

## 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.

**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>	Customer Strategy	<b>Person / people completing analysis</b>	Andrew Hancy Lucy Robertson
<b>Service Area</b>	All Directorate Areas	<b>Lead Officer</b>	Andrew Hancy
<b>Who is the decision maker?</b>	Councillor M Hill, Leader of the Council	<b>How was the Equality Impact Analysis undertaken?</b>	Desktop initially, based on existing data with further development through engagement activity internal and external
<b>Date of meeting when decision will be made</b>	07/09/2021	<b>Version control</b>	v0.1
<b>Is this proposed change to an existing policy/service/project or is it new?</b>	New	<b>LCC directly delivered, commissioned, re-commissioned or de-commissioned?</b>	Directly delivered
<b>Describe the proposed change</b>	<p>To deliver the priorities within our Corporate Plan everything we do for Lincolnshire must be focused around delivering services that empower customers and meets their needs.</p> <p>The customer strategy will enhance the skills of our colleagues to ensure that they deliver a high quality customer experience. We want to increasingly enable customers to operate independently and interact with the council at a time and in a manner that best meets their needs. Customer service, and our strategy aren't just about transactions. They are also about how we share information to enable our communities to thrive, be sustainable and progressive. To deliver our corporate plan and this strategy we must ensure that we both meet growing and evolving customer expectations whilst also keeping a careful eye on the bottom line.</p> <p>The customer strategy sees us utilising principles of the digital strategy to enhance the ways that our services are accessed and delivered. Our customers increasingly want to access our services through digital channels. We will utilise modern technologies to ensure that this channel of choice is as effective and efficient as possible whilst still ensuring that those who are unable to interact with us in this way receive the help and support that they need.</p>		

### **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'.

<p><b>Age</b></p>	<p>Lincolnshire has an ageing population with 23% of residents over the age of 65. Although the age distribution across the districts is proportionally similar, there are some noticeable differences (highest in East Lindsey with 30% of population over 65 years old)</p> <p>The customer strategy provides a framework upon which customer services will be provided to Lincolnshire residents, business and visitors and reflects the knowledge that Lincolnshire has a very diverse geographically spread and in some areas a lack of digital skills to effectively utilise technology. To support this we are not intending to close any channels of communication to access our services, but prioritise them based on the needs and preferences of the customer. We know that many older individuals are now accessing services online either themselves, or through family support, but not everyone will want or have the ability and the technology to do so. It should also be reflected that it is not only older individuals who may not want to interact with us through digital, there are also a number of younger people who would prefer face to face or telephone interactions and the strategy continues to support these individuals. The customer experience work may also improve access to older residents who will be able to access services remotely, without the need to travel or interact through a telephony-based service.</p> <p>77% of organisations recently surveyed were helping people to do new things online. The strategy builds on our preference to provide digital by choice, not by default, and adopting a supporting others to self-service approach to enable greater independence, particularly for the aged population who may struggle with learning new digital skills.</p>
<p><b>Disability</b></p>	<p>Research shows that for organisations and groups who support people, the pandemic has created a greater urgency to help those most at risk, which may include those with a disability. There has been a clear aim to contact people and assess how they need support with everyday services and where there is a digital challenge. Examples include accessing healthcare and Universal Credit (UC) applications and Lincolnshire County Council itself, or through partners and volunteers, provided services either face to face, online or over the phone to support our vulnerable customers ensuring they have the ability to access service.</p> <p>The strategy continues to provide customers with disabilities the option to contact us through traditional means, however for some using digital channels may be more appropriate particularly those with speech and language/communication issues meaning they can access services who and when they prefer.</p> <p>People with different disabilities find different methods of participation easier.</p> <p>Engaging people with disabilities and their representatives will help us better understand their specific needs and possible mitigation/support requirements</p>

