

# Corporate Equality Scheme 2015-19

## Progress Report: Year 1



Female dancers at the Ashton Old Baths celebration event.

# Progress Report: Year 1

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Details of how Tameside Council has progressed during 2015-2016 against the Themes and Objectives set out in our Corporate Equality Scheme 2015-19

## Introduction

The Corporate Equality Scheme 2015-19 is our second since the introduction of the Equality Act 2010. It builds upon the work and actions undertaken during the course of the previous scheme (CES 2011-15), and highlights how we will be taking forward our commitment to equality and diversity in the coming years.

The 2015-19 Scheme is divided into three separate yet complimentary sections and can be viewed on the Equality & Diversity pages of the Council's website here –

<http://www.tameside.gov.uk/equalitydiversity>

Part 1 outlines our approach to equality and diversity, some of our achievements, and introduces the overarching themes of objectives for 2015-19.

Part 2 provides a more detailed look at our overarching themes, by breaking each down into a number of objectives that we will be working towards achieving over the course of the scheme. These objectives will help us fulfil our obligations under the Public Sector Equality Duty (PSED) and specific duties, as well as complementing our other strategic aims and the vision of the Corporate Plan.

<sup>1</sup>The original 2011-15 Scheme, together with its yearly updates, can be viewed online here -

<http://www.tameside.gov.uk/ces2011-15>

Part 3 provides details of the legislative context to the Scheme, detailing how we are complying with the Equality Act 2010 and the PSED. It also provides more general background information on equality law, and signposts where further information can be found.

The purpose of this document is to provide an update on the progress we have made against our objectives during the first year of the 2015-19 Scheme. It also provides an update on some of the key statistics outlined in Part 1 of the Scheme. This document is broken down into the five objective areas of:

- Reduce Inequalities & Improve Outcomes
- Meeting our obligations under the Equality Act 2010
- Equality Training, Development & Awareness
- Consultation & Engagement
- Information, Intelligence & Need – Understanding Service Use & Access

This update is not intended to be an exhaustive list of achievements or barriers to progress, nor is it a detailed analysis of performance across the range of issues and service areas that the Council and our partners are involved in.

Reducing inequality and disadvantage remains central to our work as a Council, and our approach to equality and diversity is to ensure that this ethos runs through everything we do. In this challenging economic climate, ensuring that we deliver fair and equitable services is more important than ever.

## Reduce Inequalities & Improve Outcomes

- Address key priority quality of life issues, such as health inequalities, educational attainment, access to skills, training and employment opportunities, and health and wellbeing, across equality groups and the vulnerable and disadvantaged, with a view to narrowing the gap.
- Help people to continue to live independent lives, and support the most vulnerable in our communities to access services that exist to support this aim, through targeted interventions and tailored service provision.
- Aim to increase the level to which people believe that Tameside is a place where people get on well together, amongst the population as a whole and by protected characteristic group.

As established in the Corporate Equality Scheme 2015-19, the need to reduce inequality and improve outcomes for our residents is embedded in everything that we do. Our Corporate Plan sets out a clear vision of how we want residents to have the best possible opportunities to live healthy and fulfilling lives by focusing our resources on:

- Working with families to ensure children are ready for school;
- Supporting families to care for their children safely;
- Increasing educational attainment and skills levels;
- Working with businesses to create economic opportunities for residents;
- Reducing levels of benefit dependency;
- Helping people to live independent lifestyles supported by responsible communities;
- Improving health and wellbeing of residents; and
- Protecting the most vulnerable.

We believe Tameside is a great place to live and work and we will strive to make it even better by focusing on:

- Strengthening the local business community and our town centres;
- Improving transport infrastructure and digital connectivity;
- Growing levels of inward investment;

- Promoting cleaner, greener and safer neighbourhoods;
- Improving housing choice;
- Reducing our carbon footprint, both in energy and waste; and
- Supporting a cultural offer that attracts people to the borough.

The Customer Service Excellence (CSE) standard aims to bring professional, high-level customer service concepts into common currency with every customer service by offering a unique improvement tool to help those delivering services put their customers at the core of what they do.

Following our Customer Service Excellence standard assessment in summer 2015, we were awarded eight areas of Compliance Plus, an increase on the six areas awarded at the time of the last assessment and with five in new areas.

Despite the ongoing financial challenges we face, the CSE accreditation panel could see clear evidence of our continuing commitment to customer service and have awarded us 100% compliance across all the standards.

We recently had our Customer Service Excellence Annual Surveillance visit which confirmed we continue to maintain the 100% compliance and the eight areas of Compliance Plus we were awarded last year. The assessor was impressed by the significant amount of further work we have undertaken during the last year which has resulted in an additional area of Compliance Plus being awarded to us - that we have made the consultation of customers integral to continually improving our service and how we advise customers of the results and action taken.



In testament to our commitment to delivering the best possible services for our residents, Tameside Council was also recently awarded the coveted title of Council of the Year by the Local Government Chronicle (LGC). The judges paid tribute to Tameside as a bold and creative authority that shows influence, realism and courage. They praised its current ambition as the culmination of years of hard work. Projects which particularly impressed the judges, many of which impacted on residents from across all protected characteristic groups, included Care Together, Vision Tameside, Ashton Old Baths, Greater Manchester Pension Fund (GMPF) as pension fund of the decade, GMPF investment and pension pooling, Tameside Investment Partnership (TIP) - £250 million investment in schools, A+ Trust and educational attainment. A range of services exist within the Council which help to achieve the aims set out in our Corporate Plan. Examples of such services and some of the initiatives they undertake are set out below.

Our Customer Services ensure that residents are able to access the services they require and also highlight other services available to them that they may otherwise have been unaware of. Enquiries range in complexity from something as simple as a missed bin enquiry to supporting a resident with debt management advice.

During 2015-16, Customer Services assisted 32,682 people; our call centre answered 179,001 calls; whilst our Welfare Rights service assisted residents with income gains of £3.5 million and assisted residents with an aggregate £1.6 million of debt to negotiate affordable repayments.

Our Customer Service Centre is located in Clarence Arcade in Ashton-under-Lyne, a building which is accessible to all, whilst a home visiting service operates for those who cannot attend. There are language speakers within the service who speak Urdu, Hindi, Gujarati and Punjabi and can assist customers whose first language is not English. In addition, Language Line, a telephone interpreting service, is available. A loop hearing system is available in the Customer Service Centre.

In 2015-16, Welfare Rights received funding from Public Health to provide benefits and debt advice in two GP surgeries in the Borough. Often GP's are a point of contact where a person will present with health issues, sometimes exacerbated by financial difficulties, not knowing where to turn to. This project delivers advice directly to patients in their GP surgery. Since January 2015, 190 patients have been assisted with advice. A total of £397,115 has been generated in benefit gains for these clients.

In addition, Welfare Rights continue to provide a service at Tameside Hospital's Mental Health Unit as it has done for many years. A fortnightly visit takes place by a welfare rights officer and in 2015-16, 51 patients accessed the service and £37,066 was gained in extra benefits.

In total, 833 clients who received some form of service from Welfare Rights in 2015-16 stated they had a mental health condition. Feedback from clients who have accessed the Welfare Rights service includes:

"Welfare Rights have done fantastic work over the years, without welfare rights I don't know what I would have done. A very understanding person to talk to and he has been very helpful to me."

"I couldn't have asked for a better person to help me. Easy to talk to and caring. Thank you for your help."



As part of Project Phoenix's 'It's Not Okay' campaign earlier this year, Tameside Council worked with partners - including Greater Manchester Police and health organisations - to highlight the risks and links around children missing from home and child sexual exploitation (CSE). Evidence shows that 95% of children identified as being vulnerable to sexual exploitation have been missing from home at least once.

Tameside Council took part in the It's Not Okay Week of Action which took place between 14-20 March 2016. Children and young people were given advice on staying safe while guidance was available to parents on what to do if their child goes missing and how to spot the signs that they may be at risk of sexual exploitation. The week of action consisted of numerous roadshows, training events and visits to schools and care homes in the borough as well as truancy patrols and multi-agency enforcement visits to off-licences, takeaways and other hot spot areas.

## Health and Wellbeing

Healthy life expectancy for males is currently 57.9 years and for females is 58.6 years. This is 5.4 years below the England average for males and 5.3 years for females (2011/13). Over the last 10 years, premature deaths from cancer (171.3 per 100,000), and heart disease and stroke (115.5 per 100,000) have fallen steadily, but still remain worse than the England average. (141.5 and 75.7 respectively) (2012/14).

