

Report to:	EXECUTIVE CABINET
Date:	28 July 2021
Executive Member:	Councillor Brenda Warrington – Executive Leader (Tameside Council)
Clinical Lead:	Dr Ashwin Ramachandra / Dr Asad Ali – Co-chairs (Tameside and Glossop Clinical Commissioning Group)
Reporting Officer:	Sarah Threlfall – Assistant Director Policy, Performance and Communications (Governance and Pensions)
Subject:	ENGAGEMENT UPDATE
Report Summary:	<p>The report provides the Strategic Commissioning Board and Executive Cabinet with an update on the delivery of engagement and consultation activity in 2020/21 (to date). Much of the work is undertaken jointly – coordinated through the Tameside and Glossop Partnership Engagement Network (PEN) – by NHS Tameside and Glossop Clinical Commissioning Group, Tameside Council and Tameside and Glossop Integrated Care NHS Foundation Trust. However, it should be noted that each of the three agencies undertake work individually where necessary and appropriate for the purposes of specific projects. Engagement is relevant to all aspects of service delivery, all the communities of Tameside and Glossop, and wider multi-agency partnership working. The approach is founded on a multi-agency conversation about ‘place shaping’ for the future prosperity of our area and its communities.</p> <p>The onset of the Covid-19 pandemic has also meant that we have had to identify different ways to engage our local communities. This report sets out some examples of the ways in which we have done this including the establishment of both the Community Champions programme and Tameside & Glossop Inequalities Reference Group.</p>
Recommendations:	Strategic Commissioning Board and Executive Cabinet are asked to note the contents of the report and support future engagement and consultation activity with the communities of Tameside and Glossop.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	No direct financial implications – activity is funded from existing revenue budgets
Legal Implications: (Authorised by the Borough Solicitor)	<p>Engagement and consultation are a critical components to the successful delivery of services by the council.</p> <p>In addition consultation is often a statutory requirement and case law also how consultation should be undertaken.</p> <p>As such any formal consultation will be subject to its own decision making as part of the relevant project.</p>

This report is simply providing a helpful overview of the engagement and consultations currently being undertaken.

Risk Management:

The approach and activity outlined in the report ensures that both Tameside Council and Tameside and Glossop Clinical Commissioning Group meet their obligations with regards to engagement and consultation with local communities.

Access to Information:

The background papers relating to this report can be inspected by contacting Simon Brunet, Head of Policy, Performance and Intelligence (Tameside and Glossop Strategic Commission)



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1. PURPOSE OF THE REPORT

- 1.1 The report provides the Strategic Commissioning Board and Executive Cabinet with an update on the delivery of engagement and consultation activity from June 2020 to date. Much of the work is undertaken jointly – coordinated through the Tameside and Glossop Partnership Engagement Network (PEN) – by NHS Tameside and Glossop Clinical Commissioning Group, Tameside Council and Tameside and Glossop Integrated Care NHS Foundation Trust. However, it should be noted that each of the three agencies undertake work individually where necessary and appropriate for the purposes of specific projects.
- 1.2 Engagement is relevant to all aspects of service delivery, all the communities of Tameside and Glossop, and wider partnership working. The approach is founded on a multi-agency conversation about 'place shaping' for the future prosperity of our area and its communities.
- 1.3 The onset of the Covid-19 pandemic has also meant that we have had to identify different ways to engage our local communities. This report sets out some examples of the ways in which we have done this including the establishment of both the Community Champions programme and Tameside & Glossop Inequalities Reference Group.

2. KEY HEADLINES

- 2.1 The key headlines from June 2020 to date are summarised in the box below.

- Facilitated 32 thematic Tameside and/or Glossop engagement projects
- Received 4,186 engagement contacts¹ (excluding attendance at virtual events)
- Supported 27 engagement projects at the regional and Greater Manchester level
- Promoted 33 national consultations where the topic was of relevance to and/or could have an impact on Tameside and/or Glossop
- Established the Community Champions Network to provide residents and workforces with the coronavirus information they need to lead the way in their community, with over 250 members now registered
- Established the Tameside & Glossop Inequalities Reference Group in response to how the coronavirus pandemic, and the wider governmental and societal response to this, has brought equalities (and indeed inequalities) into sharp focus
- Delivered two virtual Partnership Engagement Network (PEN) conferences attended by over 150 delegates in total
- Delivered four virtual Partnership Engagement Network sessions focusing on the impact of COVID-19 and how we can build back better. These were attended by over 50 participants.
- Held a virtual engagement session with young people to understand the impact of the pandemic on them and how they feel things can be done differently in the future.
- Undertook the third joint budget conversation exercise for Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group.

