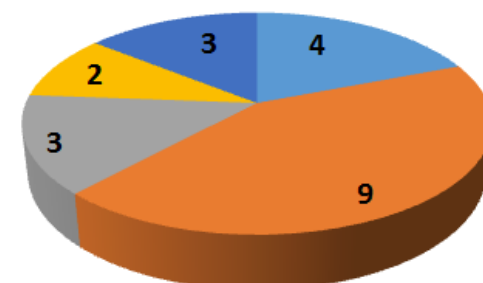
#### *Children's Services*

Activity Type	No Of Activities	Support Hrs
Consultation	4	48
Engagement	4	12
SNAP Survey	20	132
SNAP Survey (internal)	10	41
Grand Total	38	233



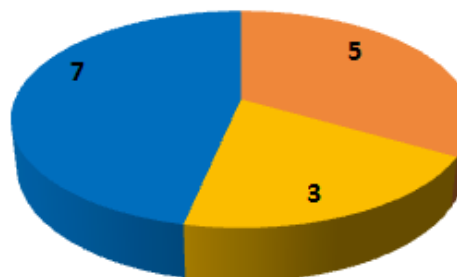
#### *Environment and Economy*

Activity Type	No Of Activities	Support Hrs
Consultation	4	361
Engagement	9	132
Other	3	16
SNAP Survey	2	6
SNAP Survey (internal)	3	10
Grand Total	21	525



#### *Finance and Public Protection*

Activity Type	No Of Activities	Support Hrs
Engagement	5	86
SNAP Survey	3	18
SNAP Survey (internal)	7	31
Grand Total	15	134



It should be noted that the figures against the SNAP Survey relate to instances when support was required in the development of the survey **only**. Questionnaires and surveys are also often used as a part of wider engagement activity

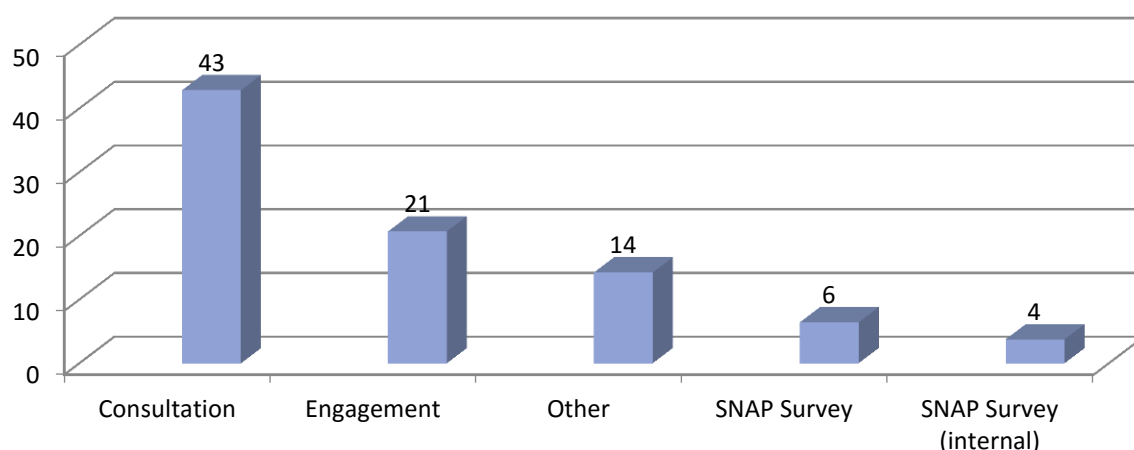
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alongside other methods with support hours therefore captured as part of 'engagement'. Therefore, SNAP Survey figures in this report provide a broad indication of the number of SNAP Surveys supported through the year but not a complete number.

