

Integrated Impact Assessment (IIA)

Informing our approach to fairness

Name of proposal	Cooperative Communities Service
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The following 2016/17 budget proposal is put forward in a context of continued financial austerity. Due to cuts in government funding and unfunded cost pressures we have already been forced to make £191m savings. We anticipate having to make further savings of £100m over 2016-2019, £30m of which are needed in 2016-17.

This IIA should be read in conjunction with 'Newcastle – a great city: Ambition in the face of austerity' which explains more broadly how we are responding to the financial challenges we face.

Section A: Current service

1. What does the service do?

The Cooperative Communities service was created in October 2013. Its work is built around the principle of cooperative working through devolution and unlocking potential. The service works with residents, stakeholders, community and voluntary sector, Members and other Council officers to achieve the aspirations of citizens for their neighbourhoods, devolve local decision making and deliver the Council's priorities. Officers provide specific support, knowledge and expertise to:

- Assist Members, officers and communities to work together as a Cooperative Council
- Enable communities to participate in the Council's decision making processes by fair, inclusive and effective engagement
- Provide data and information to support the Newcastle Future Needs Assessment and evidence to inform local priorities, actions and services
- Manage Council-owned community buildings and the asset transfer programme to increase local control and ownership
- Co-ordinate and administer ward and external budgets
- Co-ordinate and deliver 104 Ward Committee Meetings across Newcastle
- Jointly manage the Newcastle Fund with colleagues from Commissioning
- Ensure children and young people's voices are heard and their opinions considered in all the council's work and decisions by leading on children's rights activity; this includes managing the Council's 'Investing in Children Membership' and Youth Council and coordinating the City's Strategic Student Forum in support of the Children and Young People's Plan 2020.
- Administer and promote 'Let's Talk' to carry out/support Council consultations
- Support Newcastle's Safe Neighbourhood Partnerships (SNAPS) and promote community cohesion.
- Lead the Council's approaches to valuing and working with volunteers and active citizens.
- Support services prepared to co-design Services with users
- Support the authority's local devolution agenda by developing practical ideas and processes.

2. Who do you deliver this service for?

Cooperative Communities provides services to:

- Newcastle's citizens (including those who are marginalised and/or live in areas of greatest need) by supporting them to be engaged, involved and active
- All officers and Councillors to support new ways of working to effectively engage with and build new relationships with communities and other stakeholders resulting in enabling communities to do more for themselves.
- Other public service providers and agencies to help them connect and engage effectively with residents and councillors.
- The voluntary and community sector by supporting the strategic relationship through the Voluntary Sector Liaison Group

3. Do you have any statutory requirements?

Clause 57 of the Deregulation Act 2015 repealed 'the duty to involve' set out in Section 3A of the Local Government Act 1999 and Section 3(2) places a duty on Local Authorities to consult on planned activity. The Cooperative Communities Service, along with the Policy, Communications and Performance team, provide the main way for the council to comply with this duty. Government has published guidance that states this consultation is not optional but should be proportional. While much of the service is choice-based it is key to other service areas ability to fulfil their statutory duties.

The service supports the Council's duty to ensure decisions are based on meaningful consultation and engagement.

The service manages and provides the Council's commitment to Article 12 of the United Nations Convention on the Rights of the Child.

Section 17 of the Crime and Disorder Act places a duty on Councils and partners to do all that is reasonable to prevent crime; the service is represented on Safe Newcastle's Safe and Confident Group and works actively on the ground in Safe Newcastle's local Action Problem Solving Partnerships (SNAPS).

