

WEST STRATEGIC NEIGHBOURHOOD FORUM

Day: Thursday
Date: 23 March 2023
Time: 6.30 pm
Place: Zoom Meeting

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE To receive any apologies for absence.	
2.	MINUTES To consider the minutes of the meeting of the West Strategic Neighbourhood Forum held on 26 January 2023.	1 - 4
3.	GREATER MANCHESTER POLICE - NEIGHBOURHOOD MODEL To receive a presentation from Greater Manchester Police.	5 - 24
4.	EQUALITY STRATEGY To receive a presentation from the Head of Policy, Performance and Intelligence.	25 - 90
5.	ANTI-POVERTY STRATEGY To receive a presentation from the Director of Population Health.	91 - 98
6.	EARLY HELP STRATEGY To receive a presentation from the Assistant Director, Early Help and Partnerships.	99 - 134
7.	DATE OF NEXT MEETING To note that the next meeting of the West Strategic Neighbourhood Forum is scheduled to take place on 22 June 2023.	

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WEST STRATEGIC NEIGHBOURHOOD FORUM

26 January 2023

Commenced: 6.30pm

Terminated: 7.30pm

Present: Councillors Quinn (Chair), L Boyle, Cooney, Gwynne, A Holland, B Holland, Jones, Martin, Mills, Naylor, Reid, Ricci, M Smith, T Smith, Ward and Warrington

In Attendance: Alison Stathers-Tracey Director of Children's Services
James Mallion Assistant Director of Population Health

Apologies for Absence: Councillors Newton and Ryan

20. MINUTES

RESOLVED

The minutes of the meeting of the West Strategic Neighbourhood Forum held on 10 November 2022 were approved as a correct record.

21. CORPORATE PARENTING

Alison Stathers-Tracey, Director of Children's Services, presented before Members in respect of the Council's responsibilities as a Corporate Parent.

It was explained that being a Corporate Parent was the collective responsibility of the whole council, elected members, employees, and partner agencies for providing the best possible care and safeguarding for children in care and care leavers. A child in the care of the Council looked to the Council to be the best parent it could be. Every member and employee of the Council had the statutory responsibility to act for that child in the same way that a good parent would act for their own child. As Corporate Parents, there was a need to understand information and data relating to children and young people and provide challenge in those areas where better outcomes needed to be achieved.

Statistics in relation to Children in Care in Tameside were highlighted as follows:

- There were a total of 656 Children in Care to Tameside (53% male and 46% female).
- Foster Care was the largest placement resource for children in care (63%). There was continuous work to recruit and retain Tameside Foster Carers to keep young people linked to their community.
- 68 children were placed in residential children's homes, the number had reduced as work was ongoing to ensure that children had the right to family life.
- 90% of children had been subjected to a review health assessment.
- 60% of children in care had had a dental check.
- There were 517 Care Leavers.
- Positively, contact was maintained with 97% of 19 – 21 year olds, relationships were key in ensuring young people felt supported and knew who to go to when they needed extra support too.
- 95% of Care Leavers in Tameside were deemed to be in suitable accommodation.
- Education, Employment and Training (EET) rates were an area of concern with 51% for 19-21 year olds and 50% 17-18 year olds. Work to develop a clear EET strategy across the council to increase access to work placements and apprenticeships, was ongoing.

Members were advised that the Children and Social Work Act 2017 set out seven corporate parenting principles that local authorities must have regard to when exercising their functions in relation to Cared for Children and Care Leavers, as follows:

1. To act in the best interests, and promote the physical and mental health and well-being of children and young people;
2. To encourage those children and young people to express their views, wishes and feelings;
3. To take into account the views, wishes and feelings of those children and young people;
4. To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
5. To promote high aspirations, and seek to secure the best outcomes, for those children and young people;
6. For those children and young people to be safe, and for stability in their home lives, relationships and education or work; and
7. To prepare those children and young people for adulthood and independent living.

Members were further advised that the Corporate Parenting Board had responsibility to ensure that the Council fulfilled its Corporate Parenting duties in partnership with other statutory and partner agencies. The Board ensured that the strategic Corporate Parenting objectives were delivered and that the Pledges and the Care Leaver Local Offer was adhered to.

The presentation concluded that corporate parenting was a whole council and partner endeavour and not the sole responsibility of Children's Social Care. It required services across the whole council; health, schools and partner agencies to achieve the best outcomes for Cared for Children and Care Leavers. The role of Corporate Parent was not a passive one. Tameside's Corporate Parents worked closely with their partners to ensure that the needs of children were clearly identified and met at every level. This should encompass the strategic planning, commissioning and integrated delivery of services.

Members commented on a very interesting presentation and expressed concerns with regard to the Education, Employment and Training statistics and the need to consider how the situation could be improved. The Director concurred and explained that work was ongoing to address this issue with better access to colleges/job fairs/drop-in sessions. She added that work was paying off and there had been some improvement in this area recently. Members further sought a breakdown of the figures in order to better understand the situation and where there may be particular areas for development. The Director agreed to investigate and feedback information to Members. She also commented on the excellent work being done in schools in Tameside, where there was a real willingness to work collaboratively.

Members also commented on the importance of the inclusion of 'the Role of the Corporate Parent' in Member Development sessions.

The Chair thanked the Ms Stathers-Tracey for a very interesting and informative presentation and it was:

RESOVLED

That the content of the presentation be noted.

22. DOMESTIC ABUSE AND WHITE RIBBON ACCREDITATION

The Chair welcomed James Mallion, Assistant Director, Population Health, who delivered a presentation in respect of Domestic Abuse and the White Ribbon Accreditation.

Mr Mallion began by making reference to the Domestic Abuse Act 2021, which introduced a new definition of Domestic Abuse as follows:

- Behaviour of person A towards person B is domestic abuse if –
- A & B are each aged 16 or over and are "personally connected" to each other **and**
 - The behaviour is abusive
- Behaviour is abusive if it consists of any of the following:

- Physical or sexual abuse
- Violent or threatening behaviour
- Controlling or coercive behaviour
- Economic abuse
- Psychological, emotional or other abuse
- Children as victims of domestic abuse:
 - Any reference in this Act to a victim of domestic abuse includes a reference to a child who –
 - (a) sees or hears, or experiences the effect of, the abuse, **and**
 - (b) is related to A or B.

It was explained that domestic abuse was a gender based issue; ONS data (2020) identified that 82% of victims were female compared to 18% of males. 92% of those using harmful behaviours were male.

Greater Manchester Gender Based Violence Strategy was detailed as follows:

“The ambition...is to challenge the attitudes and social conditions that sustain or excuse gender-based violence and deliver whole system improvements in responses to those affected by it. These will fundamentally change the story of Greater Manchester over the next ten years, in terms of what it delivers with regard to safety for women and girls, gender equality, challenging misogyny - the contempt that follows from ingrained sexism - and holding perpetrators of gender-based violence - the majority of whom are men and boys – to account”.

Two high profile cases of femicide in the UK in 2021 were highlighted and it was stated that focus continued to be on women to keep themselves safe which ignored the responsibility of those using harmful behaviours and the wider societal gender imbalances which perpetuated a culture of misogyny. There were also more recent news items in respect of another serving Metropolitan Police Officer admitting to dozens of rapes and sexual offences against 12 women.

Members were advised that White Ribbon Accreditation was a nationally recognised programme for organisations who were committed to improving their workplace culture, progress gender equality and ending violence against women and girls. The accreditation was divided into four key areas, which supported the organisation to assess capabilities and current practice, enabling the identification of appropriate actions:

- Strategic Leadership;
- Engaging Men and Boys;
- Changing Culture; and
- Raising Awareness.

White Ribbon Ambassadors and Champions were key to the delivery of the White Ribbon Action plan. Ambassadors were men within the organisation who acted as formal representatives of White Ribbon. They were positive role models who took a stand against male violence against women and girls and encouraged other men and boys to do the same. Champions could be both males and females, but tended to be primarily females who supported the White Ribbon work and the ambassadors within their organisation.

Members were advised that the Domestic Abuse Strategy aimed to address domestic abuse across seven key priority areas as follows:

- Making domestic abuse everybody’s business
- Creating safe spaces for disclosure
- Meeting the needs of victims through local services
- Helping victim-survivors stay safe in their homes
- Better outcomes for children impacted by domestic abuse
- Identifying problem behaviours early
- Holding perpetrators accountable

Key to the delivery of the ambitions was a collective commitment to achieving them. Local offer was available to anyone affected by domestic abuse irrelevant of gender, age, sexuality, religion or disability.

Contact details of the Bridges helpline were provided as follows:

Bridges – 24hr help and advice for all

Tel: 0800 328 0967

[Email: bridges@jigsawhomes.org.uk](mailto:bridges@jigsawhomes.org.uk)

The prevalence of domestic abuse incidents was discussed and Members made reference to the spike in incidents during the pandemic. The Assistant Director explained that it was difficult to determine what led to that, but contributing factors could be general stress with added pressure on mental health and wellbeing, potentially exacerbating dynamics in households.

Members also highlighted the issues in the Metropolitan Police and referenced a survey carried out by the Met. asking women if they felt comfortable approaching a police officer for help, with a massive majority saying that they did not feel comfortable. The Assistant Director confirmed that this was part of the local conversation in the Domestic Abuse steering Group with system wide partners, including the Police, which met regularly and it was a number one priority for the Police.

The Chair thanked Mr Mallion for a very thought-provoking presentation and it was:

RESOLVED

That the content of the presentation be noted.

23. DATE OF NEXT MEETING

RESOLVED

That the next meeting of the West Strategic Neighbourhood Forum is scheduled to take place on 23 March 2023, be noted.

CHAIR

BUILDING A NEW GMP: OUR NEIGHBOURHOOD POLICING MODEL



GREATER MANCHESTER
POLICE



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WELCOME FROM THE CHIEF CONSTABLE

Neighbourhood Policing is the bedrock of British policing: the trusted connection between communities and the people who have the power, ability, and resources to keep them safe in the place they call home.

For many years GMP has not effectively maintained this vital link. Whilst we had local policing in place, in practice the chosen model did not work. Neighbourhood officers spent little time in their neighbourhoods as they were often taken away to respond to incidents or carry out investigations and the shift pattern they worked left large gaps – particularly at weekends.

PCSOs have done an admirable job of providing visibility but they do not have the warranted powers needed to tackle the crime and incidents that affect people – such as burglary – and which we were increasingly failing to address.

Our focus appeared to be to try to discourage people from seeking our help or engage with us; to seek to persuade that only a sub-standard service was possible; whilst sending the message to criminals that they could go about their business unfettered.

That was the old GMP.

In September 2021, as your new Chief Constable, I set out our plan for building a better Greater Manchester Police and made a series of public promises. I committed to reverse this model and create a way forward for effectively reducing crime, harm and anti-social behaviour through neighbourhood policing.

We scrapped the so-called “citizens contract” and instead asked people what they wanted from neighbourhood policing through a major public consultation exercise in which nearly 8000 people took part. Their answers were clear:

- **Be visible and accessible in our area and stay there**
...don't move around, we want to get to know you.
- **Listen to us when we tell you what the problems are**
...we know, we live here.
- **Deal with the crime and anti-social behaviours that are our priorities**
...target the criminals to prevent and reduce crime and harm.
- **Communicate better with us**
...tell us what you have done.

Our new Neighbourhood Policing Model delivers exactly these facets, with an increase in the number of police officers. Whilst the remodelling of resources will take some months to achieve through recruitment, we will have a committed neighbourhood resource of 1,148 officers and staff and a re-mapped resource model and shift pattern to maintain availability.

But it's not just about putting more bobbies on the beat. We're going beyond a single name for every ward.

Each-and-every neighbourhood will have a ring-fenced, dedicated team of Sergeants, Police Constables and PCSOs led by a Neighbourhood Inspector in every District.

Capability will be further bolstered in every district by a new Neighbourhood Prevention Hub designed to help resolve long-term problems that drive up demand for resources. Each district will also have a dedicated Neighbourhood Crime Team which will specifically focus on working on community intelligence to target and arrest those criminals carrying out crimes like burglary and car crime. Combined, the model delivers fully resourced local teams supported by specialists who can help drive down crime and antisocial behaviour in our communities.

There's also more room in the model for proper engagement and communications, and while people can expect to see the resumption of planned PACT meetings across the force, we have introduced new digital tools to help people keep up to date with local policing. Our website "local area" has been significantly updated so information on what has been happening, local contacts and news can all be found quickly and in one place.

We have also introduced a new messaging system - "Bee in the Loop" - which people can sign up to receive real-time updates on what's going on in the area, and the ability to provide feedback and get involved in priority setting activities.

We'll also have the space, time and capacity to get back to doing more with our partner agencies to really get to the root causes of problems to make our communities even nicer places to live, work and study in the long-term.

Working together, and with our enduring promise to take more criminals off our streets, I know that neighbourhood policing will once again become the linchpin between our officers and the people we serve.



A handwritten signature in blue ink, appearing to read 'Stephen Watson', written over a large, faint watermark of a police crest.

Stephen Watson QPM
Chief Constable

ABOUT GREATER MANCHESTER POLICE

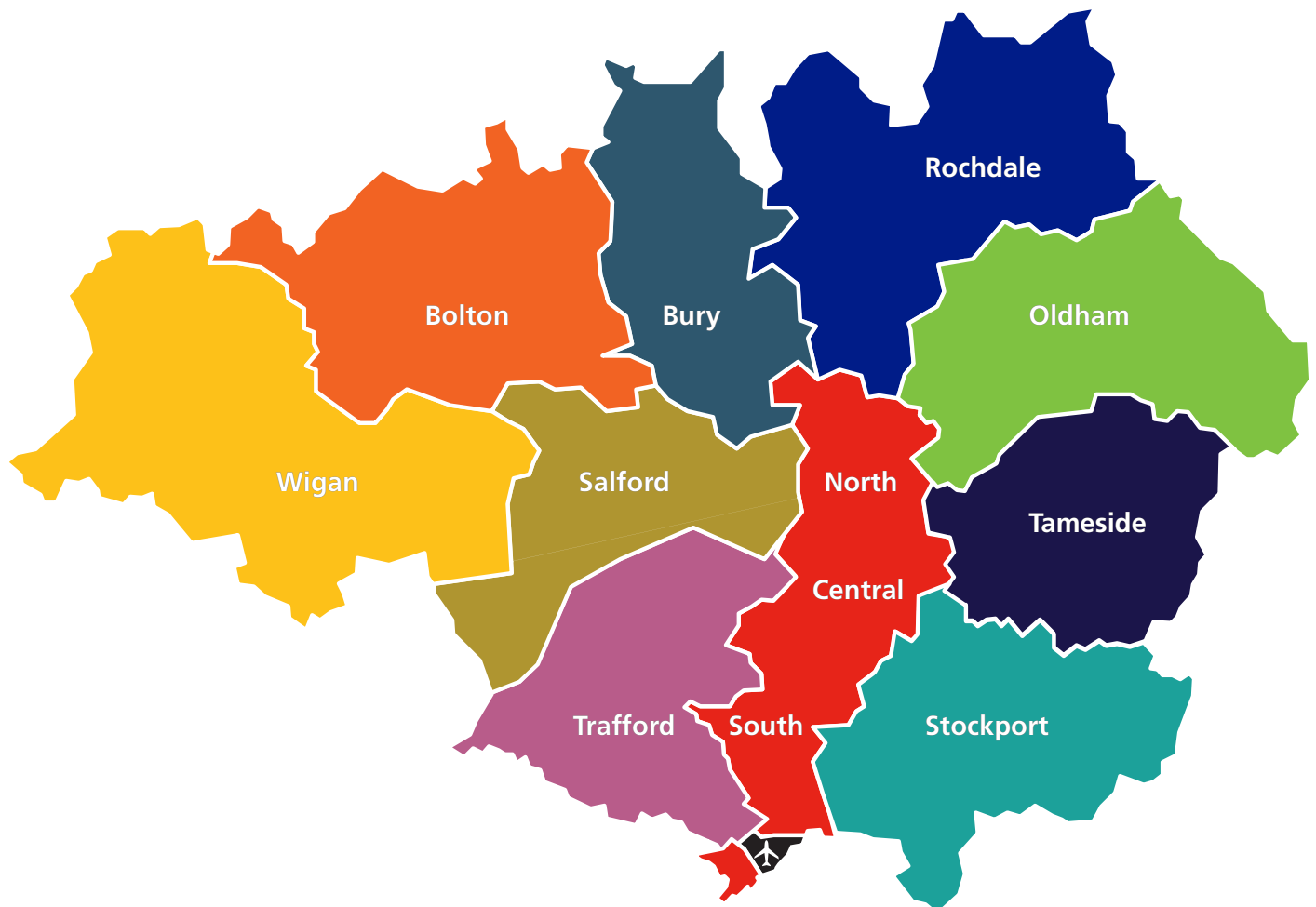
Greater Manchester Police was formed in 1974 to serve the newly created county of Greater Manchester.

The force was created following an amalgamation of the Manchester & Salford Police and parts of the Lancashire, Cheshire and West Yorkshire police forces. The Manchester Airport Police merged with GMP two years later and the force has maintained responsibility for policing the busiest airport outside of London ever since.

GMP is one of the largest police forces in the UK and is split over ten policing districts. The force covers almost 500 square miles and is responsible for keeping approximately 2.8 million people safe.

Policing in Greater Manchester is a unique undertaking with the region firmly positioned as a major economic, political, cultural and sporting centre. Naturally, this results in a large number of major events occurring each year which require a policing response.

The region is also incredibly diverse with pockets of communities from all over the world setting up home here. The borough of Manchester alone is believed to have over 200 spoken languages.



It is expected that in the coming years we'll experience a significant and sustained increase in population meaning more citizens potentially needing support.

Despite its position as a major economic power in the UK, Greater Manchester is also home to some of the most deprived areas nationally; with parts of Oldham, Rochdale, Salford and Manchester consistently included in the list of 20 most deprived which presents its own challenges. The region also has a large number of children's homes with most children housed there from outside the area.

Like the rest of the country, Greater Manchester has experienced a challenging period as a result of the COVID-19 pandemic, which has put a strain on public services. December 2020 saw GMP placed into the 'Engage' stage of the HMICFRS monitoring process following concerns raised around the service provided to victims by the force.

A new Chief Constable was appointed and started in post in May 2021 before immediately beginning work to develop a new Plan on a Page which places Neighbourhood Policing at its heart. In October 2022 the HMICFRS took GMP out of its 'Engage' process, making it the fastest improving force in the country.

P L A N N I N G O U R F U T U R E : B U I L D I N G A N E W G M P

OUR PURPOSE:

Focus on the basics: Fight, prevent and reduce crime.
Keep people safe. Care for victims.

**GREATER MANCHESTER
POLICE**

THIS IS WHAT WE DO:

RESPOND TO INCIDENTS & EMERGENCIES

INVESTIGATE & SOLVE CRIME

PREVENT AND REDUCE CRIME, HARM AND ANTI-SOCIAL BEHAVIOUR

DELIVER OUTSTANDING SERVICE

BUILD PUBLIC TRUST AND CONFIDENCE

THIS IS HOW WE DO IT:

Improve, simplify and align our core processes

- Ensure we deal with incoming demand, and properly record, investigate and solve crimes
- Ensure end-to-end accountability and victim focus
- Simplify governance, reduce duplication and bureaucracy

Improve I.T. and broaden digital transformation

- Improve / replace police works
- Boost digital skills across the organisation
- Ensure I.T. and digital technology are easy to use enablers of our core processes
- Update and upgrade our I.T. infrastructure and ensure it is fit for purpose

Become a more intelligent organisation

- Foster evidence-based decision-making
- Scan the horizon, map and predict demand and emerging threats (incl. failure demand)
- Collect and analyse accurate, reliable and up-to-date information and share it in an easy to understand way
- Boost data and analytics skills

Strengthen and invest in the corporate services function

- Ensure corporate services enable, contribute, support and influence the force as a strategic partner
- Boost and grow the professional skills across corporate services

Establish effective performance management regime

- Measure, monitor and manage what really matters
- Set clear performance expectations for everyone
- Recognise and celebrate good performance
- Fairly tackle poor performance

Strengthen our dedicated neighbourhood policing teams

- Ensure they have resources and decision-making powers, local knowledge and a focus on partnership-based problem solving
- Help to build resilient communities
- Supported by specialist capabilities

Work in effective partnerships

- Reduce risk to vulnerable people and stop people becoming victims in the first place
- Create a joint focus on creative problem solving in order to reduce demand
- Shared accountability for problems
- Joint intelligence and understanding of underlying causes of demand

Communicate and engage in a positive and proactive manner

- Have a proactive dialogue with communities, listen to the public, understand issues
- Establish internal voice and create staff engagement channels
- Enhance media and stakeholder relationships

Invest in and support our people

- Make GMP an attractive place to work
- Improve staff engagement, staff recognition and staff wellbeing
- Improve leadership skills across the organisation
- Strengthen strategic, operational HR and workforce planning processes so that we recruit, retain, develop and promote the best people
- Provide ongoing training, development support and career progression opportunities to all staff and officers

Invest in and improve our infrastructure

- Ensure the estate, fleet, equipment and I.T. are fit for the job
- Embrace effective agile working
- Reduce environmental impact

Manage our resources effectively

- Secure funding and align finance strategy with strategic priorities
- Balance short and long-term financial planning
- Improve financial awareness and delegate more financial authority
- Focus on value for money

UNDERPINNED BY OUR VALUES:

PUBLIC SERVICE & PROBLEM SOLVING

INTEGRITY, HONESTY & OPENNESS

ACCOUNTABILITY & UNITY

KINDNESS

HIGHEST PROFESSIONAL STANDARDS

BEING A LEARNING ORGANISATION

DIVERSITY, EQUALITY & INCLUSION

NEIGHBOURHOOD POLICING REVIEW

A dedicated review project has spent a year undertaking a vigorous assessment of the current GMP neighbourhood policing provision – concluding that the structure and operating model was no longer viable.

Key findings:

- Neighbourhood Beat Officers were **routinely taken away to cover response functions**.
- High levels of abstractions meant that PCSOs were often the most visible presence in communities but are **limited in what they can deploy to because they lack statutory warranted powers to attend incidents and undertake policing operations**.
- **Shift patterns** negatively affected effective partnership working and left no cover on areas for two to three days at a time - often over weekends.
- The **blend of police officers and PCSOs was not in the correct proportion** to meet public and partner needs and to effectively solve neighbourhood problems and the focus was on response not prevention.
- Resources were **distributed to areas simply according to geographical boundaries** and don't take into consideration proportionate risk, threat or harm in the community.
- There was a **lack of investigative support** which meant neighbourhood officers were managing more complex and in-depth investigations.
- **Line management had eroded**, and direction was confused.