Although improvements in premature mortality for cancer related deaths have started to slow down, for alcohol related mortality there have been improvements and the gap has closed between Tameside and England with rates now being lower than the North West average.

Another cause for optimism is that the gap between Tameside and England in overall life expectancy has decreased slightly for both males and females, which is a marked improvement on previous years.

Although this is good news there is significantly more work to be done to ensure the reduction in mortality continues year on year; with the ultimate goal being that our residents have the same outcomes and life expectancy as the rest of England.

## Care Together

Health and social care in Tameside is changing to provide a better service and help residents enjoy healthier lives. Care Together sits alongside the Greater Manchester Health and Social Care Devolution plans.

Our new model of care, Care Together, brings Tameside Council, Tameside & Glossop Clinical Commissioning Group and Tameside Hospital together to deliver seamless health and care services for local residents. Care Together will deliver services through an Integrated Care Organisation (ICO) guided by a Single Commissioning Function (SCF). The pioneering programme will bring together health and care professionals - such as doctors, physiotherapists, community nurses and home care workers - to help ensure patients get the right care, in the right place and at the right time.

Those in need of support will receive it in a more co-ordinated way, without having to work their way through a complex system. Care will be provided closer to home and on the basis of keeping people out of hospital by using early support. It will bring decision making closer to home, while prioritising building resilience among local people, developing healthier lifestyles and preventing ill health. Two of the key elements to the Care Together model are locality working and urgent care.

Integrated Neighbourhoods have been established for the five neighbourhoods of Tameside and Glossop. These multi-disciplinary teams proactively engage with and manage those most at risk of developing long term conditions and should these be identified, support people in their own homes. The Integrated Neighbourhoods have responsibility for the health and wellbeing of their local populations.

The Urgent Integrated Care Service (UICS) has responsibility to support those who are in social crisis or seriously unwell through a single point of access. UICS can mobilise all relevant assets and resources to help get the service user well and back in the lowest cost and most appropriate care setting as quickly as possible. There is clear accountability and co-ordination between the Integrated Neighbourhoods and the UICS each making the other effective in putting the individual first.

Care Together was recently recognised by the MJ Awards 2016 when the programme received a commendation in the 'Reinventing Public Services' category.



## Devolution – Taking Charge of Health & Social Care

A 'new era for Greater Manchester' started on 1 April 2016, as the region became the first in the country to take control of its combined health and social care budgets – a sum of more than £6 billion.

It means that – for the first time – leaders and clinicians will be able to tailor budgets and priorities to directly meet the needs of local communities and improve the health and wellbeing of the 2.8million residents.

It presents health officials with a unique opportunity to tackle some of the poor health inequalities that currently blight the region and the past year has seen politicians, councillors and senior health officials work in partnership to establish a system of governance that will allow Greater Manchester to prosper.

Greater Manchester is to receive £450million in additional transformation funding to support developments to the system, outlined in a five-year vision for services across Greater Manchester, underpinned by four key long-term goals:

1. Creating a transformed health and social care system which helps many more people stay independent and well and takes better care of those who are ill.
2. Aligning our health and social care system far more closely with the wider work around education, skills, work and housing – we spend our £22billion effectively.
3. Creating a financially balanced and financially sustainable health and social care system – we spend our £6billion effectively and spend no more than that.
4. Making sure all the changes needed to do this are done safely so the NHS and social care continues to support the people of Greater Manchester during the next five years.

These priorities are underway and will be shaped in the coming weeks and months as health officials respond to what local people want; using their experience and expertise to help change the way we spend the money.





## Tameside Domestic Abuse Strategy 2016-19

The Tameside Domestic Abuse Strategy (2016-19), aims to prevent and reduce domestic abuse and the harm this causes to victims, families and communities in Tameside.

The priorities of the strategy are to ensure that:

- The community rejects all forms of domestic abuse and violence as unacceptable.
- There is less domestic abuse in Tameside.
- The impact of domestic abuse is reduced.

An Equality Impact Assessment was undertaken to understand the impact of domestic abuse across protected characteristic groups and individuals and how the Domestic Abuse Strategy will positively impact upon service users and those in need. Whilst the impact of domestic abuse is negative and harmful, the impact of the strategy is positive.

There is a clear gender divide in respect of the experience of domestic abuse. In England and Wales, women are more likely than men to have experienced intimate violence across all component types of domestic abuse. Men are generally less likely to suffer from repeat victimisation and are less likely to suffer serious physical and sexual assaults.

Domestic Abuse can be experienced at any stage in an individual's life. Growing up in an abusive family can have life-long effects upon a child. These can include depression, low educational attainment, unemployment, difficulties in forming personal relationships, conducting relationships in an abusive fashion or becoming victims of domestic abuse themselves, drug and alcohol misuse and chronic law-breaking.

The peak age of domestic abuse victims is between 21-29 years.

Findings from the British Crime Survey show that white people were more likely to be victims of domestic abuse and sexual assault. However, when behavioural factors e.g. drug use, alcohol consumption and number of visits



to a nightclub in the last month are taken into account, there is no statistically significant difference by ethnicity in the risk of being a victim of domestic abuse or sexual assault.

Consideration needs to be given however to women and girls from a BME background who may find it more difficult to leave an abusive situation due to cultural beliefs or lack of access to appropriate services.

Issues of religious faith or belief are often central to the experiences of many victims and survivors of domestic abuse. Often these are interlinked with issues around ethnicity and culture. Under-reporting of domestic abuse can occur amongst communities of religion, faith and belief.

The small body of research available on domestic abuse and disability suggests that disabled women experience more abuse than their non-disabled peers). There is a lack of dedicated service provision and policy development for disabled people experiencing domestic abuse. These victims experience a greater need for services, accompanied by far less provision and therefore lose out on both counts.

Studies show that 30% of domestic violence starts during pregnancy and up to 9% of women are thought to be abused during pregnancy or after giving birth. A further national study indicates that 70% of teenage mothers are in violent relationships.

Where domestic abuse is already present in relationships prior to pregnancy, abuse will often increase and become more violent during this time. Domestic abuse is higher amongst people who have separated.

The strategy was developed by developed by the Tameside Domestic Abuse Strategic Steering Group which includes organisations such as Greater Manchester Police, Health, Tameside Council and partner agencies including Registered Social Landlords, Bridges and Action Together.

## Education and Skills

In 2015, 57.3% of pupils in Tameside achieved 5 A\*-C GCSEs including English and Mathematics. This is higher than the North West (55.9%) and national averages (53.8%).

A third of pupils eligible for free school meals achieved 5 A\*-C GCSEs including English and Mathematics (32.5%). This is higher than the North West (30.4%) average but lower than the national average (33.3%).

At Key Stage 2, 80% of Tameside pupils achieved Level 4 or above in 'Reading, Writing and Mathematics'. This is close to the North West (81%) and national averages (80%).

At Key Stage 2, 67% of Tameside pupils eligible for free school meals achieved Level 4 in 'Reading, Writing and Mathematics' and in line with the North West (67%) and the national average (66%).





## English Team of the Year

An “outstanding” collaboration of Tameside teachers has won the ‘English Team of the Year’ title in the TES (Times Educational Supplement) Schools Awards. The group of literacy leaders, school librarians, heads of English, key stage 4 and 3 leaders from all the borough’s secondary schools and academies and local authority school performance and standards staff were recognised for their joint work to share experience and practice for the benefit of all local secondary school children. Their work contributed to Tameside’s GCSE results last year far exceeding the national average for progress and attainment in English. Team members also share their expertise beyond Tameside by leading conference workshops on how to improve outcomes. The judges highly praised the Tameside team as the “deserved” winner saying:

“Through school-to-school collaboration, the team has increased standards of education in the whole local authority and not just in one school. The commitment by its members to help schools in difficulty and increase the confidence of its teachers is outstanding. By driving up standards, this team has made the local authority a place where teachers want to work.”



## Vision Tameside

Vision Tameside is a partnership between Tameside Council and Tameside College which will see the life chances of thousands of young people improved, our principal economic hub revitalised, and secure investment in all of our towns. Vision Tameside will include an integration of local transport infrastructure, implementing the fastest broadband connection in the UK, and, most pertinently to equalities, investing in state-of-the-art teaching and learning facilities.

