

Scrutiny Report

Committee: Corporate and Strategic Scrutiny
Committee

Meeting Date – 10 June 2026

Key Decision – no



Community Working Review

Chair of Committee: Cllr Steven Pugsley

Executive Member(s): Cllr Theo Butt Philip

Local Member(s) and Division(s) affected: All

Executive Director: Chris Hall, Community, Place and Economy

Service Director Sara Skirton, Partnerships, Localities and Culture

Executive Summary

The purpose of this report is to update members on the progress of the Community Working Review and to discuss the recommendations of the review, following the report to Corporate and Resources Scrutiny Committee on 26th November 2025 where Members noted that Citizen Network would be undertaking the review.

Whilst the review is intended to inform the future of the Council's Local Community Networks (LCNs), it is important to note that the scope is much wider and considers the many ways in which the Council and its partners work with our communities.

The second phase of the review was completed in March 2026 which involved a series of workshops with a wide range of stakeholders, culminating in a final workshop for senior colleagues and members in Somerset Council and system leaders in Health, Voluntary and Community organisations and City, Town and Parish councils.

The work has taken into account emerging developments in public sector reform and the Neighbourhood ambitions of the NHS 10 year plan, Early Help and Social Care Reform Act. It aligns to the principles of the Council Vision and takes into account the English Devolution and Community Empowerment Act 2026, for which we are awaiting detailed guidance.

The Community Working Review report contains a series of recommendations for Somerset Council regarding:

- Strategic change and partnerships;
- Increasing community participation to inform service strategy, development and delivery;
- The role of Somerset Council in working with communities;
- Supporting the capacity of the Community Sector;
- Supporting communities to become more self reliant;
- Effective cross organisation and partner working in places;
- Supporting Elected Members and place-based officers in their community roles.

The full report from Citizen Network is included in Appendix 2. This Scrutiny report summarises the findings and proposes recommendations for the next steps for Somerset Council in response to the report.

Recommendations

Councillors are asked to

1. Note and comment on the findings of the Community Working Review, and recommendations report presented by Citizens Network, including what they mean for how the Council works with local communities.
2. Acknowledge that, when working with communities, the council should focus on what is already working well locally and take an approach which builds on community strengths and local knowledge - recognise a Strengths-Based Approach to Community Development
3. Support a stronger approach to involving communities in decisions, by working with residents and partners to design services together wherever feasible and at the earliest possible opportunity.
4. Note that new national legislation (English Devolution and Community Empowerment Act and other national policy) has requirements for more local, neighbourhood-level working, and that Somerset Council will need to work more closely with partners to meet this.
5. Support changes to Local Community Networks (LCNs) so they can better reflect local areas and needs, are clearer in how they operate, and help communities become more resilient, including through work to prevent challenges for people of all ages escalating. It is expected that this will result in changes to governance arrangements, geographies and the role of the link officer and Chair to enable greater local autonomy

Reasons for Proposals

Corporate and Resources Scrutiny Committee, at its meeting on 26 November 2025, asked to be kept informed as to the progress of the Council's review of community working and for the review's findings and recommendations to be reported prior to them being formally considered by the Executive in 2026.

Neighbourhood working is integral to the delivery of the Council's new vision, missions and principles and responds to multiple government directives and requirements to support join up with wider system partners.

The Citizens Network report outlines the conditions required to enable an effective place-based approach to service delivery, design and influence. It notes that consideration to the structure and culture of Somerset Council are key to enabling an environment where the Council is able to listen and effectively respond to communities.

The design workshops resulted in a series of recommendations cognisant of the requirements of the English Devolution and Community Empowerment Act 2026 and local and national policy pertaining to Neighbourhood Working.

It recognises the role of the Voluntary, Community, Faith and Social Enterprise and City, Towns and Parish councils, both in the delivery of community development activity and in the contribution of local insight and data.

There is emphasis in the report on the creation of a duty to co-design and adoption of a Strengths Based Approach to Community development. This offers a starting point for creating the conditions for communities to inform and influence service delivery, policy and the development of local activity to address the needs of residents of all ages.