PUBLIC CONSULTATION

Public consultation conducted during early 2022, found that the public recognised that the model was not delivering what people wanted of their neighbourhood policing team.

The existing neighbourhood policing model did not deliver the visibility and accessibility needed to retain trust and confidence; was not doing enough to solve the problems and crimes experienced; and did not do enough to communicate effectively with the community.

- People wanted our model to have teams that are:
 - visible in the communities (77%)
 - easily contactable (74%)
 - working collaboratively with other organisations (73%)
 - protecting the most vulnerable through early intervention and problem solving (70%)
 - focused on tackling crime and anti-social behaviour (95%)
 - engaging and communicating with communities (80%)
- There was strong public demand for ring-fencing, tenure and lack of abstraction for neighbourhood policing.
- There was a high level of dissatisfaction with visibility and accessibility of neighbourhood policing. Only 5% of respondents said they were satisfied with the level of visible policing where they live.
- Just 11% of respondents agreed that neighbourhood policing teams work closely with communities
- Over half said the police do a poor or very poor job in their local area, with a further 29% saying performance is just fair.
- The top issues people want neighbourhood policing to focus on were the same across every district and were the same in the survey and the public meetings:
 - drug dealing (and associated ASB)
 - burglary
 - speeding and other road traffic offences.
- Comments suggest that people do not believe neighbourhood policing focusses enough on community priorities, that it targets the wrong issues and does not listen to public needs.



THE NEW GMP NEIGHBOURHOOD POLICING MODEL

The new GMP model will deliver a focus on the basics of neighbourhood policing.

35 neighbourhood areas, serviced by 89 dedicated teams, across a 3-week shift pattern, providing coverage 7 days a week across the neighbourhood area will deliver the following model.

"In Greater Manchester Police, neighbourhood policing provides communities with dedicated named teams of local police officers, together with police community support officers.

These officers are visible and can be contacted by local communities. They listen to issues that concern communities and work with the public, community groups, businesses and other organisations like the NHS and the local council to reduce crime, protect vulnerable people and improve community safety.

They take a problem-solving approach to focus on the root causes of the problems that matter most to communities, and they feedback on action that has been taken".

Once the model is fully staffed, we will see **1,148 officers and staff working in neighbourhood policing.**

Neighbourhood Police Inspectors
One per neighbourhood (three in City of Manchester)

37

Neighbourhood Police Sergeants
Three per neighbourhood

89

Neighbourhood Police Constables (growing by 264 to 740)
Between 11 and 16 per neighbourhood

476

55 Specialist Neighbourhood constables such
as schools officers and licensing officers

55

Police Community Support Officers (reducing by 333)
One per ward

215

These are supported by an additional 12 Neighbourhood crime teams.

THE NEW GMP NEIGHBOURHOOD POLICING MODEL



District	No. of Electoral Wards	Neighbourhood Teams	Neighbourhood Team Composition
TRAFFORD	21	North	1 Inspector, 3 Sergeants, 13 Neighbourhood officers
		South	1 Inspector, 3 Sergeants, 11 Neighbourhood Officers
		One per ward	21 PCSOs
BURY	17	North	1 Inspector, 3 Sergeants, 11 Neighbourhood officers
		South	1 Inspector, 3 Sergeants, 13 Neighbourhood Officers
		One per ward	17 PCSOs
BOLTON	20	North	1 Inspector, 3 Sergeants, 15 Neighbourhood officers
		South	1 Inspector, 3 Sergeants, 15 Neighbourhood officers
		West	1 Inspector, 3 Sergeants, 11 Neighbourhood Officers
		One per ward	20 PCSOs

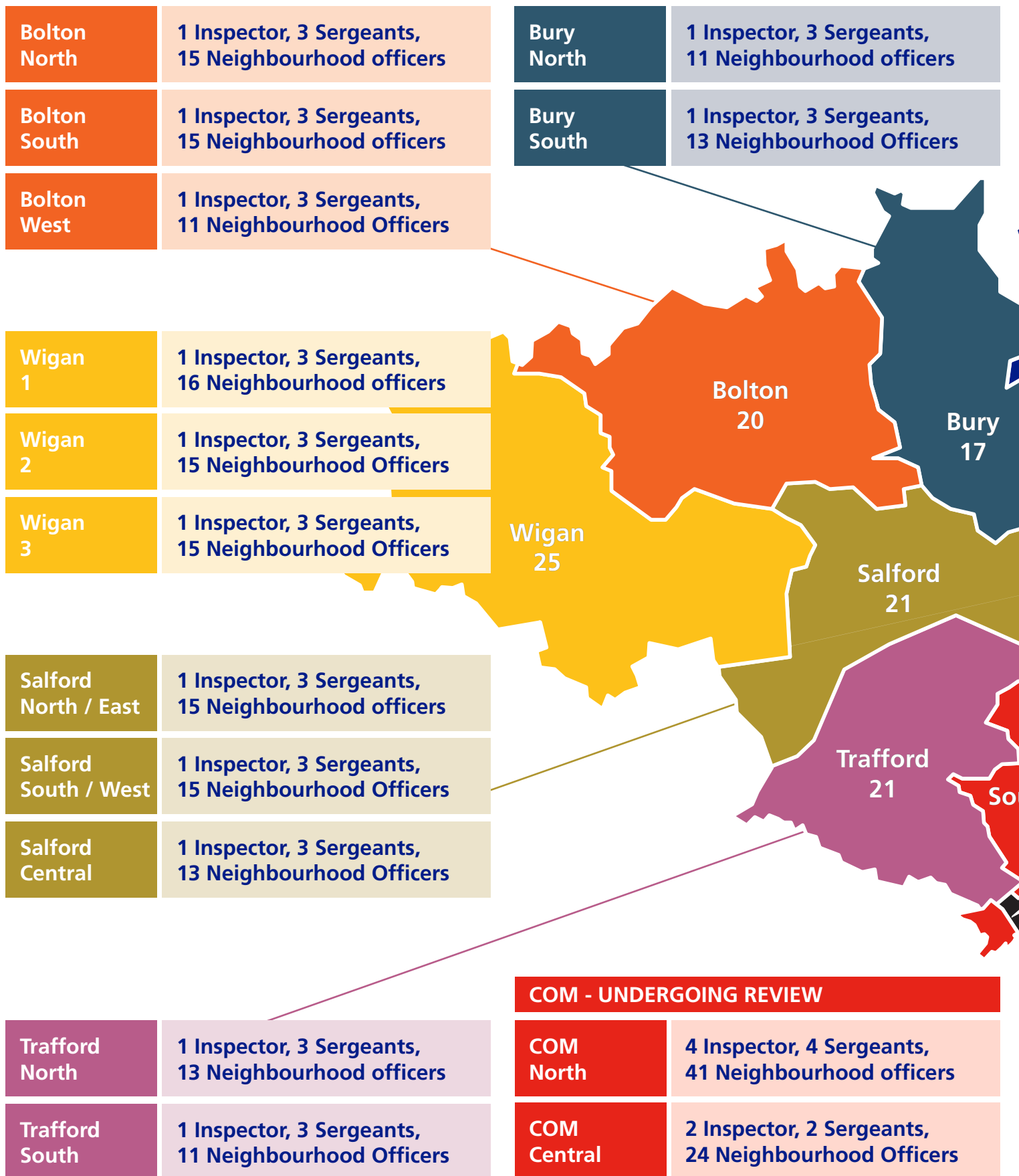
THE NEW GMP NEIGHBOURHOOD POLICING MODEL

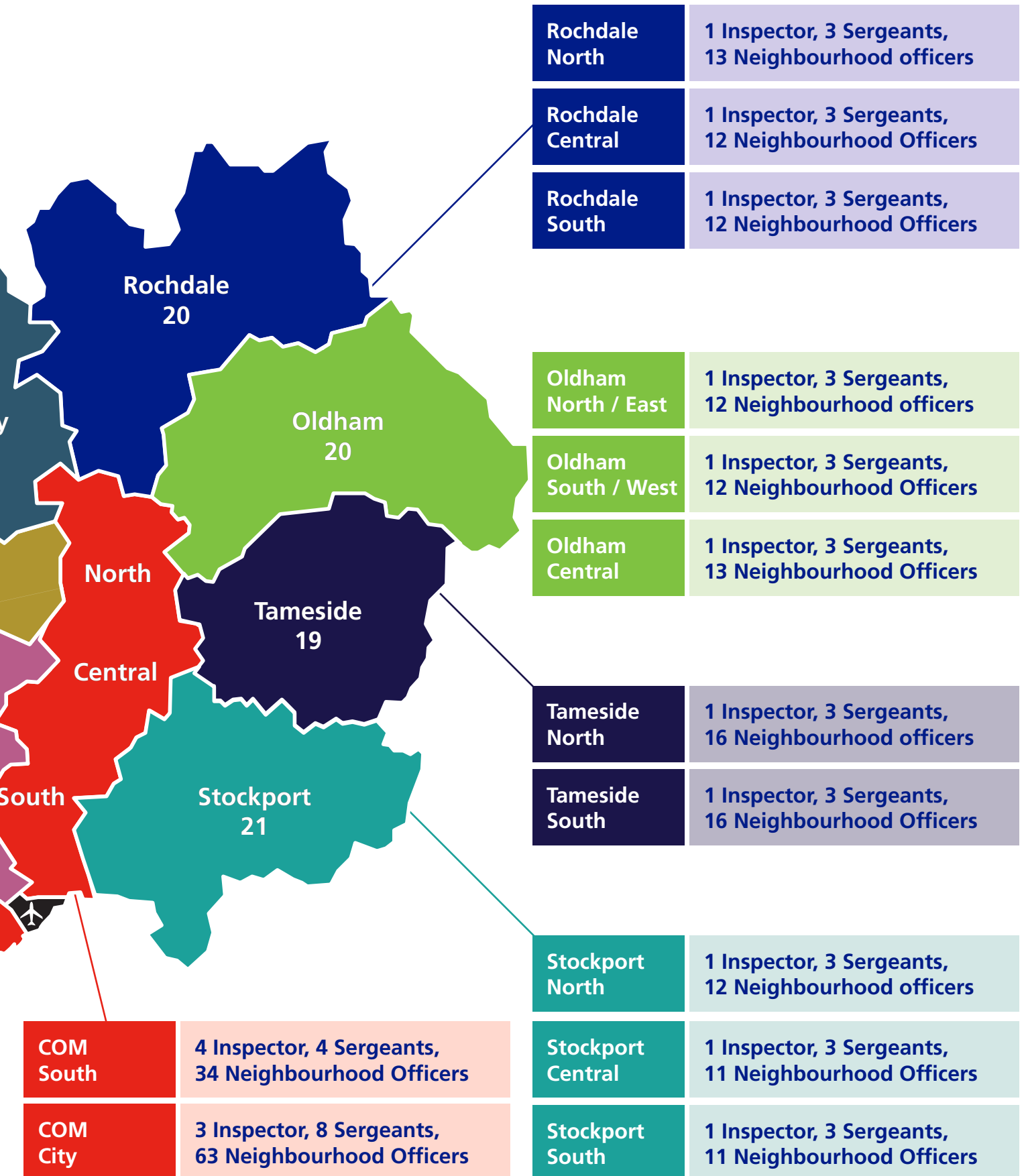
District	No. of Electoral Wards	Neighbourhood Teams	Neighbourhood Team Composition
WIGAN	25	Wigan 1 - Standish, Langtree, Shevington with Lower ground, Wigan East, Pemberton, Winstanley, Orrell	1 Inspector, 3 Sergeants, 16 Neighbourhood officers
		Wigan 2 - Ashton, Bryn, Abram, Hindley, Hindley Green, Ince, Golborne & Lowton	1 Inspector, 3 Sergeants, 15 Neighbourhood Officers
		Wigan 3 - Tyldesley, Atherton, Astley, Leigh East/South/West, Atherleigh	1 Inspector, 3 Sergeants, 15 Neighbourhood Officers
		One per ward	25 PCSOs
ROCHDALE	20	North	1 Inspector, 3 Sergeants, 13 Neighbourhood officers
		Central	1 Inspector, 3 Sergeants, 12 Neighbourhood Officers
		South	1 Inspector, 3 Sergeants, 12 Neighbourhood Officers
		One per ward	20 PCSOs
OLDHAM	20	North / East	1 Inspector, 3 Sergeants, 12 Neighbourhood officers
		South / West	1 Inspector, 3 Sergeants, 12 Neighbourhood Officers
		Central	1 Inspector, 3 Sergeants, 13 Neighbourhood Officers
		One per ward	20 PCSOs

THE NEW GMP NEIGHBOURHOOD POLICING MODEL

District	No. of Electoral Wards	Neighbourhood Teams	Neighbourhood Team Composition
TAMESIDE	19	North	1 Inspector, 3 Sergeants, 16 Neighbourhood officers
		South	1 Inspector, 3 Sergeants, 16 Neighbourhood Officers
		One per ward	19 PCSOs
STOCKPORT	21	North	1 Inspector, 3 Sergeants, 12 Neighbourhood officers
		Central	1 Inspector, 3 Sergeants, 11 Neighbourhood Officers
		South	1 Inspector, 3 Sergeants, 11 Neighbourhood Officers
		One per ward	21 PCSOs
SALFORD	20	North / East	1 Inspector, 3 Sergeants, 15 Neighbourhood officers
		South / West	1 Inspector, 3 Sergeants, 15 Neighbourhood Officers
		Central	1 Inspector, 3 Sergeants, 13 Neighbourhood Officers
		One per ward	20 PCSOs
MANCHESTER	CITY OF MANCHESTER IS UNDERGOING A REVIEW AND WILL COME ONLINE WITH NEW MODEL LATER IN THE YEAR.		

NEIGHBOURHOOD TEAM COMPOSITION






FEATURES OF THE NEIGHBOURHOOD POLICING MODEL

- **Strong leadership and accountability** for a clearly defined geographical area – 1 Inspector covering 3 teams. **Dedicated named teams** of local police officers working together with police community support officers, recognising that an effective model requires a heavier weighting of police officers – giving teams the powers to deal with the issues the communities are identifying.
- **Aligned to partner boundaries / service delivery footprints** to support partnership problem solving and place-based working.
- **Resourcing formula** applied to determine resourcing levels based on demand / need: our neighbourhood teams need more people with policing powers.
- **Revised shift patterns** to supply better coverage and increased visibility. A new three-week shift pattern already in use by other forces provides full seven-day cover in each NH footprint ensuring weekends – which are often uncovered – have the same focus for NHP.
- **Teams are visible and can be contacted** by local communities. They **listen to issues that concern communities** and work with public and partners. **Provide feedback** on action that has been taken.
- Engagement plans include **new information on the website** for every team – photos, contacts, dates of meetings, feedback on activity and priorities. A new community alerts system called **Bee in the Loop** where people can sign up to receive dynamic information from their neighbourhood team and use it to communicate two-ways.

Your Neighbourhood Policing Team

- About us
- Contact us
- Stations, contact points and offices
- On the team
- Social media
- News
- Meetings and events



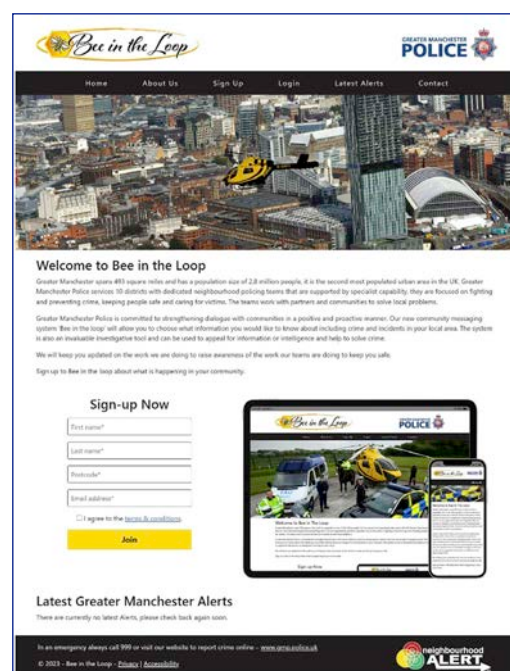
Your Neighbourhood Policing Team is a group of local police officers and staff dedicated to serving your community. The team is made up of police officers and a dedicated Police Community Support Officer (PCSO). These are supported by additional officers and staff from the wider area.

We work closely with local authorities, community leaders and residents to decide our policing priorities for your area. This helps us to find useful, long-term solutions to local problems, while maintaining our wider focus on the basics: to fight, prevent and reduce crime, whilst keeping people safe and caring for victims.

Crimes and priorities

Our priorities

Priority:	Action taken:
Anti-Social Behaviour Issued 08 March 2023	Your local neighbourhood team are working hard to ensure local issues are made a priority. More detailed information will be updated shortly.



FEATURES OF THE NEIGHBOURHOOD POLICING MODEL

- Neighbourhood teams will also benefit from the restoration of support functions which include a dedicated **Neighbourhood Prevention Hub** consisting of an inspector and specialist neighbourhood officers working with partners in every district.
- The Hubs have already been set up and will help drive prevention and problem solving with communities and partners by supporting neighbourhood teams to plan their interventions and will lead on force wide reduction of repeat demand which reduces pressure on neighbourhood policing to focus on identified problems. Neighbourhood Prevention Hubs are further supported by a Prevention Hub working at HQ with partners to support local initiatives and develop Greater Manchester wide prevention plans.
- A new **Neighbourhood Crime Team** will be created in every district to lead the delivery of force operations targeting neighbourhood crimes such as burglary, car crime and theft. This specialist capability will provide neighbourhood policing teams with the resources needed to effectively connect intelligence to target offenders in the district and conduct high profile action to help the neighbourhood policing teams drive down these crimes and forms a key part of the delivery strategy for neighbourhood crime.
- There will be **closer management of abstractions** and, while it cannot always be guaranteed, the policy of non-abstraction will be re-emphasised and more closely monitored as part of a new neighbourhood policing performance management regime.
- The need for neighbourhood beat officers to perform response duties will also be reduced through **investments being made in other parts of the force which are driving down demand**: a new grading policy, investment in response policing and the investment into desk-based investigators will all come together to reduce the potential for neighbourhood policing abstraction.
- Improved training: Accredited **Neighbourhood Management Training** began in October 2022, to skill up officers and professionalise neighbourhood policing. To date, 324 officers have been trained up and are putting their skills into practice.



PCSOs

We acknowledge the tremendous hard work they have undertaken during some of GMP's most difficult days to maintain visibility in communities whilst neighbourhood police officers were taken away to deal with and response to other issues.

We believe that PCSOs will continue to form a valued and essential part of our Neighbourhood Teams, particularly focussing on community visibility and engagement.

However, to be able to deal more effectively with the issues that communities want us to prioritise, our neighbourhood teams need more people with policing powers. As a result:

- PCSOs will reduce – through natural attrition - by 333 from 518 currently filled posts to 215.
- Every ward will have one named PCSO.
- Savings made by reducing PCSO numbers will be invested in a further 264 warranted neighbourhood policing police officers.
- No jobs will be lost, and we will fully support any PCSO who wants to transfer into becoming a police officer or taking up another role in the force.



SKILLS AND POWER TO DELIVER PRIORITIES

Skills and powers to deliver neighbourhood policing priorities.

POLICE

Full policing powers to arrest, stop and search, interview and investigate crime, enter property, seize goods and detain people

Trained and expected to deal with a full range of confrontational situations and will be equipped accordingly to the threat

Can use police vehicles with emergency lights and sirens, and have road traffic powers

Work shifts to cover 24/7

Intelligence gathering

Provide mutual aid in response to strategic policing requirements

Engagement



PCSO

Limited powers sufficient to deal with minor crime and disorder. Not permitted to arrest, process or interview prisoners. Can preserve crime scene.

Not permitted to be trained or equipped to deploy to any incident where there is a clear likelihood confrontation will arise

Restricted use of police cars. Cannot use for pursuit or stopping other vehicles

Shifts cover: 07:00-00:00. Additional hours would accrue additional costs

Intelligence gathering

Cannot provide support to strategic policing requirements, enabling community presences

Engagement



MARCH 2023



You can access many of our services online at www.gmp.police.uk

For emergencies only call 999, or 101 if it's a less urgent matter.

EQUALITY STRATEGY

2023-27

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Strategic Neighbourhood Forms

East – 22 March 23

West – 23 March 23

South – 27 March 23

North – 28 March 23

Agenda Item 4



Background

- Equality Act 2010.
- Public Sector Equality Duty (PSED) – s149.
- Statutory duty – publish data annually about workforce and community.
- Statutory duty – publish at least one equality objective every 4 years.
- Strategy 2018-22 (with CCG).
- Strategy 2023-27 (agreed by Cabinet – 8 Feb)

Evidence

- LGA framework.
- All Equals Charter.
- Partnership Engagement Network etc.
- Inequalities Reference Group.
- Community Champions.
- Benchmarking.
- Data.



- 1. Continuous Effective Monitoring:** Improve our approach to monitoring performance in terms of equalities to enable transparency, accountability, and rigour.
- 2. Embedding Equalities in Service Change:** Embed equalities in service changes, strategy and policy development, and decision-making processes across the organisation through robust and rigorous Equality Analysis and Impact Assessments.
- 3. Cultivate Seldom Heard Voices in Engagement:** Expand and adapt our engagement and consultation approaches to increase the involvement of “seldom-heard groups” and ensure that their perspectives are central to strategy, policy, and service development.
- 4. Addressing Barriers to Information and Services:** Address and alleviate barriers to accessing Council information and services that protected groups encounter.
- 5. An Accepting Organisational Culture:** Instil an organisational culture and practice of acceptance of different staff needs and requirements to ensure that all staff, particularly those from protected groups, are valued.
- 6. Celebrating Diversity:** Promote and celebrate the value of diversity in Tameside, so that as an anchor institution, the Council can be a positive exemplar to the broader community.

Action plan

- Insight – robust monitoring, dashboard.
- Access – language, physical and digital.
- Links – Health and Wellbeing Board & Inequalities Reference Group.
- Impact – review Equality Impact Assessment (EIA).
- Staff – training, groups.
- Learning – LGA equality accreditation.

