

Report To:	EXECUTIVE CABINET
Date:	16 December 2015
Executive Member/Reporting Officer:	Councillor Lynn Travis – Executive Member – Health and Neighbourhoods Emma Varnam – Head of Stronger Communities
Subject	NEIGHBOURHOOD SERVICES REDESIGN – PUBLIC CONSULTATION
Report Summary:	<p>Driven by the imperative to find alternative approaches to public service delivery on a smaller budget, Neighbourhood Services proposed a service redesign and asked for support to commence a Public Consultation exercise that was approved through an Executive Decision.</p> <p>The public consultation for Neighbourhood Services ran from the 25 September 2015 to 23 October 2015. In parallel a Young Person specific consultation exercise commenced on the same date and closed on 28 October 2015.</p> <p>This report provides an overview of the Consultation results and recommends the preferred model for the redesign of Neighbourhood Services.</p>
Recommendations:	<ol style="list-style-type: none"> 1. Executive Cabinet note the results of the public consultation in relation to the redesign of Neighbourhood Services and recommend the results are presented to the Executive Cabinet. 2. In light of the results of Public Consultation, that Executive Cabinet support the further development of Option 4, the development of an Integrated Community Hub.
Links to Community Strategy:	<p>Enabling communities through the use of asset based tools compliments all the following links in the Community Strategy:</p> <ul style="list-style-type: none"> • Supportive • Prosperous • Learning • Attractive • Safe • Healthy.
Policy Implications:	None
Financial Implications (Authorise by Section 151 Officer)	<p>The report recommends the implementation of option 4 to develop an Integrated Community Hub. Public consultation has shown this to be the preferred option. Phase 1 of the development of an Integrated Community Hub will deliver annual recurrent savings of £0.860 million.</p> <p>However if phase 1 of the model fails to be in place by 1 April 2016, the available budget for 2016/17 will be insufficient to fund the new model in that financial year. Alternative proposals to support any residual balance of savings not delivered should be implemented as a matter of urgency.</p> <p>It should be noted that the Stronger Communities service is</p>

required to reduce expenditure by £3.1m during 2015/2016 and on a recurrent basis thereafter.

**Legal Implications
(Authorised by Borough
Solicitor)**

Appropriate consultation has been carried out and had regard to, and Members should ensure they read and understand the attached Equality Impact Assessment before making their decision.

Risk Management:

The service redesign will achieve financial saving as outlined in this report which will be a significant contribution to the Council's overall funding gap in 2016/17 and thereafter.

Access to information:

The background papers relating to this report can be inspected by contacting the report author Emma Varnam – Head of Stronger Communities.

Telephone: 0161 342 3337

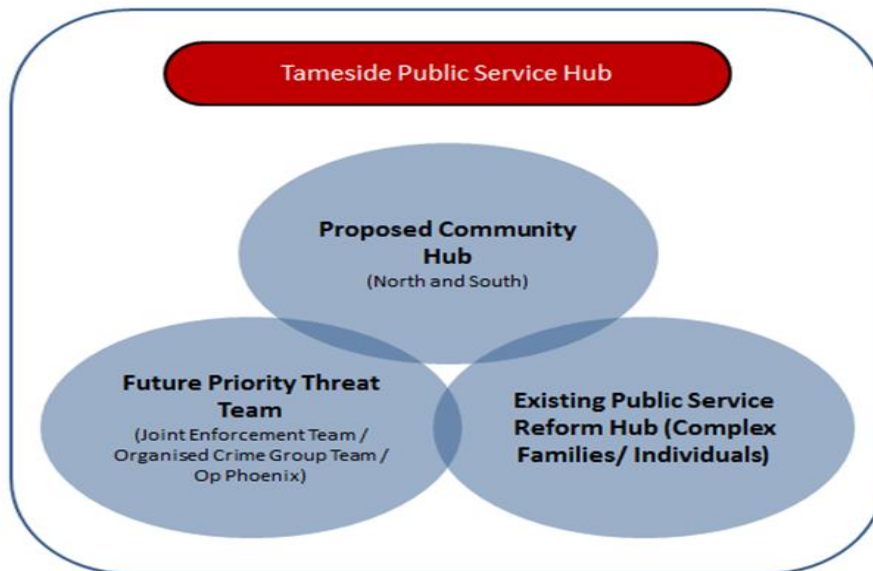
e-mail: emma.varnam@tameside.gov.uk

1. INTRODUCTION

- 1.1 Driven by the imperative to find alternative approaches to public service delivery on a reduced budget of, Neighbourhood Services proposed to consult on four delivery models. An Executive Decision was signed on 23 September 2015 to commence a public consultation exercise.
- 1.2 Public consultation commenced on 25 September 2015, closing on the 23 October 2015. A separate exercise took place in parallel with young people, commencing on the same date and closing on the 28 October 2015.
- 1.3 This report provides an overview of the outcome of the consultation results and suggests a preferred future operational model which will then be proposed to employee consultation group and staff.
- 1.4 To enable the funding reduction to be in place by 1 April 2016 the consultation process must be completed, the outcome considered and the final decision taken by December 2015.
- 1.5 In order to achieve a balanced budget for 2016/17, the options include the development of an Integrated Community Hub, which is based on public service reform principles where staff and other resources are pooled to create an increased capacity through a multi-agency operational team of staff.
- 1.6 As funding within the public sector is reducing, new and innovative ways need to be developed to reduce inefficiency, improve co-operation and communication and galvanise the community to lead on solutions and activity for itself.
- 1.7 Public Service Reform and the breaking down of service silos has been seen as a solution to ongoing budget challenges. This report details how resource efficiencies and joint neighbourhood planning can be achieved through the amalgamation of the Neighbourhood and Youth service and Neighbourhood Policing in Tameside.

2. BACKGROUND

- 2.1 The Executive Decision on 23 September 2015, outlined the need to take first step towards service integration. That 'Integration' agenda could be further progressed through the development of a Tameside Public Service Hub which incorporates the existing Complex families Hub, a proposed Community Hub and the potential to develop a Joint Enforcement capacity with partners.
- 2.2 The diagram below illustrates the proposed model for the Tameside Public Service Hub. The Integrated Community Hub, proposed within this report forms one element. The Priority Threat Team would be subject to future consideration.



3. NEIGHBOURHOOD CONSULTATION - PUBLIC CONSULTATION RESULTS

3.1 The public consultation focussed on the four options under consideration and also asked questions about the types of activities that were important at a community level.

3.2 The options that were proposed in the consultation are outlined below. The consultation background information included a summary of potential impact and risk :

3.3 Option 1 - Discontinue Neighbourhood and Youth service

Current cost of service delivery: £1.800m

Proposed cost of service delivery in Option 1: Nil

Proposed full year savings: £1.800m

3.4 Option 2 - Reduce the service by 50% without integration with partners

Current cost of service delivery: £1.800m

Proposed cost of service delivery in Option 2: £ 0.900m

Proposed full year savings: £ 0.900m

3.5 Option 3 - Discontinue the service and redistribute some of the functions across other council services

Current cost of service delivery: £1.800m

Proposed cost of service delivery in Option 3: Nil

Proposed full year savings: £1.800m

3.6 Option 4 - Development of an Integrated Community Hub that is underpinned by the principles of public service reform

The development of an integrated Community Hub would be underpinned by a Strategic Partnership Agreement that set out the vision, aims, values and objectives of the operational delivery models.

Current cost of service delivery: £1.800m

Proposed cost of service delivery in Option 4: £0.940m

Proposed full year savings: £0.860m

- 3.7 A range of options have been offered for consultation, however, it was felt that the Integration approach would be the most effective for the Tameside community and enable work to continue with communities to tackle the issues that are important to them.
- 3.8 The public consultation also asked questions about the types of activities that are important to the community and whether there was any appetite for a greater degree of community involvement in tackling the issues that are of concern to them. A copy of the consultation questions, together with the consultation responses, can be found at **appendix 1**.
- 3.9 An important aspect of the public consultation was to ensure that a sufficient number of young people had an opportunity to tell us their views about what is important to them and specifically about the youth service activities. The Neighbourhood services consultation included questions about the Youth service, however, it was felt that using a more targeted approach would ensure that a greater number young people took part than might otherwise have done. A copy of the consultation questions can be found at **appendix 2**.