¹ Engagement contacts refer to the number of responses made to Tameside & Glossop Strategic Commission led engagement and consultation activity outlined in table 1 of Appendix 1.

- Achieved 'Green Star' top rating for public and patient engagement as part of the CCG Improvement and Assessment Framework (IAF). Tameside and Glossop CCG attained the highest score possible, one of only 40 out of 195 areas in the country to do so *

2.2 A table listing all engagement activity facilitated, supported or promoted in the last two years is attached at Appendix 1 for information.

2.3 The outcomes of our COVID-19 specific engagement to date are detailed at section 5.

3. COMMUNITY CHAMPIONS NETWORK

3.1 Keeping residents fully informed throughout the pandemic has been vital to limiting the spread of Covid-19 in the area. The Covid-19 Community Champions Network was established to provide residents and workforces with the coronavirus information they need to lead the way in their community. Community champions play a key role in acting as message carriers and leading by good example.

To enable this, the Strategic Commission ensures that timely and accurate information is shared with community champions to support them to respond to and reassure residents within their community. The network runs two sessions each week (one during the working day and the other in the evening) over Zoom to share information and good practice. These sessions are:

- **Community champions information sessions:**
An update on the data and Tameside's current position, as well as the opportunity for a questions & answers.
- **Community champions catch-up sessions:**
An informal conversation about what is/isn't working, queries from participants and sharing of good practice and ideas.

3.2 Additional workshops on specific topics have been arranged with the Community Champions Network, including:

- Mental Health and Wellbeing
- Hate Crime
- Making Every Contact Count
- Budget Conversation 2021/22
- Having Difficult Conversations

In addition, members of the network receive a copy of all relevant press releases, a weekly email with key messages and relevant information, and WhatsApp broadcasts for Covid-19 news, pictures and videos.

3.3 To date, over 250 people have signed up to be a community champion. Membership of the network is diverse, with numerous organisations and local communities represented. Members of the Community Champions Network have helped to translate materials and information on Covid-19, and assisted in distributing messages and communications back to their communities.

3.4 A number of sub-groups of Champions have since been established. This includes the Diversity Champions group, which provides a regular forum for Community and Faith Leaders to come together to discuss and take action on COVID and Health and Wellbeing issues and concerns affecting local communities. As an example of their work, a group of Community Champions from the Diversity group visited Hyde Jamia Mosque, a major centre of worship

in the borough, to increase the visibility of messaging and vaccine take-up among ethnic minority communities.

4. TAMESIDE & GLOSSOP INEQUALITIES REFERENCE GROUP

- 4.1 Tameside & Glossop Inequalities Reference Group was established in November 2020 in response to how the coronavirus pandemic, and the wider governmental and societal response to this, has brought equalities (and indeed inequalities) into sharp focus. As we move from crisis management to recovery we need to ensure we are utilising evidence and research, alongside the experience of our own communities, to do all we can to reduce inequalities in Tameside & Glossop.
- 4.2 IRG enables public sector organisations in Tameside & Glossop to work together to ensure this happens. It provides a forum to enable the sharing of ideas on carrying out our responsibilities under the Equality Act 2010 and the Public Sector Equality Duty – with the ultimate aim of reducing inequality across Tameside & Glossop. Whilst the group is not a decision making body, it makes recommendations for action via existing governance structures and steers action to address inequalities.
- 4.3 The group is chaired by Councillor Leanne Feeley, Executive Member for Lifelong Learning, Equalities, Culture and Heritage. Membership of the group is made up of representatives from a range of public sector and VCSE organisations across the area, including:
- Action Together
 - Children in Care Council
 - Diversity Matters North West
 - Infinity Initiatives
 - LGBT Foundation
 - Maternity Voices Partnership
 - People First Tameside
 - Tameside & Glossop Clinical Commissioning Group
 - Tameside & Glossop Integrated Care NHS Foundation Trust
 - Tameside Council (including Elected Members)
 - Tameside Independent Advisory Group
 - Tameside Youth Council
 - Tameside, Oldham and Glossop MIND
 - The Anthony Seddon Fund
 - The Bureau (Glossop)
- 4.4 The group meet on a quarterly basis to share progress on inequalities work, discuss emerging issues and discuss chosen areas of focus. Current areas of focus include:
- Community Cohesion
 - Digital Inclusion
 - Reducing barriers to accessing information
 - Voice of people with learning disabilities
 - Young people