Equality Act 2010	Local
Age	Carers
Disability	Breastfeeding
Gender reassignment	Armed forces veterans
Marriage & civil partnership	Mental Health
Pregnancy & maternity	Socio-economic
Race	Cared for children
Religion or belief	Care leavers
Sex	?
Sexual orientation	

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Linked work

Inequalities Reference Group:

- Digital exclusion.
- Social isolation and wellbeing.
- Voices of young people.
- Voices of people with learning disabilities.
- Community cohesion.
- Communication and language barriers.

Other:

- Poverty Truth Commission.
- Building Resilience: Tackling Poverty Strategy.
- Independent Advisory Group.
- White Ribbon accreditation.
- GM.

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Equality Strategy 2023-27

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Foreword

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In developing Tameside Council’s Equalities Strategy 2023 – 2027, we have had to reflect on a tumultuous few years where, through the COVID-19 Pandemic, the inequalities in society have been laid bare. This experience has stiffened our resolve to ensure we are better placed to help everyone thrive regardless of their background.

The new census data offers us a fresh window into the communities of Tameside that we have not had for over ten years. Understanding how many of our households do not speak English or that our population is ageing is extremely valuable information but will mean that we have to adapt how we deliver services to meet the needs of the population we serve.

There is an urgent need to improve the day-to-day lives of the most vulnerable and poorest residents whilst understanding the challenges disadvantaged communities face. This plan will help to ensure equality is considered at all levels of Council decision-making, policy, and service delivery.

We also want to acknowledge that there is more to do in tackling prejudice and hate with the recent Black Lives Matter and MeToo movements protests showing that we can never be complacent and recognise that these issues are still an ugly part of our society.

We recognise that all people are different and their needs complex. We are confident that this strategy sets out how we aspire to achieve real and lasting progress for diverse groups and individuals alongside everyone else in Tameside over the next few years.

Councillor Leanne Feeley
Executive Member for Education, Achievement, and Equalities

Contents

1. Introduction and Scope	4
2. Tameside Profile	7
3. Developing the Equalities Strategy: Engagement and Consultation	19
4. Our Equality Objectives	24
5. Action Plan	26
6. Implementing the Strategy	6
Appendix One: Case Studies of Good Practice	35
Appendix Two: Legal Context	48

1

Introduction and Scope

The world has changed significantly since the previous One Equality Scheme 2018-2022 was developed.

At the start of 2020, COVID-19 arrived in Britain on its global path of havoc. COVID-19 laid bare and exacerbated existing, entrenched inequalities. Mortality rates and severe illness caused by COVID-19 was especially high amongst the elderly and those classified as “clinically extremely vulnerable”, including people with disabilities.

Children and young people from socio-economically disadvantaged backgrounds were impacted to a greater detriment by disruptions to education. These are just a few of many important examples.

Amidst the COVID-19 pandemic, the killing of George Floyd by police in the United States catalysed global protests and conversations,

including in the UK, about racial and ethnic disparities in all walks of life, not just the criminal justice system. Black women are four times more likely to die during pregnancy and childbirth than white women. There were higher mortality rates from COVID-19 amongst Black and South Asian communities compared to their White British counterparts. It is important that racial and ethnic disparities such as these are addressed and not forgotten. Similarly the MeToo movement has shone a light on the experiences of women around sexual abuse and harassment.

Now, whilst learning to live with COVID-19, the “cost of living crisis” has erupted, with significant rises in energy bill costs and increasing costs of food. Many people and families are now struggling to make ends meet.

This tumultuous societal landscape means it is imperative that at Tameside Council there is an embedded approach and ethos in the organisation to addressing and alleviating inequalities throughout the borough. So, implementing this Equalities Strategy is the ethical and moral thing we should do as an organisation. This will ensure that addressing and alleviating inequalities orients and permeates throughout all strategies, policies, and services. If action is not taken and inactivity prevails then there is the danger of complicity in furthering existing inequalities. This goes against the mission to serve and deliver the best possible outcomes for all residents throughout Tameside.

Legal Duties

The Council has a legal duty under the Equality Act 2010 to produce and publish equality objectives every four years. These objectives should be specific and measurable. The approach to equality must account for all “protected characteristics”. These are attributes that can underlie a person’s or community’s marginalisation. There are nine such characteristics:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race, including colour, nationality, ethnicity, and national origin
- Religion or belief
- Sex
- Sexual orientation¹

In Tameside, there are six further protected characteristics considered:

- **Current and former members of the armed forces**
- **Mental health**
- **Carers**
- **Breastfeeding**
- **Socio-economic disadvantage.**
- **Cared for children and care leavers**

These legal duties, as well as the ethical imperative outlined above, underpin the development of this Equalities Strategy.

¹More information about our legal duties in terms of equalities can be found in Appendix Two.

This Strategy's Scope

This Strategy is about embedding an approach and ethos throughout the organisation that will orient and permeate all strategies, services, and operations. This will put us in a better position to address things like socio-economic inequalities. There are other strategies and policies that more directly address specific inequalities, such as the Poverty Strategy and the Inclusive Growth Strategy.

This strategy is for Tameside Council. The previous One Equality Scheme 2018-2022 was a joint strategy with NHS Tameside and Glossop Clinical Commissioning Group (NHS T&G CCG). The legal framework governing the commissioning and provision of healthcare services in Tameside and Glossop has changed in 2022. NHS T&G CCG has been disbanded. Healthcare services in Tameside have been incorporated into the newly formed Greater Manchester Integrated Care Partnership, which brings together healthcare commissioners and providers from across Greater Manchester to collectively plan and organise healthcare services to meet the needs of all local populations. In conjunction, healthcare services in Glossop have been incorporated into Joined Up Care Derbyshire. As a result, the Council is solely accountable for this strategy.

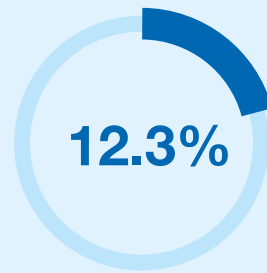
Nevertheless, work will continue to align with Greater Manchester Integrated Care (Tameside), the new body that oversees healthcare services in Tameside, considering especially the health inequalities that were brought to public attention during the COVID-19 pandemic.

The background of the page is a photograph of a canal scene. On the left, a tall, dark brick chimney stands against a blue sky with light clouds. The canal water is calm, reflecting the sky and the buildings. On the right, there are several large, multi-story brick buildings with many windows. In the foreground, a red and blue narrowboat is docked. People can be seen walking on the paved area next to the canal. The entire image has a blue color overlay.

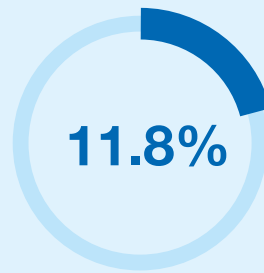
2 Tameside Profile

Age Groups in Tameside

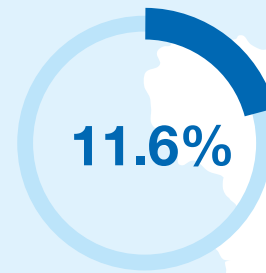
Source: 2021 Census



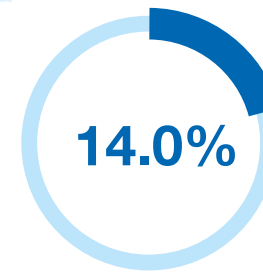
Aged 0-9



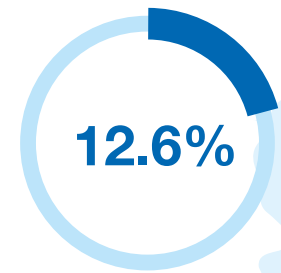
Aged 10-19



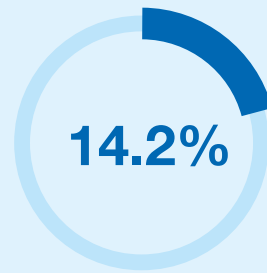
Aged 20-29



Aged 30-39



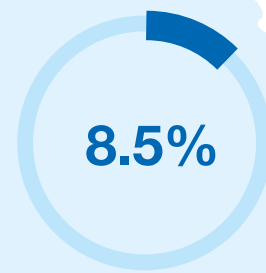
Aged 40-49



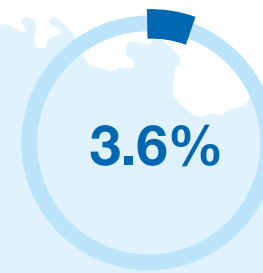
Aged 50-59



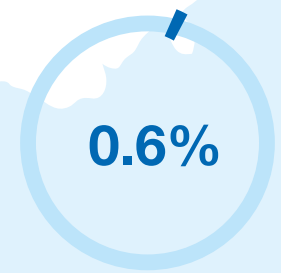
Aged 60-69



Aged 70-79



Aged 80-89



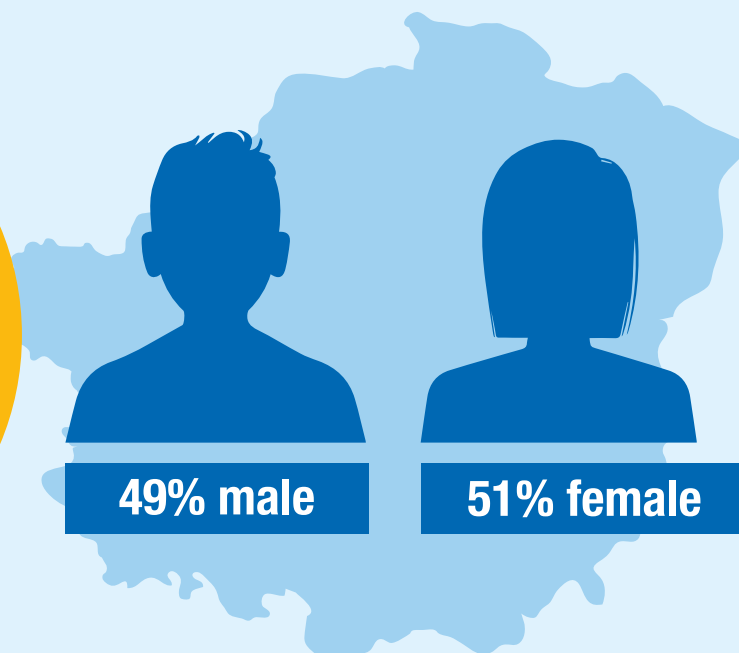
Aged 90+

Tameside has an ageing population. There was a 0% population change in those aged 0-49, whilst there was a 16% increase in those aged 50+.



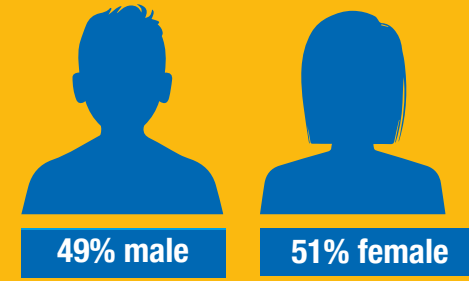
Tameside Population by sex

Source: 2021 Census



England Population by Sex

Source: 2021 Census



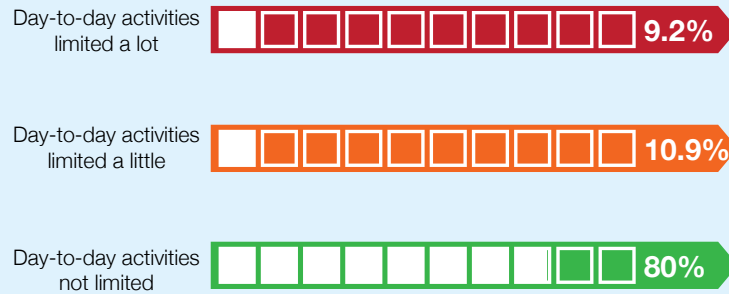
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Disability in Tameside

Source: 2021 Census

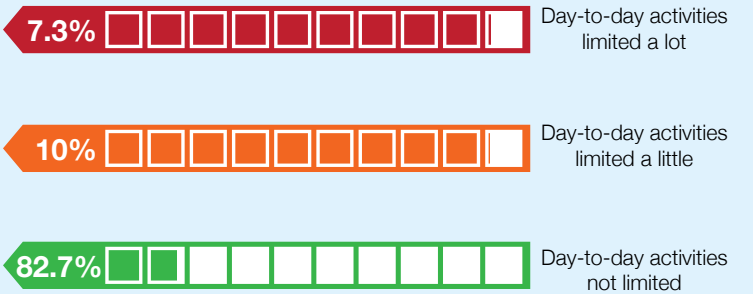
Tameside

Source: Census 2021



England

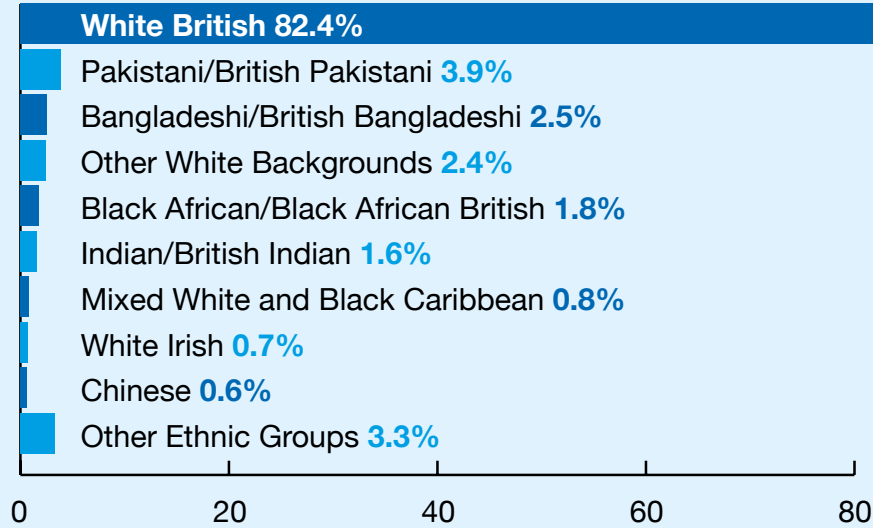
Source: Census 2021



Compared to England (7.3%), Tameside has a higher proportion of residents who are disabled and whose day-to-day activities are limited a lot (9.2%).

Ethnic Population in Tameside

Source: 2021 Census



After those who identify as White British (82.4%), the next three ethnic groups who comprise the highest proportions of Tameside's population are Pakistani/British Pakistani (3.9%), Bangladeshi/British Bangladeshi (2.5%), and those from other white backgrounds (2.4%).

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Tameside Population Increase

The largest population increases since the last census have occurred amongst Pakistani/British Pakistani (+4100), Black African/Black African British (+2900), those from other white backgrounds (+2000), and Bangladeshi/British Bangladeshi (+1500).



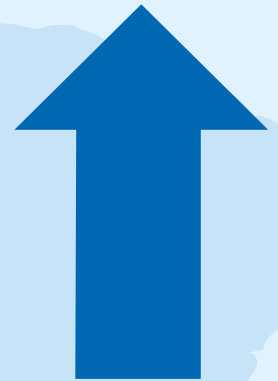
+1500
Bangladeshi/
British
Bangladeshi



+2000
Other White
Backgrounds



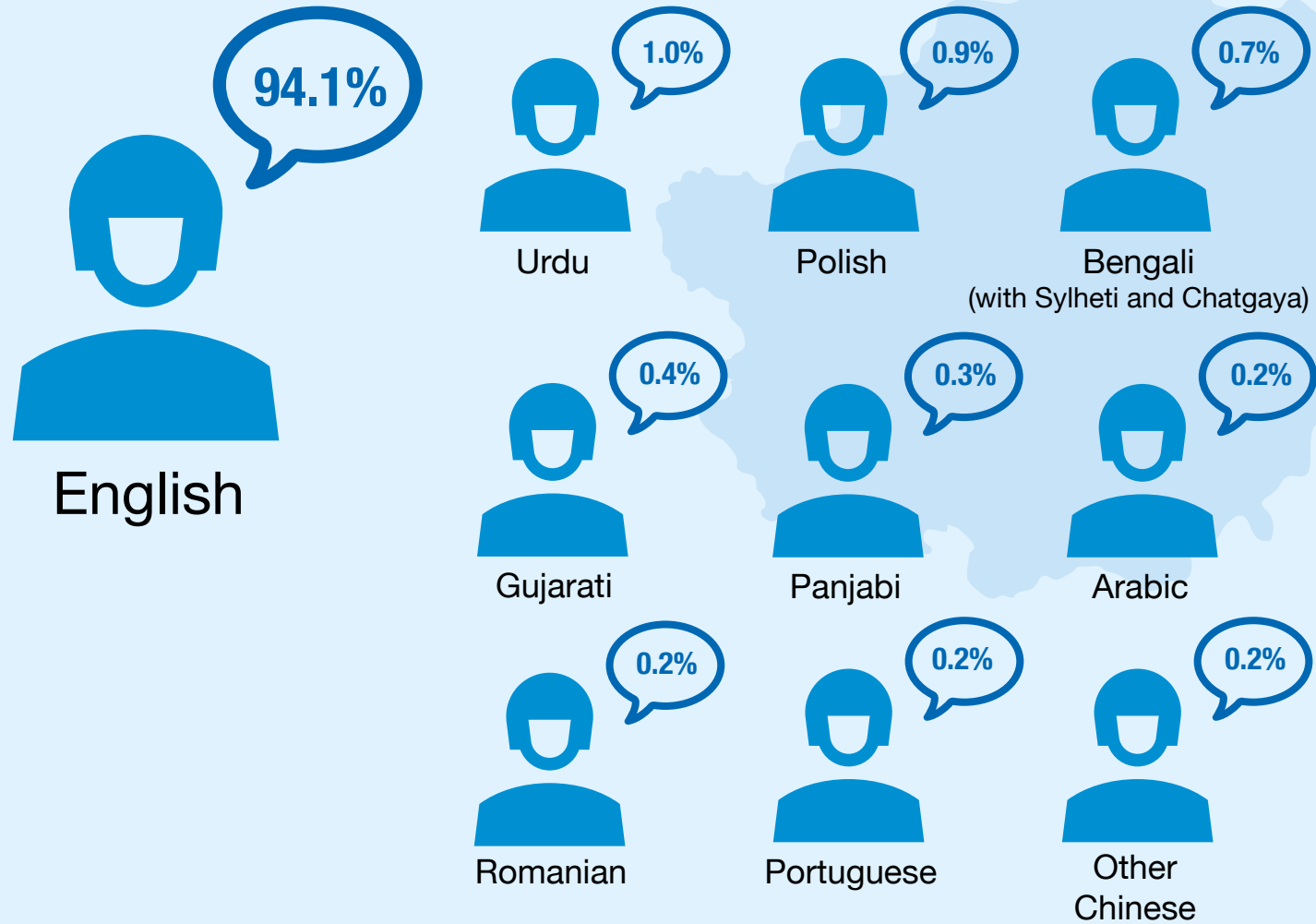
+2900
Black African/
Black African
British



+4100
Pakistani/British
Pakistani

Main Language in Tameside

Source: 2021 Census



After English, the following languages had the highest proportion for first or preferred language amongst residents in Tameside: Urdu (1.0%), Polish (0.9%), Bengali (with Sylheti and Chatgaya) (0.7%), Gujarati (0.4%), and Panjabi (0.3%).

Proficiency in English

Source: 2021 Census



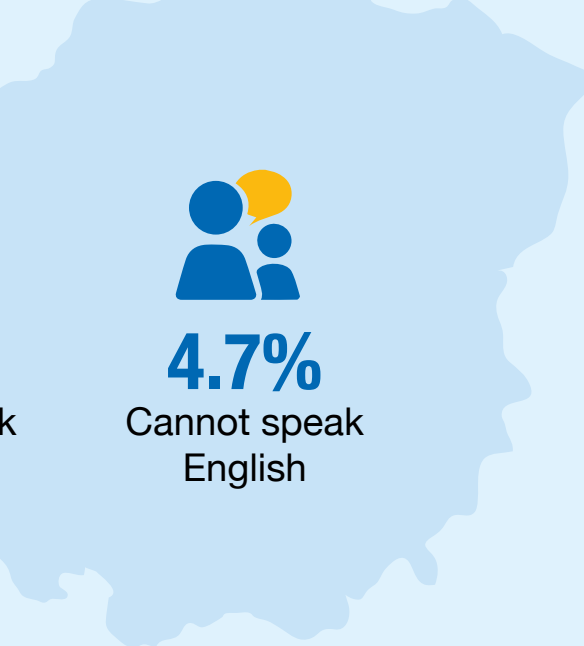
36.0%
Can speak English very well



36.6%
Can speak English well



22.7%
Cannot speak English well



4.7%
Cannot speak English

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Of those whose main language is not English

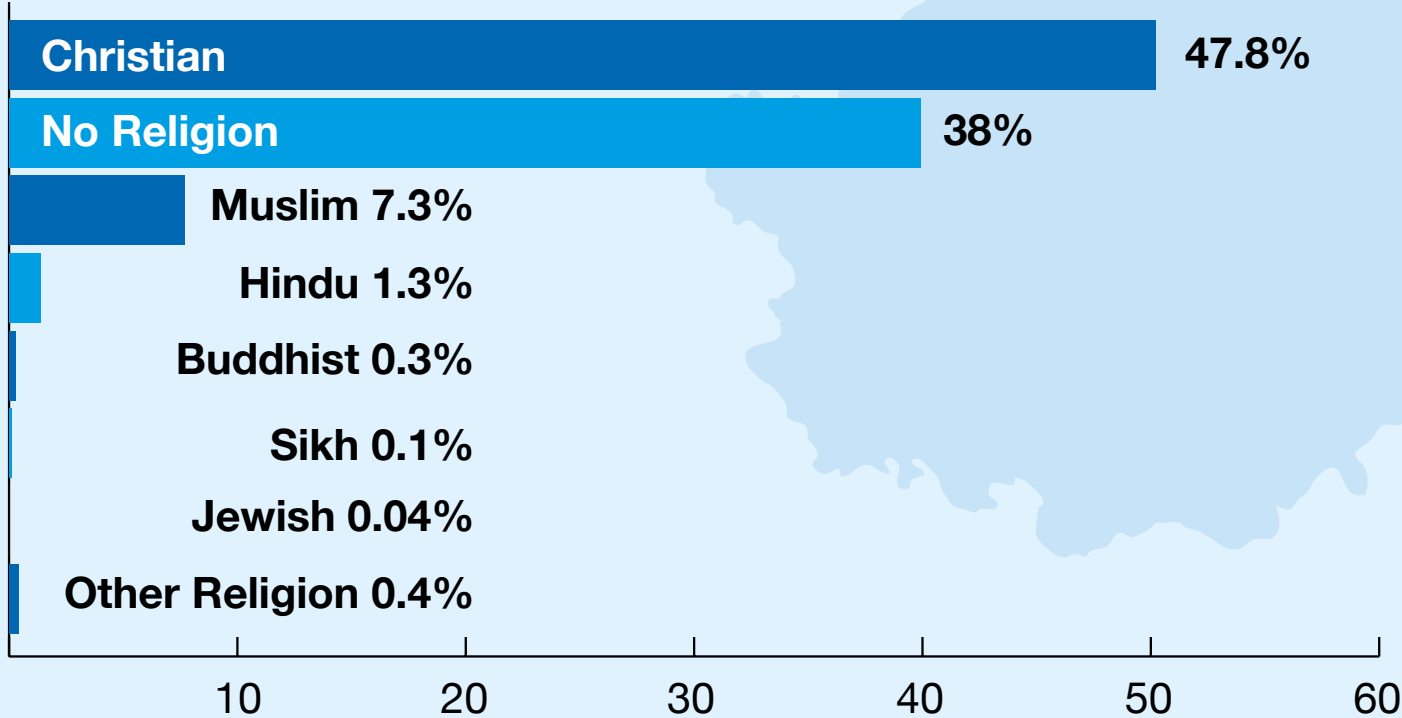


Also, there are 3000 households in Tameside in which no person speaks English as main language, with a further 900 households in which no adults speak English as a main language yet a child aged 3-15 speaks English as a main language.