4 CONSULTATION RESULTS

- 4.1 The Neighbourhood consultation was made available through The Big Conversation, and promoted through a direct email to Community groups and organisations. In addition, hard copies of the survey were available in libraries and promoted by library staff who also supported some residents to complete the survey.
- 4.2 Response numbers were monitored weekly by town, age group and ethnicity in order to try to achieve a representative response. Neighbourhood services staff promoted the survey through their attendance at community meetings, District Assemblies and a second email reminder to all community groups and organisations.
- 4.3 Across the Borough, 251 people responded to the questionnaire which is considered to be a strong response. 191 people provided information on where they lived and this is shown in the table below. Not all respondents completed each question in the survey. The full responses to each question are available at **appendix 1** after each question.

Table 1. Respondents – distribution by town

	No. of responses	%
Ashton	60	31.4%
Audenshaw	15	7.8%
Denton	21	11%
Droylsden	28	14.7%
Dukinfield	11	5.8%
Hyde	28	14.7%
Mossley	10	5.2%
Stalybridge	18	9.4%
Total	191	100%

- 4.4 The survey asked respondents to categorise themselves against 4 options. The results are shown below:
- Member of the public – 70
 - Tameside Council employee – 6.2%

- Community or voluntary group – 9%
- Partner organisation – 1.4%

4.5 The survey explained the reasons that the council needed to redesign its Neighbourhood and Youth service, driven by central government budget reductions. The public were given information about the 4 options that were being considered and asked to indicate which options they preferred. Option 4, which involved the pooling of reduced council resources with those of other organisations was the most popular with 84.5% of respondents choosing this option. This was followed by Option 2, reducing the service by half with 10% of respondents preferring this approach.

4.6 Respondents were asked to choose the top 3 types of activities, currently provided by the Neighbourhood and Youth service, that mattered to them the most. The top 5 choices are indicated below which demonstrate support for the council working in partnership.

- Working in partnership – 62.7%
- Reducing ASB – 42.7%
- Investigating Flytipping and rubbish in the streets – 38.6%
- Supporting elderly people to stay active – 31.5%
- Developing the skills of young people to play an active role in their community – 30.7%

4.7 Community engagement and participation is an important aspect of the council's future approach. Respondents were asked about whether they would be interested in taking part in work in the future, to tackle the issues where they live, 229 people answered this question with 40% (90) confirming that they would be interested in being involved in the future, however, only 59 of those responding went on to provide follow up contact information.

4.8 There was a clear preference when respondents were asked about the types of issues that they would want to be part of tackling. Supporting vulnerable people in the community was the most popular choice with 60.8% choosing "Support to vulnerable people to stay safe and active" as opposed to work to tackle environmental problems or anti-social behaviour.

4.9 A range of comments were made when respondents were asked if they wanted to include any additional information. 103 people provided additional information and a summary of comments is outlined below. The individual comments can be made available on request:

- Many people made the point that they already volunteer and do not have the capacity to do any additional volunteering
- A number of respondents were already aware of the work of Neighbourhood and the Youth service and were concerned about the impact that the redesign would have on what they do best.
- A number of comments made commended the work that Neighbourhood and the Youth service deliver and stated how important this work was to the area, particularly in relation to the environment and working with young people
- A small number of comments indicated that there was a decline in environmental cleanliness since the council had started to reduce budgets
- A small number of comments made the point that we needed to invest in young people as they were our future
- Some comments questioned the fairness of the cuts to Neighbourhood services and wanted to know if the impact was being applied equally across other parts of the council
- A number of comments stated that the 4 suggested options were too limited
- A small number of comments referred to an over emphasis on enforcement and not enough on working with the community.
- There was 1 comment that related specifically to the potential for being located in a police station and the view that would impede existing links with the community

4.10 Demographic information is available for those responding and this was monitored on a weekly basis with targeted promotion to try to ensure a representative response rate. Headline information about the ethnicity of respondents is summarised below, categories without any responses have been removed but are shown at **appendix 1**:

Table 2: Respondent ethnicity

	Response Percent	Response Count
White - English / Welsh / Scottish / Northern Irish / British	95.7%	200
White - Irish	1.0%	2
Other White background (please specify in the box below)	0.5%	1
White & Black African	0.5%	1
White & Asian	1.0%	2
Asian/Asian British - Indian	1.0%	2
Asian/Asian British - Bangladeshi	0.5%	1

4.11 An important aspect of the consultation was to understand the views of young people in the Borough and what parts of the Youth service were most important to them. In order to ensure that the voice of young people was fairly represented in the process, a consultation activity took place in every evening and weekend activity.

4.12 Staff facilitated 16 separate sessions over the consultation period and spoke to 421 young people across the Borough. Of that number 32 (7.6%) young people have a disability, 6 (1.4%) are young carers and 21 (5%) are Looked after Children.

4.13 The format of the consultation was via a group discussion which, in order to achieve a degree of consistency, was structured through a question guide for staff. A copy of this is available at **appendix 2**.

4.14 Due to the free text design of the consultation it is not possible to provide data in relation to percentage responses, but an overview of young people's views are outlined in the information below.

4.15 Young people were asked about their experiences of the youth service and what the access provided them with. Young people told us that apart from this being somewhere to go and meet new people, they had also improved and developed skills in a safe and welcoming environment where they were not judged in a negative way had opportunities to learn through the sessions and had valued involvement in decision making processes.

4.16 For some young people, accessing some of the more specialist activities such as Lesbian, Gay, Bisexual and Transgender (LGBT) and Disability groups, they describe their attendance as "somewhere I can be myself", "accepting and knowing yourself" and "recognising how everyone is unique". Some young people attending this provision also noted the positive impact this had had on their lives overall and their relationship with their parents. Young People said that they valued the independence of Youth service staff as opposed to other staff who may be working with the wider family.

4.17 Young people were asked for their ideas about 'earlier intervention', to prevent problems developing. The theme within the responses was to ensure that there was access to youth service sessions as just by attending and having staff work with them, had prevented their own problems escalating in a way in which they feel empowered and listened to. The quality of the relationship with the youth worker was a key factor that influenced young people

- 4.18 When young people were asked about the option of 'increased targeting of young people at risk', the responses show that young people valued a universal approach and that any reduction in open sessions would reduce the opportunities for all young people. One comment, from the Youth Council described this as, (if) "local government had taken away young people's right to speak out". The overall response indicated that all young people needed something. "It is important that all kinds of young people have a place to come together, as we learn about each other and not to judge each other."
- 4.19 When young people were asked about youth activities in the community and voluntary sector and working together in partnership there was a feeling that this was positive as long as the partners had similar approaches and views of how to work with young people. There were a small number of comments specifically in relation to the police that would indicate young people's nervousness about the youth service working with the police. Young people wanted to know whether 'other' staff would be trained in youth work and how to work with young people. "Adults have to understand that not everybody is a good youth worker.....they get us to take responsibility for our choices and the consequences to our actions."
- 4.20 Young people were asked about the buildings that youth sessions are delivered from and whether they had any ideas as to how these costs could be reduced through the use of other buildings. Responses were mixed with some young people saying that some of the current facilities such as Cyclops are specific to fixing bikes and couldn't easily be operated out of another building and then everything stored away again. Other young people could see that there was potential in the use of other buildings that had been used in the past.
- 4.21 Young people were asked about 'Outreach work' where youth staff will go out onto the streets in the evening and at weekends to engage with young people who they meet. In the past, this approach has been used to tackle hotspots of anti-social behaviour that is thought to be caused by young people. The purpose of the engagement is try to make young people aware of the risks they are putting themselves in and try to encourage them to attend youth sessions. Responses were generally not in favour of outreach work as a replacement for sessional activities, however, young people did recommend that outreach teams should work in some parks. Young people told us that they prefer to have a space they can identify with and that they feel welcomed and safe.
- 4.22 Young people as volunteers was also discussed and this was an area that young people were supportive of, providing they had the right training and they were old enough. Some young people told us that they wanted to "give back" and recalled their involvement in "Takeover Day" which, "was like volunteering but in a way that we benefited from learning what it was like to be in that job."