 - Voice of people with physical disabilities
 - Emotional wellbeing (isolation and loneliness)
- 4.5 Gathering the voices and views of people with lived experience of the inequalities issues above is a central part of the work of the IRG. The gathering of lived experience is taking place in a number of forms, such as virtual engagement sessions, workshops at Partnership Engagement Network conferences, engagement with local community groups, and online surveys. In the case of the voices of people with learning disabilities area of focus,

engagement work is currently being designed, developed and led by members of People First Tameside themselves.

- 4.6 The IRG is also working closely with the Tameside Poverty Truth Commission – led by Greater Manchester Poverty Action – and Domestic Abuse Strategy – led by Tameside Council's Population Health team. Both projects tackle issues related to inequalities and therefore align closely to the aims of the IRG
- 4.7 Our local approach in Tameside and Glossop aligns with the wider work in Greater Manchester regarding equalities. In October 2020 an independent Inequality Commission was launched to explore the causes of inequality across the region through academic research and stakeholder engagement. The Commission is designed to act as a critical friend for Greater Manchester, be challenging and radical. The Commission released its first [report](#) in March 2020, outlining a vision to enable good lives for all in Greater Manchester and a series of recommendations to be adopted.

5. ENGAGEMENT ON COVID-19

- 5.1 To start discussion and take away learning from Covid-19, five virtual engagement sessions took place in July and August 2020. In total, 64 people attended the sessions. The themes for each of the sessions were:
- How do we get services back open safely?
 - What has been the impact of Covid-19 on the most vulnerable?
 - Living with Covid-19 and preventing outbreaks/spikes
 - How do we do things differently in the future based on experiences of Covid-19?
 - Specific engagement session with young people and their representatives
- 5.2 Each of the virtual engagement sessions invited participants to share their experiences, both as individuals or speaking on behalf of their organisation where appropriate. Despite there being a distinct topic for each of the workshops, there were clear themes that arose from each of the sessions. These key themes were:
- Communication – participants felt that clear and consistent public communications was important.
 - Mental health / isolation – participants were concerned about mental health impacts of the pandemic
 - Digital services – participants were concerned about services remaining accessible to those who are digitally excluded
 - Vaccination – importance of vaccination programme that built trust was stressed
 - Role of VCSFE – participants identified that the VCFSE sector had been vital during the pandemic and should be harnessed as a resource in future.
 - Impact of Covid-19 on people from ethnic minority backgrounds – participants recognised the disproportionate impact the pandemic has had on these groups.

Key themes arising from the Young Person's session were as follows:

- Concerns about school work
 - Exam concerns
 - Mental health
 - Isolation
 - Digital poverty
 - Missing out on major life stages
 - Excluded from decision making processes
- 5.3 Alongside the engagement sessions, a survey on the Impact of COVID-19 / Building Back Better was hosted through July and August by the Strategic Commission via the Big Conversation pages on the Council and CCG websites. The survey aimed to understand

how the pandemic has impacted the lives of people who live, work or spend time in Tameside & Glossop. We also wanted to gather views on how we can better live with, and recover from, COVID-19. The survey asked the following questions:

- What do you think the impacts of coronavirus have been on the most vulnerable members of our community? How can we best learn from this in the future?
- How do you think we can best prevent future outbreaks of COVID-19 in Tameside & Glossop? What does our local community need to be able to do to support this?
- What are your thoughts on how we can re-open services safely in Tameside & Glossop?
- Based on your experiences during COVID-19, how do you think we can do things differently in the future?

5.4 In total 455 responses to the survey were submitted. Key themes across all questions are provided below:

- Concerns around mental health, loneliness and isolation
- Importance of following and enforcing social distancing guidelines
- Ensure effective and clear communication
- Better / more services for vulnerable people are needed
- Access to technology/digital services needs to be reviewed

5.5 Additional engagement work around the impacts of Covid-19 was also undertaken with the Children in Care Council. This consisted of two questionnaires circulated via children's social workers, one to children aged 8-16 involved with the duty, safeguarding and Looked After Children teams, and the other to young people aged 16-25 involved with the leaving care team.