Religious Denominations in Tameside

Source: 2021 Census

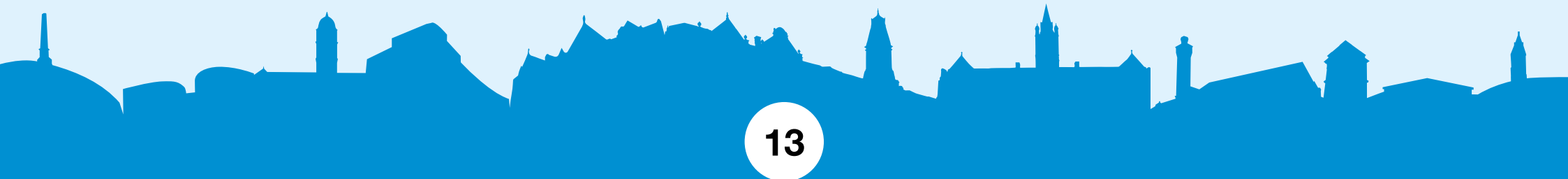


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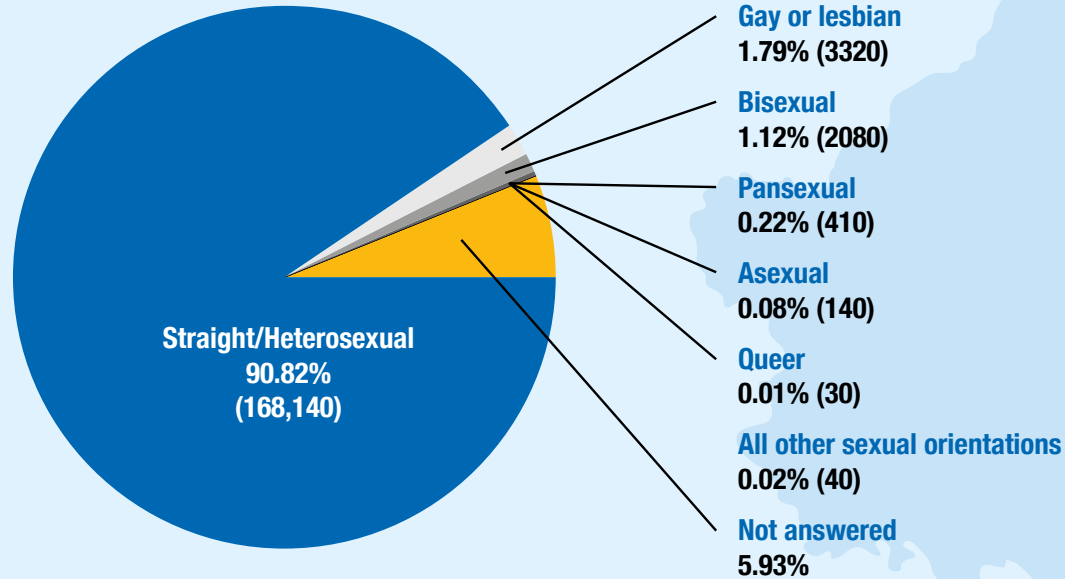
The religion with which most Tameside residents identify with is Christianity (47.8%), followed by those who state they have no religion (38.0%), and Islam (7.3%).

Nevertheless, since the last census, there has been a large decline in the number of residents who identify with Christianity (-29800), and, conversely, an increase in those with no religion (+36,200) and those who identify with Islam (+7200).



Sexual Orientation in Tameside

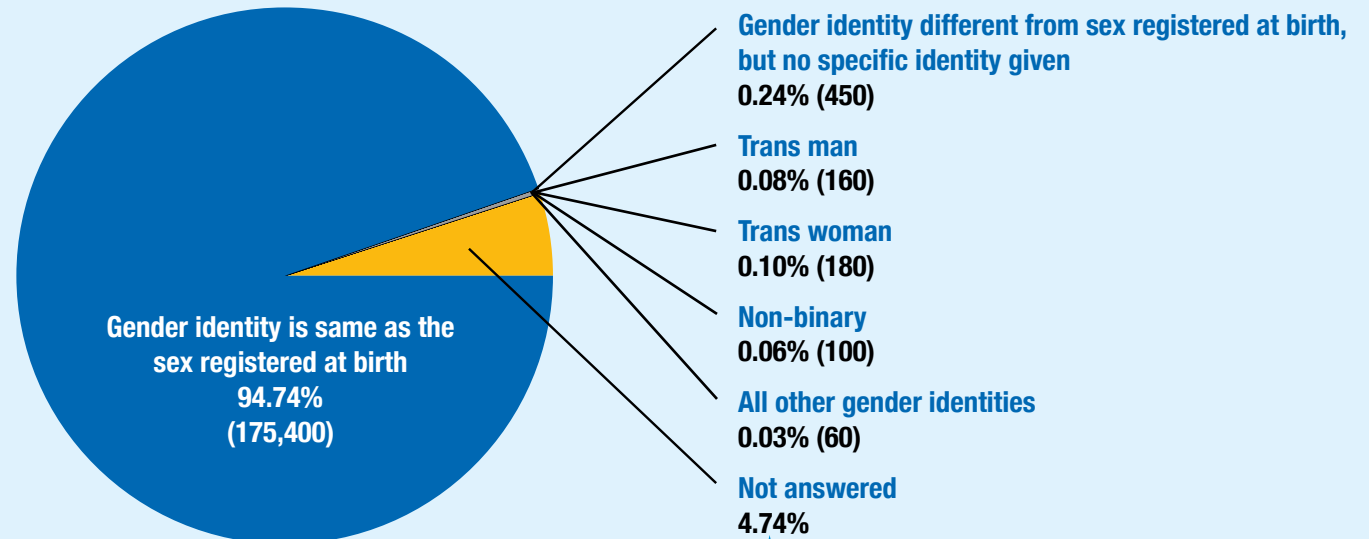
Source: 2021 Census



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Gender Identity in Tameside

Source: 2021 Census



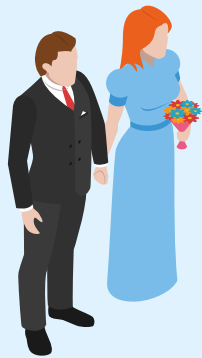
Marital Status and Civil Partnerships in Tameside

Source: 2021 Census

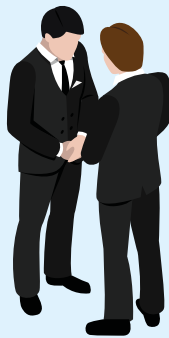
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Never married/never registered a civil partnership
40%



Married/civil partnership: Opposite Sex
40.4%



Married/civil partnership: Same Sex
0.4%



Separated
2.6%



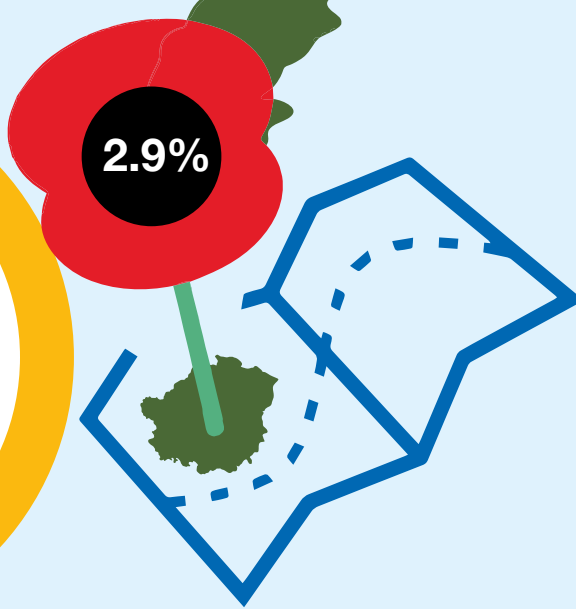
Divorced/dissolved civil partnership
9.7%



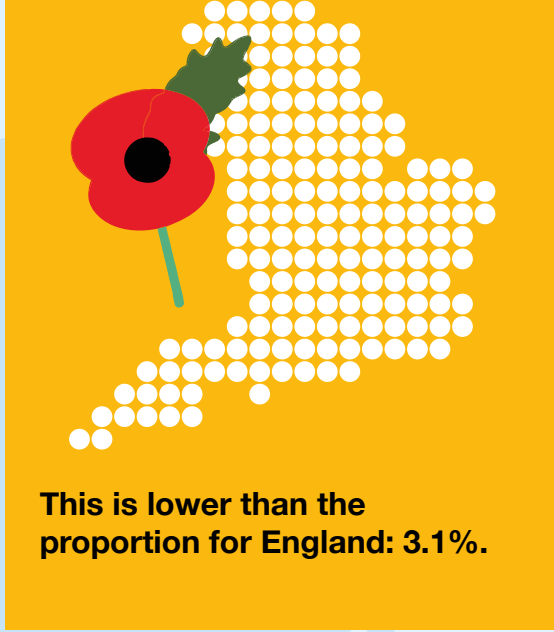
Widowed
6.7%

Armed Forces Veterans in Tameside

Source: 2021 Census



There are 5366 armed forces veterans living in Tameside, 2.9% of Tameside's population aged 16+



This is lower than the proportion for England: 3.1%.

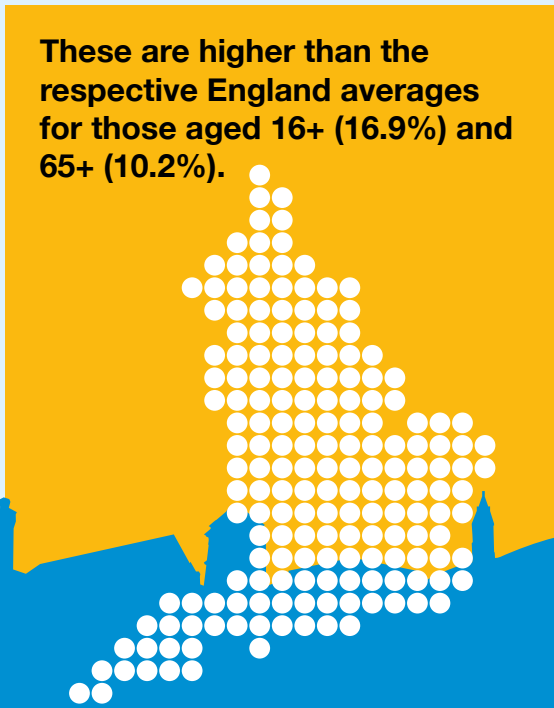
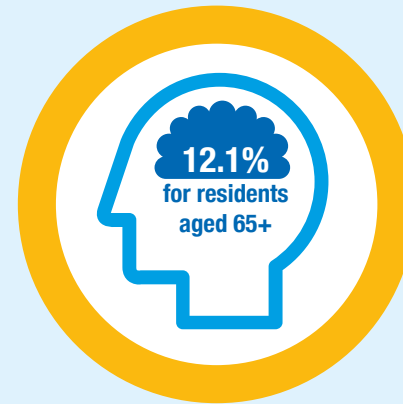
A further 1330 residents have served in the armed forces reserves.

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Mental Health in Tameside

Source: 2021 Census

The estimated rate of common mental health disorders in Tameside



These are higher than the respective England averages for those aged 16+ (16.9%) and 65+ (10.2%).



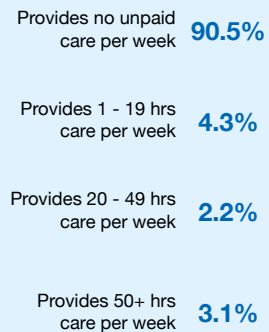
Provision of Unpaid care in Tameside

Source: 2021 Census



Provision of Unpaid Care in Tameside

Source: Census 2021



Provision of Unpaid Care in England

Source: Census 2021

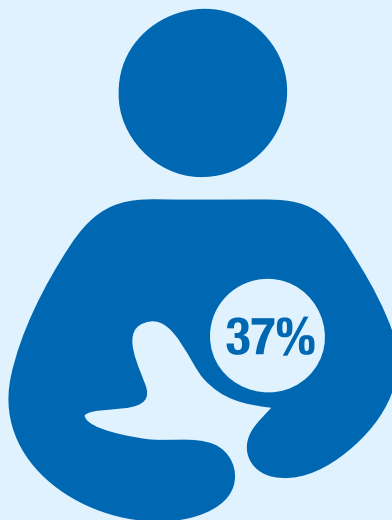


Tameside has a slightly higher proportion of residents who provide 20+ hours of unpaid care per week (5.3%) than England (4.4%).

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Pregnancy and Maternity (breastfeeding)

Source: Office for Health Improvement and Disparities Fingertips Profiles

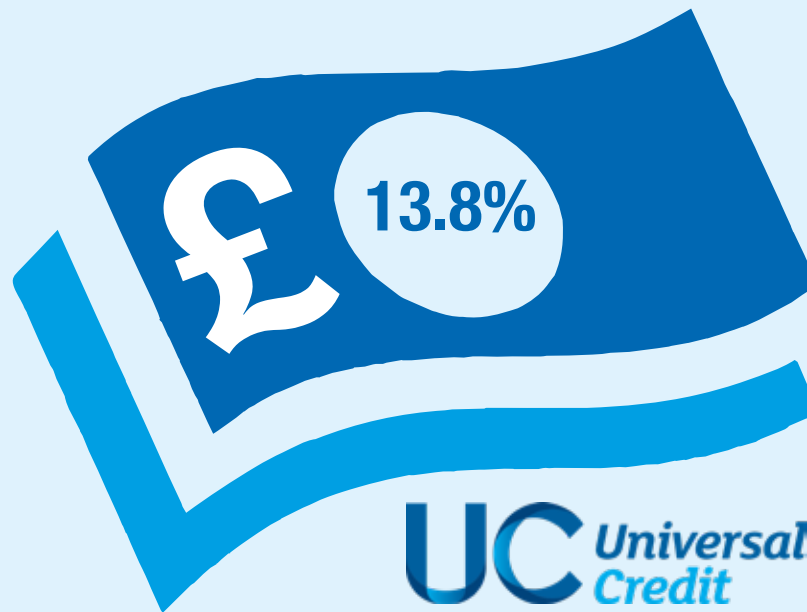


In 2021-22, at 6-8 weeks after birth, 37% of babies were being breastfed in Tameside, which is lower than the breastfeeding prevalence nationally (49%).



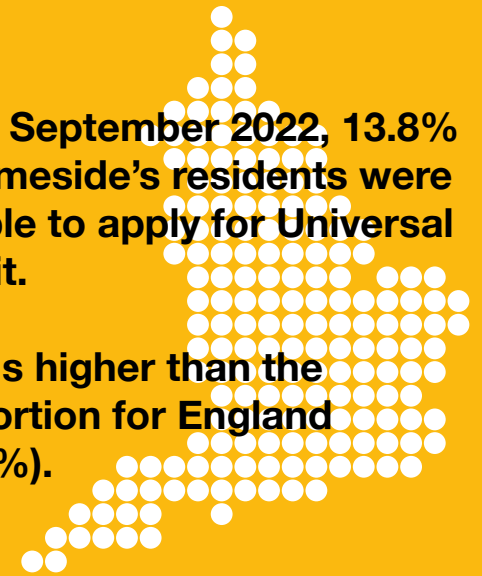
Socio-Economic Disadvantage

Source: Department for Work and Pensions Stat X-plore



As of September 2022, 13.8% of Tameside's residents were eligible to apply for Universal Credit.

This is higher than the proportion for England (10.7%).



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Cared for Children and Care Leavers



Cared for children

656

Source: LCS as at end December 2022



Care Leavers

Age 17-18 - 90

Age 19-21 - 208

Age 22-24 - 140

Source: LCS as at end December 2022



3

Developing the Equalities Strategy

Engagement and Consultation

In identifying our objectives for the next five years a variety of public engagement, consultation, and self-assessment methodologies have been undertaken. This has helped us understand where our priorities are, the gaps in how we work with more diverse communities, and what must be done to address this.

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The Local Government Association Equality Framework (EFLG)²

The purpose of the Equality Framework for Local Government (EFLG) is to help Local Authorities review and improve their performance for people with characteristics protected by the Equality Act 2010.

The EFLG has four improvement modules:

- 1. Understanding and Working with Communities**
- 2. Leadership and Organisational Commitment**
- 3. Responsive Services and Customer Care**
- 4. Diverse and Engaged Workforce**

We used the findings from the self-assessment to develop the objectives set out below.

² Local Government Association (2021): “Equality Framework for Local Government”. Available at: [Equality Framework for Local Government \(EFLG\) 2021 | Local Government Association](#)

The Tameside Partnership Engagement Network

In July 2022, public engagement activity was undertaken with individuals, VCSE organisations and charities via the Tameside Partnership Engagement Network Conference.

A number of key local organisations participated in the engagement activity, including the below:

- **Action Together**
- **Ashton Pioneer Homes**
- **Diversity Matters**
- **Tameside Healthwatch**
- **Made By Mortals**
- **Stroke Association**
- **TOG Mind**

Key feedback from the event can be found from the PEN report here: [PEN Reports](#)

Tameside Inequalities Reference Group

The Tameside & Glossop Inequalities Reference Group (IRG) provides a forum to enable the sharing of ideas on responsibilities under the Equality Act 2010 and the Public Sector Equality Duty, with the ultimate aim of reducing inequality across Tameside. Whilst the group is not a decision making body, it makes recommendations for action via existing governance structures and steers action to address inequalities.

Membership of the group is made up of representatives from a range of public sector and VCSE organisations across the area. The group meet on a quarterly basis to share progress on inequalities work, discuss emerging issues and discuss chosen areas of focus.

The IRG developed a work plan and the group have established leads from within the local community to drive each work area. A number of work areas were delivered throughout 2022 detailed overleaf.

- 1. Digital Exclusion:** This work area looked at the prevalence of people in Tameside who struggle to access digital services, the drivers, and impact.
- 2. Social Isolation and Wellbeing:** Tameside MIND undertook a series of focus groups and surveys, online and paper based, across their local client base. They aimed to understand the impact of the COVID-19 pandemic on residents' mental health and emotional wellbeing.
- 3. Children and Young People:** The experiences of children and young people during the COVID-19 pandemic were focused on, particularly in terms of education. A series of recommendations have been made, all of which have been approved by the Tameside Youth Council.
- 4. Learning Disabilities:** People First Tameside were commissioned to examine the experiences of people with learning disabilities during the COVID-19 pandemic and how improvements can be made.
- 5. Community Cohesion:** This work stream reviewed local, regional, and national research to direct Tameside's community cohesion programme. A series of recommendations were made, including the publication of a new Community Cohesion Strategy.
- 6. Communication and Language Barriers:** Diversity Matters North West (DMNW) were commissioned by Tameside Council to provide an overview based on key local research and public engagement covering barriers faced by ethnic minority communities living in Tameside to accessing information, e.g. language barriers, inaccessible formats, etc.

All of the areas of focus have concluded with presentations and reports published on the Council's website. The Health & Wellbeing Board will be using these and future reports to inform their forward planning and their statutory role in addressing inequalities³.

³All reports published under the remit of the Tameside Inequalities Reference Group are available at: [Tameside & Glossop Inequalities Reference Group](#)

Manchester Pride - All Equals Charter⁴

Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group (TGCCG) achieved high praise for their “exceptional” efforts to improve equality and inclusion and support diversity.

In 2022 both organisations achieved ‘Role Model’ accreditation from the All Equals Charter, Manchester Pride’s equality, diversity and inclusion programme. The All Equals Charter assists businesses and organisations in understanding, recognising and challenging any form of discrimination in the workplace. The charter aims to make the workplace inclusive, diverse and equal for marginalised people.

All Equals Charter members strive towards accreditation of various levels, beginning at Entry Level and ending with Role Model Level. The members are invited to follow a set of commitments and principles which they are regularly assessed on to ensure their services and company promotes equality and diversity for all members of marginalised communities.

Tameside Council and Tameside and Glossop CCG volunteered to become members of the All Equals Charter in 2019. Volunteering to take part in the All Equals Charter assures efforts to improve diversity in the work place and across local services are effective and support an inclusive environment. The feedback provided by the All Equals Charter facilitated us to develop an action plan to further improve equality in the work place and services for the LGBTQ+ and other marginalised communities. This has been incorporated into this Strategy. Work will continue throughout 2023 to deliver on recommendations made through the accreditation process and we remain members of the All Equals Charter group.