A three phase transformation of the Tameside College Campus is currently being implemented. An Advanced Learning Centre, providing opportunities for students to study A-Levels, digital, creative, and performing arts skills, opened on 6 October 2015. An Advanced Technologies Centre, providing opportunities for students to study manufacturing, computing, and engineering qualifications, will be opened in Autumn 2016. An Advanced Skills Centre, providing opportunities for students to study vocational skills, will open alongside the Joint Public Service Centre.

Additionally, a new Sports Academy has been created, which includes a four-court sports hall, 30+ exercise station, Synergy apparatus for functional training, two Olympic lifting platforms, studio space for group exercise and high-spec changing facilities. This enables young people the opportunity to improve their physical and mental health, fitness and wellbeing through exercise, and enables the college to offer sports courses that utilise top class equipment.

Vision Tameside also includes the creation of a Joint Public Service Centre which will house the main Council offices, a library, customer services, the Clinical Commissioning Group, the Citizens Advice Bureau, and the Credit Union. Housing these organisations in one building will make access to various services more convenient and easier for disabled residents.



The Working Well Pilot is supporting 4,985 Greater Manchester residents towards sustained employment. From the clients attached to Working Well across Greater Manchester the largest age group is the 45+ (55%), the majority are male (53%) with over 86% white British. 69% of clients rated mental health and 62% rated physical health as a severe barriers to work. Around 60% have no dependent children and almost 80% are single. Almost half (40%) of those on the cohort have not worked in 11 years or have never worked. There have been 297 job starts across Greater Manchester so far. The most recent job start figures in Tameside is 30 (June 2016). Working Well clients have been employed in a variety of roles including administration and service, sales, skilled construction and building trades.

The Working Well Expansion programme started on the 1st March 2016 and will support a further 15,000 GM residents. Whereas the Pilot focused solely on residents on ill health benefit (Employment Support Allowance) the Expansion works with Lone Parents, Job Seekers Allowance and Universal Credit claimants. To date Tameside has had 557 referrals. The expansion service will also trial innovative referral routes through GP surgeries.

The Libraries Service offers class visits to schools to support the curriculum at all ages from Early Years to Key Stage 4.

Early Years visits involve active learning, creativity and new experiences for children. Key Stage 1 visits develop children's knowledge, skills and understanding, integrating work in speaking and listening, reading and writing.

Key Stage 2 visits develop knowledge and understanding, encouraging children to read a wide range of materials enthusiastically and independently for enjoyment and to develop skills in information handling through investigation, selection and evaluation. Key Stage 3 and 4 visits offer a library induction and tour of the facilities.

During 2015-16, 88 class visits were made to libraries, with 2,109 children participating and 397 adults. The library service also made 1 visit to a school, with 32 children taking part in this visit and 2 adults. The service also attended 51 assemblies across schools in the Borough. To encourage less confident readers to improve their literacy skills the Library

service participates in The Reading Agency's 'Reading Ahead' challenge scheme. They have worked in partnership with Tameside College, Ashton Sixth Form College, and Tameside Adult and Community Education to deliver the challenge. As part of the scheme adults and young people (aged 16+) are challenged to read six books of their choice over a period of about 7 months, from winter to the following summer. Participants include people with English as an additional language or with a learning disability/difficult. We have been successful in gaining a Reading Agency silver award for achieving over 100 finishers in 2015.

'Bookstart' and 'Time for a Rhyme' offers children and parents an accessible and important resource in developing early reading skills. The Tameside 'Bookstart' project is part of a national scheme that encourages young children to share books with a parent or carer, through the gifting of books at three stages in the child's development. Library staff run weekly 'Time for a Rhyme' sessions in all libraries for parents/carers and children aged 0-4 years old. Both help children with their personal, social, and emotional development. Through work with Children's Centres the second 'Bookstart' pack is gifted to targeted children. In 2015-16 'Bookstart' has reached 6,024 eligible children in the borough, and has gained praise from the schemes national organisers, Book Trust.

Tameside Libraries have collections of books, newspapers, and magazines in a number of languages: Bangla, Urdu, Gujarati, Polish and Chinese. Dual language children's books are also available in the following languages: Albanian, Arabic, Farsi, French, Portuguese, and Russian.

Libraries stock a range of books covering Lesbian, Gay, Bisexual & Transgender themes. The Local Studies and Archives Unit collect books and other material which relate specifically to LGBT history in the towns of Tameside or the Manchester area.

## Pledges 2016

Following the success of the Tameside Pledges 2015 it was decided to repeat the approach in 2016. The Tameside Pledges are a commitment to deliver work on a number of priority areas that have been identified as being of importance to Tameside residents.

- **Honour Our Fallen** – we will name new streets constructed in Tameside after local service men and women who lost their lives in service.
- **Pothole Buster** – we will invest £1m again this year in bringing our roads up to scratch.
- **Lots More Lighting** – we will continue the roll out of super-efficient LED street lighting to cut running costs and our carbon footprint.
- **Big Clean Up** – we will work with you to tackle 160 grot spots across Tameside through enforcement or direct action.
- **Get Tameside Growing** – we will work with the community to get Tameside growing its own food in window boxes, gardens, community space and allotments.
- **Woodland for Wildlife** – we will plant a minimum of 2016 trees to offset Tameside’s carbon emissions and support greater biodiversity.
- **Keeping it Green** – we will improve recycling of non-domestic refuse with recycling bins in town centres and Council offices.
- **Refresh Tameside Works First** – we will buy services and goods from local providers as much as possible.
- **Generation Savers** – we will open a credit union account with £10 for each 11 year old starting secondary school in September.
- **Every Child a Coder** – we will facilitate coding clubs for primary school children, run by college students, to give our young people the skills they need for the twenty first century economy.
- **Get Connected** – we will rollout free WiFi across each of our town centres.
- **Silver Surfers** – we will combat digital exclusion by offering a range of computer skills workshops and classes for those who want to get connected but lack the skills to do so.
- **Healthy Lives** – we will launch a health and wellbeing website for Tameside. Bringing together all of the information people need to lead healthier and happier lives.

- **Mind Your Health** – we will sign the mental health ‘time to change’ pledge and support national events promoting good mental wellbeing.
- **Dementia Friendly Tameside** – we will increase the number of dementia friends and dementia champions to make Tameside a dementia friendly Borough.
- **Do more Together** – we will lay on over 40,000 free family activities to support more people to be more active, more often.



## Meeting our obligations under the Equality Act

- Publish equality objectives and ensure that they are published in a manner that is accessible;
- Publish our workforce monitoring information by equality group (where known); and
- Undertake to produce and publish Equality Impact Assessments (EIAs) to support key decisions and to be published with papers. These will help us to understand the impact of our policies and practices on persons sharing a relevant protected characteristic.

The Corporate Equality Scheme 2015-19, together with other strategic plans such as our Corporate Plan 2016-21, demonstrates how we are taking forward work to ensure we meet our responsibilities under the Equality Act 2010 and in particular the Public Sector Equality Duty (Section 149 of the Act). The PSED requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out our activities.

The Regulations of the Act state that we are required to review and republish our objectives at least every four years. In addition to setting out our objectives in the Corporate Equality Scheme, we are also committed to providing yearly updates to our objectives – of which this document is the first update in relation to our 2015-2019 scheme.

A copy of our previous Corporate Equality Scheme (2011 – 2015) and the annual update reports providing progress against its objectives can be viewed at <http://www.tameside.gov.uk/ces2011-15>

Our workforce monitoring reports are published on the Council's website, and provides a breakdown of our workforce by ethnicity, gender, age, and disability, across a number of areas – overall workforce, promotion, training, disciplinary action, grievances and those leaving the authority.

It also includes maternity leave applications and whether staff have returned to work following maternity leave, or left the organisation due to maternity related reasons.

In April 2016 90.58% of our workforce identified themselves as being from a White background, compared to 91.16% in April 2015. In April 2016 BME representation stood at 6.32% compared to 5.64% in April 2015. The ethnic origins of employees who identified as 'Unknown' was 3.1% compared to 3.2% in April 2015.

In April 2016 the percentage of the council's workforce that was female was 65.13%, compared with 67.92% in April 2015.

As of April 2016 the age range of our employee base varies. The biggest percentage being those aged 50 years and over (42.34%), compared to 41.2% of employees in April 2015. In April 2016 26.86% of the workforce were aged 40-49 compared to 29.56% in April 2015. Likewise 18.41% of the workforce were aged 30-39 compared to 17.13%, 11.75% of our workforce were aged 20-29 compared to 11.31%, and just 0.64% of our workforce were aged under 20 compared to 0.79% the previous year.