### iii. Average Support Hours & Average Duration of Activity

The following table provides an average of the support hours by activity. Out of 66 activities that concluded in 2018/19, the average support hours' breakdown per different type of engagement activity was as follows:

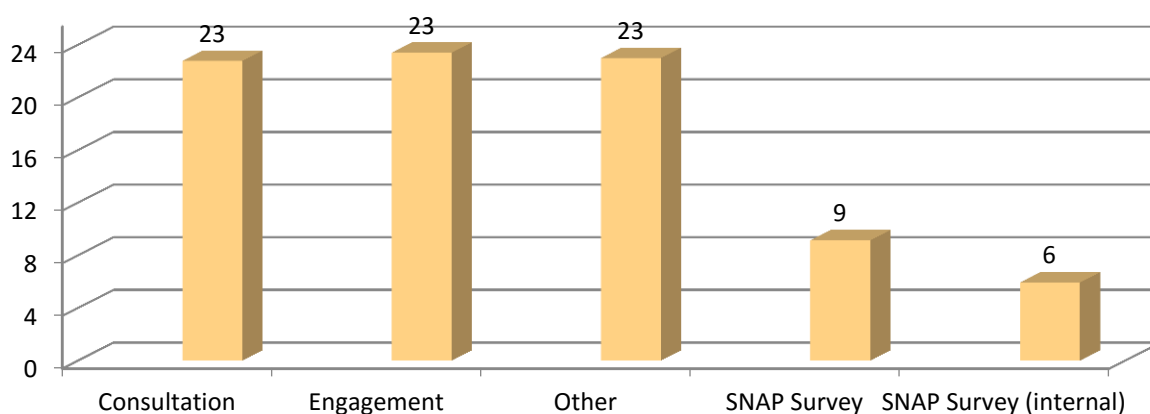
*Average Support Hours by Activity Type*



Activity Type	No Of Projects	Average of Total Hrs
Consultation	4	43
Engagement	14	21
Other	1	14
SNAP Survey	27	6
SNAP Survey (internal)	20	4

Out of 66 activities that concluded in the 2018/19, the average support duration as per different type of engagement activity was as follows:

*Average Support Duration in weeks by Activity Type*



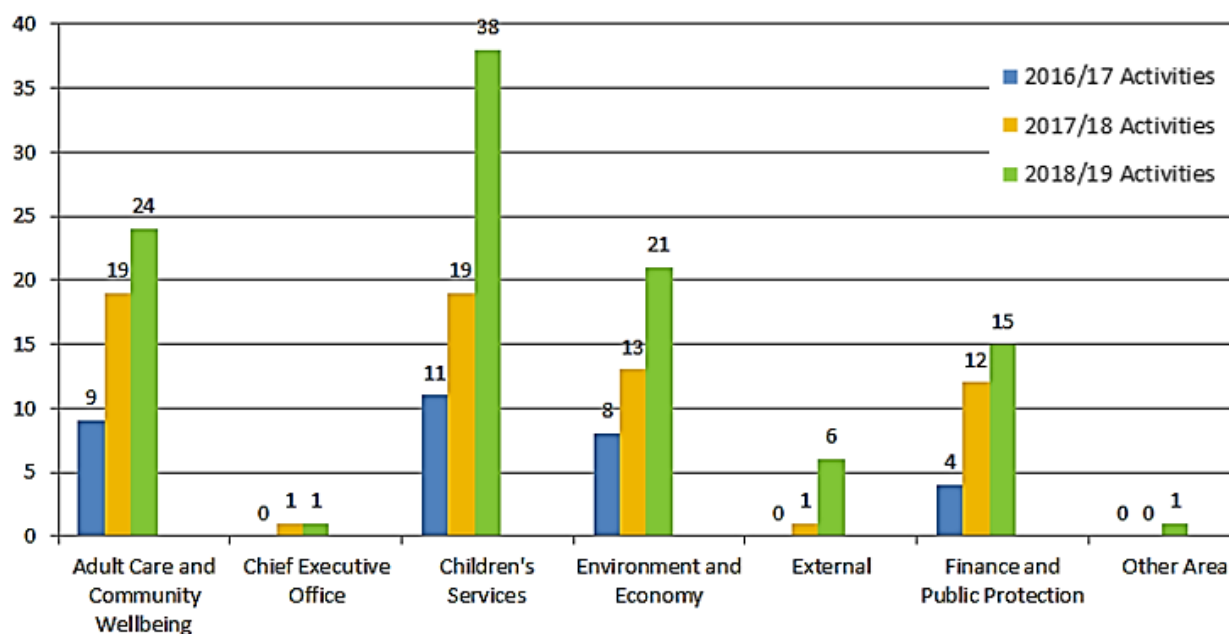
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Activity Type	No Of Projects	Average Activity Duration (in weeks)
Consultation	4	23
Engagement	14	23
Other	1	23
SNAP Survey	27	9
SNAP Survey (internal)	20	6

### iv. Trends over 3 years

Through maintaining an Engagement Register for each of the last 3 years the CET has been able to identify that the number of engagement activities supported has markedly increased across all director areas over this period. The following chart compares the number of engagement activities supported in particular Director Areas between 2016/17 and 2018/19, a period of 3 years.