5 PROPOSED STRUCTURE FOR THE INTEGRATED COMMUNITY HUB

- 5.1 The overarching aim of the development of an Integrated Community Hub is to reduce demand and improve outcomes for communities, families and individuals. The full year saving for option 4 is £860,000. This is £40,000 less than option 2, however, the pooling of resources significantly reduces the risk of an ineffective future service. It is suggested that there would be a greater resilience in staffing numbers and a commitment to a single focus and single set of priorities at a strategic level, this is further detailed below.
- 5.2 Option 4 - The proposed Integrated Community Hub would work closely with the community through Elected Members to provide a service that aims to:
- Reduce anti-social behaviour and crime,
 - Contribute to the appearance of the environment
 - Improve community health and wellbeing
 - Work with less complex families and individuals to move away from benefits and secure training and employment opportunities

- Be the 'eyes and ears' for early intervention opportunities that include step up and step down approaches.

5.3 The way in which the above are achieved is equally important. There will be an emphasis on asset based engagement tools to 'change the relationship' from demand and expectation of service provision to one which works with the assets and skills that already exist within the community, families and individuals. This will be a challenge given that many members of the community are already involved in some level of volunteering. However, almost one quarter of respondents provided information that would enable their involvement.

5.4 The development of an Integrated Community Hub (North and South) will include several features that demonstrate the integration approach. This will include:

- Job descriptions that include common titles, functions and responsibilities
- Single line of management – with progress towards police or local authority managers being responsible for multiagency teams and operational tasking.
- Co-location of teams
- Working towards a single/ common IT system across organisation
- Joint work priorities and single arrangement for resource allocation against requests for service

5.5 The development of a multi-agency service with a single vision will have the following advantages:

- Remove duplication from similar roles
- Alignment of staff capacity to continue work with communities - reduced budgets would have rendered this impossible
- Single set of priorities across Integrated Community Hub, greater chance of positive outcomes

5.6 The option with the most public support is Option 4 which would be achieved through the development of an Integrated Community Hub. The September 2015 the executive decision outlined a proposed role structure for an initial phase of bringing the police and local authority neighbourhood and youth resources together. This consisted of 8 role types in each Community Hub (North and South), the posts shown in bold would be local authority employed roles:

5.7 **Table 3 – Proposed roles within redesigned structure:**

Local Authority employed posts	Police employed posts
1 x Strategic Public Service Reform Lead	Post to be determined through joint Management review across Stronger Communities and Police Senior Leader team (Local authority or police - Chief Inspector level/ suggested SUM 4)
2 x Community Hub Managers	2 Community Hub managers (Police Inspectors)
	2 x Community Hub Team Leader (Police Sergeant)
16 x Community Engagement and support officers	?? x Police Community Support Officers
4 x Youth Key workers	
1 x Youth Ambassador (external funding)	
	?? x Police Neighbourhood Beat officers (Police Constable)
1 x Hub administrative support	1 x police administrative post
30 sessions of Youth work equates to x 3 FTE staff	

Accommodation

- 5.8 The public consultation has made it clear that location is an important point in terms of access and perception of the public. Earlier discussion suggested the use of partner buildings such as a town hall. A central base could be supported by several neighbourhood touchdown points across the Borough.
- 5.9 Proposed locations for an Integrated Community Hub (North and South) are still subject to further discussion and agreement, however, Ashton and Hyde Police stations have been offered by Greater Manchester Police (GMP).

6. RESOURCES

- 6.1 The redesign of Neighbourhood services will have staffing implications in terms of the establishment number and the role functions. Consultation with staff will be an important aspect of the redesign and will be undertaken at service, team and 1-1 levels.
- 6.2 It is anticipated that the first phase of the redesign, bringing together the local authority and police teams, will be implemented from April 2016. The local authority services represented are still under discussion but it is hoped that these will include roles that are community focussed and already have strong links with the Neighbourhood service.
- 6.2 The Local Authority employees that will be part of the proposed Integrated Community Hub exist within Neighbourhood and Youth Services, however, other local authority functions will also need to be considered for future phases of the Integrated Community Hub models. An example of services which may be considered are outlined below:
- Youth offending team
 - Greenspace development
 - Public Health
- 6.3 The September 2015 Executive Decision to consult proposed the integration of the Youth service with a shift in focus from council led evening and weekend sessions to key worker capacity for the most vulnerable young people. Consultation with young people needs to be considered which indicates the importance they place on the quality of youth work and universal activities.
- 6.4 The current structure for Neighbourhood and Youth services is set out at **appendix 3**.
- 6.5 The development of an Integrated Community Hub will require a number of existing Neighbourhood and Youth roles be disestablished and that where this is the case, staff would be eligible to apply for similar roles within a new structure. Recruitment to new roles would need to be through a competitive process due to the reduced number in some role types. Early indications are that there would be approximately 26 eligible (Local Authority) posts within the proposed structure which will mean a reduction in FTE posts of 20.9.
- 6.6 The recent voluntary severance invitation indicates that 18.7 FTE staff have applied. Going into the service redesign there will be 16 FTE Neighbourhoods staff and 10 FTE youth remaining (include 2.9 FTE sessional staff).
- 6.7 There will also be human resources implications for the Police staff numbers, with reductions in numbers of some posts, managed through competitive recruitment. The staffing implications as they apply to GMP are being dealt with through internal GMP structures and are not included within this report.

7. STAFFING IMPLICATIONS – TERMS AND CONDITIONS

- 7.1 Using the same approach as the Denton Complex Families Hub, an Integrated Community Hub will bring together employees from the police and local authority and in future phases from other organisations.
- 7.2 The first phase of the development does not propose to progress the transfer of staff across to another organisation, however, there will be some working practices that will need to be aligned such as hours of work. In the first phase this will be considered in the development of the local authority job descriptions to ensure that staff have a flexible approach and are available to work with communities for some evenings and weekends across the year.

8. FINANCIAL IMPLICATIONS

- 8.1 An important aspect of integrated delivery models is the ability to pool finance from a number of sources. In the first stage of the development of the Integrated Community Hub this will apply to police and local authority funding and start to quantify the joint investment that is going into an area.
- 8.2 The local authority and police resources that will be allocated to the Community Hub are set out below:

Current Local Authority Neighbourhood services cost - £1.800m	Proposed Local Authority Community Hub service costs - £0.940m	Savings - £ £0.860m
Current Police Neighbourhood services cost - £ to be confirmed	Proposed Police Community Hub service costs – £ to be confirmed	£ to be confirmed

9. CONSIDERATIONS

Police vetting

- 9.1 Should it be the case that an integrated team is located in police buildings there would be a need for all council staff (within the integrated model structure) to undertake enhanced police vetting. In the case that some staff do not pass then they would not be able to work as part of the integrated team alongside other colleagues

Evaluation

- 9.2 The overriding purpose of the Integrated Community Hub development is to deliver improved outcomes that are sustainable in order to reduce demand overall.
- 9.3 Funded through the Office of the Police and Crime and Commissioner (OPCC) as part of the GM Place Integration programme, it is proposed that New Economy will work with Tameside to develop an evaluation model that will demonstrate the impact of the Integrated Community Hub in terms of:
- Cost
 - Community, family, individual outcomes
 - Impact on other services or organisations
 - Learning about what works
- 9.4 The model will need to look at both quantitative and qualitative information.

Community Engagement

- 9.5 Asset based approaches, updates conventional community development with a focus on the community assets and is an approach rather than a prescriptive process. Its place based and citizen led through a 'bottom up' approach that works with communities to identify those issues that are of most concern to them. The community will then develop solutions to tackle the issues identified. The focus is to foster relationships within communities and work with them to ask questions; reflect on what assets (capacity, skills, knowledge, connections, potential, passions, public sector resources, physical and economic resources) are available; and build on what already works to achieve positive outcomes.
- 9.6 The 'Enabling Communities' report, endorsed the importance of building resilient communities in recognition of the need to develop a different relationship with local communities for the future, aiming for demand reduction, ownership of challenges and longer term behaviour change.