Report Author:

Kate Hellard, Locality Development Manager, Partnerships, Localities and Culture

Contact Details: kate.hellard@somerset.gov.uk

Background and purpose of report

1. The 26 November 2025 report to Corporate and Resources Scrutiny outlined the research phase of the community working review process. The resulting report from the first phase can be viewed in the Findings of Research into Somerset Council's Working with Communities, which is available on request.
2. Building on the initial research phase, the second phase of the review consisted of a series of workshops, facilitated by the Citizens Network. They have used the double diamond design technique to consolidate the findings of the research to explore a series of themes, highlighted in the research to co design a set of recommendations.
3. The four workshops took place over February and March of 2026.
4. Participants at the workshops included City, Town and Parish councillors and officers, representatives from Voluntary, Community, Faith and Social Enterprise (VCFSE) organisations, the Police, colleagues from the Integrated Care Board (ICB), Somerset Foundation Trust (SFT), Primary Care Networks (PCNs), Somerset Council members and staff representing Adults, Children's, Highways, Transport, Strategic Partnerships, Public Health and the Health Determinants Research Collaboration (HDRC) programme.
5. Participants were provided with an overview of the emerging and current national policy, public sector reform intentions and wider economic and technological climate, to take these into account when considering how to respond to the design challenges presented; summarised as:
 - a. Available funding will continue to be constrained; Somerset Council faces significant budget pressures now and into the future
 - b. Value for money, impact and outcomes need to be continually considered
 - c. The English Devolution and Community Empowerment Act will come into force along with the specific implications of Clause 58 (now appearing as Clause 62 in the Act)
 - d. Emerging practices in 'Pride in Place' and Place Based Budgeting will shape the continuing debate about how to develop more resilient communities
 - e. The Social Care Reform Act, Family Hubs and Early Help.
 - f. Duties on other agencies will continue to emphasise the need to engage with communities and the policy direction of the 'left shift' in the care continuum, including the implications of the NHS 10 Year Plan and changes to the Integrated Care Board (ICB).
6. The objectives of the workshops were to:
 - To share the outcomes of the consultation and research work

- To focus on the goals, commonalities and tensions within the findings that together form the design brief
 - To develop creative solutions, drawing on best practice where possible
 - To generate a set of recommendations to be evaluated at the next phase.
7. The design challenges and tensions explored were presented under the following headings:
 - a. Strategic change and partnerships
 - b. Increasing community participation to inform service strategy, development and delivery
 - c. The role of Somerset Council in working with communities
 - d. Supporting the capacity of the community sector
 - e. Supporting communities to become more self-reliant
 - f. Effective cross organisation and partner working in places
 - g. Support members and place-based officers in their community roles
 - h. Build relationships with communities
 - i. Effectively engage communities
 8. The design methodology brought together differing views to reflect on common ideas, potential options and a discussed opportunities.
 9. Workshop three, made up of participants from the first two workshops, provided a format to further refine reflections from the first two workshops and start to develop recommendations for next steps.
 10. At workshop four system leaders from the NHS, ICB, VCFSE and Somerset Council considered and debated the recommendations put forward.
 11. In summary the Citizens Network Report explores how Somerset Council listens, responds and acts locally. Whilst it details some recommendations for the evolution of LCNs, it places emphasis on the conditions for neighbourhood governance to be effective.
 12. The report considers recommendations, developed through the workshops with stakeholders, in the context of the national policy shift towards Neighbourhood Working through the English Devolution and Empowerment Act (2026), Social Care reform and the NHS 10 year plan.
 13. It discusses the organisational culture and structural challenges of Somerset Council, recognising that the current structures can result in fragmented engagement and competing internal asks of services.
 14. It places emphasis on cultural change and the opportunity to develop a 'duty to co design with communities' rather than consult and details how engagement must lead to action.
 15. The report describes a strength based approach to community development building on what works and is strong in communities and recognises the role of VCFSE and parish partners