*Number of Engagement Activities Supported over three years by Director Area*



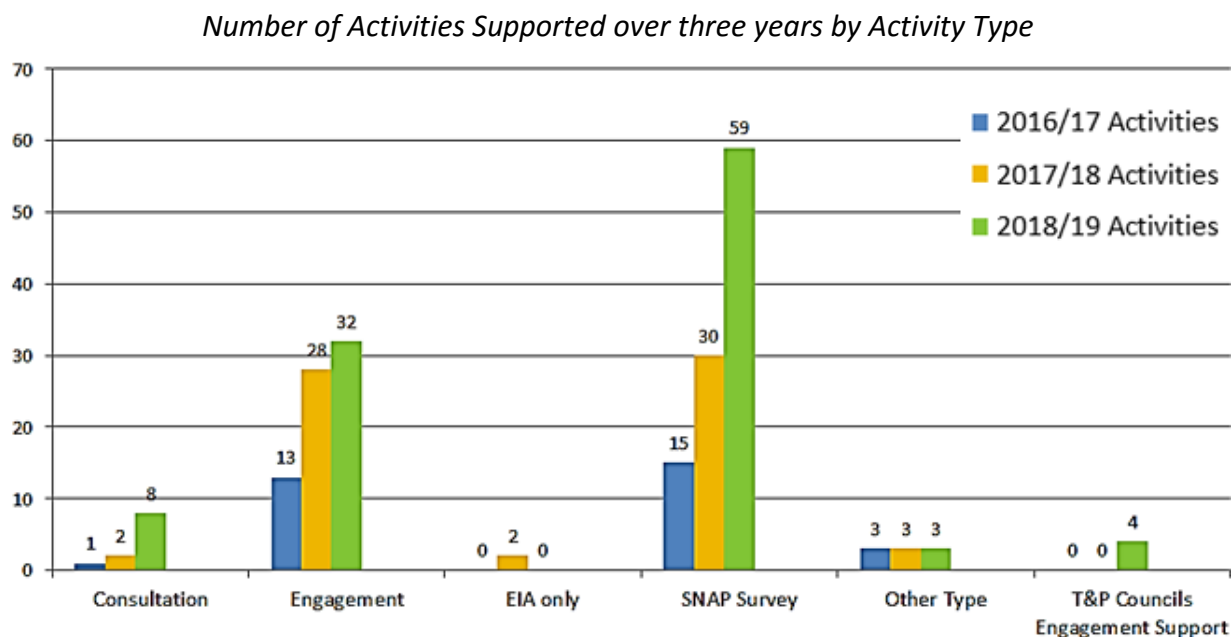
Overall, the number of engagement activities supported over the period markedly increased across all director areas, whereas Chief Executive supported activities remained at a similar level.

In 2018/19 the number of engagement activities within Children's Services almost doubled in comparison to the previous year (the most significant increase). The number of engagement activities within Environment & Economy also increased considerably in 2018/19 compared to the previous year (62% increase), whereas activities within Adult Care & Community Wellbeing and Finance & Public Protection went up by 26% and 25% respectively.

Engagement support provided to external organisations/partners was not recorded for the full 3 year period but it also shows an increase compared to previous year.

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The following chart compares the different types of engagement activities supported between 2016/17 and 2018/19, a period of 3 years.



In general, there has been an increase in the number of activities supported during this period with the biggest rise seen in the use of online engagement methods (SNAP survey numbers doubled each year over the period). It should be noted that the figures relating to 'EIA only' relate to instances when support was required in completing Equality Impact Analysis **only**. Equality Impact Analysis is undertaken as part of the engagement and consultation activity and is part of the Quality Assurance Process. Engagement support provided to Town & Parish Councils was not recorded for the full 3 year period.