In April 2016 78.28% of our workforce identified as non-disabled, 3.27% as disabled and 18.46% as unknown. This is compared to April 2015, when 78% identified as non-disabled, 4% identified as disabled, and 18% identified as unknown.

We continue to take steps towards understanding our workforce better across all the protected characteristic groups. As part of our recruitment processes, applicants are asked to confirm personal information, including age, gender, ethnicity, disability (and / or any caring responsibilities), sexual orientation, religion and belief, and transgender status.

We continue to produce and publish Equality Impact Assessments (EIAs) to support Key Decisions which are published online. Services are required to use the EIA process when engaging in redesigns that could potentially affect service delivery, as a means of ensuring that sufficient due regard is being paid to the Public Sector Equality Duty.

Publication of our EIAs also helps satisfy the requirement to publish information regarding persons affected by our policies and practices, as laid out in the specific duties.

## Workforce Terms & Conditions

Tameside Council was one of the hardest hit Councils through the Government 2010 comprehensive spending review and by 2017 will have lost 50% of its central government funding. In the last 5 years, we have had to rapidly reduce the size of the workforce by 40%, losing over 2000 employees.

Unlike a number of other Councils within Greater Manchester, regionally and nationally, Tameside has not favoured an approach to reviewing the terms and conditions of its workforce as a predominant approach to achieving the necessary financial reductions. However, whilst some reductions in costs have been achieved, this is not sufficient and requires us to review our approach to ensure that we are able to have guaranteed and sustainable employment cost reductions.

In December 2015 the Council commenced consultation with the workforce (including staff employed within Community Schools, excluding teaching staff), on 15 proposals for possible changes to Terms and Conditions of Service.

The consultation period took place between 15 December 2015 until 31 January 2016. In total 1245 (26%) of the workforce started the electronic survey with 747 (60%) of respondents completing the section where they were asked to rank in order of least/most preference the 15 consultation proposals.

A full equality impact assessment was undertaken in relation to the 15 consultation proposals. Whilst there are no options that have a direct impact on employees within a protected characteristic, given the workforce profile, many options will impact on our female employees as these make up 80% of the affected workforce.

The following proposals have now been implemented:

- Pay the Living Wage Foundation rate of £8.25 for employees on Grades A and B
- Reducing Occupational Sick Pay to a maximum of 3 months full pay and 3 months half pay from a maximum of 6 months full pay and 6 months half pay

- Paying plain time rate for all hours overtime (no enhancements) at the increased rate of 1/36th except in the case of conditioned/contractual overtime for refuse drivers and statutory registrars
- Bank holidays to be paid at double time with no additional time off in lieu
- No Christmas enhancement for time worked over the Christmas closure period and removal of the extra paid holiday provided by the Council
- Reduction of car mileage rates for casual users to HMRC rates (max 45p mile) and removal of the car loan facility
- Introduction of a fairer annual leave scheme – going from 4 pay bands to 2 pay bands and retaining the 3 service bands





## Transparency and Open Data update

Open Data has increased transparency about the information we hold and allows the community to creatively use the data for the benefit of Tameside.

Open data is data that can be freely used, reused and redistributed by anyone - subject only, at most, to the requirement to attribute and share-alike.

Nationally the Transparency and Open Data agenda has been driven by national government. The Transparency Code, in particular designates a number of datasets which must be published in order to meet statutory requirements and the manner in which they must be published. Tameside Council recognised the need to not only meet these requirements but also to go further whenever possible to ensure that information about how we operate is published in an open and transparent fashion. This information is available at <http://www.tameside.gov.uk/transparency> and <http://www.tameside.gov.uk/opendata>.

In Spring 2016, DCLG consulted on proposals to change the way that local authorities record details of their land and property assets, and publish information about their procurement, their contracts and the delivery of some of their services. Proposals were also set-out to include new requirements about information on parking charges and enforcement and about the way transparency data is published and presented. Recommendations were also put forward that local authorities publish information about their dealings with small and medium-sized enterprises. Any change to the Local Government Transparency Code requires secondary legislation to revoke the existing Code and put a new, updated, Code in place.

By making any relevant data open and transparent can help support us in ensuring we meet our obligations under the Equality Act.



## Equality Training, Development & Awareness

- Ensure that staff are appropriately trained on equality legislation and their responsibilities under it, and are offered support and guidance through a range of methods and approaches such as briefing notes, training sessions and workshops;
- Raise awareness and understanding of equality and diversity by working with partners (such as Action Together, voluntary organisations, community groups and service providers) to ensure that those from protected characteristic groups are represented and supported;
- Develop and support, in conjunction with partners, community cohesion and cultural awareness events across a range of themes and activities to raise the profile of our varied communities and shared cultural heritage; and
- To continue to work alongside partners and communities to raise awareness of Hate Crime and the impact on people's lives, with a focus on providing an environment where people feel able to report incidents e.g. Safe Spaces.

Following on from the Council's 'One Workforce: Tameside Workforce Development Plan 2013-16', the Council launched a full programme of activity to increase employee engagement and involvement as part of its 'Working Better Together Strategy'. This began with the delivery of the whole workforce engagement sessions. The Chief Executive and Senior Management Team decided they would hold a series of sessions with the entire workforce across different council venues to allow all employees to meet the Senior Management Team and experience first-hand hearing key messages around the Council's priorities and challenges. This importantly gave employees the time and space to meet colleagues and discuss their ideas, suggestions and burning issues. A total of 29 sessions have been held so far, with 1,600 employees from across all service areas of the Council having attended and participated. This equates to over 60% of the entire workforce. Each session lasts for approximately two and half hours and is attended by an average of between 50 – 60 employees. The sessions are informal and table discussions are facilitated with key points being fed back and discussed across the whole room.

We have recently been reaccredited at excellence level for all 8 themes of the Workplace Wellbeing Charter. The following is feedback received from the reaccreditation:

“... committed to health & wellbeing of employees ... impressed with leadership & commitment at senior level ... clearly embedded throughout the organisation ... proactive approach to engage, listen to, and respond through forums such as 'We are Listening' focus groups and 'Workforce Engagement' sessions ... “

In addition to the 'Working Better Together' programme, the following are also examples of how we are motivating and engaging employees to increase productivity and transform local public services:

- Employee Rewards Scheme, which gives employees access to numerous discounted options for eating, retail, buying and accessing services across the Borough from local businesses and suppliers. Other employee benefits include having access to the UK's biggest Local Government Pension Scheme and flexible and family friendly working policies. This demonstrates how the Council already considers how it can reward employees differently in times of austerity.
- Tameside Council recognises that volunteering brings many benefits to the Borough for volunteers, communities and organisations, and is committed to increasing the levels of volunteering amongst its employees. In our current Employee Volunteering Scheme employees can take up to a maximum of 15 hours of paid volunteering time each year, pro rata for part time employees. This may be taken as a whole block of time, or alternatively can be spread across the period of the pilot scheme. The employee also commits to match the time given by us with their own time to volunteering in return. All volunteering must have a demonstrable link to Tameside.
- The Council is committed to supporting its employees to develop and recognises that in order to continue to deliver or commission high quality services, the Council needs a motivated, capable workforce who are equipped with the necessary skills and experience. The Career Development Scheme (CDS) has been introduced to support employees to undertake work related development and make significant savings

- through participation in a salary sacrifice agreement.
- There is strong evidential research that shows the direct correlation between an employee's engagement and wellbeing against how well they feel they are managed. Our high impact flexible Leadership Development Scheme, designed in consultation with North West Employers, aims to provide a solid basis to develop both our current and aspiring managers. The proposed delivery programme will give Tameside managers the abilities, skills, knowledge, qualities and behaviours needed to lead in the challenging times ahead.