16. It is also clear that Somerset Council is not always best placed to deliver direct community development work and participative initiatives.
17. It recommends support for communities to build and articulate a Community Picture based on data and local insight (including the lived experience of residents), to tell the story of an area and measure progress against agreed priorities.
18. It recommends that an evolution of LCNs, facilitated and coordinated by Somerset Council, to provide a place where information and insight is brought together with the priorities of services and key stakeholders.
19. The full list of recommendations made in the Citizens Network report are included in the appendices of this report

Emerging discussions within Somerset Council and with partners and how it will respond to the Citizen Network Recommendations

20. The recommendations of the Community Working Review align with the principles of the new Council Vision, with a focus on prevention and listening to and working together in our communities. The development of the new Corporate Plan and emerging target operating model is timely and presents an opportunity for an organisational focus on engagement and community working to realise the new vision.
21. Discussions between system leaders across Somerset Council, Health, the ICB and VCFSE regarding Neighbourhood working are progressing and the Somerset Board has agreed alignment with health neighbourhood geographies as a priority.
22. Within SC an officers Neighbourhood Working internal group is meeting on a regular basis to progress internal discussions regarding Neighbourhood Working and a Corporate Leadership Team (CLT) meeting is being arranged to further explore organisational opportunities in this space.
23. It is anticipated that these discussions will inform the desire to further develop mechanisms to work with communities and embed co-design practices where communities are able to effectively influence and shape policy and service development relevant to their area.
24. The guidance of the English Devolution and Community Empowerment Act is expected to be published before the summer recess of parliament. It is anticipated that this will provide greater detail on the requirements for Neighbourhood Governance structures.
25. In order to provide the conditions for effective Neighbourhood Governance to shape and influence service delivery and policy it is proposed that Somerset Council:

- a. Further develops work piloted with colleagues in Public Health HDRC to provide more detailed data sets for communities and continue to work across the system to align and interpret data.
 - b. Develops a duty to codesign.
 - c. Recognises a strengths based approach to community development as a guiding principle when working with communities.
 - d. Recognises the role of the VCFSE and parish partners in community engagement and development in communities.
 - e. Works with communities, where there is appetite, to create and articulate a community picture for their community.
26. It is proposed that work to reset and realise an evolution of LCNs as the neighbourhood governance structure for Somerset Council considers;
- a. Creating greater co-terminosity between Link Officers' working areas and Health Neighbourhoods.
 - b. Governance arrangements allowing greater local flexibility and autonomy over how they are organised.
 - c. The role of the chair.
 - d. A review the geographies of LCNs to better align, where appropriate, with Neighbourhoods, taking new divisional boundaries into account.
 - e. Where appropriate, the recommendations of the SWAP audit.
 - f. The role of the Link Officer
27. The locality team will also ensure further development of the parish development and liaison functions; through regular clerks meetings, training, briefing and networking opportunities for local clerks and councillors.

Links to Council Plan and Medium-Term Financial Plan

28. Somerset Council's updated **vision is for a fairer place for a better future, with its target operating model** putting the people of Somerset and prevention at the heart of everything we do.
29. The Council is **committed** to working more effectively in partnership with organisations across the public, private and voluntary sectors to ensure we listen and understand the changing needs of our communities and create the right environment for others to have greater influence over decisions that impact them and their communities. To achieve the Council's vision the importance of connection and supporting Somerset to be a place where everyone had the chance to learn, work and thrive is recognised.

Other options considered

30. This is an update on the Community Review as requested by Corporate and Resources Scrutiny Committee at its 26 November meeting.

Key considerations for the Council

Scrutiny comments / recommendations:

31. Not applicable – the report is for Scrutiny consideration and provides an opportunity to comment on the recommendations of the Community Working Review.
32. The Committee may choose to make additional recommendations for the Executive to subsequently consider.

Consultation and feedback

33. The research findings of the Community Working Review are available on request and detail the engagement activity that has taken place with over 140 participants.
34. The Review was supported by a reference group which included; The Chair and Vice Chair of Corporate and Resources Scrutiny, Lead Member for Transformation, Human Resources and Localities, Service Directors for Public Health and Partnerships, Localities and Culture, Communication and Engagement Leads.