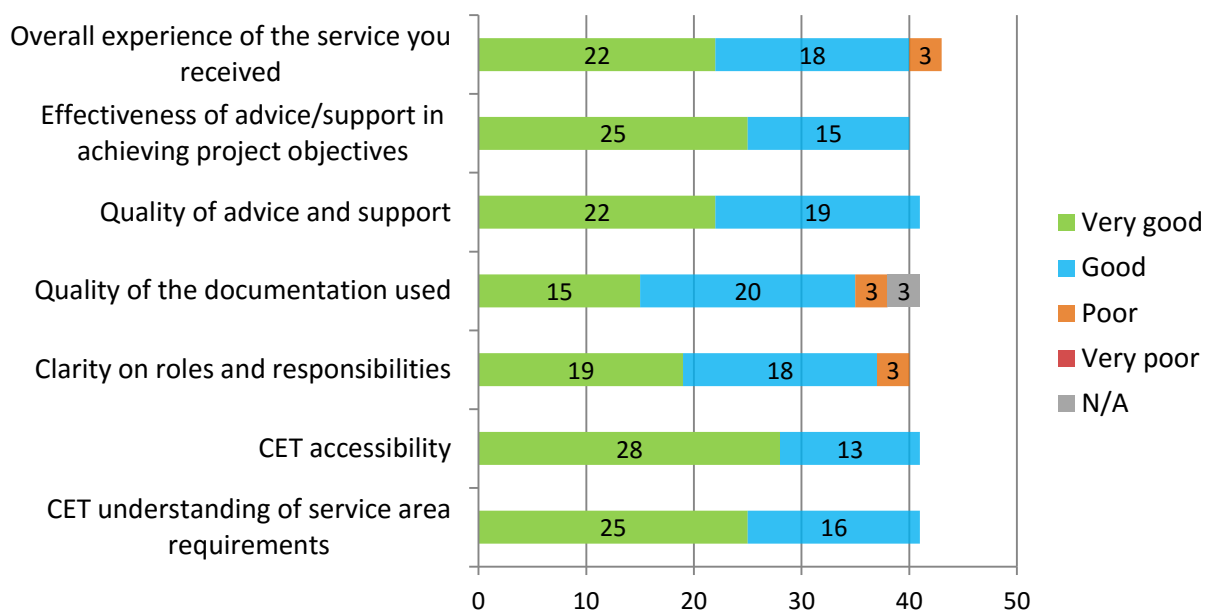
### **b. Evaluation of CET Service and of Engagement Activity**

Evaluation of both the quality of advice provided to colleagues and of the effectiveness of the engagement and consultation activity itself is an embedded part of the Quality Assurance Process.

#### **i. Evaluation of CET Service**

At the end of each piece of work an evaluation form is sent to the service lead in order to assess the quality and effectiveness of advice and support provided. Service leads are asked to rate certain elements of CET service on a four-point scale from very good to very poor.

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When asked whether the service lead would recommend CET to a colleague 100% of respondents have answered 'Yes'. Where a 'poor' response was received, this resulted in improving process as explained below.

### Comments

There were a wide range of positive comments recorded through evaluation with regard to the value of the advice and support received from the CET; some of which are:

- *"The team provided a thorough understanding of what we needed to look into, both from a legal perspective but also from a Service User perspective."*
- *"The CET make the effort to really understand what you want to achieve and why, and then give very helpful advice on how to achieve it."*
- *"(The CET) offers good levels of support and guidance and makes sure you consider items you wouldn't necessarily have thought of."*
- *"Useful to have the expertise that CET provides such as involving other parties."*
- *"The team is very knowledgeable and very supportive to get the right outcome."*
- *"Best place to start when need to complete engagement."*

To enable learning and continuous improvement the evaluation also gathers feedback on how the team can improve their service and the way it is delivered. Feedback received in 2018/19 helped identify improvements and facilitate internal planning and development. For example the comments below led to the review of the evaluation process and redesign of related documentation:

- *"I think it is important to justify the "poor" comments as the survey does not truly reflect our experience. I have ticked "poor" for the overall experience as the consultation was*