5.6 Engagement with residents and communities was also reported via Elected Members on the council's Scrutiny Panels. Scrutiny Panel members are well placed to report on feedback from residents in their wards, and so it was requested that they take time to note experiences, impacts and the response to Covid-19 in Tameside.

5.7 Further engagement work was carried out through a number of communications focus group sessions with schools, businesses, those with learning disabilities, and those from ethnic minority backgrounds. The focus groups aimed to improve our understanding of people's views on Covid-19 guidance, how they access information, and the knowledge gaps that exist. Participants were asked to discuss their views on various examples of communications and messaging from local, regional and national public sector organisations.

5.8 Covid-19 engagement work has continued during 2021. A survey regarding self-isolation support was launched on 27 May 2021 that aimed to better understand the barriers and challenges that residents may face when asked to self-isolate. To date this survey has 111 responses. In addition, the organisation are commissioning a longitudinal, 12 month research project to explore the impact of the Covid-19 pandemic on local communities, with the purpose of informing recovery plans to build back in a fairer and better way.

6. PARTNERSHIP ENGAGEMENT NETWORK (PEN) UPDATE

6.1 Tameside & Glossop Partnership Engagement Network (PEN) continues to be one of the key ways in which we engage local people. PEN was established jointly in 2017 by Tameside Council, Tameside & Glossop CCG, and NHS Tameside & Glossop Integrated Foundation Trust as part of a multi-agency approach to provide the public and our partners with a clear method to influence the work of public services and to proactively feed in issues and ideas.

6.2 The approach ensures that structures exist to facilitate an ongoing conversation with both the public and stakeholders. PEN creates forums for people and organisations to get their

voices heard and the opportunity to hear about and contribute to the development of public sector programmes and work. The key principles of PEN are to:

- Engage in an ongoing conversation with the public, patients, and other stakeholders
- Reach across the whole of the public and community sectors so that engagement doesn't happen in organisational silos
- Begin discussions early; enabling the public, patients and other stakeholders to be part of designing solutions.

PEN operates across two tiers:

- Strategic – engagement on approach, principles, cross-cutting issues, and direction of travel. A space to identify and join up key themes emerging from operational engagement activity.
- Operational – engagement on service plans, new and developing models, emerging ideas, and commissioning approach. Operational engagement takes place at both the thematic (service based) and neighbourhood (place based) level.

6.3 PEN has been an important mechanism for engaging with local communities throughout the Covid-19 pandemic. Traditional ways of engaging with residents and service users had to be adapted to adhere to national guidance – for example, the normally in-person PEN Conferences were held virtually for the first time. This had no impact on the number of participants, and in some cases made the events accessible for those that usually could not attend.

6.4 In the period June 2020 to May 2021, there have been two large-scale PEN conferences and five specific Covid-19 engagement sessions – details of which are summarised in the table below. The traditional PEN approach to engagement was adapted to adhere to national restrictions, with in-person events shifting to online. Each of the conferences consisted of key presentations and a number of facilitated workshops to gain input on the development of options, emerging ideas, and specific issues and challenges currently facing Tameside & Glossop. Covid-19 engagement sessions focussed on a specific theme related to the pandemic and enabled participants to engage in open discussions around that theme.

6.5 The table below summarises the topics discussed at the conferences that have taken place since June 2020 to date.

Event	Date	Presentations	Workshops	Delegates
Covid-19 Virtual Engagement Sessions (x5)	July / August 2020	Individual sessions focussing on Covid-19 related themes: <ul style="list-style-type: none"> • How do we get services back open safely • What have been the impacts on the most vulnerable • Living with Covid-19 and preventing future outbreaks • How do we do things differently in the future • Bespoke children and young person's session 	N/A	50
Virtual PEN Conference	19 November 2020	• Feedback on Covid-19 virtual engagement sessions	• Clean Air Plan	70+