Risk Implications

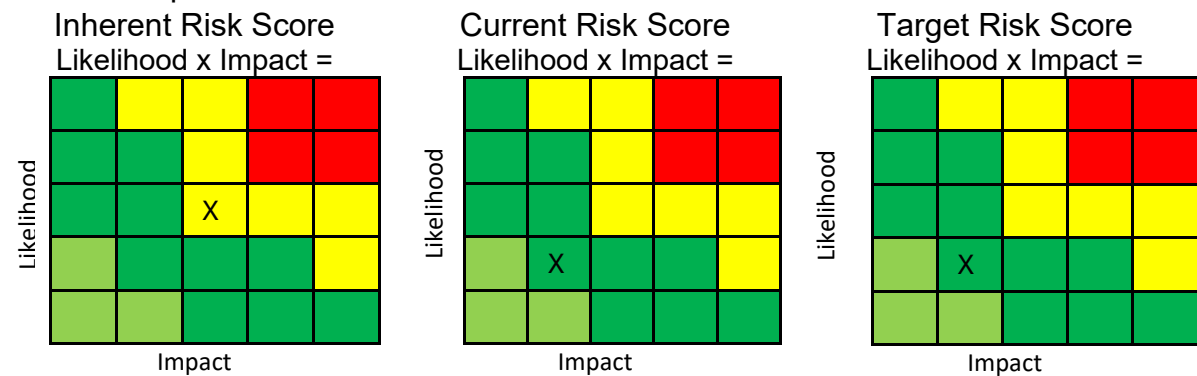
35. Somerset Council's Plan puts the people of Somerset at the heart of everything we do, with an emphasis on prevention and working with communities.
36. The Council is committed to working more effectively in partnership with organisations across the public, private and voluntary sectors to ensure we listen and understand the changing needs of our communities and create the right environment for others to have greater influence over decisions that impact them and their communities.
37. The main risk is that the Council fails to respond positively to the review and the recommendations of the Citizen Network report, resulting in the findings not being distilled into our operating model and failure to achieve the necessary cultural changes to become more responsive to our communities. This in turn would negatively impact the ability to support more resilient communities and support wider prevention activities.
38. The Council needs to demonstrate it is committed to effectively engage if we are to expect communities and partners to engage with us, regardless of the mechanism (ie LCNs or something else).
39. There are currently no financial risks. Although we have identified a potential reputational risk and therefore are working towards the following mitigations.

Key existing mitigation & live actions

40. Mitigations considered include:

- a. A session with the Council's Leadership Team to further consider the recommendations of the review to develop wider corporate and cultural engagement ambitions in line with the council vision.
- b. Further developing links with Strategy, performance and communication colleagues working on the target operating model.
- c. Maintaining active engagement in the developing neighbourhoods agenda.
- d. The 5 points raised in the internal audit will be worked through while we develop the LCN model.

Risk Description.



:

Financial Implications

41. This is an update to the Community Working Review and has no additional costs to Somerset Council.

Legal Implications

42. Legal comments are included in the body of the report that takes into account current and emerging government legislation. Any future changes to the Council's LCNs as a result of this review are expected to require changes to their governance and potentially to the Council's Constitution.

Procurement Implications

43. There are no procurement implications arising from this report, beyond noting that Citizen Network were appointed to lead the review through a competitive and compliant process in 2025

HR / Workforce Implications

44. There are implied future workforce implications arising from the recommendations within this report.
45. The proposed direction of travel towards stronger neighbourhood working, co-design with communities, and a refreshed role for place-based officers and Link Officers may require changes to role clarity, responsibilities, ways of working and workforce capability.
46. At this stage, the report does not seek approval for a specific staffing restructure or establishment change. However, implementation of the recommendations may have implications for organisational design, capacity, and skills development across relevant services. In particular, successful delivery is likely to require sufficient workforce capacity, clear accountability, and development support for staff in areas such as partnership working, community engagement, co-design, and strengths-based practice.
47. Should the recommendations progress into specific operating model, structural or role changes, these will need to be considered through the Council's appropriate organisational change processes, including consultation and engagement with affected staff and trade unions where required.
48. From a HR perspective, it would therefore be important that any next phase of work includes workforce impact assessment, role clarity, capacity modelling and change management planning.