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*effected by a specific problem with the online survey responses which could have caused it to be legally flawed. This was resolved by the Community Engagement once identified but was so significant that collectively we need to ensure lessons have been learnt from the experience."*

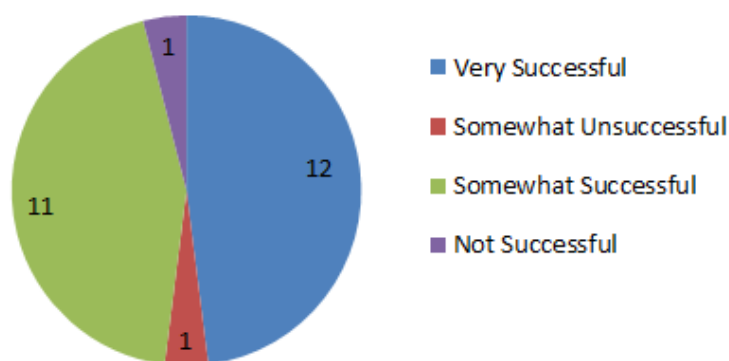
- *"Create this form as a SNAP survey as it will be much easier than completing it, saving it to the desk top and attaching it to an email and sending it back."*

### ii. Evaluation of Engagement Activity

The final step of the Quality Assurance Process is the evaluation of the effectiveness of the engagement activity as well as its outcomes and the impact on the strategic and operational planning. Three months after engagement or consultation activity has concluded the service lead is invited to evaluate their activity in terms of its effectiveness and impact.

The majority of the service leads who responded to the survey agreed that their engagement activity was a success (48% Very Successful; 44% Somewhat Successful; 4% Somewhat Unsuccessful; 4% Not Successful).

*How service leads rated their engagement activity in terms of success*



### Outcomes

From the feedback received in 2018/19 the main outcomes identified from the engagement activity included:

- Intelligence gathering/ customer insight
- Informed future service design/redesign
- Evidence support for plans/initiatives
- Better change management
- Informed commissioning intentions
- Service monitoring and evidence for service re-procurement
- Informed service plans/key priorities
- Secured investment
- Helped develop a governance framework



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- Informed policy and strategy making
- Process improvement/ continued learning
- Reaching the 'hard to reach' communities

### *Comments*

A number of positive comments were received with regard to the contribution the engagement made to the service plans and decision making, such as:

- *"The engagement fed into the DMT paper around the future delivery of the Leaving Care."*
- *"The engagement informed future commissioning intentions and service redesign."*

The feedback gathered from the evaluation enables us to share learning, not only within our team but with colleagues across the Council, ensuring continued robust delivery of effective engagement.

An effective dissemination strategy helps to ensure that the evaluation process remains transparent and findings are being used in planning, quality reviews and decision making to ensure that the team and the organisation benefit from the work.

### **4. Conclusions**

As a Council we want to make sure residents and communities have the opportunity to contribute towards service changes/improvements that shape the county in which we live and work. Providing robust advice and guidance on engagement and consultation activities ensures that these are delivered well and supports the decision making process.

The data captured through the Engagement Register presents the broad range of engagement activity undertaken by the Council and demonstrates an increase in number of engagement activities supported across all director areas over the last 3 years. Also a clear upward trend is observed in use of online engagement. The data supports continued refinement of our service including exploring new ways of delivering and better use of digital engagement.

Effective evaluation process enables us to determine the effectiveness of the advice provided to colleagues with regard to community engagement and consultation as well as outcomes associated with the work undertaken. Feedback received suggests that services value the support in achieving engagement objectives and, as we see from comments, effective engagement leads to a range of improved outcomes.

Through cross team collaboration, sharing best practice and lessons learned, the knowledge and practice of community engagement and consultation continuously improves. This supports the Council in delivery of effective engagement activities that contribute to increased satisfaction with services and trust in the Council.