<p><b>Gender reassignment</b></p>	<p>As with all other customers with protected characteristics, those with gender reassignment will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics. The Customer Experience work is aiming to improve access to services and provide more digital access channels. This may benefit individuals transitioning as they may not have to visit face to face or via telephone whilst transitioning due to potential of social stigma of the transitioning process. It may also make it easier when requested changes to names, gender, title etc. on LCC records.</p>
<p><b>Marriage and civil partnership</b></p>	<p>As with all other customers with protected characteristics, those with marriage and civil partnerships will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics. Our customer service centre already provides services in respect of marriage and civil partnerships and we engage with these individuals to obtain feedback on services received. In future there will be greater emphasis on using digital to book appointments for services which will positively impact this group.</p>
<p><b>Pregnancy and maternity</b></p>	<p>As with all other customers with protected characteristics, those relating to pregnancy and maternity will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics. Our Health Single Point of Access, Childrens Centres and other services relating to pregnancy and maternity already provide high quality services and we engage with these individuals to obtain feedback on the quality of those services. In future there will be greater emphasis on using digital to book appointments for services which will positively impact this group</p>

<b>Race</b>	<p>As with all other customers with protected characteristics, those relating to race will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics. The customer experience work is aiming to improve access to services. Where language is a barrier in verbal communication and the need to be accompanied by someone to interpret, online access could make it easier to have a family member or friend help with the online access.</p>
<b>Religion or belief</b>	<p>As with all other customers with protected characteristics, those relating to religion and belief will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics.</p>
<b>Sex</b>	<p>Lincolnshire is a largely rural county with a population 761,224 of (Source: ONS 2019 mid-year estimate), with a 49% male and 51% female breakdown. As with all other customers with protected characteristics, those relating to sex will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics.</p>
<b>Sexual orientation</b>	<p>As with all other customers with protected characteristics, those relating to sexual orientation will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics.</p>

**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.**

**Carers:** As with all other customers with protected characteristics, those with caring responsibilities will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent this group.

**Those living in poverty:** This group is likely to have greater need for additional support. Community-led activities and volunteers to support individual to learn digital skills could benefit this group significantly.

**Those living in rural areas:** Services in rural areas are patchier than in more densely populated, urban areas because they are less financially viable. Further enhancing and supporting rural communities to help customer to self-serve will have a positive impact in creating independent access to services.

**All customers:** As well as aiming to improve access to services, the Customer experience work is aiming to make the services more streamlined for the customer with more contacts resolved at first call which will hopefully improve the customer experience.

### 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>	<p>Digital will be the preferred contact means for some areas of service provision going forward. However it is noted there is a significant digital divide among 50–70 year olds, exacerbated by the pandemic. Across the UK, 3 million people are offline (ONS 2020). Of these, 32% or approximately 1 million people are aged 50-69. The majority (67%) were aged 70 or over. Someone's age may be a leading factor in whether or not they're online, but it is not the only one. We know that low income is also a key risk factor in digital exclusion (Lloyd's Bank 2020).</p> <p>In addition 16% of the UK population cannot undertake Foundation digital activities such as turning on a device, connecting to Wi-Fi or opening an app by themselves. The behavioural data shows that 7% of the UK (3.6 million people) are almost completely offline and the attitudinal data reports that 8% have not used the Internet in the past three months, down from 11% in 2016. However, in the last twelve months, an estimated 1.2 million more people have developed Foundation skills meaning they are able to use the Internet and their devices by themselves.</p> <p>We are aware that older people generally prefer non-digital means of engagement and there are no plans to remove this as an option however the general perception that by offering more of our services via digital that this may reduce the number of staff we have able to answer the phones which may result in additional delays in call answering or not being able to speak to an adviser with the knowledge needed to answer the enquiry.</p> <p>Mitigation: In line with customer and digital strategies, various/alternative options will be provided. Digital is preferred, but this will not be the only means of accessing services. Quality of customer experience and response across these different channels should be monitored to ensure equity is maintained, regardless of route of access.</p>
<b>Disability</b>	<p>We will continue to provide accessible services through online, telephone and where necessary face to face. Services, venues and approaches can present significant barriers to people with physical and emotional disabilities.</p> <p>Mitigation: Alternative formats, approaches and communications methods will be used to reach people with disabilities and find potential solutions, working with/through organisations who specialise in engaging these groups, such as sensory loss or learning disabilities.</p> <p>For some with disabilities the provision of digital services may be a significant advantage e.g. deaf. As this makes services more accessible in means they prefer. For other services we need to ensure the way we communicate is plain, simple and</p>