10. PROPOSED CONSULTATION PROCESS AND TIMETABLE

- 10.1 It is proposed that a report be taken to Employee Consultation Group (ECG) on the 12 January 2016 where the context of the redesign and implications for employees will be discussed with unions.
- 10.2 The proposed consultation timetable is set out below:

Redesign presented to Executive Board	23 September 2015	Completed
Executive Decision	24 September 2015	Completed
Big Conversation & Youth Consultation commences	25 September 2015 – 23 October 2015	Completed
Redesign proposal considered in light of the consultation results	23 October – 30 October	Completed
Redesign proposal, with Consultation results presented to Executive Board	9 December 2015	
Redesign presented to Cabinet for formal decision	16 December 2015	
Key Decision approval	16 December 2015	
Proposal to Employee Consultation Group (ECG)	12 January 2016	
Presentation of proposal to Neighbourhood Services staff	13 - 15 January 2016, following ECG	Date marks the beginning of the formal consultation period
Neighbourhood and Youth service teams and 1-1 meetings	18 January – 12 February 2016	
Formal consultation closes	12 February 2016	
Feedback to Neighbourhood services staff	Week commencing 22 February 2016	
Recruitment process commences : interview scheduled, interviews take place and appointment to posts	March 2016 interviews & April 2016 appointments	
1-1 discussions with staff who are unsuccessful	End March 2016/ April 2016	Redeployment/ exit offers.
Staff take up post	1 April 2016	

10.3 Whilst this process will be progressing within the local authority, a similar process will take place within the police service for the identification and appointment of police staff to the Integrated Community Hub.

11. FUTURE PHASES

11.1 This report concentrates on the first phase of the development of the Integrated Community Hub. Phase 2 will aim to incorporate a broader range of public, community and voluntary sector organisations in order to reflect the diversity of community problems solving and levels of expertise needed. It is envisaged that phase 2 will commence in June 2016.

11.2 Initial discussions have taken place with some organisations such as Probation NPS and Probation CRC, Fire Service and New Charter Housing Trust. These discussions, whilst they are not yet at a detailed stage, are encouraging in terms of support for the principle of the model of working and the need to reduce demand in a sustainable way.

11.3 The vision for a suggested phase 2 of the Integrated Community Hub would need to reflect those organisations that work with communities on a range of matters. Suggested phase 2 services and organisations are:

- Registered Social Landlords – neighbourhood staff
- Licensing
- Probation CRC
- Green Space Development
- CVAT, Youth Offending Team
- Public Health
- Fire Service
- Primary Care

12. EQUALITY IMPACT ASSESSMENT

12.1 The Equality Impact Assessment (EIA) has been completed and now reflects the results of the public consultation that took place from 25 September 2015 to 23 October 2015 with the community.

12.2 This is included at **appendix 4**.

13. CONCLUSION

13.1 Tackling the financial challenges across the public sector necessitates the need to implement new models of working that challenge existing organisational boundaries. The proposal for the development of an Integrated Community Hub demonstrates how aligned structures have the potential to offer value for money when compared to single organisational models with reduced resources. The public consultation shows support for this approach.

13.2 The Integrated Community Hub is another step forward in Tameside's reform agenda. Working alongside the Complex Families Hub, but with a focus on communities and providing early identification and an ongoing support to communities, families and individuals.

13.3 The development of an Integrated Community Hub will make full year savings of £860,000. There would be greater resilience in staffing numbers and a commitment to a single focus and single priorities and is felt to be the option that offers best value for money.

13.4 Failing to develop an innovative approach to service redesign will make for an ineffective service that cannot work with communities, creating an increase in demand overall. It is proposed that the Integrated Community Hub provides the innovative service redesign for the council and partners.

14. RECOMMENDATIONS

14.1 As set out on the front of this report



NEIGHBOURHOOD SERVICES CONSULTATION

Neighbourhood Services Consultation

Consultation period – 25th September 2015 – 23rd October 2015

Neighbourhood Services responds to concerns from local residents about a range of issues that affect their day to day lives. Examples of the types of issues Neighbourhood Services address include:

- Anti-social behaviour
- Neighbour disputes
- Dog fouling reports
- Environmental problems such as overhanging vegetation on the pavement
- Fly tipping and rubbish in the streets
- Untidy gardens
- Working with the police and other organisations to reduce crime and disorder and offending
- Supporting elderly people to stay active and safe
- Supporting victims of crime by helping them to better secure their properties

The Youth Service is also an important part of Neighbourhood Services which:

- Delivers Citizenship work with young people across the Borough
- Provides a range of evening and weekend activities for young people to get involved in
- Develops the skills of young people to play an active and positive role in the communities they live in and about the issues that matter to them
- Works closely with schools and youth groups to deliver Duke of Edinburgh awards
- Provides activities for young people who have additional needs such as physical or learning disabilities, or those young people who are struggling with the pressures of the lives they have.

The Neighbourhoods Service works closely with the local community so that solutions are developed together. Working in partnership means there is a much better chance of the solutions working so problems are resolved.

Background

The cost to run Neighbourhood services is currently £1.8 million and this pays for our teams to carry out the work described above.

Since 2010 the Council has had £104 million less to spend on services due to funding cuts from the Government. Over the next 5 years we know the Government will continue to make further cuts to our funding. We expect that will mean another £90 million less to spend on services. That's nearly £200 million over the 10 year period.

Cuts in funding from Government have a significant impact on how much the Council has to spend on services as Government funding provides the greater proportion of the Council's finance. In fact, the money raised from Council Tax paid by local residents makes up only one third of the Council's funding.

As a result of these cuts, Neighbourhood Services needs to reduce its budget by nearly 50%. We want you to help us make decisions about the future of the service by taking part in our

consultation. We don't have a choice about the budget reductions but we want to consider your views to help shape a new, smaller service.

1. We want to hear your views. This information will only be used as part of the consultation and will not be used or processed for any other purpose. Thank you for joining in our Big Conversation.

- 251 people completed the survey
- 223 people answered the question
- 191 people gave information about the town they lived in:

Ashton	60	31.4%
Audenshaw	15	7.8%
Denton	21	11%
Droylsden	28	14.7%
Dukinfield	11	5.8%
Hyde	28	14.7%
Mossley	10	5.2%
Stalybridge	18	9.4%

QUESTIONS

2. Please select from the four options below, your preferred option for how we should deliver Neighbourhood Services in the future? (Please tick one box only)

200 people answered this question, the percentage results are shown below

- Stop the service completely – this will save £1.8 million pounds – **1%**
- Reduce the number of staff and costs by 50% - this will save £900,000 but will mean very long response times to community concerns and we will still have to reduce the number of activities we are able to deliver – **10.5%**
- Stop the service completely and identify one function that we can redistribute to other services within the council. This would save the service £1.8 million but may cause costs in other parts of the council to increase. – **4%**
- Pool our staff with staff from other organisations such as the Police, who are also working with communities – this could save £860,000 but may mean a smaller range of activities can be delivered. – **84.5%**

3. Many of the issues that we are contacted about are problems involving local residents e.g. people who let their dogs foul on the streets or in parks, people who dispose of their rubbish or items of furniture on the streets or in our open spaces. How strongly do you agree that these residents should be involved in developing the solutions to tackle these problems? (Please tick one box only)

232 people answered this question

93.5 % of either agreed or strongly agreed that the people who cause problems should be made to contribute to solutions

Strongly agree Agree Disagree Strongly disagree

4. The following are examples of activities which our Neighbourhood Teams provide. Please indicate which 3 of these activities are the most important to you. (Please tick three boxes only)

241 people answered this question - % responses are shown below. The top 5 responses were:

- **Working in partnership – 62.7%**
- **Reducing ASB – 42.7%**
- **Investigating Flytipping and rubbish in the streets – 38.6%**
- **Supporting elderly people to stay active – 31.5%**
- **Developing the skills of young people to play an active role in their community – 30.7%**