Event	Date	Presentations	Workshops	Delegates
		<ul style="list-style-type: none"> • Covid-19 and community transmission • Upcoming major projects and consultations 	<ul style="list-style-type: none"> • Minimum Licensing Standards • Trans Pennine Upgrade • Improving Access to Primary Care • Inclusive Growth Strategy • Environment Strategy • Community Safety Strategy • Budget Conversation 2021/22 	
Virtual PEN Conference	9 March 2021	<ul style="list-style-type: none"> • Census 2021 • Equalities work in Greater Manchester • Covid-19 Vaccination programme 	<ul style="list-style-type: none"> • Active Tameside • Health Improvement Service • Spiritual Care Strategy • Community Cohesion • Digital Inclusion • Census 2021 • Future of Local Fundraising at T&G Integrated Care Foundation Trust 	80+

6.6 Full feedback reports for the conferences are posted on the Partnership Engagement Network (PEN) pages of both the [Council](#) and [CCG](#) website. Similarly, for all thematic engagement and consultation activity a short feedback report is posted on the Big Conversation pages of the Tameside Council website (with links also included on the CCG website).

6.7 Residents, service users, patients, stakeholders, VCSE sector and partner organisations are regularly encouraged to sign up to the PEN Family which they can do via a link on the website. Over 400 members are currently signed up to receive monthly updates alerting them to relevant consultation and engagement opportunities at a local, regional, and national level. Details of these updates are also posted on the websites.

7. BUDGET CONVERSATION 2021/22

7.1 In 2020/21 Tameside Council and NHS Tameside & Glossop Clinical Commissioning Group undertook the Tameside & Glossop Strategic Commission Budget Conversation 2021/22 exercise for a third time as a joint organisation. Both Tameside Council and NHS T&G CCG have to set a balanced budget for 2021/22, with a number of considerations having to be taken into account to do so. These include legal and statutory requirements placed on us by Government, an understanding of the need for different services based on an analysis of existing service use, identifying new ideas and opportunities for innovation including

exploring what other areas are doing, as well as the need to make savings whilst continuing to deliver for our community. In addition, the views of local people are important in helping us understand your priorities and informing the budget setting.

- 7.2 Between 2 November 2020 and 6 January 2021 a conversation was undertaken with public, patients, partners, stakeholders, and voluntary & community groups across Tameside & Glossop to understand what they think the spending priorities should be for the Strategic Commission, in addition to any ideas or suggestions for how we might deliver services more efficiently or save money.
- 7.3 The Budget Conversation was conducted virtually for the first time due to the Covid-19 pandemic, resulting in us adapting our normal engagement approach. Engagement sessions that would normally have been held in person were held virtually and specific sessions were arranged for different protected characteristic groups.

Key headlines include:

- A total of 524 engagements. This is based on:
 - 250 contacts at dedicated virtual engagement, drop-in sessions, and other meetings
 - 188 survey responses
 - 85 social media responses
 - 1 e-mail
- Multiple channels used to communicate to the public and stakeholders, including:
 - Websites and social media.
 - Newspapers.
 - Public sector partners.
- In addition to promotion through written communications the Budget Conversation was also promoted in a number of other ways. These include via:
 - Partnership Engagement Network – over 400 members.
 - Big Conversation website – 143 members.
 - Purple Wi-Fi mailing list – over 29,000 members
 - 129 Budget Conversation social media posts (Facebook, Twitter, and Instagram) reached our followers 91,129 times.
 - All Patient Neighbourhood Groups were contacted and engaged in regards to the Budget Conversation
 - Information directly shared to over 100 groups/networks
- Endeavoured to engage with people of all backgrounds. 25 dedicated engagement sessions with specific groups in Tameside & Glossop and 3 public drop-in sessions undertaken. Sessions with dedicated groups included:
 - Autism Reference Group
 - Diversity Matters North West
 - Local Colleges
 - People First Tameside
 - Poverty Action Group
 - Youth Council
- 85.6% of respondents to the Budget Conversation were residents in the area. 3.7% did not live in the area but work here. Whilst the remaining 10.7% are either employees of public sector organisations located in the area, a member of a local charity or voluntary group, or other.
- Suggested spending priorities for the Tameside & Glossop Strategic Commission in 2021/22 and future years:

- Adult's social care
 - Children's social care
 - Education
 - GP / Health Services
 - Infrastructure/street maintenance (including potholes)
 - General health and wellbeing
- Ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue:
 - Improve estate efficiency
 - Involve community
 - Reduce staff costs
 - Reduce cost of Councillors
 - Better integration of services
 - More digital services

7.5 A copy of the Budget Conversation report can be found [here](#). You can read a more detailed breakdown and follow links to the full report of the Budget Conversation process [here](#).