⁴More information on Manchester Pride’s All Equals Charter is available here: [All Equals Charter – Manchester Pride](#)



4 Our Equality Objectives

From the engagement, consultation, and self-assessments outlined above, we have identified six Equality Objectives. Through these objectives, we aim to embed an approach and ethos throughout our organisation that will centralise equality, ensuring that equalities concerns will orient and permeate through all our strategies, policies, and services.

These objectives are:

- 1. Continuous Effective Monitoring:** Improve our approach to monitoring performance in terms of equalities to enable transparency, accountability, and rigour.
- 2. Embedding Equalities in Service Change:** Embed equalities in service changes, strategy and policy development, and decision-making processes across the organisation through robust and rigorous Equality Analysis and Impact Assessments.
- 3. Cultivate Seldom Heard Voices in Engagement:** Expand and adapt our engagement and consultation approaches to increase the involvement of “seldom-heard groups” and ensure that their perspectives are central to strategy, policy, and service development.
- 4. Addressing Barriers to Information and Services:** Address and alleviate barriers to accessing Council information and services that protected groups encounter.
- 5. An Accepting Organisational Culture:** Instil an organisational culture and practice of acceptance of different staff needs and requirements to ensure that all staff, particularly those from protected groups, are valued.
- 6. Celebrating Diversity:** Promote and celebrate the value of diversity in Tameside, so that as an anchor institution, the Council can be a positive exemplar to the broader community.



5

Action Plan

Under each of the Equality Objectives defined, a series of actions have been identified that will enable our organisation to achieve each objective. These actions are set out in an action plan:

1. Continuous Effective Monitoring

Improve our approach to monitoring performance in terms of equalities to enable transparency, accountability, and rigour.

Actions:

• Equalities Dashboard:

- Develop an Equalities Dashboard to present relevant data in a usable and trackable format
- Determine the equalities data to be contained in the Dashboard by consulting Census data, the Equalities and Human Rights Commission's Measurement Framework⁵, and Tameside Council's workforce data.
- Research whether our equalities measures can be benchmarked against other local authorities, particularly our GM and statistical neighbours, and national data to highlight inequalities that we need to address in Tameside.
- Monitor equalities data over time to assess the difference that Council policies and services make in addressing inequalities.
- Provide access to and promote the Equalities Dashboard via the Council's website and intranet.

• Monitoring of equalities by services:

- Conduct an audit to determine how/whether different services monitor equalities, examining what they monitor and what they use this information for.
- Develop processes to systematically monitor departmental commitments around equalities.
- Develop a mechanism that identifies issues of inequalities that particular protected groups may be experiencing in Tameside, so that these can be addressed through targeted interventions.

• Procurement:

- Conduct and audit contracts with service providers to determine if equalities are monitored.
- Introduce mandatory requirement that all contracts include equalities considerations and that equalities should be monitored.

⁵Equality and Human Rights Commission (2017): "Measurement Framework for Equality and Human Rights". Available at: [measurement-framework-interactive.pdf \(equalityhumanrights.com\)](https://www.equalityhumanrights.com/wp-content/uploads/measurement-framework-interactive.pdf)

2. Embedding Equalities in Service Change

Embed equalities in service changes, strategy and policy development, and decision-making processes across the organisation through robust and rigorous Equality Analysis.

Actions:

- Conduct an internal review of Equality Analysis processes to determine how equalities are embedded across directorates via an EIA Audit and anonymous staff survey.
- Review EIA template – include space for data evidence and define the protected characteristics.
- Create an accessible Equalities toolkit to improve equalities practice across the organisation. Include best practice guidance on the completion of EIAs to ensure that EIAs are completed efficiently and effectively.
- Provide equalities training (including EIAs) to Elected Members and staff to instil best practice across the organisation.
- Develop performance indicators to track the quality of Equality Analysis.
- Publish EIAs in a centralised location on the Council's website.
- Establish cumulative Equality Analysis, i.e. monitor the cumulative impact of service changes and policy development on particular demographic groups through EIAs and other sources.
- Consider adopting Cared for Children and Care Leavers as a protected group under Equality Analysis.
- Conduct a review on the extra protected groups included in Equality Analysis beyond those prescribed in the Equality Act 2010.

3. Cultivate Seldom Heard Voices in Engagement

Expand and adapt our engagement and consultation approaches to increase the involvement of “seldom-heard groups” and ensure that their perspectives are central to strategy, policy, and service development.⁶

Actions:

- Improve our programme of reaching out to seldom-heard groups with a view to obtaining a better understanding of their concerns.
- Monitor the participation of protected groups in consultation and engagement compared to the demographic breakdown of Tameside’s population.
- Increase accessibility of consultations to seldom-heard groups, e.g. easy read format, paper versions, etc.
- Improve relationships with VCSE groups that work with and support protected groups.

⁶Healthwatch define “seldom-heard groups” as “under-represented people who use or might potentially use services and are less likely to be heard by these service professionals and decision-makers”.

Source: [20200727 How to coproduce with seldom heard groups.pdf \(healthwatch.co.uk\)](#)

4. Addressing Barriers to Information and Services

Address and alleviate barriers to accessing Council information and services that protected groups encounter.

Actions:

- Work with services to map barriers that protected groups may encounter when using their service.
- Develop inclusive and tailored communications approaches aimed at specific protected groups through varied communications methods (e.g. leaflets, visual graphics, videos), translated materials, and appropriate formats (e.g. Braille, Easy Improve Read).
- Promote the Council website's accessibility functions – translations (including audio translations), colour formatting, etc.
- Review cultural training for all staff, particularly those in customer-facing roles, to identify gaps in current training and how it can be improved.
- Provide refresher training on cultural sensitivity for all staff, particularly those in customer-facing roles.
- Conduct a review of all Council physical spaces to ensure that these are accessible for people with physical disabilities and visual/hearing impairments, as well as people who are neurodivergent and from an ethnic or cultural minority.

5. An Accepting Organisational Culture

Instil an organisational culture and practice of acceptance of different staff needs and requirements to ensure that all staff, particularly those from protected groups, are valued.

Actions:

- Advance on the EDI training that is already offered to staff – e.g. training to be offered on neurodiversity, trans- inclusion, and non-binary inclusion.
- Drive forward the establishment of staff network groups beyond REACH and the Neurodivergent Employee Network.
- Establish a staff survey to monitor wellbeing in the workplace and disaggregate the results of this by protected group.
- Develop organisational policies around coming out and transitioning.
- Include staff pronouns in email signatures.
- Review workspaces and working processes to ensure the Council is an inclusive working environment for all.
- Review recruitment processes for protected groups to improve the accessibility of recruitment and improve the representation of protected groups amongst the Council workforce.
- Review induction process so that that new recruits are able to discuss their preferred ways of working and reasonable adjustments, e.g. through the Health and Wellbeing Passport.
- Aim to increase representation amongst Council leadership, so that a broader array of lived experiences and viewpoints are present at the top levels of the Council.
- Promote the channels through which staff can provide feedback on barriers they are encountering in the workplace.

6. Celebrating Diversity

Promote and celebrate the value of diversity in Tameside, so that as an anchor institution, the Council can be a positive exemplar to the broader community.

Actions:

- Organise and promote important calendar periods and events (e.g. Black History Month, Pride Month, International Women's Day, Remembrance Day).
- Promote the Council's achievements in terms of equalities to show that our commitment to equalities is not tokenistic but rooted in action.
- Achieve the LGA Equality Excellence award through successful peer review.
- Continue to deliver events that celebrate diversity in Tameside.
- Promote and celebrate diversity through publications like Citizen and use of Social Media

6

Implementing the Strategy

Corporate Governance

The Health & Wellbeing Board will hold a Delivery Group accountable for implementation of this Strategy. Their status as an independent body provides the appropriate degree of challenge.

Each year the council will produce an end-of-year progress report against plans for implementation, which will offer an opportunity to reflect on challenges and achievements and also inform our plans for the coming year.

The Inequalities Reference Group, which comprises Elected Members, Council and Health Colleagues as well as third sector Partners takes a wider look at inequality across the borough. It acts as a forum for the sharing of ideas and thoughts on carrying out responsibilities under the Equality Act 2010 and the Public Sector Equality Duty. As a further degree of oversight it can also request updates on implementation, delivery and monitoring of equalities data.

A Delivery Group comprising 'Champions' from each department will be responsible for implementation of this Strategy.

Monitoring Performance

The proposed Equalities Dashboard will provide the means for the Governing Groups to monitor the impact of the Strategy.

A further recommendation around services adding equalities data to existing dashboards should also provide some insight into take-up of services by protected characteristic and, again, provide clarity on progress.

Links to Corporate Plan

Inclusivity is at the heart of the Corporate Plan, providing a cross-cutting link to each of the eight priorities across the themes of 'Starting Well', 'Living Well' and 'Ageing Well'. As a Corporate priority the end-of-year progress report will therefore also go to Cabinet for consideration.

Strategic Context

Work in Greater Manchester (led by Greater Manchester Combined Authority) also contributes to the Equalities landscape in Tameside. Through Groups such as the GM Equality Officers Group and the seven Equality Panels we are able to share best practice and contribute ideas to regional solutions.

Appendix
ONE
Case Studies
of Good
Practice

Free school meal voucher scheme

With thousands of local families were facing unprecedented challenges during the COVID-19 pandemic and beyond there was a need to do everything possible to support them. A free school meal voucher scheme was launched to ensure no Tameside children went hungry during holiday periods. Families were able to apply for the vouchers at www.tameside.gov.uk/voucher. Around 9,000 children were eligible for income based free school meals across the borough.

Thousands of applications were sent in and verified, with vouchers being sent out. It was good to know those who needed support were getting it.

Free food vouchers to support struggling families

Thousands of Tameside families were facing unprecedented challenges during the COVID-19 pandemic. The Government's COVID-19 Winter Grant for a [package of measures](#) was used, which included free supermarket food vouchers for children eligible for free school meals, as well as for sixth form and college students from low income households. Care leavers also received vouchers and a limited number of vouchers were made available through the [Early Help Access Point](#) and [Welfare Rights](#).

The scheme was [recognised on Twitter by Marcus Rashford](#), who campaigned nationally for free school meals during the holidays for children living in poverty.



Marcus Rashford MBE @MarcusRashford · 16 Dec 2020

Tameside Council



Tameside Council @TamesideCouncil · 16 Dec 2020

Children eligible for free school meals will receive supermarket food vouchers to help ensure they don't go hungry over the Christmas & February holidays as part of our wider package of measures to support struggling households tameside.gov.uk/Newsroom/Schoo...

[Show this thread](#)

Read more: <http://www.tameside.gov.uk/Newsroom/School-holiday-food-vouchers-for-struggling-famili>

BILD Oliver McGowan Learning Disability and Autism Training

BILD Oliver McGowan Autism Training was carried out for Tameside Council's staff, which covers how best to support those with learning disabilities and autism amongst our workforce.

Tameside residents who are autistic or have a learning disability led the sessions. The training is named after Oliver McGowan, whose death shone a light on the need for health and social care staff to have better training

Hate Crime Awareness

As part of Hate Crime Awareness Week in 2021, a Hate Crime Small Grants fund was launched, in partnership with Action Together, where community groups bid for up to £1000 for projects that promoted hate crime awareness. There is more information on the newly refreshed [hate crime webpage](#). The Community Cohesion Officer, Terry Finn, offered online talks to community groups about hate crime and how to report it. Such talks are vital, as hate crime is hugely under-reported.

Half-Term Holiday Scheme

A half-term holiday scheme in February 2021 provided healthy activities for Tameside's vulnerable children and those of key workers. Active Tameside provided a host of COVID-safe activities that gave parents and carers a half-term break and much-needed respite for families of children with disability. The diverse range of activities included sports and life skills that would help children keep fit and healthy and boost their abilities.



Reaccreditation of Charters – Mindful Employer and Disability Confident



In 2021, The Council were reaccredited with **Mindful Employer** for 'Employers Positive about Mental Health'. This charter helps us as an organisation to be recognised as those employers who are working towards better mental health in the workplace, no matter where they are in their journey. It is clear that people experiencing mental ill health continue to report stigma and discrimination at work.

Through the 'Charter for Employers Positive about Mental Health' a commitment to creating a supportive and open culture, where colleagues feel able to talk about mental health confidently, and aspire to appropriately support the mental wellbeing of all staff.

This includes an on-going commitment to:

- Provide non-judgemental and proactive support to staff experiencing mental ill health.
- Not make assumptions about a person with a mental health condition and their ability to work.
- Be positive and enabling towards all employees and job applicants with a mental health condition.
- Support line managers in managing mental health in the workplace.
- Ensure we are fair in the recruitment of new staff in accordance with the Equality Act (2010).
- Make it clear that people who have experienced mental ill health will not be discriminated against, and that disclosure of a mental health problem will enable both the employee and employer to assess and provide the right level of support or adjustment.

The Council also been recently reaccredited with Disability Confident, which recognised how the organisation is thinking differently about disability and taking action to improve how recruitment, retention and training of disabled employees. Being Disability Confident is a unique opportunity to lead the way in our community, and you discover someone the business cannot do without!



As a **Disability Confident Employer** organisations must:

- have undertaken and successfully completed the Disability Confident self-assessment
- are taking all of the core actions to be a Disability Confident employer
- are offering at least one activity to get the right people for our business and at least one activity to keep and develop our people.

Tameside couple support LGBT+ Adoption & Fostering Week

A big thank you was given to our foster carers who were helping us to highlight New Family Social's annual LGBT+ Adoption and Fostering Week, which had a 'Build your Family' theme. People who foster for their local authority give local children the chance to experience a stable and loving family life and to remain within their local area. This means that local authority foster carers are helping children to stay close to friends and family, and to remain in the same schools, at what can otherwise be a very unsettling time in their lives. The Council needs foster carers from all backgrounds to look after children of all ages.

Mental Health Courses and Activities

Over the last few years, we have worked hard to change the conversation about mental health, by providing training courses and awareness sessions to staff, such as improving personal resilience, mental wellbeing in a hybrid workplace, and so on. This is in conjunction with the fantastic work that our Mental Health First Aiders, Health and Wellbeing Champions and of course our passionate individuals across the organisation making it a priority to talk about mental health.

New People Plan

The new [People Plan 2021 – 2024](#) launched in June 2021. It recognises that people drive success and enable the organisation to deliver on its vision, purpose, and priorities, and that people are our most important resource and asset. It sets out a charter for all people related matters, supporting the ambition to be an employer of choice, where employees feel valued, listened to, and know their contributions really matter. Following the challenges presented by the COVID-19 pandemic, it was important to re-evaluate the strategic aims for the workforce over the next few years, to ensure that we:

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- **Have a people offer that is robust**
- **Create and sustain a positive culture**
- **Continue to attract, develop and retain the best people**
- **Are ready and committed to embrace the opportunities and challenges presented to us by the pandemic and beyond**
- **Are able to capture and embed the positive aspects of our changed way of working, increasing flexibility and performance.**

To achieve the aims set out in our new People Plan, a number of the organisation's people offers have been refreshed, so that the organisation can continue to support and develop the workforce effectively.



Social media celebration for Armed Forces Day

Tameside might not have been able to celebrate Armed Forces Day with the usual events in Denton but there was still a great deal to recognise the borough's long and close relationship with the forces.

Libraries and Culture were posting on social media all week. There was something on Twitter every 30 minutes from 9am, and every hour on Facebook, culminating in the release of a short video at 4pm featuring some of the highlights from previous Victoria Park celebrations. Dukinfield Town Hall were floodlit in red, white and blue.

The Armed Forces Day flag was raised in Denton at the town hall and the Tameside Armed Services Community (TASC) allotment. The allotment site at Rose Hill was completely transformed with a summer house, raised beds, a fruit cage and a polytunnel. Various crops and fruit trees were planted. It's available to all TASC members, whether they want to grow things or just meet up for a cup of tea and a chat.



Low Cost Food Scheme Opening to More Tameside families

It's great to be working with food surplus redistribution charity [The Bread and Butter Thing \(TBBT\)](#) to expand its innovative, affordable food service in the borough. A hub was already been operating in Hattersley since 2018 and now, thanks to external grant funding, the public health team commissioned a new hub at St Peter's Church in Ashton-under-Lyne next Wednesday (14 July). Two further hubs will open in subsequent weeks at Haughton Green Community Centre and Ridgehill BigLocal. Not only will it offer people on low incomes access to quality food at an affordable price, it also means that surplus food is being used and not wasted, so it was a great result all round.



Supporting Our Young People

Executive cabinet approved a new scheme to help a group of at-risk young people into employment, education, or training. The £280,000 scheme will focus on 46 young people identified as high risk of becoming NEET (not in education, employment or training) due to their attendance in education.

A multi-agency plan is in place to provide additional support including in education and pupil referral services. To further support the young people, the Youth Employment Scheme aspect of the Tameside Employment Fund has been reinstated to give the young people access to six months paid employment at local companies. This is a fantastic example of our commitment to ensuring vulnerable young people have the opportunities and support they need to succeed.

Active Tameside award for diversity and inclusion

The 'Everybody Can' service, run in partnership with Active Tameside, received the 'Diversity and Inclusion' Award for the second time at the national ukactive Awards. Everybody Can provides fully accessible and inclusive health, wellbeing, and social development support to thousands of residents with varying needs and abilities. It involves over 15,000 community-based sessions annually, attended by over 1200 young people and adults with a disability or additional needs, and includes adult social care and outreach support and activities such as sport, swimming, cooking and horticulture and essential respite services for parents and carers. This is much deserved recognition for this brilliant work, which is making a difference.



Black History Month

“PROUD to be” was the theme for [Black History Month](#) which took place throughout October. It's a national celebration to honour the too-often unheralded accomplishments of black Britons throughout the country's history.

In Tameside [Arthur Wharton](#), the world's first black professional footballer who played for two local sides, Ashton North End and Stalybridge Rovers, at the end of the 19th century was honoured. There is a blue plaque in tribute to him at the Tameside Stadium in Ashton.

Local Studies and Archives hosted a talk by Michelle Haller, who recounted her experiences as an NHS community nurse, and Libraries put together a reading list which included “100 Great Black Britons” by Patrick Vernon and Angelina Osborne.



Poverty Truth Commission

2021 saw the launch of the Tameside Poverty Truth Commission at the 4C Centre in Ashton.

The guiding principle is simple but powerful; creating effective and lasting solutions to poverty is only possible when we understand the everyday reality of poverty. In order to achieve this, Poverty Truth Commissions bring together people with lived experience of poverty (“grassroots commissioners”) and local community, businesses and political leaders (“civic commissioners”).

By giving a voice to those who would otherwise remain on the margins of society the Poverty Truth Commission allows for the development of new initiatives to tackle poverty at a local level, rooted firmly in the experiences of grassroots commissioners and the expertise of civic commissioners. The Commission has continued to meet regularly since then and will be presenting its findings when it concludes in 2023.

Tameside Youth Summit

Mental wellbeing, confronting sexism and homophobia, disruption to education, and improving public transport were some of the subjects discussed by young people at the first ever Tameside Youth Summit.

Designed and run by the members of the Tameside Youth Council with representatives from a number of schools and colleges in the borough, the event gave young people in attendance the opportunity to share their experiences of the coronavirus pandemic and what is important to them as the borough looks to build back better, fairer and greener.

The afternoon session of the Youth Summit then saw a number of local leaders and decision makers join the event to discuss with our young people the issues that were raised earlier on in the day.

This culminated in the drafting of a “Pledge Card” by every adult in attendance stating what they would do, both personally and within their organisations, to improve the lives of all young people in Tameside. The Youth Council will contact everybody who made a pledge in six months’ time to see if they’ve succeeded in turning them into action.

Some of the potential solutions discussed by young people and local leaders and decision makers in attendance included providing better mental health support through teacher training, wellbeing activities and “safe spaces”, strengthening youth councils in schools so that young people feel like they have a voice in their own education, doing more to tackle sexist, homophobic, transphobic and racist bullying, especially on social media, and introducing more regular timetables for public transport.

Recognition for supporting Equality and Diversity in Tameside

Tameside Council received the 'Role Model' accreditation from the All Equals Charter - Manchester Pride's equality, diversity and inclusion programme. As an organisation, high praise was offered for "exceptional" efforts to improve equality and inclusion and support diversity.

The All Equals Charter is based on a set of commitments (as outlined below) which members pledge to follow;

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- Recognition of the Diversity of LGBT+ People.
- Challenging Prejudice and Discrimination
- Employing a diverse workforce through open and fair recruitment procedure
- Developing and providing services that can be used by a diverse range of LGBT+ people
- Develop and review specific policies to implement this Charter
- Working with Partners
- Progress Tracking and Reporting



LGBT+ History Month

The diversity and talent of our LGBTQ+ communities were celebrated. It was also about raising awareness of and combating the prejudice and discrimination faced by many LGBTQ+ people.

Clarendon College and Tameside College came together with the Council on Wednesday 16th February, celebrating LGBT History month as part of our weekly groups with young people.

Weekly LGBT+ support groups are run by Tameside Youth Service for young people aged 17+ and for those in Years 7-11. It includes a safe space for LGBT+ young people, including those who are gender fluid, and/or questioning their sexual orientation or gender identity, where young people can meet, socialise, talk about what matters to them, make new friends, and participate in activities and have fun.

Ending Period Poverty with Hey Girls

Period poverty is a silent problem across Tameside and 1 in 10 people in the UK still cannot access or afford basic hygiene products. Working with Hey Girls, Children's Centres across Tameside offer support for people who are experiencing period poverty by having a stock of hygiene products including sustainable products.

Active Tameside centres have also recently partnered with Hey Girls and now provide free sanitary products in all of their venues too. People who visit the centres can discretely ask for a bag of products at reception by asking for Vera (pads) or Violet (tampons).

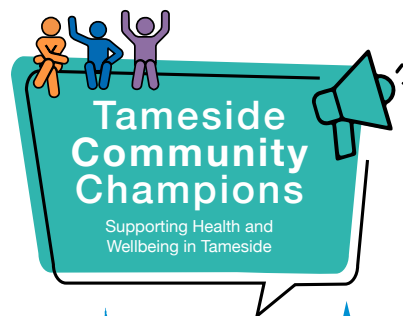
Alternatively, people can take from the available stock in all female, unisex or accessible toilets. These products are stocked up at the same time as toilet roll so they should always be available. It is important we work towards increasing access to free hygiene products. Thank you to services and organisations across Tameside for supporting people who cannot readily access these products.