Tackling Crime and Disorder

- Reducing anti-social behaviour e.g. loud parties, young people causing a nuisance, adults intimidating neighbours. – 42.7%
- Working in partnership with the police and other organisations to: - 62.7%
 - Reduce vehicle crime
 - Tackle Hate crime (such as race, gender and disability hate)
 - Support vulnerable people to stay safe in their homes by visiting victims of crime
 - Working with partners such as probation to help people rehabilitate and stop offending
 - Supporting victims of crime by helping them to better secure their properties

Improving the appearance of the Environment that we live in:

- Dealing with Environmental problems such as overhanging vegetation on the pavement – 9.1%
- Investigating fly tipping and rubbish in the streets – 38.6%
- Working with residents to tackle untidy gardens – 4.6%
- Investigating and prosecuting people who let their dogs foul on the streets and don't clean up. – 26.1%

Community Support

- Helping to resolve Neighbour disputes – 7.1%
- Supporting elderly people to stay active – 31.5%

Work with young people in our communities:

- Citizenship work with young people across the Borough – 7.5%
- Evening and weekend activities for young people to get involved in – 22%

Developing the skills of young people so that they can play an active and positive role in the communities that they live in, and learn about the issues that matter to them – 30.7%

Working closely with schools and youth groups to deliver Duke of Edinburgh awards 2.5%

Providing activities for young people who have additional needs such as physical or learning disabilities, or those young people who are struggling with the pressures of their lives. - 14.9%

**5. Would you be interested in taking part in work to improve the area that you live?
(Please tick one box only)**

229 people answered this question

- **Yes – 39.3%**
- **No – 60.7%**

Yes (Go to Q6)

No (Go to Q8)

6. Please indicate which areas of work you would be most interested in getting involved with. (Please tick all that apply)

79 people answered this question. The responses to each are shown below

Anti-social behaviour – 30.4%

Environmental problems e.g. fly tipping, lack of recycling, rubbish in the streets, dog fouling – 54.4%

Supporting vulnerable people to stay safe and active – 60.8%

7. If you have indicated at Q5 you are interested in taking part in work to improve the area that you live, please provide your name, address and contact telephone number and email so we can contact you.

59 people answered this question and gave information that could be used to follow up.

Name:

Address:

Contact Number:

Email:

8. Do you have any other comments you would like to make? (Please include these in the box below)

103 people gave additional comments.

It isn't possible to include every comment that was made for Q8, however, these are available to view should they be needed. A summary of comments is outlined below:

- Many people made the point that they already volunteer and do not have the capacity to do any additional volunteering
- A significant number of respondents were already aware of the work of Neighbourhood and Youth service and were concerned about the impact that the redesign would have on what they do best.
- A significant number of comments made commended the work that Neighbourhood and youth service deliver and stated how important this work was to the area, particularly in relation to the environment and working with young people
- A small number of comments indicated that there was a decline in environmental cleanliness since the council had started to reduce budgets
- A small number of comments made the point that we needed to invest in young people as they were our future
- Some comments questioned the fairness of the cuts to Neighbourhood services and wanted to know if the impact was being applied equally across other parts of the council
- A significant number of comments stated that the 4 suggested options were too limited
- A small number of comments referred to an over emphasis on enforcement and not enough on working with the community.
- There was 1 comment that related specifically to the potential for being located in a police station and the view that would sever existing links

ABOUT YOU

9. Please tick the box that best describes your interest in this issue? (Please tick one box only)

210 people answered this question. % responses are shown below.

- A member of the public – 70%
- A Tameside Council employee – 6.2%
- A community or voluntary group (please specify below) – 9%
- A partner organisation (please specify below) – 1.4%
- A business /private organisation (please specify below) – 0.5%
- Other (please specify below) – 12.9%

10. Are you.....?

217 people answered this question

Male – 45.6%

Female – 54.4%

- Male Female

11. What is your age? (Please state)

195 people answered this question. % responses are shown below.

age range	Number responding	% response
20-29	16	8.25
30 - 39	17	8.76
40 - 49	33	17.01
50 - 59	47	24.23
60 - 69	40	20.62
70 - 79	29	14.95
80 - 89	11	5.67
90+	1	0.52
	194	
Middle	1	

12. What is your postcode? (Please state)

13. What is your ethnic group? (Please tick one box only)

White

- English / Welsh / Scottish / Northern Irish / British
- Irish
- Gypsy or Irish Traveller
- Any other White background (Please specify)

Mixed / Multiple Ethnic Groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed / Multiple ethnic backgrounds (Please specify)

Answer Options	Response Percent	Response Count
White - English / Welsh / Scottish / Northern Irish / British	95.7%	200
White - Irish	1.0%	2
White - Gypsy or Irish Traveller	0.0%	0
Other White background (please specify in the box below)	0.5%	1
White & Black Caribbean	0.0%	0
White & Black African	0.5%	1
White & Asian	1.0%	2
Other Mixed background (please specify in the box below)	0.0%	0
Asian/Asian British - Indian	1.0%	2
Asian/Asian British - Pakistani	0.0%	0
Asian/Asian British - Bangladeshi	0.5%	1
Asian/Asian British - Chinese	0.0%	0
Other Asian background (please specify in the box below)	0.0%	0
Black/Black British - African	0.0%	0
Black/Black British - Caribbean	0.0%	0
Other Black / African / Caribbean background (please specify in the box below)	0.0%	0
Arab	0.0%	0
Any other Ethnic group (please specify in the box below)	0.0%	0
Please specify below		1

Black / African / Caribbean / Black British

- African

- Caribbean
- Any other Black / African / Caribbean background (Please specify)

Asian / Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background (Please specify)

Other ethnic group

- Arab
- Any other ethnic group (Please specify)

14. Are your day-to day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? This may include problems related to old age. (Please tick one box only)

- Yes, limited a lot
- Yes, limited a little
- No

197 people answered this question

Answer Options	Response %	Response %
Yes, limited a lot	10.2%	20
Yes, limited a little	20.3%	40
No	69.5%	137

15. Do you look after, or give any help or support to family members, friends, neighbours or others because of either: (Please tick one box only)

- Long term physical or mental ill-health / disability?
- Problems due to old age?

- No
- Yes, 1-19 hours a week
- Yes, 20-49 hours a week
- Yes, 50 or more a week

200 people answered this question

Answer Options	Response Percent	Response Count
No	69.5%	139
Yes, 1-19 hours a week	20.5%	41
Yes, 20-49 hours a week	4.0%	8
Yes, 50 or more a week	6.0%	12