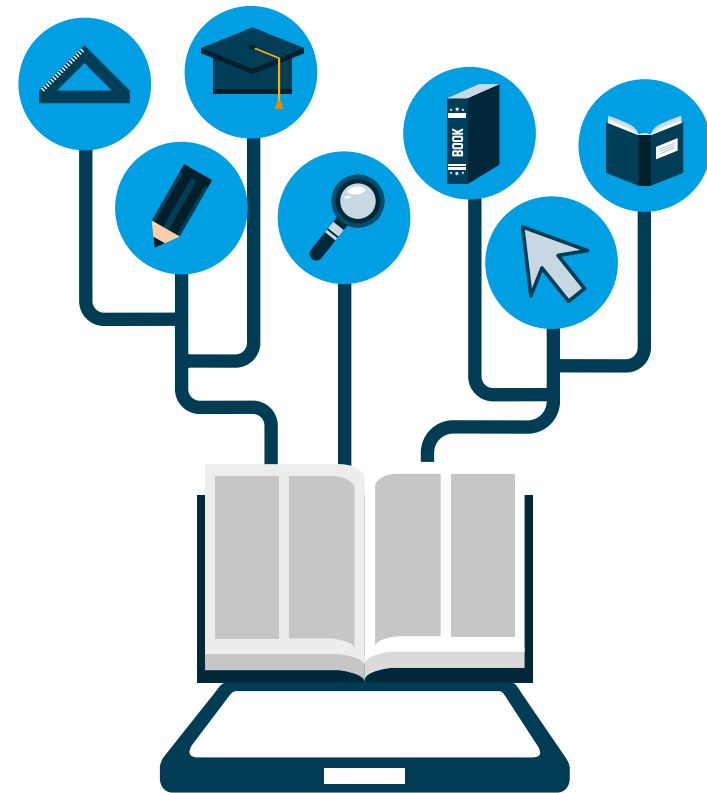
Our approach to workforce development has recently been recognised at a national level when we received a commendation in the 'Workforce Transformation' category of the MJ Awards 2016.

We have also been shortlisted as a finalist in the CIPD awards for Best Employee Engagement Initiative 2016 for our approach to workforce engagement. The result of which will be announced later this year.

All staff are required to complete some form of equality training, and the Equality & Diversity in the Workplace module is one of four mandatory modules for all staff. Depending on job role, staff will undertake more detailed training and development courses, for example where there may be issues relating to child or adult safeguarding.

E-learning courses include Equality & Diversity in the Workplace; Equalities & Cohesion; Duties for Managers; Hate crimes & Hate incidents; Equality & Inclusion in Health, Social Care or Children & Young People's settings; Safeguarding issues; and Mental Health Awareness.

As of March 2016, there were 3023 learner records registered on the e-learning system. Of the four courses, 82.1% of learners had completed the Data Protection training, 55.2% the Equality & Diversity training; 51.2% the Fire Safety training and 47.8% the Health & Safety training.



Equalities briefings are circulated via Senior Managers and the Equality Champions Group. The Equality Champions Group meets quarterly and is chaired by Cllr Brenda Warrington (Executive Member - Adult Social Care and Wellbeing). Elected Member representation is also provided by Councillor Lorraine Whitehead, Councillor Adrian Pearce, Councillor Oliver Ryan and Councillor Dawson Lane. The Equality Champions Group helps to ensure that as a Local Authority we meet our obligations with regards to equality and diversity, through the sharing of best practice, developing a consistent approach to equality and diversity, aiding the completion of good quality Equality Impact Assessments, performance managing equality and diversity issues and project work. As well as information gathering, representatives on the group also act as conduits to their Service Areas and Directorates to disseminate equalities information as necessary.

Information is updated on the staff intranet and on the Council's website.

Any changes made to the way in which council services are designed or delivered must be both safe (i.e. comply with any specific legislation including the Public Sector Equality Duty) and sound (i.e. based on evidence, have taken into account any alternative options, considered the consequences of any change and that adequate consultation has taken place with key stakeholders).

Ongoing Safe & Sound Decision Making training sessions are held across the authority to provide officers with a robust framework for decision making. The training sets out the reasons why any decisions made by the council have to be informed by good information and data, stakeholder views and open and honest debate which reflect the interests of the community.

Our Museums and Galleries service is active in developing exhibitions, activities and resources to help communicate, educate and publicise the wide cultural heritage of the borough. There were over 135,000 visitors this year (approximately 20% of whom were BME), and educational sessions for 2,804 pupils. The borough's museums and art galleries host over 14 temporary exhibitions every year and organise a range of events and activities, providing access to topics of relevance to a number of equality groups.

Additionally, museums and galleries educational reach has been extended due to the funding and support we have received from Arts Council England and Curious Minds, the Arts Council's Bridge organisation. The Cultural Services team has worked hard in creating good working relationships with all Borough based schools and community organisations to support them in delivering 'Arts Award'.

Arts Award is a unique national qualification that helps young people to develop as artists and arts leaders. The programme develops their creativity, leadership and communication skills. It is open to anyone aged from 5 years to 25 years and embraces all interests and backgrounds. Through Arts Award young people learn to work independently, helping them to prepare for further education and employment. The award is managed by Trinity College London in association with Arts Council England working with 10 regional Bridge organisations.

Arts Award offers young people an inspiring arts journey. Each path can take a different direction; from fashion to film-making, dance to design and photography to poetry. Whichever route they choose to follow, young people are always in the driving seat.

Over the past few years we have worked with approximately 10,000 pupils and young people, supporting them on their Arts Award journey. Arts Award has provided an opportunity to have additional educational reach across the Borough and enabled local school children and young people access to a fantastic creative and cultural experience. In 2015/16 1,258 pupils gained their Discover and Explore Arts Award certificates.



## Ashton Old Baths

The renovation of Ashton Old Baths was completed on 19 March 2016. There is a communal space in the refurbished Grade II\* Listed building that will be available for community groups to use. During the refurbishment, local schools were involved in engagement sessions related to the history of the landmark building. As part of these engagement sessions, 375 local young people achieved nationally recognised certificates 'Arts Award: Discover' and 55 achieved nationally recognised certificates 'Arts Award: Explore'.

Community artwork created by 10 adults and 30 children, involving 96 separate artworks and 80 quotations, was commissioned and incorporated into the design of the refurbished foyer. As a celebration of the completed renovation, a public event took place on the 19 March 2016. The event, extensively promoted to the community, included a choreographed, forty-five minute dance performance, an original score, and bespoke digital projections highlighting the history of the building and its links to the local community. The 200 performers in the dance were local young people, male and female, from 7 local dance groups: Raptures, Torque Youth, Sarah England School of Dance, The Nicholson Academy, Ashton School of Dance, The Dance Gallery, and Artsync.

The celebration of the completed renovation was a true intergenerational event bringing together local people of all ages; including many residents who remembered using the former public baths before their closure in the 1970s.

The renovation transformed the derelict former swimming baths, originally built in 1870, into a digital business hub with office space. It also provided state-of-the-art Wi-Fi capacity, which will be part of Tameside's plans to make free Wi-Fi accessible across its town centres. The renovation was funded by Tameside Council, the Heritage Lottery Fund, and the European Regional Development Fund.



We continue to work alongside partners and communities to raise awareness of Hate Crime and the impact on people's lives. The poster from the "I'm Not Laughing" campaign has been distributed in community locations across Tameside and materials promoting the new Safe Spaces have been designed and agreed by the partnership group.

Two Safe Spaces training packages have been commissioned, one for staff and one for community, voluntary and third sector groups. The Safe Spaces partnership group will be reviewing the content and relevance, once agreed this will then be rolled out to Reporting Centre Staff, relevant staff within the council and partner organisations and community/voluntary groups that act as reporting centres.

The Office for the Police and Crime Commissioner has shown a lot of interest in the training package developed for delivery in the community and so the design is such that it can easily be customised to meet the needs of any of the Greater Manchester authorities.

All Police Officers and PCSOs in Tameside have received a refresher input on disability hate crime, identifying and recording, within the last year. There are plans coming together to retrain all hate incident reporting centres (Safe Spaces) on this subject.

Crucial Crew was a multi-agency event supported by the Fire Service, the Police, the Ambulance Service, Her Majesty's Prison Service, Victim Support, Drugs awareness, School Nurses and the National Trust. They aimed to raise awareness of safety issues to school children in Year 6 (aged 10-11). Due to reduced resources, we are in the process of developing a model to replace Crucial Crew. The new model will focus on issues that are more relevant to young people in our ever changing world, such as cyber bullying, the safe use of social media and child sexual exploitation and will be delivered in partnership by an external organisation over a shorter period. The expectation is that we will develop a sustainable model by encouraging schools to contribute towards the cost of delivering the new initiative.

This will be supplemented by the delivery of support workshops in library settings covering practical internet safety intervention for parents and young

people, again including areas such as Child Sexual Exploitation (CSE), grooming, safe use of social media, security applications.