*Kate Sobstyl, Programme Officer Community Engagement: 17/05/2019*

Director Area	Engagement Title	Activity Type	Total Hrs	2018/19 Hrs	Total Weeks	Support Start	Support End	Status
Adult Care and Community Wellbeing	S117 Mental Health Act	Consultation	0	0		30/11/2018		Live
Adult Care and Community Wellbeing	Telecare Funding Changes	Engagement	42	0	56	04/04/2017	04/05/2018	Complete
Adult Care and Community Wellbeing	Joint Dementia Strategy 2014-17	Engagement	31	19	48	05/10/2017	03/09/2018	Complete
Adult Care and Community Wellbeing	Blackbird Flies	Engagement	9	9	25	18/05/2018	10/11/2018	Complete
Adult Care and Community Wellbeing	Dementia Support Service	Engagement	5	5	18	27/09/2018	29/01/2019	Complete
Adult Care and Community Wellbeing	Substance misuse	Engagement	10	10	10	29/10/2018	08/01/2019	Complete
Adult Care and Community Wellbeing	JHWS Obesity Priority	Engagement	8	8		09/11/2018		Live
Adult Care and Community Wellbeing	Gainsborough Adults events	Engagement	1	1		07/01/2019		Live
Adult Care and Community Wellbeing	Social Prescribing and the Arts	Engagement	2	2		12/02/2019		Live
Adult Care and Community Wellbeing	Housing Related Support 2	Engagement	8	8		05/02/2019		Live
Adult Care and Community Wellbeing	Extra Care Housing Project	Engagement	3	3		14/03/2019		Live
Adult Care and Community Wellbeing	MECC Programme	Engagement	2	2		30/03/2019		Live
Adult Care and Community Wellbeing	Harm Free Care Survey	SNAP Survey	4	0	9	30/01/2018	06/04/2018	Complete
Adult Care and Community Wellbeing	JHWS Survey 2018	SNAP Survey	3	0	3	19/03/2018	06/04/2018	Complete
Adult Care and Community Wellbeing	Integrated Lifestyle Support	SNAP Survey	8	8	25	23/04/2018	17/10/2018	Complete
Adult Care and Community Wellbeing	Public Health Feedback survey	SNAP Survey	2	2	30	01/06/2018	31/12/2018	Withdrawn
Adult Care and Community Wellbeing	Financial assessment ad serv	SNAP Survey	9	9		28/08/2018		Live
Adult Care and Community Wellbeing	Making Every Contact Count	SNAP Survey	4	4	2	04/12/2018	19/12/2018	Complete
Adult Care and Community Wellbeing	Adult Safeguarding Promotion	SNAP Survey	1	1		14/01/2019		Live
Adult Care and Community Wellbeing	Adults A&R QA Survey	SNAP Survey	2	2		27/01/2019		Live
Adult Care and Community Wellbeing	Practitioner Health Check Survey	SNAP Survey	4	4	7	09/08/2018	25/09/2018	Complete
Adult Care and Community Wellbeing	Strengths Based Approaches	SNAP Survey	6	6	8	09/08/2018	02/10/2018	Complete
Adult Care and Community Wellbeing	Learning and Development Days	SNAP Survey	1	1	4	12/10/2018	08/11/2018	Complete
Adult Care and Community Wellbeing	Employee Carers	SNAP Survey	10	10		28/11/2018		Live
Chief Executive Office	Corporate Support Services Comm	Engagement	4	4	21	10/05/2018	01/10/2018	Withdrawn
Children's Services	SEND Consultation	Consultation	122	9	52	08/11/2017	06/11/2018	Complete
Children's Services	Schools Admissions for 2020	Consultation	28	28	15	14/08/2018	30/11/2018	Complete
Children's Services	School Age Range Change Consult	Consultation	8	8	4	04/01/2019	30/01/2019	Complete
Children's Services	EHE Consultation	Consultation	3	3		19/03/2019		Live
Children's Services	Child Protection Research	Engagement	8	1	36	06/12/2017	16/08/2018	Withdrawn
Children's Services	Leaving Care Pre-Mkt Engagement	Engagement	5	5	2	21/01/2019	06/02/2019	Complete
Children's Services	Supported Youth Housing Engage	Engagement	2	2		07/02/2019		Live
Children's Services	Boston Schools Project	Engagement	5	5		07/03/2019		Live
Children's Services	Liaise survey	SNAP Survey	6	4	17	29/01/2018	29/05/2018	Complete
Children's Services	Dyslexia & ECLIPS services	SNAP Survey	10	3	40	06/03/2018	11/12/2018	Complete
Children's Services	PiP Quadrant Event Evaluation	SNAP Survey	1	1	1	14/05/2018	22/05/2018	Complete
Children's Services	CS Tell Us Survey	SNAP Survey	7	7	12	14/06/2018	07/09/2018	Complete
Children's Services	Skills Audit 2018	SNAP Survey	8	8	11	20/06/2018	04/09/2018	Complete
Children's Services	Children's Services Toolkit	SNAP Survey	5	5	-1	21/06/2018	16/06/2018	Complete
Children's Services	Digby Youth Club engagement	SNAP Survey	7	7	4	25/06/2018	23/07/2018	Complete
Children's Services	CAMHS Review surveys	SNAP Survey	16	16	11	29/06/2018	11/09/2018	Complete
Children's Services	Youth Council Survey	SNAP Survey	5	5	9	19/07/2018	22/09/2018	Complete