4. How much do you spend on this service?

Gross expenditure	Gross income	Net budget	Capital projects
£2,312,000	£34,000	£2,278,000	

5. What workforce delivers this service?

	No. FTEs	
2015/16	23.5	

Section B: Change proposal

1. What is the proposal to change the service?

In order to support the devolution of decision making, encourage the sharing of ideas and resources, undertake corporate engagement activity and provide councillors with a more effective forum to develop/fund projects and save resources we need to transform the service and the governance structures of the City Council. The service will complete targeted and focused work in communities concentrating on;

- Active Citizens
- Behavioural Change
- Children's Rights
- Consultation Activity
- Coproduction (resident driven) supporting the Council to meet the requirements of the Social Value Act.
- Developing community partnerships
- Devolution
- Core Quality Service Standards
- Volunteering

Proposal

Supporting communities

The proposal will replace the current 104 ward committee meetings with 26 annual targeted events to identify ward priorities. The annual events will be led by Members in consultation with local residents and stakeholders and will be used to share identified draft priorities and seek validation and commitment for collaborative solutions with partners and the community and voluntary sector. The ward priorities will be agreed for the following 12 months and will inform ward committee expenditure. The annual events will be facilitated by the service and will focus on priorities for the ward and what we can do in partnership encouraging all stakeholders to be part of the response. Following the events the service will consider common themes where joint action plans can be developed to avoid duplication and promote best practice. The work programme for the Communities Officer will be based on the priorities/knowledge highlighted at the ward events.

Based on the identified priorities the service will then work directly with communities based on core themes of **active citizenship, building community capacity, behavioural change and developing community partnerships**. Each officer from the service will work across a number of wards/communities to deliver work to support these themes.

It is proposed to reduce the Service's core budget by £1,000,000 in 2016-17, adjusting for employee related inflation etc. the resulting budget will be £476,380. We anticipate the reduction in staffing from 23.5 FTE posts to 10.5 FTE posts.

Ward Budget Proposal:

It is proposed to reduce ward budgets in 2016-17 from £505,430 to £295,430 per annum. There is also £185,000 to be prioritised towards community buildings which brings the overall total to £480,430.

To ensure that this funding continues to support important activity in neighbourhoods we will review how the funding is allocated to ensure that requests for funding will be required to demonstrate that the project makes a contribution to address identified ward priorities. Funding will be allocated on a needs formula but all wards will receive baseline funding.

Asset Transfer of Community Buildings:

We have been supporting the asset transfer of responsibility of council owned community buildings to communities via a combination of asset transfer, enhanced managerial support via a third party or a combination of the both since 2013. The aim is to reduce the financial subsidy around building repairs and maintenance costs. Since 2013 a number of associations have actively pursued asset transfer, some have decided to dissolve and the asset transfer opportunity has been advertised to other organisations and some have decided to hold the

authority to their existing leases. We expect a number of buildings to transfer towards the end of 2015/16 or part way through 2016/17. Therefore in 2016/17 we will continue this work supporting the associations seeking asset transfer however, we will need to continue to provide repairs and maintenance costs to the associations who have decided asset transfer is not suitable for them and act as a point of contact to the others. For these buildings we will continue to support them with a budget of £77,000, a reduction of £107,000.

2. What evidence has informed this proposal?

Information source	What has this told you?
Policy Cabinet Nov 2015	There are still different views on the role of the City Council in relation to local devolution which needs further exploration. Place is important for communities for a sense of identity and neighbourhoods are important building blocks. Being a good neighbour is important to communities and is integral to active citizenship. We need to consider new ways of funding activities and this must be done in partnership.
VCS 2020 A Force for Good Report August 2015	Highlights the idea that community development, engagement and empowerment can be seen as enabling communities to increase control of their lives. When people gain control over the factors and decisions that shape their lives, they become empowered. Report recommends that the Cooperative Communities Service should work together with the voluntary and community sector to develop an approach to placing a social and economic value on the local VCS delivering a service. The report also suggests that there may be scope for new ways to bring public sector and voluntary and community organisations together for more open discussion to develop a shared vision and bottom up approach to service design. This could learn from the current Our Place initiatives.
Fairness Commission Report July 2012	Many of the recommendations regarding Fair Play, Fair Go and Fair Say have told us we need to do more to devolve, give people opportunities to participate and give people an effective voice in decision making.
Service experience and evaluations of participatory processes – e.g. feedback about ward committees, Newcastle Fund, Newcastle Neighbours project, U-Decide	More support will be required to promote partnership working and collaboration/co-operation at the required pace. We have substantial experience and skills in participatory processes and trying out new ways of working but have not always managed to mainstream it. Some of this is down to capacity but also reflects others' appetite for change.
Evidence about ward committee meetings attendance	Our experience demonstrates a number of limitations with ward committee meetings; limited formal decision making, formal meetings tend not to be very engaging and reduced cycle reduces effectiveness. We do however recognise some like this way of working and have benefitted from being involved.