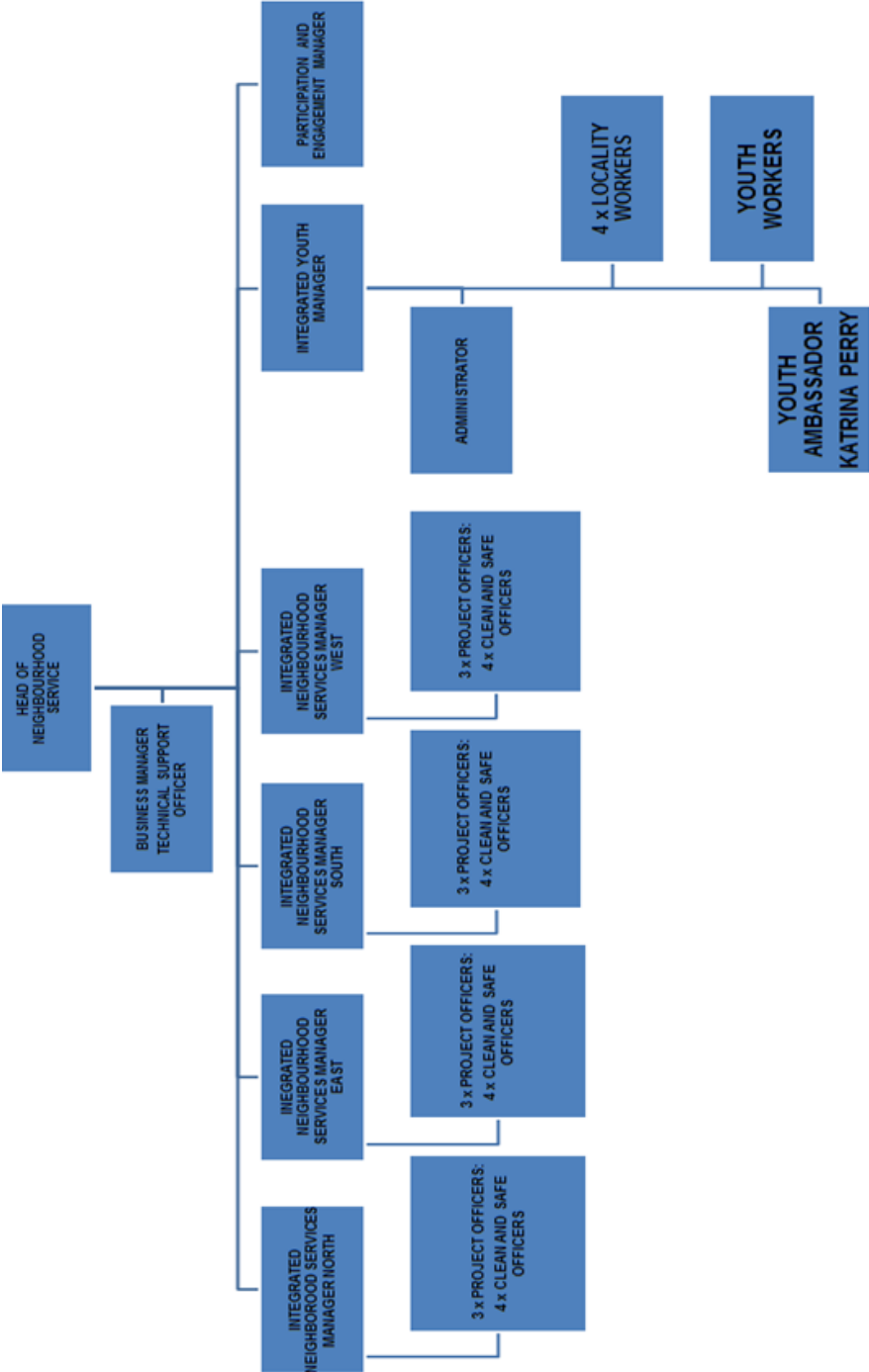
APPENDIX 2

Youth Consultation Questions September/ October 2015

	QUESTIONS	Guidance
1	What is your experience of the Youth Service?	<ul style="list-style-type: none"> This would be to gather young peoples opinions on having access to a youth club gives them, what is the added value? Could we split this down into the types of work that is delivered by the youth service eg: <ol style="list-style-type: none"> Evening activities Weekend activities Outreach Specialist groups Etc Can we be clear what their view are of the different elements and what they feel the value is to young people.
2	How can we best meet the needs of young people before difficulties develop?	<ul style="list-style-type: none"> This is for young people to identify ways in which youth workers help them and how that style of help differs from other interventions.
3	What do you think about improved targeting?	<ul style="list-style-type: none"> If we are to look at a decrease in provision this is to gain young peoples opinions on how they would allocate their resources. Can we link this into question 1 and ask young people to rate those activities that are the most important to them and of those that might have to stop – what do young people think would be the impact and whether this impact could be reduced by doing something different.
4	What do you think about collaborative working as a way to deliver Youth Club sessions?	<ul style="list-style-type: none"> To gather young peoples opinions on partnership work and to have an opportunity to discuss other delivery models. Can we define collaborative working by using some examples of sessions we already deliver collaboratively, such as PRIME, CEDAR Park Friday night.
5	Are you aware of any buildings in your community that could be used to hold a youth club in?	<ul style="list-style-type: none"> Have we overlooked any opportunities to use space differently, where would young people like us to target our delivery to, are some places not appropriate for young people. Can we also ask young people to think about the costs of buildings too.
6	Where do you think we should focus outreach work?	<ul style="list-style-type: none"> Gather young peoples ideas on where we should work and identify areas of concern for them within their neighbourhoods. Could we give some examples – such as Geographical or by need or both
7	Would you be willing to volunteer in your local centre/ project?	<ul style="list-style-type: none"> Try to increase opportunities for young people to contribute to the running of their session Could we extend this question about adults in the community volunteering and the development of junior and senior leaders
8	Questions, further discussions, recommendations.	<ul style="list-style-type: none"> This space is to capture any other ideas young people would like to share.

APPENDIX 3

Current structure - Neighbourhood and Youth Service



APPENDIX 4

EQUALITY IMPACT ASSESSMENT

Subject	NEIGHBOURHOOD SERVICES REDESIGN – DRAFT EIA	
Service / Business Unit	Service Area	Directorate
Neighbourhood Services	Neighbourhood service	Directorate of People
EIA Start Date (Actual)	EIA Completion Date (Expected)	Completion Date (Actual)
25 September 2015	23 October 2015	11 November 2015

Lead Contact / Officer Responsible	Emma Varnam
Service Unit Manager Responsible	Lisa Lees

EIA Group (lead contact first)	Job title	Service
Emma Varnam	Head of Stronger Communities	Stronger Communities
Lisa Lees	Head of Neighbourhoods	Stronger Communities

SUMMARY BOX

Neighbourhood services, developed in 2013, brought together specialist functions into a smaller number of generic roles that focussed on reducing crime, anti-social behaviour and environmental enforcement. Neighbourhood teams co-located in community and partner buildings and the Council's Youth service became part of the neighbourhood service delivery.

The term 'integration' is used to describe public service providers working together with shared and agreed aims and objectives. It might be the case that some council and partner staff will be tasked and managed by staff from another organisation. However outcomes and services for the public will be unified under one purpose within an integrated model.

As funding within the public sector is reducing, new and innovative ways need to be developed to reduce inefficiency, improve co-operation and communication and galvanise the community to lead on solutions and activity for itself.

Motivated by the imperative to find alternative approaches to service delivery on a smaller budget, the Greater Manchester Public Service Reform programme has highlighted the need to highlighted this work as a way of reducing the demand on public services, achieving sustainable behaviour change for complex families and individuals and exploring the potential for organisations to redesign roles and organisational structures. The new models are challenging traditional organisational approaches and structures.

The Council has to make a cut of £50 million in spending over the 2 year period of 2015/16 and 2016/17. This will bring the cumulative reductions since 2010/11 to £150.4m. It is incumbent on all services, including Neighbourhood services, to continually review and refine the models of delivery to ensure that it is affordable in the current financial climate whilst trying to minimise the impact of reduced levels of service.

Reducing demand for public services in the future will need to shape the approach of future models of delivery, to build strong communities that can tackle the issues that affect them the most.

Four possible options for delivery of Neighbourhood services in the future have been considered through Public Consultation which has also included young people to ensure that all users and potential users' views are taken into account.

This EIA focusses on the principles of Public Service reform in the design of a future operational model of working as opposed to only reducing capacity of the current service. The EIA will serve to inform the option that minimises the impact on communities and staff.

The consultation was undertaken through the channels that are set out below:

- Online questionnaire that was available through the Council's 'Big Conversation' and Survey Monkey
- Standard questionnaire to be used with Community groups and libraries – sent electronically
- Focus groups with young people
- Staff consultation for those employed within the service area (scheduled for February 2016)

The questionnaire and focus groups gave an initial introduction to explain the reason for the proposed changes followed by the options and a series of questions to seek relevant views which have been used to choose the most suitable option as well as shape the future provision how the council works with communities. Additionally there was a free format text box which allowed for people to provide any comments, views and suggestions they wish to be taken into account.

As outlined above, the survey forms part of the Council's Big Conversation consultation process to enable the results to be evaluated in a consistent manner and was available for a 4 week period from Friday 25 September 2015 until Friday 23 October 2015. Neighbourhood services, including youth service staff and Library staff actively promoted the survey and encouraged people to complete it to have their say.

The EIA highlighted a possible issue around ensuring consultation responses are representative of the community/customers who use customer service centres. To try to ensure that respondent were representative of the Tameside demographic, weekly monitoring of responses took place throughout the consultation period. The monitoring considered town, age and ethnicity. Neighbourhood service staff were informed on a weekly basis and every effort was made to try to encourage a representative response. It was not felt to be the case that additional support was needed through CVAT.