Tameside Community Champions

Tameside recognised early on during the coronavirus pandemic that there are many people in communities who preferred to receive their information from those that they know and trust. It is for this reason that the "Community Champions" scheme was created. The Tameside Community Champions network is designed to empower residents and workforces with the information they need to lead the way in their community.

By bringing together existing networks and residents' groups together in one place, silos were broken down, a sense of collective spirit created, and a better relationship built between the council and residents. As well as sharing information and leading by example, Champions also play a valuable role in providing essential insight from diverse communities to the Council and partners. We are opening doors to have better relationships between council and residents and providing free training to support them in their roles.



Cost of Living Crisis & Poverty

In October 2022, the Council implemented the Socio Economic Duty, which provides a powerful new tool to understand, address and reduce socio-economic inequalities in our communities. This sits alongside and propels the work underway to tackle Poverty, underpinned by a new Poverty Strategy that will be launched early in 2023.


It also sits alongside the current work to address the Cost of Living crisis afflicting many in Tameside through campaigns like Helping Hand, which proactively directs people to the support they need at the moment.



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Supporting Men's Mental Health

We all know men do not often reach out even when in crisis, so a campaign to engage men more in local mental health services was launched. Partners came together to organise Tameside Men's Mental Health and Wellbeing Conference. The event aimed to raise awareness of mental health and wellbeing among men, foster conversations for mental health among men and to highlight the breadth of support available for men in Tameside and beyond.



Appendix
TWO
Legal Context

Equality Act 2010

The public sector equality duty is laid out in section 149 of the Equality Act 2010. It came into force on 5th April 2011, and it states that a public authority must, in the exercise of its functions, have due regard to the need to:-

- a) Eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under the Act;
- b) Advance equality of opportunity between people who share a protected characteristic and those who do not share it;
- c) Foster good relations between people who share a protected characteristic and those who do not share it.

These are often referred to as the three 'arms' of the duty.

In short, this means that both Tameside Council and NHS T&G CCG must consider the impact our actions have on equality, and whether when delivering a particular service or function, or in our roles as employers, we are furthering the aims set out in law. The specific duties, detailed below, show the minimum amount of information we must publish in order to show that we are complying with the general duty.

This duty replaced the previous Public Sector Equality Duties that were in force covering race, sex and disability and expanded the scope of the previous duties to cover all 'protected characteristics' (although only the first 'arm' of the duty applies to marriage or civil partnership).

The Duty also applies to bodies that deliver services on our behalf, as in doing so they are exercising a public function. So for example, a private sector provider that is contracted to deliver a service in relation to adult social care would be required to consider the general duty and would be subject to its provisions. However, only the part of the organisation that is delivering the public service is subject to the duty; the organisation as a whole is not.

Having 'due regard' for advancing equality involves:

- a) Removing or minimising disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- b) Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- c) Encouraging people who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

This means that when we are considering how our practices, policies and procedures impact upon equality we need to also be considering the ways in which we can mitigate any potentially negative impacts, and ensure that access to our services remains fair and equitable.

For example, the law requires us to make reasonable adjustments to the way in which services and public functions are delivered where a disabled service user may be placed at a substantial disadvantage.

In considering how a service is delivered or offered, we need to consider the potential barriers that a person with a disability may have to overcome in order to access it, and put in place reasonable adjustments to lessen these. Such adjustments may be physical, or they may involve providing an auxiliary aid, or altering the way in which the service is delivered

The Specific Duties

The specific duties are contained within the Equality Act 2010 (Specific Duties) Regulations 2011. They came into force from July 2011, and confirm the minimum steps that public bodies must take in relation to publishing information on equalities, such as workforce monitoring data and equality objectives. The 2011 Regulations were replaced by The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 in March 2017.

The regulations state annually, public authorities (with 150 or more employees) must publish information to demonstrate compliance with the general duty, including information about the protected characteristic status of employees, and other persons affected by our policies and practices.

The regulations also state that public authorities (with 150 or more employees) must publish one or more specific and measurable equality objectives, and subsequently at intervals of no more than four years from the date of first publication.

The information we publish must be in a manner that is accessible to the public, and may be contained within another published document. This in effect removes the requirement on public bodies to publish separate and specific equality schemes, as noted earlier.

Compliance with the Duty

Publication of the Equality Strategy ensures that we are adhering to the regulation stating that we must publish one or more specific and measurable equality objectives, and subsequently at intervals of no more than four years from the date of first publication.

The Equality Strategy contains our equality objectives and we have ensured that these are outcome focussed and are in alignment with other key strategic documents.

These sections also detail the processes and structures we have in place to ensure that appropriate consideration of equality issues is embedded in our decision making and day to day work.

Furthermore, it builds upon the work done as part of previous schemes and strategies of each of the organisations by including details of how we have engaged with our communities and ensured that those protected under legislation have been involved as part of influencing, developing and shaping the commissioning and delivery of services.

In providing the framework of how we approach equality in the area; it confirms a number of actions and processes that our services undertake in order to meet the general and specific duties. For example, the Equality Impact Assessment (EIA) process helps us ensure that the decisions we take have been properly considered for their impact on relevant protected characteristic groups, and are based on solid evidence, including feedback from consultation and engagement. We use the EIA process, and the principles embedded within it, to ensure that we are complying with the general public sector equality duty. Similarly, the EIA process is just one of the ways in which we satisfy the requirement of the specific duties by publishing information relating to individuals sharing a relevant protected characteristic who are affected by our policies and practices.

The EIAs produced to support individual policy changes and practices by Tameside Council and are available within the individual decision reports produced by the services. Equalities information relating to the Council's workforce is published online at:
www.tameside.gov.uk/workforceequalitydata

Protected Characteristics

The main provisions of the Equality Act 2010 came into force on 1st October 2010.

These provide the basic framework of protection against discrimination, harassment and victimisation, for the nine recognised 'protected characteristics' in employment, public functions and services, transport, premises, education, and associations.

The Act replaces all existing anti-discrimination laws with a single piece of legislation. The aim is to streamline previous laws and 'level up' protection across the protected characteristic groups.

The nine protected characteristics, and what is meant by them, are detailed below, as are details of the protection given by the Act.

The nine protected characteristics are:

- **Age**
- **Disability**
- **Race**
- **Sex**
- **Religion or Belief**
- **Sexual Orientation**
- **Gender Reassignment**
- **Pregnancy & Maternity**
- **Marriage & Civil Partnership**

In Timeside, we also include a further six protected characteristics:

- **Carers**
- **Military Veterans**
- **Breastfeeding**
- **Mental Health**
- **Socio-Economic Disadvantage**
- **Cared for Children and Care Leavers**

Please note that this is intended as a general overview and introduction only, and does not constitute legal advice.

The Equality Act 2010 is a wide-ranging piece of legislation and will apply differently in certain situations and circumstances. There are, for example, areas where discrimination is lawful, such as where the provisions of another law demand it, or where an action can be justified as a proportionate means of achieving a legitimate aim. The level of protection afforded by the Act will depend on individual circumstances.



Age

This is defined as a reference to a person's age group. This can mean people of the same age, or a range of ages, for example 'under 18s' or 'over 50s', or a specific age group e.g. '25- 34 year olds'. People who share the protected characteristic of age are therefore in the same age group, although this can be broad as well as very specific. Age groups do not have to be defined numerically, they can be relative e.g. 'older than you/me'.

Disability

The Equality Act 2010 defines a disability as a physical or mental impairment which has a longterm and substantial adverse effect on a person's ability to carry out normal day to day activities. This includes sensory impairments such as those affecting sight or hearing, and also any impairment which consists of a severe disfigurement. Long term means that the impairment has lasted, or is likely to last, for at least 12 months or the rest of the affected person's life.

The Act has changed previous disability law, in that a person now no longer has to demonstrate that their disability affects a particular function such as mobility or speech. This used to be known as the 'list of capacities'.

Some illnesses, such as cancer, multiple sclerosis and HIV infection, are covered by the Act, from the point of diagnosis, under the protected characteristic of disability. Progressive conditions, and those with fluctuating or recurring conditions, will also be considered as disabilities in certain circumstances.

The Act strengthens the support given to people associated with someone with a disability, such as carers, by expanding the coverage of discrimination by association to cover disability.

It also introduces the concept of discrimination arising from a disability, where someone suffers unfavourable treatment as a consequence of something arising from their disability.

The Act also seeks to ensure that disabled people are given fair treatment when applying for positions of employment, in that it now bans the asking of pre-employment health questions, including sickness absence (other than in certain, specific circumstances).

For information as to what constitutes a disability under the Act, and where the Act applies, please consult the Statutory Codes of Practice or the information held on the Office for Disability Issues website.

Race

A person who is from a particular racial group will have the protected characteristic of race. A racial group is defined as a group of people who have, or share, a colour, nationality or ethnic or national origins. All racial groups are protected from unlawful discrimination under the Act, and an individual may fall into more than one racial group.

Sex

Sex refers to a man or woman of any age, or groups of men and/or boys, and women and/ or girls. The protected characteristic of sex does not include gender reassignment or sexual orientation. These are covered separately.

Religion or Belief

Religion or belief includes any religion and any religious or philosophical belief. This protected characteristic therefore includes the commonly recognised religions such as Christianity, Islam, Judaism, Sikhism and Buddhism for example. However, in order to be protected, a religion does not necessarily need to be mainstream or particularly well known, but it must have a clear structure and belief system. It also includes a lack of any religion or belief, for example philosophical beliefs such as Humanism and Atheism.

Sexual Orientation

Sexual orientation refers to a person's sexual orientation towards persons of the same sex (i.e. a gay man or a lesbian), persons of the opposite sex (i.e. heterosexual), and persons of either sex (i.e. bisexual). It also relates to how people feel, as well as their actions. Discrimination under this protected characteristic covers discrimination as a result of how someone's sexual orientation manifests itself i.e. in how that person presents themselves, or the places they choose to visit.

Gender Reassignment

Gender reassignment is the act of moving away from one's birth sex to the preferred gender, i.e. from male to female, or vice-versa. It covers anyone who is proposing to undergo, is undergoing, or has undergone the process (or part of the process) to reassign their sex.

The Act removes the requirement for the person proposing to undergo this change to be under medical supervision in order to be protected, recognising that it is a personal process and not necessarily a medical one.

Pregnancy and Maternity

Where a woman is pregnant or on maternity leave she is covered by this protected characteristic, as well as being covered by protection and rights afforded to her by other statutory rights such as time off for antenatal care and health and safety protection. In cases where an employer has to treat a pregnant employee more favourably than other workers, men cannot make a claim for sex discrimination based on this more favourable treatment.

Marriage and Civil Partnership

When the Equality Act 2010 was first introduced marriage referred to a formal union of a man and a woman which is legally recognised in the UK as a marriage.

Civil Partnership refers to a registered civil partnership under the Civil Partnership Act 2004, including those registered outside of the UK. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).

However, following legal changes in 2014, same sex couples can now marry in civil ceremonies or religious ones where the religious organisation allows it throughout England, Scotland and Wales. Civil

partners who wish to convert their civil partnership into marriage are also able to do so. Additionally, married transgender men and women are now able to change their legal gender without having to end their marriage.

The status of being unmarried or single is not protected. Similarly, people who intend to marry or form a civil partnership but have not yet done so, or who are divorced or have had their civil partnership dissolved, are not protected by this characteristic.

Additional Locally Determined Characteristics

The additional local determined characteristics are defined as:

Carers

Anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. This includes young carers who may be providing support to a parent.

Military Veterans

Those who have served in the British Armed Forces and since left them.

Breastfeeding

Those mothers who are feeding their infants.

Mental Health

Those with a condition related to their psychological and emotional well-being.

Socio-Economic Disadvantage

Local residents with low or no income, living in relative or absolute poverty, or experiencing any other form of socio-economic disadvantage.

Cared For Children & Care Leavers

Children and young people become cared for (sometimes known as looked after) when their birth parents are unable to provide ongoing care in either a temporary or permanent capacity and so the local authority takes care of them.



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BUILDING RESILIENCE

Tackling Poverty in Tameside

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Strategic Neighbourhood Forums

March 2023

Agenda Item 5



Building Resilience

Tackling poverty in Tameside 2023-27

Page 92



Evidence

- Focus groups.
- Client feedback.
- Public surveys and PEN.
- Poverty Truth Commission.
- Inequalities Reference Group.
- Benchmarking & mapping.
- Needs assessment (linked to JSNA)



Almost 1 in 4 of Tameside residents are **over-indebted** (i.e. owing money that needs to be paid back, but struggling to do so).

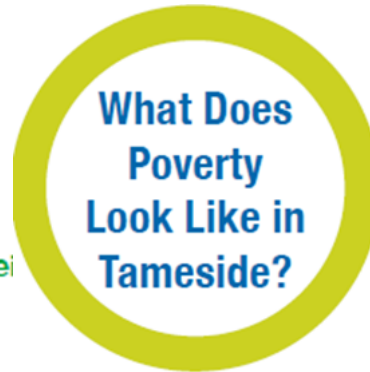


71.5% of Tameside jobs pay the **Living Wage**.

Tameside has the lowest proportion of jobs paying the Living Wage or above in Greater Manchester at 71.5%, compared to the Greater Manchester average of 79.2%.

7th highest rate of individual insolvencies in the country.

36% of respondents expected their financial circumstances to worsen.



What Does Poverty Look Like in Tameside?



15.07% experiencing struggle with **food insecurity** in Tameside.

The percentage of households defined as "experiencing struggle with food insecurity" in Tameside is the highest in Greater Manchester at 15.07%.



14.1% of households in Tameside are estimated to be in **fuel poverty**. This is higher than the national average of 13.2%.



25% of working age claimants receiving **Council Tax Support** within Tameside.



30% of Children in Tameside were eligible for **Free School Meals (FSMs)**



Developing the Building Resilience Strategy



Framework for an effective local anti-poverty strategy

Based on the findings of our report, Local anti-poverty strategies – Good practice and effective approaches, Greater Manchester Poverty Action (GMPA) has developed a framework that highlights what elements an anti-poverty strategy needs to maximise its impact. This framework is intended to be of use to local authorities seeking to develop or refresh an anti-poverty strategy.

An anti-poverty strategy will only be successful if it is supported by the elements identified in this framework. All these elements are complementary and interdependent.

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Define poverty and its drivers

Local authorities need to adopt a relative definition of poverty and identify the drivers of poverty (using appropriate and available metrics).



Political and officer leadership

Active committed leadership on poverty (politically and officially) is required to drive change and coordinate strategic and policy responses.



Focus on prevention, reduction, and mitigation

A medium and long-term perspective is needed that includes actions that prevent and reduce the root causes of poverty.



Prioritisation

Local authorities need to be clear about what the strategy seeks to achieve and how actions will be taken to achieve it.



Partnership working

An anti-poverty strategy requires buy-in from local stakeholders to achieve its aims and objectives.



Lived experience engagement and co-production

An anti-poverty strategy should be developed with people with lived experience of poverty to challenge the existing ways of working and ensure that anti-poverty efforts are centred around the needs of the community.



Reinforcing and aligning with existing strategies

Tackling poverty needs to be incorporated within existing strategies rather than operating as 'ad-hoc' to existing commitments and services.



Governance

Anti-poverty strategies should be subject to both internal and external governance.



Action Plan

Accompanying the anti-poverty strategy should be a high-level action plan detailing who is responsible for the delivery of the actions, timelines, and milestones, and associated outcomes.



Adopting the socio-economic duty

To support the effectiveness of an anti-poverty strategy, local authorities should voluntarily adopt the socio-economic duty.



Adaptability

An anti-poverty strategy cannot "standstill", for it to serve its purpose it should be viewed as adaptable, rather than a collection of actions that should be rigidly adhered to.



Monitoring and evaluation

Local authorities and partners need to identify a clear set of metrics (quantitative and qualitative) against which progress on tackling poverty can be tracked. Working collaboratively to identify data and evidence gaps and addressing these together.

- Poverty Needs Assessment
- Engagement and lived experience listening.
- Poverty Truth Commission.
- Adoption of the socio-economic duty in 2022.
- Partnership approach / Health & Wellbeing Board.
- Named Executive Member (Cllr Wills).
- Piloted Money Advice Referral Tool.
- Developing action plan (now).
- Developing poverty dashboard (now).

Building Resilience:

Case Study

Since its launch in January 2022, Tameside In Work has supported over a third of its customers into better paid work or increased their working hours. The programme has successfully helped residents overcome skills barriers, increased their confidence to help them meet their potential, and provided specialist information on how they can develop skills for different employment sectors and job opportunities. Year 2 of the programme will enhance the offer further with an increased focus on specialist skills training, digital skills tools and peer mentoring group sessions.













Case Study

Onward Homes – Helping Hand Winter Warmer Event

Local housing association Onward Homes partnered with Tameside Council to host a Cost of Living Support event, Helping Hand's Winter Warmer.

Key Priorities

-  **Raising incomes** - supporting residents to maximise income and access all benefits they are entitled to
-  **Making Tameside work for everyone** - securing high-quality and high-wage employment for all residents
-  **Poverty is everybody's business** - supporting residents, communities and partners to spot the signs of poverty and signpost to support
-  **Climbing out of the debt trap** - understanding why Tameside residents have relatively high levels of debt, high insolvencies and poor access to good credit to help alleviate this issue.
-  **Breaking the cycle** - specific focus on providing the best start in childhood and education
-  **Laying the foundations** - ensuring residents have access to what they need in order to live in comfort and dignity, including food, housing, warmth etc.
-  **Putting people first** - making sure that working practices (both customer-facing and internal) are best placed to identify and support those in poverty
-  **No one left behind digitally** - specific focus on digital inclusion
-  **One size doesn't fit all** - additional support for residents identified as being at particular risk of poverty
-  **Advocating for change** - highlighting the need for action on poverty-related issues where responsibility lies with national government.

Next Steps

- Working group established with system wide input – reporting to Health & Wellbeing Board to drive actions forward
- Draft action plan on delivering on the 10 key priorities
- Poverty Charter – what can we all do to help deliver on the priorities?



Tameside Early Help Strategy 2023-2026

Paula Sumner - Assistant Director of Early Help and Partnerships

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Agenda Item 6



Introduction

Early help means providing extra support to families to prevent problems from occurring or getting worse. These may include:

- Young people struggling at school, nursery or education setting,
- Mental health problems within the family,
- A young person or child missing healthcare appointments or leading an unhealthy lifestyle,
- A young person, parents or their family members using drugs or alcohol
- A young person, parents or their family members getting involved with crime
- Parents struggling financially

In Tameside this support comes from practitioners, usually in nurseries, schools or health settings. Early Help Advisers from the Local Authority are there to help support practitioners to coordinate this help. This includes the earliest possible intervention for those children with special educational needs and/or disabilities.





Reasons for updating the strategy

- To align our response with the refreshed Thresholds Document – [Tameside Framework for Help and Support](#) to clarify what type of support is available at each level of need.
- To incorporate recommendations from recent OFSTED inspections and the change in OFSTED inspection criteria, McAlister Review and the latest national Children's Social Care [Strategy Stable Homes Built on Love](#)
- To respond to the launch of Family Hubs and Start for Life Programme, recognising the enhanced opportunities for early intervention that they offer.
- To acknowledge the impacts of recent national crisis such as the pandemic and cost of living crisis on our children and families and the need for multi-agency, holistic support.





Key Principles of the Strategy

The principles to our strategy and approach are:

- Supporting and helping children and families at the earliest opportunity - the right help, at the right time, from the right place.
- Actively listening to the voices of children and families in line with the [Listening Framework](#)
- Holistic support is provided with families, bespoke to their needs.
- Proactively utilising Signs of Safety to help assess risks, concerns and identify solutions in partnership with children and families.
- Support and help is delivered with children and families, building on their strengths and supporting them to come up with solutions with the help of their network.





Key Principles continued

- Understanding that safeguarding is everyone's business. Everyone working with children, young people and their families understands they are responsible for keeping children safe and promoting the welfare of children.
- Acknowledging that many situations need a multiagency, trauma informed response, all agencies will work collaboratively to offer a coordinated response and avoid duplication.
- Everybody is confident with data protection principles and will proactively share information to help recognise, assess and act to provide a coordinated response to the needs of the child and the family.
- No one should assume that someone else will pass on information which may be vital to keeping a child or young person safe.





Consultation

To create the initial draft of the strategy, two interactive workshops were held with representatives from VCSFE sector, Health, the council and Police. These established what participants felt was working well and what needed improvement within the borough and led to the creation of the priorities of the strategy.

We intend to seek further feedback from the following groups:

- Youth Council
- Starting well partnership
- SEND Council
- Cared for Children's Council
- Health and Wellbeing Board
- Tameside Community Safety Partnership
- Tameside Provider Partnership
- Tameside Safeguarding Children Partnership

An [online survey](#) is being promoted on social media and has been circulated internally and to partners (including schools) and families.





Governance and Timescales

Online consultation ends 05/05/2023 – Public promotion to end 26th March

Assistant Director Delivery Group - 23/05/2023

Senior Leadership Team – 30/05/2023

Board – 14/06/2023

Executive Cabinet - 28/06/2023





Next Steps

- Launch the New Strategy July 2023
- Work across the Partnership to develop the Implementation
- Governance and Reporting Process



Tameside Early Help

Strategy



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2023-2026

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1. Foreword

Everyone has a role to play in providing early help. Early help focuses on bringing services together, considering the needs of the family as a whole, to make sure families get the right help at the right time from the right place.

Support can come in many forms and may be delivered by just one service or may include many organisations across different areas such as health, education, employment and the voluntary sector working together to support a family. Early help and family help focus on the strengths of each family, supporting them to reach their own solutions to prevent issues from escalating.