	<p>The introduction of Getting Together Meetings in 2013 has been, in general, positive. Some wards have recorded higher numbers attending the meetings and some have noticed an improvement in the quality of discussion. However, the numbers of residents attending the meetings remains low.</p> <p>This has shown us that residents would like more opportunities to get involved in setting the agenda of public meetings. We should not hold meetings for the sake of it (only when there is something to talk about) and that officer time could be better spent supporting local projects and partnerships.</p>
Analysis of ward committee funding	Supports very small and local groups in the main. We need to think hard about how we maintain this support but in a way that delivers the best outcomes locally, meets priorities and is more participative. This proposal highlights the need to target ward funding at locally identified priorities discussed at the annual events.
Children and young people's priorities from listening to young people projects	Gaps around skills and employability, accessing opportunities for work experience, volunteering. Child poverty is a reality and likely to get worse CYP are creative, innovative, visionary and realistic and including them enhances our processes/ plans and activities.
Dialogue with other local authorities – e.g. via Local Community Budget pilots, NE Compact network	Other local authorities provide looser arrangements to ward members and reflect a more needs based approach without losing overall democratic accountability of councillors to residents.
Asset Transfer	Significant concern that we shouldn't underestimate the scale and complexity of the challenge of this for communities and community building management committees.

3. How much will you spend on this service?

	Gross expenditure	Gross income	Net budget	Capital projects
	£994,750	£34,000	£960,750	

4. What will the net savings be of this proposal?

	Gross Saving	Implementation Cost	Net Saving
2016/17	£1,317,000	£0.00	£1,317,000

5. What impact will this have on the workforce?

	No. FTEs	% workforce
2016/17	13	55.32%

6. Who have you engaged with about this proposal?				
Date	Who	No. of people	Main issues raised	
Various 2015	Staff sessions			
	Citizenship Theme Group 2014			
	Portfolio Members			
7. What are the potential impacts of the proposal?				
Staff / service users	Specific group / subject	Impact (actual / potential disadvantage, beneficial outcome or none)	Detail of impact	How will you address or mitigate disadvantage?
People with protected characteristics				
Service users	Younger people and older people (age)	Potential disadvantage	<p>Current support to children's rights activity will reduce and resources will be redirected.</p> <p>Capacity for Investing in Children (IiC) Membership will reduce significantly in November 2016.</p>	<p>We will discuss a review of current practice with the relevant young people and organisations we work with and effectively communicate changes.</p> <p>Work is ongoing with colleagues from Wellbeing Care and Learning and Unicef UK to review the Councils overall</p>

			<p>We have hosted Newcastle Youth Council (NYC) since November 2014 and acknowledges that this work has been over resourced due to associated demands on officer time. This proposal will reduce the support to NYC.</p>	<p>approach to children rights.</p> <p>We will work with the Portfolio Member, British Youth Council and the young people themselves to review work to date and agree future working.</p>
Service users	Disabled people	No specific disadvantage identified.		
Service users	Carers	No specific disadvantage identified		
Service users	People who are married or in civic partnerships	No specific disadvantage identified		
Service users	Sex or Gender (includes Transgender, pregnancy and maternity)	No specific disadvantage identified		
Service users	People's sexual orientation	No specific disadvantage identified		

Service users	People of different races	Potential disadvantage	<p>We have a proven track record of working inclusively on the ground, working with local people in their own environment. We are seen as the point of contact, a source of community intelligence and knowledge by local communities, Council Officers, Members, partners and other agencies often called upon to provide information and support.</p> <p>We will continue to provide a citywide service working with relevant partners, services and agencies but the reduction will mean resources will now be directed to meeting priorities or responding to identified need.</p>	We will continue to provide focused activity/intervention/support where required based on priority. We will effectively respond to requests for support and where appropriate communicate where delays may occur.
Service users	People who have different religions or beliefs	Potential disadvantage	We have a proven track record of working inclusively on the ground, working with local people in their own environment. We are seen as the point of contact, a source of community intelligence and knowledge by local communities, Council Officers, Members, partners and other	We will continue to provide focused activity/intervention/support where required based on priority. We will effectively respond to requests for support and where appropriate communicate where delays may occur.