Equalities Implications

49. The Community Working Review is expected to have a broadly positive impact on equalities, subject to its findings being taken on board and used to inform our approach to working with communities. Its emphasis on increased community participation, co-design, and strengthened partnership working with the voluntary and community sector should improve inclusion and ensure that a wider range of voices, including those with protected characteristics, influence service design and delivery. The focus on place-based working through Local Community Networks and a strengths-based approach to community development is intended to better reflect local needs and support more accessible and responsive services. There is also potential to improve outcomes for disadvantaged groups through a stronger emphasis on prevention and community resilience.
50. However, there are risks that benefits may not be realised equally across Somerset. Variations in community capacity, infrastructure, and engagement levels could lead to unequal outcomes between areas. Without targeted engagement, some protected groups may be underrepresented in co-design processes, and increased reliance on community and voluntary sector capacity may disadvantage areas where this is less developed. These risks will need to be actively managed as the recommendations of the report are moved forward, through consistent implementation, targeted support, and ongoing monitoring to ensure equitable outcomes.

Community Safety Implications

51. There are no immediate implications.

Climate Change and Sustainability Implications

52. There are no immediate implications.

Health and Safety Implications

53. There are no immediate implications.

Health and Wellbeing Implications

54. It is intended that improved engagement and community development activity leads to more resilient communities and improved outcomes for residents:

- significant positive impacts on health and wellbeing
- significant positive impacts on preventing ill-health (physical and mental health)
- significant positive impacts on reducing health and social inequalities

55. Public Health colleagues have been fully engaged in the Community Working Review throughout and have informed the development of recommendations with a focus on prevention and positive impacts on the wider determinants of health.

Social Value

56. The recommendations in this report do not have commissioning objectives, however it is anticipated that through building more resilient communities and supporting engagement activity between communities and Somerset Council to inform policy and decision making there will be wide ranging positive Social Value impacts.

57. To date LCNs have positively impacted the following and the recommendations aim to enhance these:

- Developing employment, skills and training opportunities, particularly for hard-to-reach/disabled/target groups
- Improving health and wellbeing, maintaining independence and reducing inequalities of local residents and employees
- Helping build community capacity and playing an active role in the local community, especially in those areas and communities with the greatest need
- Creating opportunities for micro-providers, the voluntary sector, small and medium enterprises to be part of supply chains which support Somerset Council priorities and service delivery

Background Papers

58. The background papers of this report are included in the appendices

Appendices

Appendix 2: Citizen Network Community Working Review Report

Appendix 1:
Citizens Network Recommendations

Strategic Change and Partnerships

1. For all agencies to commit to an intentional and definitive and irreversible shift toward joining up attempts to eliminate preventable demand in service provision as a central plank in the future strategy of the Council and its partnerships.
2. For Somerset Council and partners to co-create a shared outcomes framework that enables a focus on common goals.
3. Somerset Council should recognise and place greater value on the role and contribution of the VCFSE sector in that journey by recognising its contribution and building on existing strengths.
4. For Somerset Council and its partners to co-develop jointly investable initiatives that lead to greater resilience in communities.
5. To co-locate, where appropriate, services at a neighbourhood level.
6. To identify and build on the strengths and assets of communities.

Increasing community participation to inform service strategy, development and delivery:

7. Rename and refresh the LCNs as Community Forums, emphasising their role as bodies that bring (partners) together and stimulate activity rather than carry it out themselves.
8. Recognise that their role is not to engage the public directly but to gather together the outcomes of all community engagement activity to form a picture of the local area.
9. Refresh and revalue the role of Council link officers, as enablers of the more autonomous Community Forums, acting as catalysts in increasing engagement and co-development activity across the area.
10. Initiate a debate within Somerset Council as to whether it needs to restructure to better support place-based working at a neighbourhood level.
11. Ensure that Somerset Council and partners work to create clearer relationships for a refreshed, more co-terminous locality geography
12. Create a 'duty to co-design' within Somerset Council services that stimulates changes in the culture of the organisation so that policy-making and service design is more attuned to local input and feedback.
13. Make an intentional, definitive and irreversible shift toward strengths and assets based community development.