	<p>easy to understand to those with a range of disabilities.</p> <p>Mitigation: Engage directly with representatives and organisation who advocate for and help people with disabilities To ensure they work with Customer Advocates to ensure processes, etc are designed to meet their needs. Consideration will be given to testing new access channels with a range of people with disabilities.</p>
<b>Gender reassignment</b>	<p>There are no know negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community. Through or training and the behaviours detailed within our Customer Charter we will promote/educate our staff regarding rights, benefits and general challenges of LGBTQI+ people across the board and to avoid transgender people feeling excluded, such as avoiding salutations that use titles such as Mr/Mrs in our communications or using the terminology him/her.</p>
<b>Marriage and civil partnership</b>	<p>There are no know negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community.</p>
<b>Pregnancy and maternity</b>	<p>There are no know negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community.</p>
<b>Race</b>	<p>There are no know negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community. Through or training and the behaviours detailed within our Customer Charter we will promote/educate our staff regarding rights, benefits and general challenges of differences within race to avoid individuals feeling excluded. We will also ensure that any virtual based technology implemented has the ability to recognise different languages and dialects to ensure customers from all backgrounds receive the same good quality experience.</p>
<b>Religion or belief</b>	<p>There are no know negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community. Through or training and the behaviours detailed within our Customer Charter we will promote/educate our staff regarding rights, benefits and general challenges of differences within religion and beliefs to avoid individuals feeling excluded.</p>
<b>Sex</b>	<p>There are no know negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community.</p>

<b>Sexual orientation</b>	There are no know negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community. Through or training and the behaviours detailed within our Customer Charter we will promote/educate our staff regarding rights, benefits and general challenges of differences due to an individual's sexual orientation to avoid feeling of being excluded.
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**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.**

**Carers:** There are no know negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community.

**Those living in poverty:** This group is likely to have less ability to use digital due to lack of available technology or infrastructure to support them, such a smartphone or broadband. To mitigate this we will continue to provide access by phone as well a face to face contact where necessary to provide services.

**Those living in rural areas:** Services, in particular broadband speeds, in rural areas are patchier than in more densely populated, urban areas because they are less financially viable. To mitigate this we will continue to provide access by phone as well a face to face contact where necessary to provide services.

## 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 [engagement@lincolnshire.gov.uk](mailto:engagement@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 Customer Strategy has been developed with significant level of engagement with both internal staff and external individual (customers). The feedback received has supported the development of the strategy to ensure it meet the need of all individuals across the county and recognises and reflect to communities and resident we serve.

A public engagement exercise was carried out to obtain views of respondents on the customer strategy during June/July 2021. A total of 83 responses were received. 78 of the r4espones were from individual who categorised themselves as Lincolnshire residents. Others included businesses, councillors and community groups.

15 (18.5%) out of 81 declared responses were from ages 25-44, 32 (39.5%) were aged 45-64 and 34 (42%) were aged over 65.

The highest responses came from South Holland with 26 of responses against the base of 79 responses.

78% of the base responses recorded that they do not have a disability or a long term condition.

The survey requested feedback on customer's thoughts regarding customer service provision based on staff, accessibility and actions relating to the enquiry.