8. OTHER ENGAGEMENT WORK

8.1 This section provides an update on other key pieces of engagement work that have taken place recently. It also details some upcoming key pieces of strategic consultation and engagement activity for the Strategic Commission.

- **What Matters to You** - 'What Matters to You' is a national campaign led by NHS England each year that encourages and supports more conversations between those who commission health and social care and those who receive it. From 9 June 2021, Tameside and Glossop Strategic Commission jointly promoted and facilitated the 'What Matters to You' campaign. The findings will be shared with senior leaders for their use to inform future service improvement.
- **NHS Oversight Framework: Patient and Community Engagement Indicator** - Each year NHSE undertake an Oversight Framework (formerly the Improvement and Assessment Framework (IAF)) with a focus on public and patient engagement for every clinical commissioning group. For the last three years – 2017/18, 2018/19 and 2019/20 – NHS Tameside and Glossop Clinical Commissioning Group (CCG) achieved the top score of Green Star. For the 2019/20 assessment Tameside and Glossop CCG was awarded the top rating – Green Star for patient and community engagement, with the highest possible score of 15 out of 15. Only 40 of the 191 CCG areas in the country achieved this highest possible score.
- **Local Government Boundary Commission consultation** – The Local Government Boundary Commission for England (LGBCE) carried out an electoral review of the ward boundaries of Tameside Council. The Council supported this process by facilitating engagement and consultation with elected members, feedback from which helped LGBCE to form their proposals for new electoral boundaries in the borough. Members of the public and local organisations were then consulted on the proposals – Tameside Council supported the engagement activity by promoting the consultation through its networks and social media channels. In the first round of engagement, LGBCE received 50 submissions from members of the public and local groups. The second round of engagement was launched on 1 June and will run until 9 August. Final recommendations from LGBCE will be released in November 2021

- **Godley Green Garden Village consultation** – As part of plans to create a new community in the borough – Godley Green Garden Village – Tameside Council commissioned an independent company to carry out extensive consultation and engagement work. This included a number of engagement sessions with landowners, local residents and members of the public that ran alongside a broader survey that gave local people an opportunity to have their say on the early proposals.
- **Self-isolation survey** – Tameside Council are currently conducting a survey to better understand the barriers and challenges that people may face when asked to self-isolate due to Covid-19. Evidence and insight from this survey will help us to better support local people to self-isolate, and reduce transmission of the virus. The survey has been promoted through the Council’s networks – including the Covid-19 Community Champions Network – and through its social media channels.
- **Covid-19 Insight Research** – Tameside and Glossop Strategic Commission are commissioning a longitudinal, 12 month research project to explore the impact of the Covid-19 pandemic on local communities, with the purpose of informing recovery plans to build back in a fairer and better way. The research will involve both quantitative and qualitative methodology to gather statistically robust data representative of Tameside and Glossop’s demographics, with a specific focus on engaging some of the communities worst impacted by the Covid-19 pandemic: people with disabilities, people from minority ethnic backgrounds, and people who are digitally excluded.
- **Scrutiny Panels** – Tameside Council Scrutiny Panels have actively engaged with a diverse range of consultations and surveys over the last 12 months. This has included:
 - Safe Streets – July 2020
 - Healthwatch Tameside Covid-19 survey – July 2020
 - Inclusive Growth Strategy – December 2020
 - Community Safety Strategy – January 2021
 - Health Improvement Service review – April 2021
 - GP Patient survey – September 2020
 - GMP Inspection report – March 2021
- **GM Consultations** - Two significant and aligned consultations took place within GM in autumn 2020. These were:
 - Greater Manchester Clean Air Plan (GMCAP)
 - GM Minimum Licensing Standards for taxis and private hire vehicles (MLS)

GM Leaders agreed to bring these consultations together under one narrative as they will have a significant impact on the future of GM and its recovery. The joint narrative reflects Greater Manchester’s commitment to build back better and support economic growth. Tameside Council devoted resource and time to ensuring that local people were engaged and had the opportunity to input into these key strategic consultation pieces. This included promoting the consultations through the organisations’ networks and social media channels, and facilitating engagement workshops and presentations on the topics at Partnership Engagement Network conferences.

9. RECOMMENDATIONS

9.1 As set out on the front of the report.