The role of Somerset Council in working in communities:

14. Provide places with the tools and ability to create asset maps that encompass all the relevant assets in an area.
15. Make good on the initial promise to provide datasets and the ability to derive insights (using big data and AI-based approaches) about the issues facing local areas.
16. Enable the opportunity for the creation of Community Pictures (should localities choose to develop them) that integrate other plans, gather information about the local situation and priorities and track progress in relation to identified priorities.

Supporting capacity in the community:

17. Build a set of funding arrangements that enable stability where possible, flexibility where necessary
18. Focus on the commissioning of outcomes, not just service specifications to enable more groups and organisations to see their potential for involvement.
19. Consider the introduction of a mixed funding model: core infrastructure funding, small, fast local grants and.
20. Change the language used in the process from “commissioner/provider” to “collaborator/partner” where appropriate.
21. Invest in evaluations that capture relational and preventative value (impact and social value).
22. Make funding decisions transparent and place-aware, reflecting the value of networks and VCFSEs already present in the area.

Supporting communities to become more self-reliant

23. Ensure that city, town and parish councils and community organisations have the tools to be able to develop devolution propositions.
24. Ensure that devolution ‘deals’ identify how assets can be better used locally and the difference these will make to outcomes for local people.
25. Continue with a negotiated approach to devolution where the onus is on localities to express and progress the agreements they want to make, and be clear that, over time, some responsibilities will be best placed at a locality level.
26. Adopt a graduated, capacity-sensitive devolution framework with a devolution list of items in tiers, starting small and simple and progressing to more complex deals where required.
27. Support parish and VCFSE collaboration and clustering, so that they can work together to take desired items forward.

Effective cross organisation and partner working in places:

28. Redraw the geographies of the existing LCN’s to create Community Forums coterminous with health reform, ensure that SC structure relates to this also.
29. Enable Community Forums to create arrangements to work with others depending on the issues they are trying to address.
30. Ensure that any Community Picture identifies priority actions for services working together in a local area, sets clear criteria for success and allows progress to be tracked.
31. Ensure a shift in accountability so that services are accountable to communities based on the Community Picture

Support members and place-based officers in their community roles:

32. Clearly define the member community leadership role in the approach, what they:

- can **influence** - their contribution to service and policy design,
 - can **decide** - (delegation under Clause 60 of the EDCP Act for Somerset councillors) that can be influenced through local engagement
 - can **escalate** - their role in service issues and individual cases (what intelligence do members hold that the system currently loses?)
33. To provide support for members to gauge sentiment and test ideas in order to better evidence local ambitions and opportunities.
34. Recognise and refresh the role descriptions of Link Officers so that they can
- Be strategic not just operational
 - Develop and coordinate of the production of any Community Picture
 - Provide Strategic support for members in their divisional role engagement across their area
 - Help their allocated Neighbourhood Forum decide with which other Community Forums they should work to address issues relevant to their area
 - Gather and communicate available
 - Map current community engagement activity and promote further activity by organisations in the area
 - Gather available local plans and strategies
 - Build trust at a local level

Report assurance

	Officer Name	Date Completed
Legal Implications	Kehinde Awojobi	29 th May 2026
Finance & Procurement	Nicola Hix	1 st June 2026
Executive Director	Chris Hall	1 st June 2026
Executive Lead Member	Cllr Theo Butt Philip	1 st June 2026
Consulted:	Councillor Name	
Local Division Members	N/A	
Opposition Spokesperson(s)	Cllr Sue Osbourne	29 th May 2026
Relevant Scrutiny Chair(s)	Cllr Steven Pugsley	29 th May 2026

Somerset Equality Impact Assessment

Before completing this EIA please ensure you have read the EIA guidance notes – available from your Equality Officer or www.somerset.gov.uk/impactassessment

Organisation prepared for
(mark as appropriate)



Version

Date Completed

28/05/26

Description of what is being impact assessed

The recommendations of the Community Working Review have resulted in some recommendations to further develop Local Community Networks and proposals to adopt a strengths based approach to community development and a duty to co design with communities.