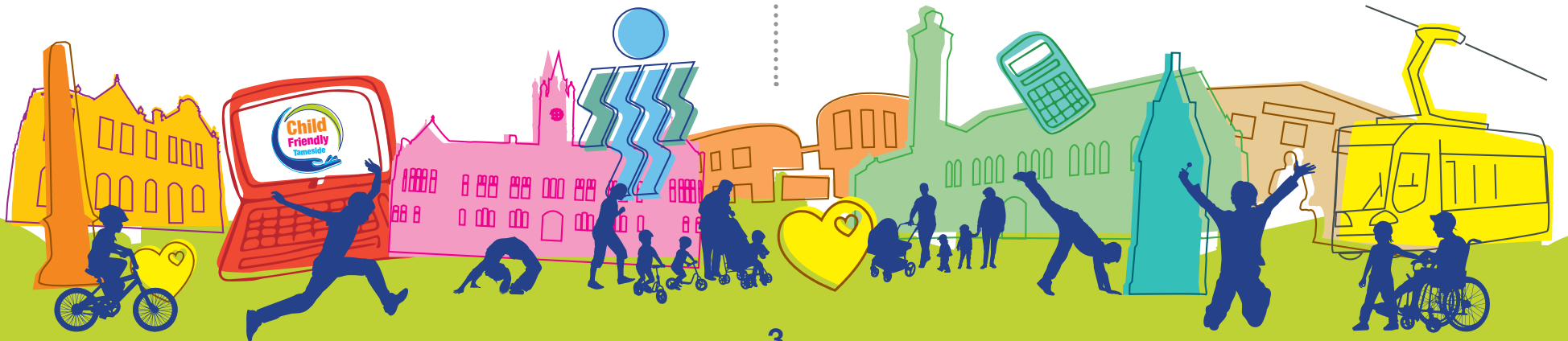
We know that public sector cuts coupled with the cost of living crisis have detrimentally affected our most vulnerable families, as such it is more important than ever that families can access effective support early on.

We want to build on the early help approach already in place in Tameside to continue to reduce the number of families reaching crisis so that we can help all children reach their full potential. We know that early intervention is critical in ensuring that our young people lead happy, safe and healthy lives. Our ambition is that all families are supported holistically as equal partners, and that all families are able to access services and information when they need to, promoting positive outcomes across the borough.

Tameside's Early Family Help Strategy will be overseen by the Early Help Partnership who will monitor the implementation and delivery of the strategy.



Cllr Bill Fairfoull
Executive Member for Children and Families



2. Introduction

This Tameside Early Family Help Strategy 2023-2026, builds on the previous Tameside Early Help Strategies of 2017 and 2020, by setting the scene both locally and nationally. It provides clear priorities and accountability to improve and enhance, at pace, the Tameside Early Help and Family Help approach and offer, ensuring it remains responsive to the needs of the children and families within the Borough. The Tameside Early Family Help Strategy 2023-26 is a partnership document which underpins our strong commitment to early intervention, aligning with our refreshed approach to thresholds as contained with the [Tameside Framework for Help and Support](#).

Tameside Council have transformed their approach towards early help by improving capacity for front line early help staff and establishing targeted family help at level 3. Where more complex early help cases are identified, they will be held by Family Help Case managers who will work with a family as long as needed provided they are making progress. Where needs escalate or progress is not occurring, cases can be safely and quickly stepped up to statutory services using clearly defined, systematic approaches. Similarly, when families progress positively, cases can be stepped down to Level 2 and eventually, Universal Services.

There are over 54,000 children and young people living in Tameside and whilst most children and their families in Tameside have a good quality of life with minimal additional support, there are some who need extra help for a variety of reasons. At different times in their lives, children, young people and their families in these circumstances may need additional support and help from universal, targeted or specialist services. We know, for families, it can sometimes feel difficult to ask for help or to know what help is available and how to access this support. Which is why,

early help and family help is an approach, not a single provision and is everyone's responsibility. Early help and family help can only work when delivered in partnership across multiple agencies who work with families.

Early help and family help means children, young people and their families are supported holistically at the right time, as soon as a problem is identified and is not left to escalate. Early help and family help means families are treated as equal partners and that their strengths are recognised.

We know early help and family help is morally the right thing to do, which is why this strategy strives for high-quality offer for children and their families at the earliest opportunity to build the strongest possible foundations for children to thrive throughout their life.

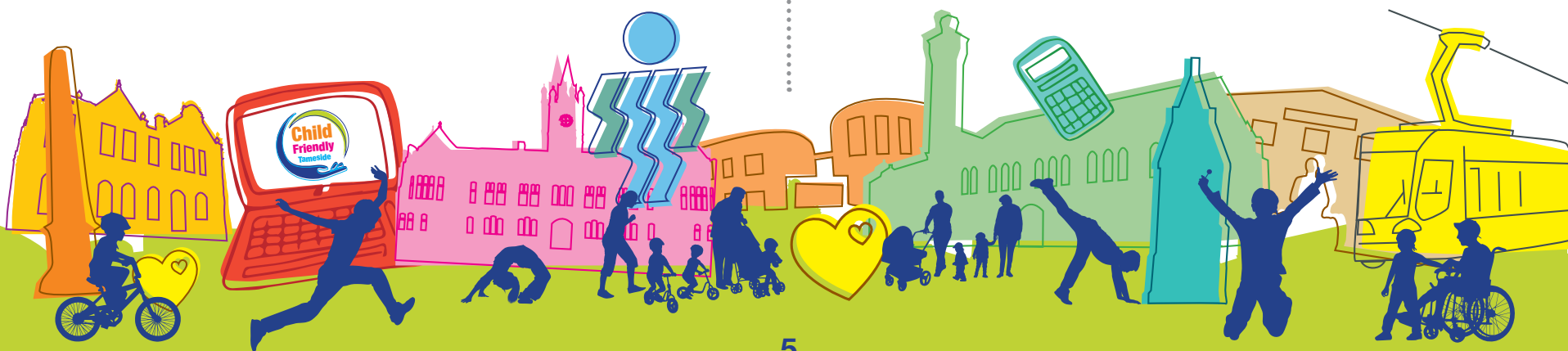
Learning from recent OFSTED inspections we will strengthen our approach to joint working. This includes continuing to strengthen the link between SEND and our early help offer, to ensure needs are identified and supported at the earliest possible point across health, education and social care services.

Our early help and family help approach will be the foundation of our Family Hub model, recognising that investment in preventative support for families is crucial to promoting better health, education, emotional and social outcomes in the longer term. The Family Hubs Programme will provide multi-disciplinary support physically within the community, embedding the ethos of early intervention and supporting families with children from 0-19 years or up to 25 years for children with special educational needs and disabilities.



Effective early help also contributes towards the fulfilment of our statutory duties including the Council's duty to improve the wellbeing of young children (Section One Childcare Act 2006) and to improve cooperation between local partners to improve the wellbeing of children (s.10 Children Act 2004).

This is a high-level document outlining our approach to Early Help and Family Help which will be complimented by our Early Help and Family Help Delivery Plan.



3. Context

3.1. National Context

Still of relevance today is the Munro Review of Child Protection (2011)¹ which were incorporated in the Working Together to Safeguard Children (2013;2018)² that clearly set out the importance of early identification and support for children and families – ‘Providing early help is more effective in promoting the welfare of children than reacting later’. The statutory guidance makes clear that under section 10 of the Children Act 2004, Local Authorities have a responsibility to promote inter-agency co-operation to improve the welfare of all children, emphasising that early help is an approach and offer across many agencies, and is not a single provision.

From a population point of view, the Marmot Reviews: Fair Society, Healthy Lives (2010; 2022) provide the bedrock of evidence supporting prevention and early intervention - ‘The foundations for virtually every aspect of human development – physical, intellectual and emotional – are laid in early childhood. What happens during those early years, starting in the womb, has lifelong effects on many aspects of health and wellbeing, from obesity, heart disease and mental health, to educational and economic achievement. Later interventions, although important, are considerably less effective if they have not had good early foundations’.

More recently, Josh McAllister’s independent review of Children’s social care (2022)³ has a firm focus on early help, which is referred to as ‘Family Help’, calling for a fundamental shift from crises interventions that don’t always achieve the best outcomes for children and families, as well as continuing costs to public services. The Department for Education’s recently released children’s social care strategy ‘Stable Homes, Built on Love’⁴ responds directly to the independent review, committing to providing families with supportive and welcoming Family Help services delivered through a skilled multi-disciplinary workforce, providing the right support at the right time. These developments highlight a growing consensus around the importance of taking a joined up whole family approach to early intervention.

Furthermore, the SEND Review (2022)⁵ clearly identifies that early help is vital and can improve outcomes for children and young people with special educational needs and disabilities, enabling children and families to thrive through access to the right support, from the right place, and at the right time.

In addition, national and global crises have put pressure and demand on families and services, often highlighting disparities and exacerbated health, social and economic inequalities. For example, the Institute of Health Equity (2022)⁶ highlights how fuel poverty is detrimentally affecting children’s development, mental

¹ <https://www.gov.uk/government/publications/munro-review-of-child-protection-final-report-a-child-centred-system>

² <https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

³ <https://childrensocialcare.independent-review.uk/>

⁴ [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1133537/Children s social care stable homes consultation February 2023.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1133537/Children_s_social_care_stable_homes_consultation_February_2023.pdf)

⁵ <https://www.gov.uk/government/consultations/send-review-right-support-right-place-right-time>

⁶ <https://www.instituteofhealthequity.org/resources-reports/fuel-poverty-cold-homes-and-health-inequalities-in-the-uk>



3. Context

health, educational outcomes, and increasing the risk of poor respiratory health. Similarly, whilst the impact of the COVID-19 pandemic is yet to fully understood, early evidence reviewed by the Office of Health Improvement and Disparities (2022)⁷, found health inequalities amongst children and young people, living in deprivation, or who are from black, Asian and minority ethnic (BAME) backgrounds, or are lesbian, gay, bisexual, and transgender (LGBTQ+).

National developments have also indicated the growing awareness of the variety of factors affecting outcomes for children and families, necessitating a coordinated multi-agency approach. OFSTED recently announced that their Joint Targeted Area Inspections will focus on the local multi-agency response to children and families who need help, evaluating how effectively different agencies work together to reduce risks to children and meet their needs early on.⁸ The new inspection criteria highlight the importance of a partnership approach in supporting children and families, showing the renewed significance of an effective early help and family help system.



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⁷<https://www.gov.uk/government/publications/covid-19-mental-health-and-wellbeing-surveillance-report/7-children-and-young-people>

⁸<https://www.gov.uk/government/publications/joint-targeted-area-inspection-of-the-multi-agency-response-to-children-and-families-who-need-help/joint-targeted-area-inspection-of-the-multi-agency-response-to-children-and-families-who-need-help#evaluation-criteria>



3. Context

3.2. Local Context

Tameside's population of children and young people is the fastest growing, compared to other age groups. Even before the COVID-19 pandemic, Tameside had challenges regarding economic growth, and significant challenges with high concentrations of deprivation and entrenched issues that exist in some communities including unemployment, ill-health and social issues including higher prevalence of domestic abuse and substance misuse.

An important part of understanding the local context in Tameside involves listening to children and young people about how they feel about living in Tameside, and what makes a difference in their lives. Children and young people have told us they recognise that love and emotional support from family, friends and communities is the key to a happy childhood, that the compassion and care for one another that exists across generations in Tameside families is important to them and is a strength of the Tameside community. Children and younger people have told us that they are ambitious for their future and want to have a wide range of opportunities available to them. Opportunities to develop confidence and self-esteem are important to them.

They also want to feel safe and secure within their communities, tackle the stigma associated with mental health and recognise the importance of preventing crisis' developing. Listening to children and young people is at the heart of our early help practice and in developing this strategy we are focused on improving the Early Help Offer in Tameside to underpin the ambitions of children, ensuring their voice is heard and reflected in the services we deliver.

It is important to acknowledge that some children in Tameside face additional barriers, which, unless addressed early, can accumulate throughout life and negatively impact on their life chances, resulting in significant inequalities. Children living in Tameside are less likely to meet the expected level of development in their early years, with speech and language needs being a particular challenge.

Throughout their school career, children living in Tameside are more likely to need additional support or be identified as having Special Educational Needs and/or Disabilities. At secondary level, challenges around school attendance and attainment are key drivers in preventing progression into Further and Higher Education or training and in later life, impacting on earning potential.

Families in Tameside can sometimes face challenges, which can have long-term detrimental impact on the wellbeing of children and young people into adulthood. In particular, domestic abuse, mental health issues, neglect and parental conflict are some of the issues that result in referrals to Children's Social Care.

Intervening as soon as these issues are identified is vital in creating conditions where families can improve their own life situation and go on to thrive.

Understanding both the assets within families and the communities they live in, along with the challenges that they face is vital to the delivery of this strategy. By using both data and intelligence and by listening to families we will strive to understand their needs better, and be more responsive when supporting families.



3. Context

Children, Young People and Family Outcomes in Tameside

Further to Tameside Children and Young People's Joint Strategic Needs Assessment (2022), the below data illustrates that children, young people and families in Tameside have worse outcomes compared to the England averages.

The Strategy does not seek to prioritise any one particular outcome, but seeks to work as a whole system across all policies to improve these outcomes as a whole. Equally, the strategy seeks to support and help children and families where these needs have been identified.

They found an FASD prevalence rate of 1.8% - 3.6% (when possible cases were also included). When applying this to Tameside using the 1.8% prevalence rate that equals 50 children born each year affected by FASD. Similarly, using the 1.8% prevalence rate 4077 for the potential number of individuals living with FASD in Tameside.

Deprivation

17.6% of children in absolute low income families, compared to 15.1% across England (2020/21)

22.3% of children in relative low income families, compared to 18.5% across England (2020/21)

Early Years & Child Development



10.2% smoking status at time of delivery, compared to 9.1% across England (2021/22)



36.6% of babies are breastfed at 6-8 weeks, compared to 49.3% across England (2021/22)



66.9% of children achieving a good level of development at the end of Reception, compared to 71.8% across England (2018/19)

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3. Context

Education & Employment



4.7% of 16-17 years not in education, employment or training, compared to 5.5% across England (2020)

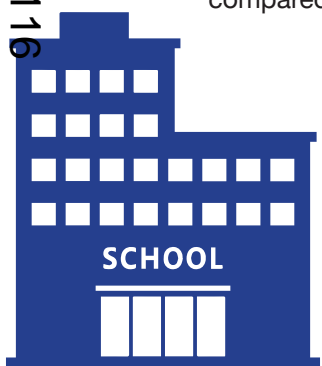
57% pupils achieving **KS2 RWM EXS+** compared to 59% across England (2021/22)

44% of pupils achieving a strong pass in English and maths compared to 50% across England (2021/22)

92% of pupils in good or outstanding primary schools

68% of pupils in good or outstanding secondary schools

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Health



11.9% of children are obesity at Reception, compared to 9.9% across England (2019/2020)

33.1% of 5 years olds have obvious dental decay, compared to 23.4% across England (2018/19)

19.4 per 1,000 under 18 conceptions, compared to 13 per 1,000 across England (2020)



98 per 10,000 hospital admissions caused by unintentional and deliberate injuries in children (0-14), compared to 75.7 per 10,000 across England (2020/21)



290.2 per 100,000 hospital admissions for asthma (0-19), compared to 74.2 per 100,000 across England (2020/21)



3. Context



Mental Health

6.8% of children in Tameside are known to have a mental health problem (2018)

11% of children in Tameside are known to have an Eating Disorder (2020)

Self-harm Hospital admissions due to self-harm are higher in Tameside than the England average. (2020/2021)

Mental health conditions Hospital

admissions due to mental health conditions are higher in Tameside than the England average (2020/2021)

Eating Disorders Across the Pennine Care Foundation Trust footprint there was an 80% increase in referrals for support/treatment for Eating Disorders in 2021/2022. This reflects the national picture where there was an 81% increase



Special Educational Need or Disability (SEND)

14.2% of children in Tameside are identified as having a Special Educational Need or Disability

compared to 12.3% of children in England (2021/2022)

2.1% of children have and Education, Health and Care Plan (EHCP) compared to 3.9% of Children in England.

Although lower than the national average this figure is rising. 13% of Tameside children have an Education, Health Care Plan due to difficulties arising from their Social, Emotional and Mental Health (2021/2022)



3. Context

Protect (At the end of November 2022)



2329 Child in Need,
a rate of 457 per 10,000 0-17 year old population

Including:

391 Children on Child Protection Plans (77 per 10,000 0-17 year old population)

653 Cared for Children (128 per 10,000 0-17 year old population)

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Substance Misuse

96 per 100,000 - Over the period 2018/19 to 2020/21 the rate of hospital admissions for substance misuse in the 15-24 year old age group was 96 per 100,000

21% of those in drug and alcohol treatment services have children under 16 at home

59% of those in drug and alcohol treatment services have children under 16 or are in contact with children under the age of 16



607 adults are estimated to be alcohol dependant and living with children, of those only 203 (33%) are in treatment



3. Context

Substance Misuse



It is estimated **34% of adults** with opiate based addiction who have children under 16 at home are not in treatment



29% of all adults in treatment for substance misuse have children at home

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Domestic Abuse (2021/22)



6376 crimes reported

There were 6376 domestic abuse crimes reported to Tameside police

582 cases discussed at MARAC due to concerns of risk of serious harm or homicide. Of the high risk cases discussed at MARC, **356 featured children**

3222 referrals to children's social care relating to domestic abuse



285 attendances

Local emergency departments recorded 285 attendances where someone has been assaulted in a domestic abuse context



4. What is Early Help and Family Help?

Early Help and family help is an approach to working with children and their families. It is everyone's responsibility. Early intervention focuses on preventing problems occurring and works by tackling challenges head-on before they get worse. Effective early intervention enables children and families to build on their personal strengths and skills to become more independent and resilient to the challenges that they face. This is our Signs of Safety Approach and Practice in Tameside. Whilst early interventions are often focused on the early years of a child's life, interventions can improve children's life chances at any point during childhood and adolescence.

Early help and family help involves all partners sharing responsibility for looking for signs that children and families need help and then acting quickly to address these needs. Providing good early help takes into account what is happening for everyone in the family, not just one individual. In Tameside a 'whole family approach' is promoted and the needs of all children, young people and their family members are considered in the assessment and support provided.

We recognise that often when one person in a family has a problem, it affects others in the family and that effective help means solving the root cause of the problem rather than just the presenting issue. Early help brings professionals together to work with the whole family to try to improve things for everyone. The Early Help and Family Help Offer of support to families in Tameside include support with, but not exclusive too:

- adolescence
- anti-social behaviour
- benefits and debt advice
- child development
- domestic abuse
- financial issues, poverty and deprivation



4. What is Early Help and Family Help?

- employment
- health
- housing
- mental health
- parental conflict
- parenting
- school attendance
- Special Educational Needs and Disabilities (SEND)
- substance misuse

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For more information about the early help and family help offer in Tameside and its associated thresholds, please access our thresholds document, [Tameside Framework for Help and Support](#).

Effective early help and family help has to be a partnership not just with agencies across the Borough but also with families. It is based on respectful but persistent engagement and a commitment to helping families find ways to help themselves.

It supports families to build on their strengths so they are able to deal with setbacks themselves, seize opportunities to flourish and know where to turn to for help when needed. Developing trusting relationships with families and giving them the tools to help themselves is central to early help and family help, nurturing long term resilience.

Early help and family help has to be challenging to ensure that restorative practice is reflected and encourages families to engage more fully in the communities in which they live; drawing on its assets and opportunities to support them and becoming more engaged members of their community.



5. Tameside's Early Help and Family Help Approach

The principles to our strategy and approach are:

- Supporting and helping children and families at the earliest opportunity - the right help, at the right time, from the right place.
- Actively listening to the voices of children and families in line with the [Listening Framework](#)
- Holistic support is provided with families, bespoke to their needs.
- Proactively utilising Signs of Safety to help assess risks, concerns and identify solutions in partnership with children and families.
- Support and help is delivered with children and families, building on their strengths and supporting them to come up with solutions with the help of their network.

- Understanding that safeguarding is everyone's business. Everyone working with children, young people and their families understands they are responsible for keeping children safe and promoting the welfare of children.
- Acknowledging that many situations need a multi-agency, trauma informed response, all agencies will work collaboratively to offer a coordinated response and avoid duplication.
- Everybody is confident with data protection principles and will proactively share information to help recognise, assess and act to provide a coordinated response to the needs of the child and the family.
- No one should assume that someone else will pass on information which may be vital to keeping a child or young person safe.



5. Tameside's Early Help and Family Help Approach

1. Universal:

My needs are met and I am achieving my expected outcomes.

2. Early Help:

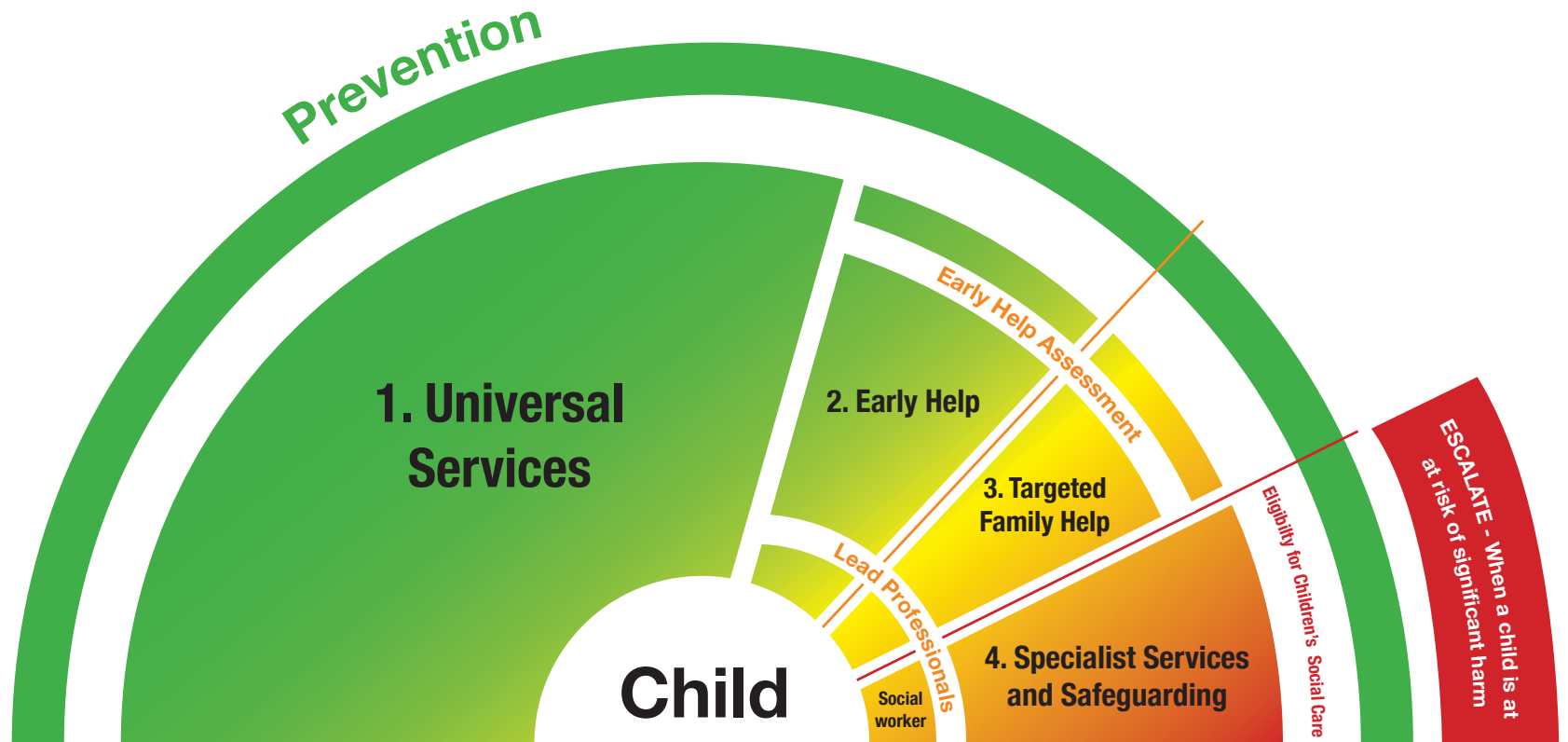
I may need some extra help alongside Universal Services to meet my needs.