Children's Services	National IRO Survey 2018	SNAP Survey	6	6	6	23/07/2018	04/09/2018	Complete
Children's Services	Caring 2 Learn training 2 survey	SNAP Survey	7	7	4	26/09/2018	22/10/2018	Complete
Children's Services	Bridging the Gap	SNAP Survey	13	13	17	05/07/2018	29/10/2018	Complete
Children's Services	SEST	SNAP Survey	8	8		24/10/2018		Live
Children's Services	2020 Admission Cherry Primary	SNAP Survey	6	6	1	14/11/2018	23/11/2018	Complete
Children's Services	Post 16 to home transport	SNAP Survey	13	13	14	28/11/2018	06/03/2019	Complete
Children's Services	Leading the way project	SNAP Survey	2	2	1	28/11/2018	06/12/2018	Complete
Children's Services	Linchfield CPS	SNAP Survey	4	4	12	18/12/2018	12/03/2019	Complete
Children's Services	Access to Mental Health Survey	SNAP Survey	7	7	4	18/12/2018	17/01/2019	Complete
Children's Services	Parental MH survey	SNAP Survey	4	4	8	24/01/2019	19/03/2019	Complete
Children's Services	What Now	SNAP Survey	5	5	3	13/02/2019	06/03/2019	Complete
Children's Services	School Safeguarding	SNAP Survey	3	3	30	02/05/2018	30/11/2018	Withdrawn
Children's Services	Breakfast Clubs Survey	SNAP Survey	5	5	18	10/05/2018	12/09/2018	Complete
Children's Services	Requisitioner Survey	SNAP Survey	2	2	1	31/05/2018	08/06/2018	Complete
Children's Services	Caring2Learn Training Survey	SNAP Survey	4	4	3	14/06/2018	04/07/2018	Complete
Children's Services	Caring 2 Learn Social Pedagogy	SNAP Survey	3	3	1	02/07/2018	09/07/2018	Complete
Children's Services	Childrens Clinical Gov Audit	SNAP Survey	3	3	2	17/10/2018	31/10/2018	Complete
Children's Services	Childrens Health Staff Survey	SNAP Survey	2	2	7	29/11/2018	18/01/2019	Complete
Children's Services	Caring 2 Learn Restorative Practice	SNAP Survey	1	1	3	18/12/2018	08/01/2019	Complete
Children's Services	Bridging the Gap LAC	SNAP Survey	13	13		14/01/2019		Live
Children's Services	Bridging the Gap non verb child	SNAP Survey	8	8	8	14/01/2019	12/03/2019	Complete
Environment and Economy	Onlincolnshire Broadband	Consultation	14	14	20	12/07/2018	30/11/2018	Complete
Environment and Economy	Joint Flood Risk & Drainage	Consultation	26	26		06/08/2018		Live
Environment and Economy	SUDS water mgt consultation	Consultation	1	1		26/03/2019		Live
Environment and Economy	Heritage service	Consultation	342	320		02/06/2016		Live
Environment and Economy	Municipal Waste Management str	Engagement	45	6	66	01/09/2017	04/12/2018	Complete
Environment and Economy	Greenway Project	Engagement	7	0	16	03/01/2018	23/04/2018	Withdrawn
Environment and Economy	North Hykeham Relief Road	Engagement	11	11	13	06/04/2018	03/07/2018	Complete
Environment and Economy	Red Lion Square Engagement	Engagement	18	18		14/05/2018		Live
Environment and Economy	Public rights of Way	Engagement	8	8		03/09/2018		Live
Environment and Economy	County Holdings - Morton	Engagement	8	8	24	25/09/2018	13/03/2019	Complete
Environment and Economy	Lincoln Transport Strategy	Engagement	35	35	19	22/10/2018	04/03/2019	Complete
Environment and Economy	Spalding Western Relief Road	Engagement	45	45		14/11/2018		Live
Environment and Economy	Highways Engagement	Engagement	2	2		11/02/2019		Live
Environment and Economy	Boston Planning	Other	1	0	0	27/03/2018	27/03/2018	Withdrawn
Environment and Economy	Open Data survey	Other	2	2		04/09/2018		Live
Environment and Economy	Minerals and waste mgt SCI	Other	14	14	23	02/10/2018	12/03/2019	Complete
Environment and Economy	Street Light Works feedback	SNAP Survey	2	2	9	05/11/2018	09/01/2019	Complete
Environment and Economy	Customer Service Survey	SNAP Survey	4	4	3	14/02/2019	08/03/2019	Complete
Environment and Economy	WLDC elected member survey	SNAP Survey	4	4	9	02/07/2018	03/09/2018	Complete
Environment and Economy	Data Security Awareness Survey	SNAP Survey	1	1	8	08/10/2018	03/12/2018	Withdrawn
Environment and Economy	TSP Major Schemes Survey	SNAP Survey	5	5	7	21/01/2019	12/03/2019	Complete
External	Engagement re £10K donation	Engagement	4	4	3	24/09/2018	18/10/2018	Complete
External	LRSP evaluations	SNAP Survey	6	6		30/08/2018		Live
External	Skellingthorpe TPC	T&P Councils	6	6		04/09/2018		Live
External	Horncastle Recreation project	T&P Councils	11	11		17/04/2018		Live