At the end of the consultation period there were 251 combined responses from the Big Conversation, Survey Monkey and Libraries.

In addition youth service staff facilitated 16 separate sessions over the consultation period and spoke to 421 young people across the Borough. Of that number 32 (7.6%) young people have a disability, 6 (1.4%) are young carers and 21 (5%) are Looked after Children

Section 1 - Background

BACKGROUND

Neighbourhood teams (including the Youth service) work with communities and other public and voluntary sector partners to tackle the issues that affect community life the most. The approach used empowers local people to reduce overall demand for themselves in the longer term.

Key work areas are:

- Tackling anti-social behaviour and reducing acquisitive crime
- Supporting community groups to tackle environmental anti-social behaviour such as fly tipping

- Helping families to access services that they need at an early point to minimise the need for more expensive services in the future
- Assisting individuals who are struggling to access services that will improve their quality of life and at the same time reduce the impact on the wider community
- Enforcement of the councils environmental legislation as it relates to fly tipping and anti-social behaviour
- Helping to develop cohesive communities that get on well together regardless of age, ethnic group, sexual orientation and gender
- Empowering young people to engage in their community through youth forums – efforts are targeted at the most disadvantaged young people and used as a springboard for developing aspiration and improving future employability

With reducing budgets across the public, community and voluntary sectors it is important that future delivery models make the most of the money that is available to them. The Greater Manchester Public Service Reform agenda has already seen significant changes in the way organisations work with complex families and individuals to achieve better outcome and improve family and individual problems solving approaches that support sustainable outcomes.

The developing good practice from the newly named 'complex families' approach, spurred the aspiration to test this out on a community focus, leading to the Greater Manchester Place Integration pilot where Tameside and Wigan are cited as pilot programmes to develop the blue print for a GM wide roll out. The question being asked is whether this model, working for complex families, can be used to work with less complex families and communities with the aim of sustainable behaviour change and a reduced demand for services over time.

In Tameside, discussions to implement a second phase of integration have commenced with Tameside Police leaders who are committed to developing an Integrated Community Hub that aligns with its Neighbourhood Policing teams.

Neighbourhood policing allows the police, its partners and the public to work closely together to solve the problems of crime and disorder and make local communities feel safer.

Neighbourhood policing means there are dedicated teams of officers accountable for dealing with issues that matter most to local people. The team already works closely with partner agencies, including the local authority, Fire Service, housing, health, businesses in order to improve the quality of life within our neighbourhoods.

The overarching aims of the neighbourhood policing teams aren't dissimilar to the aims of the council's Neighbourhood service which has facilitated the integration discussions.

The local discussions have developed a vision for the 'Tameside public service model', which includes the Denton Complex families Hub as well as the potential for a joint enforcement function.

Following a pilot scheme which further aligned staff from the North Neighbourhood Team with Neighbourhood Police staff, it is proposed that Neighbourhood Services is redesigned to further integrate with public service partners, providing an opportunity to remove organisational duplication and develop a multi-agency Community Hub (North and South) with a single vision, single line of management and staff with integrated functions.

It is recognised that whilst this report focusses on a new model of working that is rooted in the principles of public service reform, it is important, that due to council budgetary pressures that members consider alternative options that will deliver the most effective service for the future.

A summary of the options that have been considered are outlined below:

Option 1 - Discontinue Neighbourhood and Youth service

This would make savings to the council of £ 1.800m

Impact and risks

- No operational capacity to respond to crime and disorder issues such as anti-social behaviour and acquisitive crime. This may create an over emphasis on an enforcement approach rather than an approach that balances enforcement with early intervention and prevention
- Council's community engagement capacity would be dependent on the whole workforce approach, this would affect the way communities work with the council on the issues that create demand for service
- Opportunities for the council to work with vulnerable young people with a citizenship and empowerment focus would not exist.
- There would be limited expertise and no capacity to continue on the Youth Council (15 for 15 pledge). Whilst this work could continue from another service there is a risk that the youth council will only involve young people who are already able to engage in such forums and would exclude young people who are harder to work with.
- Demand would increase across other public service organisations such as the police and fire service.

Option 2 - Reduce the service by 50% without integration with partners

This would make savings to the council of £ 0.900m

Impact and risks

- Reduced level of capacity within the service to the point that the service would be ineffective due to the limited response possible.
- Reactive capacity would exist, however, there is the strong chance that there would be an increasing 'wait' for staff to be able to respond.
- Youth service capacity would be such that evening and weekend sessions would have to discontinue completely and only the most troubled young people could be worked with on a limited caseload basis.
- The risks outlined as at option 1, specifically in relation to tackling anti-social behaviour would also apply in this case as the capacity would not be available
- Increased demand to other public service organisations

Option 3 - Discontinue the service and redistribute some of the functions across other council services

Some functions, could become the responsibility of other services, funded from within their existing budgets, for example Environmental Services could take responsibility for environmental enforcement, Early Help taking responsibility for engaging young people who are harder to work with.

This would make savings to the council of £ 1.800m

The need to redesign services is taking place across the whole council. This option would need to consider whether service redesign models in other parts of the council are realistically able to accommodate an increase in work and responsibility.

Option 4 - Development of an Integrated Community Hub that is underpinned by the principles of public service reform

This would make savings to the council of £0.860m

Impact and risks

- Alignment of resources with other public service organisations would mitigate against reduced council capacity, however, the level of flexibility and responsiveness that is currently the case could be compromised. This could affect the ability of the service to respond quickly to requests.
- The difference in cultures between public service organisations and the staff that work for them would need to be carefully managed. Failing to do this would result in dysfunctional teams that have different priorities and lack respect for each other's competencies. This would affect output

- Managers might not have the necessary expertise and qualifications for the management of youth work staff which could result in unsafe practice and unsupported staff

It is important that a range of options were considered, however, it is felt that the **Integration** approach would be the most effective for the Tameside community and enable work to continue with communities to tackle the issues that are important to them.

Specific public consultation has been undertaken on the 4 proposals to seek views of those using the service and others who may wish to in the future before any decision is made on the future of this service.

The consultation took the form of a standard questionnaire with an introduction to explain the reason for the proposed changes followed by the options and a series of questions to seek relevant views which would be used to shape the future provision of face to face customer service.

Additionally there was a free format text box to allow for people to provide any comments, views and suggestions they wish to be taken into account. The survey formed part of the Council's Big Conversation consultation process which enabled the results to be evaluated in a consistent manner.

Alongside the on-line consultation, paper format questionnaires were also available at any library where staff could assist people in completion if required. Library staff, Neighbourhood Services and Youth service staff actively promoted the survey and encouraged individuals, community groups and organisations to complete it.

Section 2 – Issues to consider & evidence base

ISSUES TO CONSIDER

Every effort was made to ensure that the responses were representative of the makeup of the Tameside community. To this end, weekly monitoring took place against Town, age and ethnicity with targeted promotion in those areas to boost responses where needed.

It was also recognised that there was a need to ensure that sufficient numbers of young people were involved in the consultation using the Youth Forum and existing groups. Staff facilitated 16 separate sessions over the consultation period and spoke to 421 young people across the Borough. Of that number 32 (7.6%) young people have a disability, 6 (1.4%) are young carers and 21 (5%) are Looked after Children.

LIST OF EVIDENCE SOURCES

Demographic data of residents of the Borough
Results of the public consultation on the 4 proposed options for future service provision will be used for this EIA.

Section 3 – Impact

IMPACT

CONSULTATION RESULTS

The Neighbourhood consultation was made available through The Big Conversation, and promoted through a direct email to Community groups and organisations. In addition, hard copies of the survey were available in libraries and promoted by library staff who also supported some residents to complete the survey.

Response numbers were monitored weekly by town, age group and ethnicity in order to try to achieve a representative response. Neighbourhood services staff promoted the survey through their attendance at community meetings, District Assemblies and a second email reminder to all community groups and organisations.

Across the Borough, 251 people responded to the questionnaire which is considered to be a strong response. 191 people provided information on where they lived and this is shown in the table below. Not all respondents completed each question in the survey. The full responses to each question are available at **appendix 1** after each question.

Table 1.