			<p>agencies often called upon to provide information and support.</p> <p>We will continue to provide a citywide service working with relevant partners, services and agencies but the reduction will mean resources will now be directed to meeting priorities or responding to identified need.</p>	
People vulnerable to socio-economic disadvantage				
Service users	People living in deprived areas	Potential disadvantage	<p>We have a proven track record of working inclusively on the ground with specific targeted work in the 5 priority wards; Byker, Walker, Benwell/Scotswood, Elswick and Kenton. We are seen as the main point of contact, a source of community intelligence and knowledge by local communities, partners and other agencies.</p> <p>We will continue to provide a citywide service working with relevant partners, services and agencies but the reduction will</p>	<p>We will continue to provide focused activity/intervention/support where required based on priority. We will effectively respond to requests for support and where appropriate communicate where delays may occur.</p>

			mean resources will now be directed to meeting priorities or responding to identified need.	
Service users	Looked after children	No specific disadvantage identified		
Service users	People facing multiple deprivation, through a combination of factors such as poor health (physical or mental) or poor housing / homelessness	Potential disadvantage	<p>We have a proven track record of working inclusively on the ground with specific targeted work in the 5 priority wards; Byker, Walker, Benwell/Scotswood, Elswick and Kenton. We are seen as the main point of contact, a source of community intelligence and knowledge by local communities, partners and other agencies.</p> <p>We will continue to provide a citywide service working with relevant partners, services and agencies but the reduction will mean resources will now be directed to meeting priorities or responding to identified need.</p>	We will continue to provide focused activity/intervention/support where required based on priority. We will effectively respond to requests for support and where appropriate communicate where delays may occur.

Geography				
Service users	Areas, wards, neighbourhoods	Potential disadvantage	<p>We have a proven track record of working inclusively on the ground with specific targeted work in the 5 priority wards; Byker, Walker, Benwell/Scotswood, Elswick and Kenton. We are seen as the main point of contact, a source of community intelligence and knowledge by local communities, partners and other agencies.</p> <p>We will continue to provide a citywide service working with relevant partners, services and agencies but the reduction will mean resources will now be directed to meeting priorities or responding to identified need.</p> <p>We jointly manage the Newcastle Fund with colleagues from Commissioning. This proposal could significantly reduce the capacity to support this work.</p>	<p>We will continue to provide focused activity/intervention/support where required based on priority. We will effectively respond to requests for support and where appropriate communicate where delays may occur.</p> <p>We will work closely with Commissioning to agree future working to provide appropriate support.</p>

Businesses				
N/A	Businesses providing current or future jobs in the city	No specific disadvantage identified		
Community cohesion				
Service users	Community cohesion	Potential impact	Reduced capacity could mean city wide work to promote good relations between communities of interest, identity and geography will be reduced. This may impact on the services ability to provide community intelligence, which helps both the Council and other agencies to understand local need.	Resources will be aligned to areas of identified need to support communities and the Council and partners to build community cohesion. We will support partners to help communities reach agreement about acceptable behaviours and expectations.
Community safety				
Service users	Community safety	Potential impact	The proposal will see a reduction in support for Safe Newcastle's local Action Problem Solving Partnership (SNAPS) activity. This may have an impact on the services ability to provide community intelligence, which helps both the Council and other agencies	The service will continue to contribute to SNAPS and will work closely with communities and key partners to promote community safety through active citizenship and behavioural change activity such as ongoing

			to understand local communities.	work in the Benwell Terraces and Byker Old Town.
Environment				
Service users		Potential impact	The proposal means capacity to support delivery of Decent Neighbourhoods may reduce the services ability to provide community intelligence, which helps both the Council and other agencies to understand local need.	<p>The service will continue to work closely with local communities and services to actively promote active citizenship and behavioural change aligning resources to areas of identified need.</p> <p>We will continue to support partners to help communities reach agreement about acceptable behaviours and expectations.</p>