External	Neighbourhood plan	T&P Councils	6	6		13/11/2018		Live
External	Spilsby TC	T&P Councils	4	4		19/02/2019		Live
Finance and Public Protection	County Farms Estates - Deeping	Engagement	75	65	17	27/02/2018	28/06/2018	Complete
Finance and Public Protection	Blue Light - next round	Engagement	3	0	15	23/02/2018	11/06/2018	Complete
Finance and Public Protection	Housing Related Support	Engagement	10	10	11	10/04/2018	26/06/2018	Complete
Finance and Public Protection	Short Breaks Services Engagement	Engagement	8	8		25/01/2019		Live
Finance and Public Protection	Sherman Engagement	Engagement	3	3		14/02/2019		Live
Finance and Public Protection	NKDC Audit Committee Survey	SNAP Survey	7	7	2	19/04/2018	04/05/2018	Complete
Finance and Public Protection	NKDC Governance Survey	SNAP Survey	9	9	19	25/04/2018	03/09/2018	Complete
Finance and Public Protection	Fraud Survey	SNAP Survey	2	2		22/08/2018		Live
Finance and Public Protection	LCC Audit Committee Survey	SNAP Survey	10	10	10	26/04/2018	08/07/2018	Complete
Finance and Public Protection	Schools Training Survey	SNAP Survey	2	2	4	22/05/2018	22/06/2018	Complete
Finance and Public Protection	NKDC Elected Member Survey	SNAP Survey	4	4	9	02/07/2018	03/09/2018	Complete
Finance and Public Protection	LCC Elected Member Survey	SNAP Survey	8	8	14	12/10/2018	17/01/2019	Complete
Finance and Public Protection	Level 3 Specialist Response	SNAP Survey	3	3	2	29/10/2018	12/11/2018	Withdrawn
Finance and Public Protection	Annual Leave Survey	SNAP Survey	1	1	2	04/01/2019	17/01/2019	Complete
Finance and Public Protection	HR Policies Survey	SNAP Survey	3	3	1	06/03/2019	11/03/2019	Complete
Other	Global Challenge Survey	SNAP Survey	2	2	1	03/10/2018	10/10/2018	Complete