	No. of responses	%
Ashton	60	31.4%
Audenshaw	15	7.8%
Denton	21	11%
Droylsden	28	14.7%
Dukinfield	11	5.8%
Hyde	28	14.7%
Mossley	10	5.2%
Stalybridge	18	9.4%
Total	191	100%

The survey asked respondents to categorise themselves against 4 options. The results are shown below:

- Member of the public – 70%
- Tameside Council employee – 6.2%
- Community or voluntary group – 9%
- Partner organisation – 1.4%

The survey explained the reasons that the council needed to redesign its Neighbourhood and Youth service, driven by central government budget reductions. The public were given information about the 4 options that were being considered and asked to indicate which options they preferred. Option 4, which involved the pooling of reduced council resources with those of other organisations was the most popular with 84.5% of respondents choosing this option. This was followed by Option 2, reducing the service by half with 10% of respondents preferring this approach.

Respondents were asked to choose the top 3 types of activities, currently provided by the Neighbourhood and Youth service, that mattered to them the most. The top 5 choices are indicated below which demonstrate support for the council working in partnership.

- Working in partnership – 62.7%
- Reducing ASB – 42.7%
- Investigating Flytipping and rubbish in the streets – 38.6%
- Supporting elderly people to stay active – 31.5%
- Developing the skills of young people to play an active role in their community – 30.7%

Community engagement and participation is an important aspect of the council's future approach. Respondents were asked about whether they would be interested in taking part in work in the future, to tackle the issues where they live, 229 people answered this question with 40% (90) confirming that they would be interested in being involved in the future, however, only 59 of those responding went on to provide follow up contact information.

There was a clear preference when respondents were asked about the types of issues that they

would want to be part of tackling. Supporting vulnerable people in the community was the most popular choice with 60.8% choosing “Support to vulnerable people to stay safe and active” as opposed to work to tackle environmental problems or anti-social behaviour.

A range of comments were made when respondents were asked if they wanted to include any additional information. 103 people provided additional information and a summary of comments is outlined below. The individual comments can be made available on request:

- Many people made the point that they already volunteer and do not have the capacity to do any additional volunteering
- A number of respondents were already aware of the work of Neighbourhood and the Youth service and were concerned about the impact that the redesign would have on what they do best.
- A number of comments made commended the work that Neighbourhood and the Youth service deliver and stated how important this work was to the area, particularly in relation to the environment and working with young people
- A small number of comments indicated that there was a decline in environmental cleanliness since the council had started to reduce budgets
- A small number of comments made the point that we needed to invest in young people as they were our future
- Some comments questioned the fairness of the cuts to Neighbourhood services and wanted to know if the impact was being applied equally across other parts of the council
- A number of comments stated that the 4 suggested options were too limited
- A small number of comments referred to an over emphasis on enforcement and not enough on working with the community.
- There was 1 comment that related specifically to the potential for being located in a police station and the view that would impede existing links with the community

Demographic information is available for those responding and this was monitored on a weekly basis with targeted promotion to try to ensure a representative response rate. Headline information about the ethnicity of respondents is summarised below, categories without any responses have been removed but are shown at **appendix 1**:

Table 2:

	Response Percent	Response Count
White - English / Welsh / Scottish / Northern Irish / British	95.7%	200
White - Irish	1.0%	2
Other White background (please specify in the box below)	0.5%	1
White & Black African	0.5%	1
White & Asian	1.0%	2
Asian/Asian British - Indian	1.0%	2
Asian/Asian British - Bangladeshi	0.5%	1

An important aspect of the consultation was to understand the views of young people in the Borough and what parts of the Youth service were most important to them. In order to ensure that the voice of young people was fairly represented in the process, a consultation activity took place in every evening and weekend activity.

Staff facilitated 16 separate sessions over the consultation period and spoke to 421 young people across the Borough. Of that number 32 (7.6%) young people have a disability, 6 (1.4%) are young carers and 21 (5%) are Looked after Children.

The format of the consultation was via a group discussion which, in order to achieve a degree of

consistency, was structured through a question guide for staff. A copy of this is available at **appendix 2**.

Due to the design of the consultation it is not possible to provide data in relation to percentage responses but an overview of young people's views is outlined in the information below.

Young people were asked about their experiences of the youth service and what the access provided them with. Young people told us that apart from this being somewhere to go and meet new people, they had also improved and developed skills in a safe and welcoming environment where they were not judged in a negative way had opportunities to learn through the sessions and had valued involvement in decision making processes.

For some young people, accessing some of the more specialist activities such as Lesbian, Gay, Bisexual and Transgender (LGBT) and Disability groups, they describe their attendance as "somewhere I can be myself", "accepting and knowing yourself" and "recognising how everyone is unique". Some young people attending this provision also noted the positive impact this had had on their lives overall and their relationship with their parents. Young People said that they valued the independence of Youth service staff as opposed to other staff who may be working with the wider family.

Young people were asked for their ideas about 'earlier intervention', to prevent problems developing. The theme within the responses was to ensure that there was access to youth service sessions as just by attending and having staff work with them, had prevented their own problems escalating in a way in which they feel empowered and listened to. The quality of the relationship with the youth worker was a key factor that influenced young people

When young people were asked about the option of 'increased targeting of young people at risk', the responses show that young people valued a universal approach and that any reduction in open sessions would reduce the opportunities for all young people. One comment, from the Youth Council described this as, (if) "local government had taken away young people's right to speak out". The overall response indicated that all young people needed something. "It is important that all kinds of young people have a place to come together, as we learn about each other and not to judge each other."

When young people were asked about youth activities in the community and voluntary sector and working together in partnership there was a feeling that this was positive as long as the partners had similar approaches and views of how to work with young people. There were a small number of comments specifically in relation to the police that would indicate young people's nervousness about the youth service working with the police. Young people wanted to know whether 'other' staff would be trained in youth work and how to work with young people. "Adults have to understand that not everybody is a good youth worker.....they get us to take responsibility for our choices and the consequences to our actions."

Young people were asked about the buildings that youth sessions are delivered from and whether they had any ideas as to how these costs could be reduced through the use of other buildings. Responses were mixed with some young people saying that some of the current facilities such as Cyclops are specific to fixing bikes and couldn't easily be operated out of another building and then everything stored away again. Other young people could see that there was potential in the use of other buildings that had been used in the past.

Young people were asked about 'Outreach work' where youth staff will go out onto the streets in the evening and at weekends to engage with young people who they meet. In the past, this approach has been used to tackle hotspots of anti-social behaviour that is thought to be caused by young people. The purpose of the engagement is try to make young people aware of the risks they are putting themselves in and try to encourage them to attend youth sessions. Responses were generally not in favour of outreach work as a replacement for sessional activities, however, young people did recommend that outreach teams should work in some parks. Young people told us that

they prefer to have a space they can identify with, that they feel welcomed and feel safe.

Young people as volunteers was also discussed and this was an area that young people were supportive of, providing they had the right training and they were old enough. Some young people told us that they wanted to “give back” and recalled their involvement in “Takeover Day” which, “was like volunteering but in a way that we benefited from learning what it was like to be in that job.”

Section 4 – Proposals & Mitigation

PROPOSALS & MITIGATION

Assistance will be provided to ensure that all residents can take part in the public consultation and have their views heard. If people are unable to complete the on-line questionnaire, paper copies will be available in libraries and customer services. Staff at these venues will be on hand to assist in completion of the survey either on-line or in paper format and ensure relevant views are captured and entered on the Big Conversation so that they can be analysed and taken into account.

Section 5 – Monitoring

MONITORING PROGRESS

Lisa Lees – Head of Neighbourhood services

Issue / Action	Lead officer	Timescale
Identify if consultation returns are representative of the community that Neighbourhood services work with	Lisa Lees	Throughout the consultation period
Identify if consultation returns are representative of the Young People that Neighbourhood services work with and would work with in the future	Lisa Lees	Throughout the consultation period
If groups within the community are under-represented consult with CVAT to enlist their help in cascading the consultation to all groups	Lisa Lees	Throughout the consultation period

Sign off

Signature of Service Unit Manager	Date
Signature of Assistant Executive Director / Assistant Chief Executive	Date