The Restorative Justice programme that is being rolled out across schools in Tameside will also assist us to maintain links with young people so that we can continue to deliver key messages to them.

It is recognised that a young person growing up in a home where abusive relationships take place will often follow the same pathway. Prime Active Community Film club has delivered workshops in schools to young people identified by the school who are involved or on the verge of risky behaviour. Feedback has highlighted the need for ongoing future work in relation to CSE as this often links to domestic abuse related issues.

Prime Active have delivered 12x 3 hour after school club sessions to 10 young people at Droylsden Academy School and 9 young people at Denton Community College to a mixed group of targeted young people referred to by us by the school. Over the course of 12 weeks the young people explored the topic of Healthy Relationships/Domestic Violence (DV) and CSE. Using film as a tool to raise awareness of healthy relationships, giving them knowledge and understanding that will help them make more informed choices in the future.

In the first phase of the project as part of the research we delivered the 'Real Love Rocks' resources to raise awareness and discussion to look at the subjects more in depth and to give the young people a greater understanding of CSE/DV. The resources helped shape discussions around the subject of Healthy Relationships/Domestic Violence and how early signs can be recognised. The discussions raised enabled workers to challenge myths and perceptions. Using this knowledge we then collected stories from newspapers and in the media, sharing real-life knowledge and experience to develop the characters, the storylines and the script. The pre-production stage enabled workers and young people to discuss the subject in depth by exploring vulnerabilities, links to organised crime, traits associated with DV and CSE. The young people researched the subject, developed the characters, wrote the scripts, acted in and shot their own film called 'Jessica's Story'.

The next steps to the work were to develop a summer programme that would look more in depth at Sexting and the use of technology amongst young people. Working in Partnership with the Sexual Health Team, Operation Phoenix GMP and TMBC Youth Service we planned a summer programme to take the work forward over the summer holidays.

The 'Get Up & Go Bag' initiative was developed by GMFRS and fire stations were chosen as ideal sites as they provide safe access at all hours of the day and night. Any person deemed to be at risk and needing to access the service has a pack created for them that is specific to that persons' needs. The fire stations included in this scheme have the space necessary to house secure storage lockers, it would prove difficult to find this amount of space at many other facilities and so there are no plans to distribute this particular type of package more widely at this stage.

Tameside Council works with several other organisations that tackle Domestic Abuse and one such group, Hyde Community Action, has been successful with a Stage 1 Lottery bid and is awaiting the results of their Stage 2 bid. Their bid is for the development of a peer mentoring approach to be integrated into the specification for the mainstream domestic abuse service and they envisage working in partnership with Bridges in putting together emergency packs for victims who are fleeing from domestic abuse.

In addition Tameside Council is working with the Office for the Police and Crime Commissioner and Citizen's Advice Bureau to deliver a package of enhanced support to victims of domestic abuse in the borough. This initiative will provide vulnerable victims with specialist legal and financial advice. The priority areas being:

- Criminal injuries compensation
- Debt and money advice
- Housing and mortgage advice
- Welfare right and access to benefits

Referral can only be made with consent from the victim and the service is offered free of charge.

Another very successful group is 'Women Supporting Women' who are tackling domestic violence within the Asian communities of Tameside. This group is working with partner agencies to carry out assessments for women coming out of abusive relationships. The assessments take place at fire stations and other appropriate safe locations. Women accessing this service are supported by one of 14 active volunteers that have been trained by Victim Support to act as mentors.

Staff accessing Adult Safeguarding Awareness training complete an evaluation and this is used to inform future training. Analysis of safeguarding data indicates the impact of the awareness training eg. number of concerns raised.

Making Safeguarding Personal training has also been recently introduced with a focus on ensuring person led practice. This should further enhance the response to tackling disability hate crime and harassment.

Training needs are identified in the annual review of staff performance and adult safeguarding awareness is linked to this. In addition Managers will monitor and identify staff training needs with individual members of staff through regular supervision.

Adult Safeguarding Awareness sessions were delivered as part of a wider Programme called 'Steps to Stay Safe' aimed at older adults, 55+, and based on personal safety. It has been delivered in 8 community locations so far reaching 180+ residents. A session was also delivered to Tameside Deaf Association where 45 members attended. There are plans to deliver more of these sessions across Tameside within the next 6 months.

## Restorative Justice

The Tameside Restorative Justice pilot was first launched in October 2012 in partnership with Greater Manchester Police. This partnership approach enables the Restorative Justice work to continue across Tameside with the support of the Office of the Police & Crime Commissioner.

Between February 2015 and February 2016 the Restorative Justice figures for Tameside were:

- 117 total referrals – GMP, New Charter Housing, TMBC
- 72 agreements resulting from a Restorative Justice meeting
- 33 referrals returned to agency
- 12 currently being worked on

The satisfaction rates from the point of view of both victims and harmers had found to be very high in respect of how their case was handled.

100% of victims felt their case was handled effectively and 97% of harmers agreed.

96% of all involved in the Restorative Justice process said that they would recommend it to others.

These figures indicate that satisfaction rates are considerably higher when using Restorative Justice compared to any other processes within the Criminal Justice System.

We have a number of community volunteers, New Charter and TMBC staff trained to facilitate Restorative Justice conferences. In total:

- 44 completed agreements were facilitated by community volunteers. This includes New Charter and Police staff who will facilitate the meetings in their spare time.
- 28 completed agreements were facilitated by the Restorative Justice Coordinator and Restorative Justice Assistant.

The Neighbourhood resolution panels have dramatically reduced reoffending, whilst the reoffending rate for all cases that have been dealt with currently stands at 9% (February 2016).

## Restorative Justice in Schools

The following schools have completed Restorative Justice training. The training for schools covers three stages; from stage one which includes teachers and pastoral staff only to stage three where up to 20 students are identified by staff to undergo a 3 day facilitation course which enables the students to deal with matters at school giving them a sense of responsibility and commitment to the school environment and other pupils.

- Parocial RC primary School
- New Charter Academy
- Audenshaw Boys School
- Denton Community College & Elmbridge PRU
- Broadoak Primary
- Alder High School

Police call outs to one school has fallen by 33% in 18 months since the adoption of a Restorative Justice approach.

Another has shown a 25% reduction in police call outs in the most recent 8 month period.

Feedback from the schools found that:

- 94% of teachers found the training useful
- 87% of teachers felt it was beneficial to their role and would use the skills learnt
- 95% of teachers would recommend the training to a colleague
- 98% of students enjoyed the training
- 98% of students felt the training was beneficial
- 95% of students are looking forward to using the skills learned in their school



## Consultation & Engagement

- Consult and engage with our communities through a broad a range of methods and forums, such as surveys, consultation events and customer feedback to ensure comprehensive and meaningful coverage;
- Disaggregate the results of monitoring, surveys, feedback and consultation exercises by equality group (where appropriate and practical) to inform our understanding of the needs of different groups and individuals; and
- Develop specifically tailored consultation and engagement activity where appropriate for certain equality groups and disadvantaged / vulnerable people within the borough.

Tameside's strong history of consultation and engagement has continued over the last twelve months. We recognise the importance of using people's views and opinions to help shape services to meet the needs of service users and residents.

We continue to operate in a challenging economic climate. Since 2010 we have had to cut £104 million from our budget and by 2016/17 a further £38 million will be cut. Providing residents with the opportunity to have their say on how we can best make these cuts whilst delivering inclusive services is crucial.



The 'Big Conversation' remains our primary tool for obtaining the views and opinions of local residents and service users on service delivery and redesign. Consultations undertaken via the Big Conversation can be supported by other consultation and engagement methods including focus groups and deliberative workshops. This can help to ensure that the views of groups who may be less likely to engage are collected and taken into consideration. A total of 27 consultations have been conducted via the Big Conversation since the Corporate Equality Scheme 2015-19 was published.