Evidence

What data/information have you used to assess how this policy/service might impact on protected groups? Sources such as the [Office of National Statistics](#), [Somerset Intelligence Partnership](#), [Somerset's Joint Strategic Needs Analysis \(JSNA\)](#), Staff and/ or [area profiles](#), should be detailed here

The evidence used for this review by Citizens Network focused on best practice examples from across the country, emerging government policy and legislation and recommends the creation of detailed area based data sets for the future to inform LCNs and community working practices.

Who have you consulted with to assess possible impact on protected groups and what have they told you? If you have not consulted other people, please explain why?

The Review was conducted using a participative co-design approach working with partners across VCFSE, city town and parish councils, Health, Police and Somerset Council representing residents and community need.

Analysis of impact on protected groups

The Public Sector Equality Duty requires us to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service will achieve these aims. In the table below, using the evidence outlined above and your own understanding, detail what considerations and potential impacts against each of the three aims of the Public Sector Equality Duty. Based on this information, make an assessment of the likely outcome, before you have implemented any mitigation.

Protected group	Summary of impact	Negative outcome	Neutral outcome	Positive outcome
Age	<ul style="list-style-type: none"> The delivery of the recommendations in the report should ultimately benefit all age groups as there is an emphasis on prevention and support for the wellbeing of residents of all ages. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<ul style="list-style-type: none"> A more localised focus as proposed in the report has potential to better respond to specific needs of different communities and help tailor support. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<ul style="list-style-type: none"> The proposed approach of building on existing community strengths can help empower under represented groups through better understanding of needs and challenges. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage and civil partnership	<ul style="list-style-type: none"> It is expected that the review recommendations will have a neutral impact regarding marriage and civil partnership. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Pregnancy and maternity

- It is expected that the review recommendations will have a neutral impact regarding pregnancy and maternity.

Race and ethnicity

- The review recommendations have the potential to help the council and its partners better understand and therefore respond to specific needs of different communities.

Religion or belief

- The review recommendations have the potential to help the council and its partners to better understand and therefore respond to specific needs of different communities.

Sex

- It is expected that the review recommendations will have a neutral impact regarding sex

Sexual orientation

- The proposed approach of building on existing community strengths can help empower underrepresented groups through better understanding of needs and challenges.

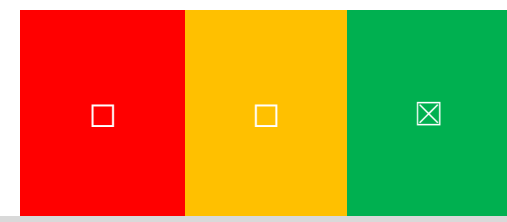
Armed Forces (including serving personnel, families and veterans)

- Building on existing community strengths can help empower underrepresented groups and improve accessibility of services at a local level

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Other, e.g. carers, low income, rurality/isolation, etc.

- Emphasis on prevention and resilient communities is likely to benefit disadvantaged groups disproportionately affected by service gaps



Negative outcomes action plan
Where you have ascertained that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken	Date	Person responsible	How will it be monitored?	Action complete
Text	Select date	Text	Text	<input type="checkbox"/>
Text	Select date	Text	Text	<input type="checkbox"/>
Text	Select date	Text	Text	<input type="checkbox"/>
Text	Select date	Text	Text	<input type="checkbox"/>
Text	Select date	Text	Text	<input type="checkbox"/>
Text	Select date	Text	Text	<input type="checkbox"/>
Text	Select date	Text	Text	<input type="checkbox"/>
Text	Select date	Text	Text	<input type="checkbox"/>

If negative impacts remain, please provide an explanation below.

Text

Completed by: Sara Skirton

Date 26 May 2026

Text

Signed off by:

Text

Date

Text

Equality Lead sign off name:

Text

Equality Lead sign off date:

Text

To be reviewed by: (officer name)

Text

Review date:

Text