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

<p><b>Age</b></p>	<p>42% of the overall responses to the public engagement were from aged over 65, with 40% at age 45-64 and 19% from age range 25-44. There were no responses for 15 and under and 16 – 24.</p> <p>The highest response to what good customer services means was staff 'Able to resolve issues' at 56%. 'Knowledgeable' staff was next at 38% (65 and over with 16 counts - 20%). The third joint highest counts came in at 14 responses each for 45-64; 'Friendly, but professional' at 14 points (54%) and 'Able to resolve issues' at 31% also for 45-64.</p> <p>For 'accessibility' to services the age most responded too was 65 and over at 42% of the overall response. The lowest was 15 and under and 16 – 24 at no responses each. The highest response was 'Not passed from pillar to post' at 51% of the overall questions for accessibility. 'Choice of how to interact' was next at 36% (65 and over with 21 counts - 47%). 'Fair' and 'Local' were responded to at 2% each; 1 response in each for 45-64, 65 and over.</p> <p>Relating to actions taken - the highest response was 'Find information' at 34% and 'Complain' was next at 28%. The age groups 45-64 and 65 and over had 9 responses each at 82% on the 'Complain' response.</p> <p>When asked if there were concerns about customer service in the future - 65 and over had the highest level of concerns with 25 counts of the total 47 who said 'Yes'. The highest concern was 'Becoming more digitalised' with 38 responses. 45-64 had the highest count for the response at 18, with 65 and over a close second at 17. 65-over was highest in the response 'On hold for longer if fewer staff to help' at 17 with 45-64 at 15.</p>
<p><b>Disability</b></p>	<p>Of the 16 responded who stated they had a disability or long term condition – 10 stated they had a physical disability, 4 a sensory disability and 2 mental ill health.</p> <p>For those without a disability staff being 'Able to resolve issues' was the highest response at 80%. The next highest was 'Knowledgeable' at 38% overall. For those with a disability the highest response was staff 'Able to resolve issues' at 11% and 'Friendly, but professional' at 6%.</p> <p>For accessibility to services; those with no disability 'Not passed from pillar to post' was the highest at 51% followed by 'Choice of how to interact' at 35%. For those with a stated disability the highest response was 'Not passed from pillar to post' at 20% and 'Friendly, but professional' at 19%.</p> <p>Relating to actions taken - those with no disability 'Find information' at 35% was the highest response and the next highest was 'Complain' and 'Get advice' at 57% and 52% respectively. Those with a disability stated to 'Complain' at 30% and 'Find information' at 18%.</p> <p>When asked if there were concerns about customer service in the future – of the 16 who stated they had a disability 11 stated they had concerns (67%). The highest concern was 'Becoming more digitalised' with 11 responses then 'On hold for longer if fewer staff to help' with 9 responses.</p>

<b>Gender reassignment</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Marriage and civil partnership</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Pregnancy and maternity</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Race</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Religion or belief</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Sex</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Sexual orientation</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<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>Yes – engagement has been completed both internally and externally. Internally we have engaged with service areas that would represent or provide services to customers in the above protected areas, and feedback have been received to ensure the strategy reflects the diversity of Lincolnshire customers:</p> <p>Customer Experience - Objective 2: "We will dedicate effort and attention to evaluate how services are delivered, making sure they are aligned around the <b>needs of the customer</b> rather than the needs of individual teams or systems. In our communications we will use clear language to help our customers understand what services they are eligible for and how to <b>access them in the most convenient way</b>"</p>

	Voice of the Customer – Objective 1 "We will make sure our customer advocates are <b>representative of the communities we serve, so that a broad range of views and different access needs are considered</b> ".
<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>	Governance arrangements will be implemented as part of the action plan for implementation of the strategy priorities and objectives. Existing customer engagement groups which already have a diverse representation will be utilised in addition to recruiting new individuals including those with protected characteristics

**Further Details**

<b>Are you handling personal data?</b>	<p>Yes</p> <p>If yes, please give details.</p> <p>Names and contact information will be sought from customers who will work with advocates and wish to be informed and engaged in our work within LCC and partners on addressing issues identified. Such data will be held already for some customers and new recruits to support the work will be held in line with Information Assurance guidance in place.  </p>
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<b>Actions required</b>	<b>Action</b>	<b>Lead officer</b>	<b>Timescale</b>
Include any actions identified in this analysis for on-going monitoring of impacts.	Any actions identified will be included within the action plan which supports the achievement of the core priorities and objectives within the strategy	Andrew Hancy/Lucy Robertson	On-going as this is a long term strategy to 2024 and beyond

<b>Version</b>	<b>Description</b>	<b>Created/amended by</b>	<b>Date created/amended</b>	<b>Approved by</b>	<b>Date approved</b>
0.1	Issued following development of the draft Customer Strategy.	Andrew Hancy	23 July 2021		