These include:

- Licensing Policies Consultation – consultation on three licensing policies
  1. Statement of Licensing Policy 2016 – 2021
  2. Statement of Gambling Policy 2016 – 2019
  3. Sex Establishment Licensing Policy
- Council Tax Support Scheme
- Community Response Service (Adults)
- Neighbourhoods Service Redesign
- Community Response Service (Supporting People)
- Tenancy Support & Accommodation Based Services - Supported Housing for Single Homeless People
- Adults Budget Proposals – a package of proposals relating to specific adult service offers including Homecare, Residential and Nursing Care, Day Care, Respite Care, Community Equipment, Transport Sensory Services and Opt – In Mental Health Service
- Waste Enforcement Policy
- Public Health Budget Proposals
- Tameside Leisure Estate Review
- Housing Allocations Scheme
- Adult Respite Care – this was a follow up to the earlier respite care consultation undertaken as part of the larger adults budget proposals
- Ashton Town Centre Parking Proposals
- Market Operating Hours
- Home to School Transport Policy
- Statement of Community Involvement
- A Library Service for the 21st Century

## Youth Council Update

Youth Councils are forums that represent the views of young people on a local level. Their role is to give a voice to young people and enable them to make their voices heard in the decision making process. There are currently over 620 Youth Councils active in the United Kingdom working across all the different levels of local government. Tameside Youth Forum engaged with the process of developing into a Youth Council with the launch of the Youth Council taking place in September 2015.

Tameside Youth Council has begun the process of setting out its working arrangements and is working closely with officers within Tameside Council to set out how the two organisations will work together and to draft a work programme. Areas of focus identified by Youth Council representatives include:

- The development of a Curriculum for Life
- Support for young people affected by mental health issues
- Cuts to services provided to Children and Young People



## Budget Consultation

In light of further budget cuts and the success of last year's budget consultation, it was agreed to undertake another extensive budget consultation exercise. The approach included a video, which set out the financial challenges facing the council, and an interactive budget simulator tool which asked residents to engage with a 2-year savings challenge. The budget simulator is a free tool hosted by the Local Government Association (LGA). It asks members of the public to consider where council cuts should fall, where efficiencies might be made, and where additional resources might be generated. Participants were also able to submit written suggestions.

The budget consultation ran from the 29 September until the 22 December 2015. In order to raise awareness of the budget consultation, and encourage participation, a set of flyers, posters and screensavers were designed to promote the consultation. A number of channels were used to promote the budget consultation to the public; this included traditional methods such as press releases and newspaper articles, and the use of other media, such as Facebook, Twitter, and blogs.

An agreement was made with the charity Tameside Sight by which blind or partially sighted people who wanted to complete the budget consultation could do so by dictating their responses to the simulator via a council officer. An article was also included in Talking News. Additionally, a full programme of engagement events took place across the borough. These included a number of events that targeted specific equality groups:

### Age

- A summit with the Youth Council which aimed to engage young adults specifically
- An event at Clarendon Sixth Form College
- Two events at Tameside college
- 92 events across 8 libraries which aimed to engage elderly people specifically
- An event at Age UK's IT and Cake afternoon
- An event at an Age UK support group

### Pregnancy and Maternity

- 19 events across 9 children’s centres.

### Ethnicity

- An event at Ashton Asian Carer’s Support Group
- An event at Hyde Asian Carer’s Support Group
- An event at Hyde Bangladeshi Welfare Association
- Kush Andid (Asian women’s group)

Other events took place at social housing hubs, Active Tameside leisure centres, and various other public and community buildings across Tameside, and targeted all groups. A total of 215 engagement events were held where members of the public were directly informed about the budget consultation in person and proactively encouraged and supported to complete the budget consultation simulator.

Overall, at least 3000 contacts were received across various channels including attendance at events, social media, emails, letters etc. A total of 1,446 people attempted the Budget Consultation via the simulator and 1,019 people completed it. In addition participants were able to provide comments and suggestions on how money could be saved from the Council’s budget. All responses were analysed and classified by theme, based on commonly mentioned issues and concerns. The comments submitted via social media, email address, and letter were also analysed and themed. There were 481 responses received via the comments/suggestions box of the budget simulator.

A demographic breakdown of Budget Simulator responses was as follows:

Demographic Group	Tameside Population (%)	Achieved sample (%)
Gender <sup>2</sup>		
Male	49.1	49.4
Female	50.9	50.6
Age <sup>3</sup>		
16-17	3.0	2.8
18-24	10.3	7.0
25-34	16.3	17.9
35-44	15.9	19.9
45-54	18.7	24.0
55-64	14.5	15.9
65 and over	21.3	12.5
Ethnicity <sup>4</sup>		
White	90.9	91.6
BME	9.1	8.4
Disability <sup>4</sup>		
Yes	20.9	11.4
No	79.1	88.6

The findings from the budget consultation exercise were used, in conjunction with other considerations, to inform the Council’s budget setting process.

Our approach to engaging with residents and local stakeholders on the budget setting process was recognised in the LGC Awards 2016 when we were shortlisted as a finalist in the ‘Community Involvement’ category.

<sup>2</sup> Figures based on the 2014 mid-year population estimates

<sup>3</sup> Figures based on the 2014 mid-year population estimates and those aged 16 and over.

<sup>4</sup> Figures based on the 2011 Census

## Future of the Big Conversation

We are currently in the process of launching an online consultation and engagement hub – to ensure consistency with our current approach this platform will also be called ‘The Big Conversation’. In addition to improving data capture which can feed into strategic decision-making, this methodology aims to improve response rates, create online insight communities and keep panel members engaged.

The Big Conversation will provide a range of tools which will benefit our consultation and engagement processes including diary studies, quick polls, geo-mapping tasks, discussion forums, survey tools, member profiling and user segmentation. Utilising the additional consultation and engagement functionality will provide us with valuable evidence when undertaking service redesigns. For example, service users could complete diary studies to analyse service usage levels.

The Big Conversation will also be accompanied by a mobile app which will allow us to engage the large demographic of internet users who only access the internet via a mobile device.

We will also continue to engage with residents and service users in other ways, both through established groups and partner organisations such as Action Together.

Groups and networks are key to effective consultation and engagement as the basis of a two-way conversation with the public and local communities.

Groups help obtain ongoing feedback from residents and service users. They also provide an audience from which we can encourage local residents to get directly involved in consultations on service specific changes.

Tameside Council has an established Information Ambassador Network (IAN) which is supported by the Joint Planning and Commissioning Team. It has more than 300 members from a combination of community, voluntary and faith groups, shop owners and front line staff. The purpose of the IAN is to disseminate key information to members of groups and the wider community,

receive feedback from the community via Information Ambassadors, and consult with the community. The Information Ambassadors, between them, represent 259 groups and over 13,500 people, from a range of backgrounds. Information gained from consultation is used to inform the development of sub-threshold services.

Tameside & Glossop Clinical Commissioning Group host a number of groups and networks which can be used as a conduit to engage with local residents who use their services. These include:

- Patient Locality Groups – cluster groups that draw together feedback from the Patient Participation Groups run by GP surgeries.
- The Patient Group Network which is made up of Patient Locality Group representatives. The Network feeds into the Patient and Public Impact Committee which reports directly into the Tameside & Glossop CCG Governing Body.



## Information, Intelligence & Need – Understanding Service Use & Access

- Use a range of intelligence gathering, customer monitoring and insight tools, together with specific pieces of analysis, to inform both our understanding of residents, service users, service delivery and design, and to develop services that provide a varied, flexible, and accessible offer;
- To encourage and promote the use of customer monitoring and disaggregation of data by equality group (where practical); and
- Use a variety of tailored communication methods to increase the accessibility and understanding of council services that allows our different customers, residents and service users to make informed choices.

Understanding our customers and service users continues to be vital in ensuring that we deliver effective and cost efficient services. The use of information and intelligence in order to better understand our communities is crucial to this.

The Tameside Integrated Needs Assessment (TINA) is a suite of tools that have been designed to enable staff to better understand the differing needs of communities within the borough and provide services in a more targeted way. For example one particular area of the borough may need specific health interventions whilst another may require more help with tackling anti-social behaviour.

In order to assist services in setting priorities, neighbourhood needs assessments were produced based on the information contained within TINA. TINA is updated on a quarterly basis to ensure that any emerging/changing issues can be identified quickly and to take account of any new datasets that are made available.

The suite of tools included within TINA are:

- Lower super output area descriptors
- 60 Socio Economic Indicators
- Tameside Insight
- Census Profiler
- Community Asset Mapping
- Cost benefit analysis (CBA) tool
- Unit cost database
- Monitoring and evaluation framework

A dedicated area on the Council's Intranet site provides all the resources and further guidance to aid practitioners in using the different tools.