3. Targeted Family Help:

There are complex needs. I need different services to work together to promote my welfare.

4. Specialist Services and Safeguarding:

I am a child in need or a child in need of protection. I am at risk of abuse, exploitation or neglect.



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5. Tameside's Early Help and Family Help Approach

Our Approach

Tameside has adopted the 'windscreen' model when looking at universal, early help, targeted early help and specialist/ safeguarding services. This model closely aligns to the THRIVE model of coping, getting help, getting more help and getting risk support.

Early help and targeted family help follow the same approach and processes for working with families. When additional need is identified which is beyond the universal support available to everyone, the early help process is started. An Early Help Assessment is completed with the family and the lead professional will work alongside the family to develop a plan of action and co-ordinate support. Support begins as soon as the early help process starts.

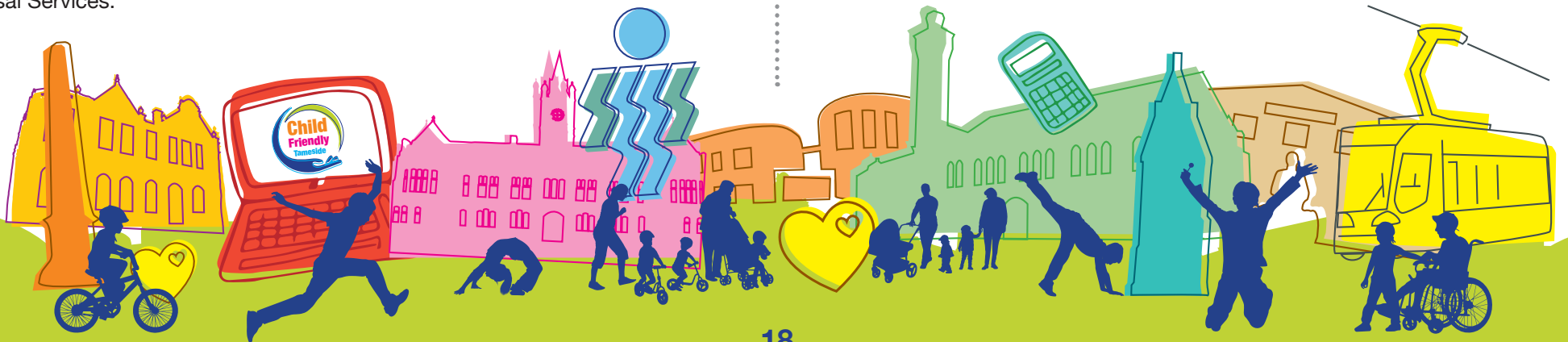
The progress made and any ongoing needs of the family are reviewed through the 'Team Around the Family/ Setting' approach. Family Intervention Services within our four neighbourhoods (North, South, East and West) work closely with Early Years, CAMHS, Job Centre plus and Active Tameside to support families 0-19 (25 with SEND).

Tameside council have established targeted family help at level 3 where more complex early help cases will be held by Family Help Case Managers who will work with a family as long as needed provided they are making progress. Where needs escalate or progress is not occurring, cases can be safely and quickly stepped up to statutory services using clearly defined, systematic approaches. Similarly, when families progress positively, cases can be stepped down to Level 2 and eventually, Universal Services.

Engagement with all members of the family is crucial to the success of this approach and the child's voice has to be heard strongly within the assessment and plan to ensure it is meeting their needs. Targeted family help follows the same approach but is provided when issues have become multiple or complex and stronger co-ordination of support is needed.

To underpin Tameside's Early Help Offer, the Signs of Safety framework has been adopted as part of the Early Help Assessment to strengthen safety and wellbeing planning with families. This is a strength based, solution focused model that looks to assess risk and concerns, identifying solutions with the family.

For more information about the model above and its associated thresholds, please refer to the [Tameside Framework for Help and Support](#).



5. Tameside's Early Help and Family Help Approach

Family Hubs

A key component to the strategy and approach are the Family Hubs within each of the four neighbourhoods (North, East, South and West) of Tameside. Through Family Hubs, families will be able to access services from a variety of community partners for right help at the right time.

Family Hubs bring together existing family-help services to improve connectivity between families, professionals and services, placing relationships at the heart of our approach. The Family Hubs will include a physical and virtual offer, accessible for families with children of all ages, from 0-19 or up to 25 with special educational needs and disabilities and embedding the Start for Life offer at their core.

The key principles of the family hub model are that services are:

- **More accessible** – through clearly branded and communicated hub buildings, virtual offers and outreach.
- **Better connected** – family hubs drive progress on joining up professionals, services and providers – through co-location, data sharing, shared outcomes and governance. Moving from services organised for under-fives, to families with children of all ages, reducing fragmentation.
- **Relationship-centred** – practice in a family hub builds on family strengths and looks to improve family relationships to address underlying issues.
- **Universal through to targeted services** – providing welcoming, non-stigmatising services for families



6. Making it Happen – Our Priorities

Based on a number co-production workshops with partners in Tameside, the following priorities have been developed to ensure successful delivery on the Strategy. In turn, we have stated our action under each priority.

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Authentic System Leadership

This means all partners including the Council, Health, Police, Education and VCSFE sector take responsibility for their role in early intervention as well as actively working together to deliver better outcomes for families.

What will we do?

- Utilise the potential of our local partners to provide critical support within the design and delivery of Early Help and Family Help.
- Work cohesively as partners by listening to each other, clearly communicating roles and responsibilities of all partners and promoting respect across all levels.
- All services involved in early help and family help will commit to delivering on the strategy and driving forwards improvements.
- Ensure there is joined up commissioning across all services supporting families, children and young people, in line with the [Tameside SEND Joint Commissioning Strategy](#)
- Maintain a clear understanding of what is commissioned and effectively communicate this with partners.



6. Making it Happen – Our Priorities

- Put evaluation and monitoring and review at the heart of our commissioning.
- Work jointly towards the vision of Early Help and Family Help in-line with our shared principles.
- Invest in the universal foundations for our families in Tameside.

Priority TWO

Effective Partnerships & an Integrated Team

This means capitalising on the strengths of relationships across all organisations and services, proactively sharing knowledge, resolving challenges and coordinating our approach to make sure residents get comprehensive, holistic support no matter which area they contact first.

What will we do?

- Co-locate services to help strengthen relationships between partners to take a holistic, whole family, approach to support.
- Provide support within communities through our integrated Early Help and Family Help offer.

- Develop our offer with partners to ensure we meet the needs of our neighbourhoods.
- Use existing data, local intelligence and insights from partners to design our support offer.
- Promote effective conversations which consider the needs of the whole family across all services.
- Promote better integration between children's and adults services.
- Improve connectivity between third sector, community, faith sector, education, council and health within family hubs and early help, to ensure there is a clear route to support.
- Embed a making every contact count approach across services, to prevent families repeating their stories or slipping through the cracks.
- Place the voice of families and communities at the core of our strategic planning.
- Develop an Early Help and Family Help Strategy Outcome Framework.



6. Making it Happen – Our Priorities

Priority THREE

Asset Based Focus

This means working together to make the most of what is already in place, and supporting families to build on their strengths.

What will we do?

- Commit to continuous learning, development and self- reflection across all services contributing to early help and family help.
- Increase our understanding of available assets and services in different neighbourhoods.
- Maintain an easily accessible and regularly updated directory of community assets and support.
- Create a family friendly culture within family hubs, welcoming every type of family.
- Work towards an effective single-access point for support, incorporating a physical place where families can get face to face support, a virtual place and a phone line.

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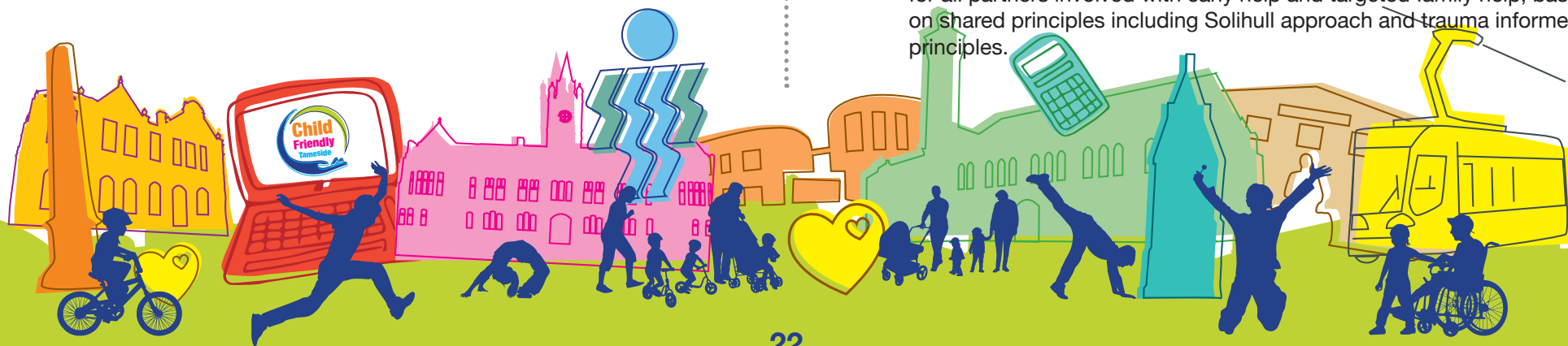
Priority FOUR

Workforce and Development

This means making sure all staff have the right skills and knowledge to work with and support families effectively.

What will we do?

- Have a workforce that reflects and understands the local landscape of support and the needs of the communities they work in.
- Signs of Safety Training to continue to be delivered by the Tameside Safeguarding Children Partnership.
- Making sure all our workforce know how to have effective conversations which consider all of the needs of the family.
- Delivering training internally and across the partnership to embed the Tameside Framework for Help and Support to improve the application of thresholds.
- Communicate the Early Help and Family Help offer clearly to the workforce.
- Develop a multi-agency workforce development plan to coordinate training for all partners involved with early help and targeted family help, based on shared principles including Solihull approach and trauma informed principles.



6. Making it Happen – Our Priorities

Priority FIVE

Data Improvements

This will help us to better share knowledge, make more informed, evidence based decisions and to monitor the impact we are having.

What will we do?

- Improve our ability to access and share intelligence between services.
- Ensure IT infrastructure enables co-location.
- Utilise the benefits of case management systems.
- Develop a joint framework for measuring success.
- Develop an Early Help and Family Help Performance Dashboard.
- Develop an Early Help and Family Help Outcome Framework.

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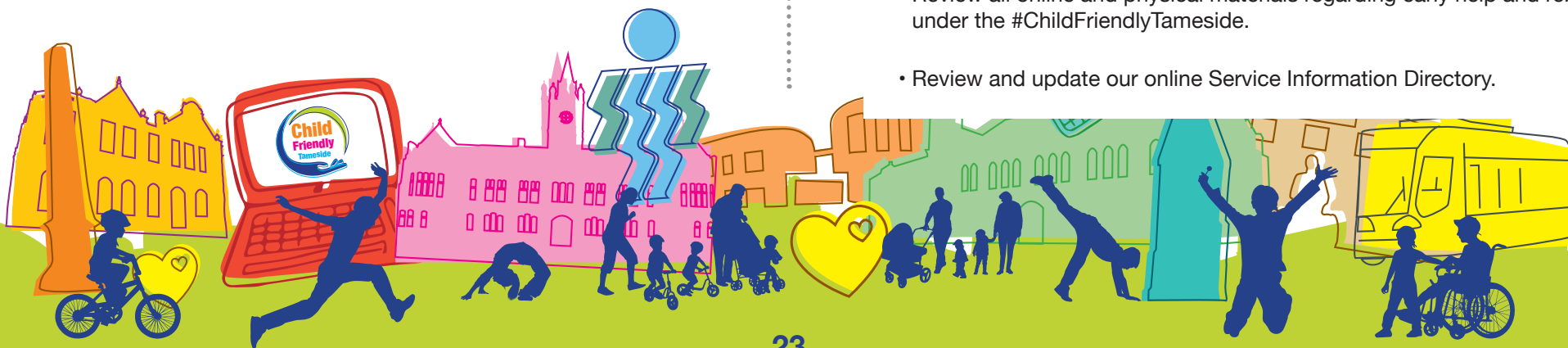
Priority SIX

Communication and Engagement

This will help us to connect with residents, promote our offer within the borough, gain feedback and ensure that our approach to early help and family help meets local needs.

What will we do?

- Use the tools we have available including council webpages and relationships with partner agencies to make it easier for residents to access information.
- Ensure our communications around Early Help and Family Help offer are consistent, locality specific and uniformly accessible.
- Monitor family experiences and awareness of our offer to review how early help and family help function.
- Engage with and offer targeted support for seldom heard families and groups.
- Design an outreach mode for support which is focused on overcoming any stigma associated with accessing services.
- Review all online and physical materials regarding early help and rebrand under the #ChildFriendlyTameside.
- Review and update our online Service Information Directory.



7. Making a Difference – Our Measures of Success

It is recognised nationally that measuring the effectiveness of early help systems is extremely complex and challenging.

Prevention and early intervention approaches are long-term invest to save models which require time to generate hard evidence of fiscal savings and provide ‘cashable’ savings. It is also difficult to demonstrate the cost avoidance generated by preventing problems.

The broad nature of interventions and services delivered by partners as part of early help and family help adds to the complexity of evaluating impact. Attributing improvements in family situations and the outcomes they achieve to one service or intervention is exceptionally difficult as demonstrated by the well-resourced and robust National Troubled Families Evaluation⁹. Collating good quality evidence of impact takes time, capacity and resources but is still important to do.

Despite the challenges, there is an emerging evidence base demonstrating that sustained investment in early help and preventative services over time can be effective and reduce demand on high cost services¹⁰.

Our aim is to jointly secure better outcomes for families, avoiding statutory interventions by intervening earlier. We recognise the need for a shared vision underpinned by ongoing monitoring and accountability to achieve this. The Tameside Early Help Partnership will develop an agreed multi-agency framework for measuring success which will help us to review and deliver an effective early help and family help system.



7. Making a Difference – Our Measures of Success

The Tameside Early Help Partnership will continue to develop this locally and assess the effectiveness of early help interventions. A jointly agreed Early Help and Family Help Strategy Outcome Framework will be explored by the partnership which will collate evidence and utilise sources including:

- Early Help and Family Help Performance Dashboard
- Children and Young People's Plan
- Management and Performance information
- Feedback from families
- Feedback from practitioners
- Case Studies
- Cost saving analysis
- National tools – including the [Early Help System Guide](#) and [Supporting Families Outcomes Framework](#)

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The development of a common evaluation framework by the Early Help Partnership for early help and family help will build on national best practice around the evaluation of early help systems and ensure a stronger evidence base for the Early Help Offer is available to support future investment decisions.

⁹ <https://www.gov.uk/government/publications/national-evaluation-of-the-troubled-families-programme-2015-to-2021-further-findings>

¹⁰ <https://www.eif.org.uk/report/the-cost-of-late-intervention-eif-analysis-2016>



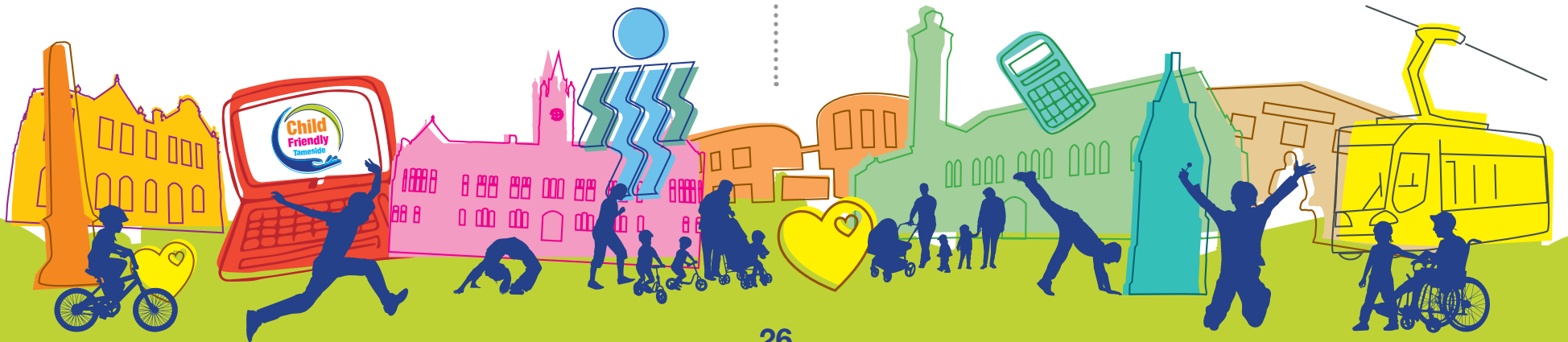
8. Governance

To deliver on the approach and priorities of early help and family help in Tameside effectively and successfully, a multi-agency delivery plan will be produced and regularly updated.

The Early Help and Family Help Delivery Plan will set out an ambitious but much needed plan of work for transforming the early help approach and offer in Tameside.

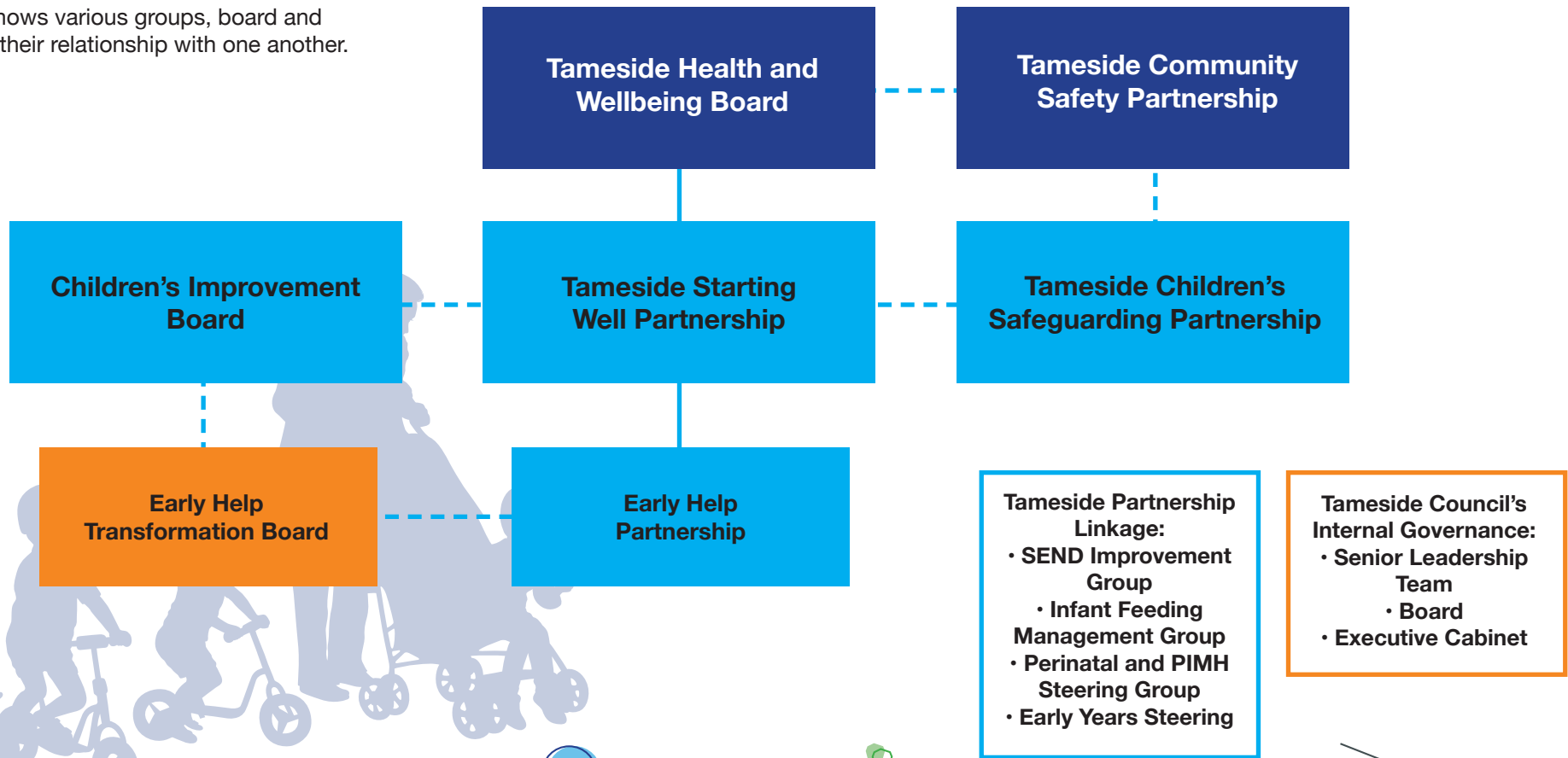
The Tameside Early Help Partnership is responsible for delivering the Early Help and Family Help Delivery Plan and will provide highlight reports to both the Starting Well Partnership and Children's Improvement Board.

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8. Governance

The illustration, shows various groups, board and partnerships and their relationship with one another.



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