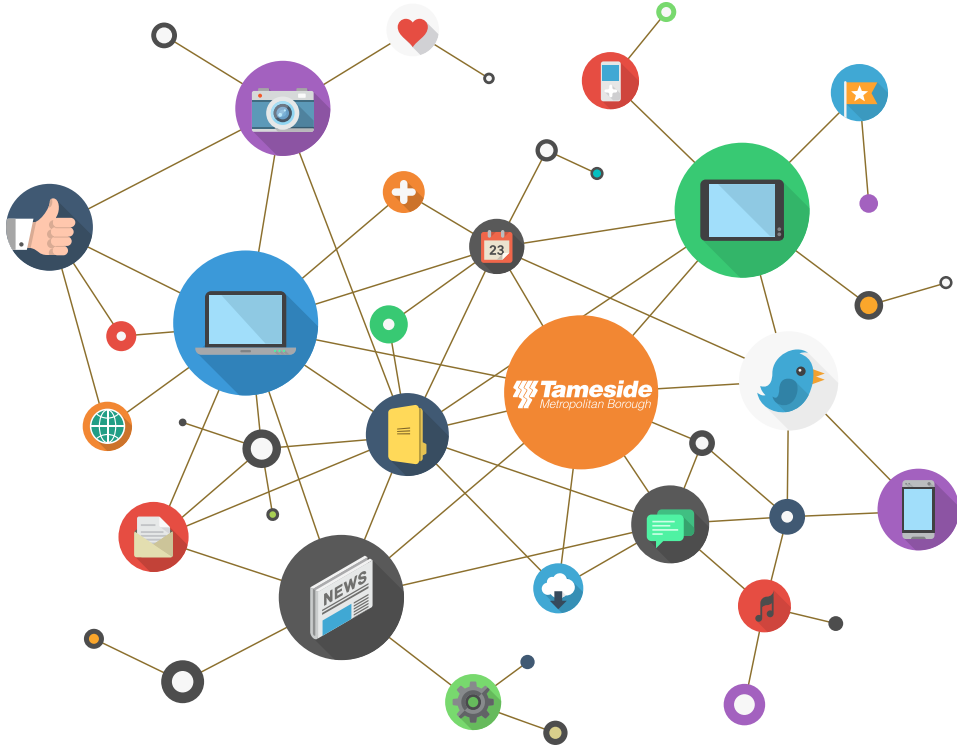
We have also recently refreshed Tameside Insight, our bespoke customer segmentation tool, demonstrating our commitment to the continued use of customer monitoring, information and intelligence. Tameside Insight was first developed in 2009 to create a semi-bespoke customer segmentation tool for Tameside. The reason for creating our own segmentation tool was because 50% of the population fell into three categories of the national Mosaic segments and in order to better understand our residents we needed to differentiate them more effectively.

Tameside Insight apportions all households within the borough into one of twelve segments based on their needs and behaviours. This was built by combining Experian Mosaic data with an extensive range of Tameside Council's and the Fire Service's customer focused data.

Since the development of the original dataset, the latest Census has taken place and other data providers such as DWP, Public Health Observatory, HMRC, Home Office etc. have also released new and updated indicators. In order to ensure that we continue to understand our different customers, their characteristics and their differing needs and behaviours it is important to undertake a refresh of Tameside Insight.

## Life in Tameside

A new web portal is being developed to provide a one stop shop for both commissioners and members of the public to access up to date information about the borough of Tameside. It will integrate information currently held on various different websites into one easily accessible, interactive website. It will act as a one stop shop for information to enable commissioners to make effective decisions on what interventions and services need to be in place and enable residents to learn more about health and wellbeing where they live while providing the relevant data and information that will allow residents to make informed decisions and choices about their own health and wellbeing. The web portal is due to be launched towards the end of 2016.

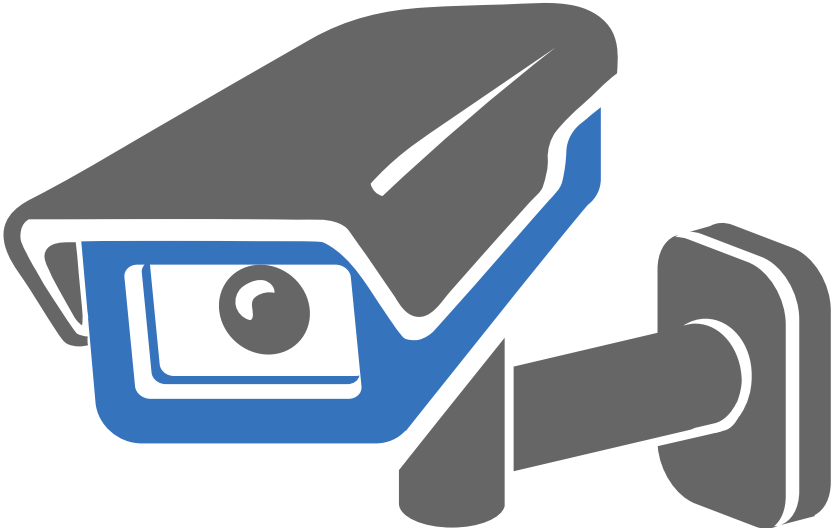


## Crime & Disorder Analysis

A Crime & Disorder analysis was recently undertaken using a dataset constructed from combined metrics of deprivation, crime, and socio-economic factors across the 141 lower super output areas (LSOAs) of Tameside. It is compiled using data from numerous departments across the council, and a number of other public sector organisations, including Greater Manchester Police, Greater Manchester Fire and Rescue, and New Charter Housing Association and builds on the data contained within the 60 Socio Economic Indicators.

This analysis helps us to identify if an LSOA within the borough is a particular hotspot in terms of crime, deprivation or other key factor. Some of the metrics that are of relevance to equalities include: sexual offences, hate occurrences, domestic abuse occurrences, alcohol and domestic violence related crimes, religion demographics, ethnicity demographics, free school meals, KS2 and GCSE results, child welfare, child poverty, and NEET.

Including metrics that relate directly or indirectly to equalities helps the council, and other partner organisations, to address specific issues that might impact on people of a particular protected characteristic.



An example of where we have used a range of information and intelligence to inform service redesign in light of the financial challenges faced is the Leisure Estate Review.

The level of physical inactivity in Tameside (32.81%) is significantly worse than the national average (28.95%) and amongst the worst in the country, contributing to poor health and early deaths. Only 50.7% of adults in Tameside undertake 150 minutes of physical activity per week, compared to a national average of 57%.

It is estimated that in Tameside:

- Physical inactivity generates at least £21.5 million per year in terms of avoidable health, social care and economic productivity costs; and
- A 1% reduction in physical inactivity would generate savings of approximately £0.65 million per year.

Active Tameside are a key partner in responding to this challenge and moving increasing numbers of people from being inactive, to being active. However, as a result of reducing revenue, increasing overhead and maintenance costs, and a changing marketplace, changes to how their services are delivered had to be made.

A set of proposals on the future of the leisure estate in Tameside were developed and were part of a full public consultation which took place between 17 December 2015 and 11 February 2016. In total, 1018 responses were received to the consultation.

The key themes that emerged from the consultation were:

- The potential impact on access to facilities;
- The loss of swimming provision;
- The impact on the health of the population; and
- The specific impact upon children, older adults and individuals with disabilities

A full Equality Impact Assessment was also completed to assess the proposals. The EIA was underpinned by a wide range of data and information. It was also supported by the findings of numerous reports from Independent Specialists and by open source materials such as the Census 2011 and the Tameside Joint Strategic Needs Assessment (JSNA). The EIA considered the impact of the proposal on:

- Equality
- Distance and Access
- Deprivation and Health



Specific analysis was also undertaken in relation to access to swimming provision. Based on the intelligence and evidence gathered as a result of the Leisure Estate Review project, a £20 million investment will be made in state-of-the-art facilities for local people. Our plans include:

Denton – A new Wellness Centre for Tameside in Denton to replace the current Active Denton facility which will include competition standard swimming facilities, early years provision, a gym, and a wide range of other facilities and services including ten pin bowling.

Hyde – Extending the existing Active Hyde facility to include a conventional swimming pool alongside the existing fun pool.

Longdendale – The redevelopment of the currently closed Active Longdendale facility as a substantial Active Play Centre.

Dukinfield – The redevelopment of Active Dukinfield as a high quality gym and fitness facility, crèche and café.

Ashton – Retaining the current Active Ashton facility with a view to a future refurbishment or replacement.

Copley, Medlock and Hyde – A maintenance and repair programme at Active Copley, Active Medlock and Active Hyde. Our plans mean nearly 200m<sup>2</sup> extra swimming space for Tameside.