

Integrated Impact Assessment (IIA)

Informing our approach to fairness

Name of proposal	Communities Team
Date of original assessment	September 2016
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This is our assessment of the potential equality and other impacts of this 2017-18 budget proposal, based on the available evidence. It is a 'living document' and we will review it throughout the consultation period. A formal review will take place on all proposals when consultation closes to consider comments and information from all stakeholders, research or new and emerging policy.

Section A: Current service

1. What does the service do?

The work of the Communities Team is built around the principle of cooperative working through devolution by strengthening focus on active citizenship, building community capacity and promoting behavioural change.

The Team also provide targeted support to our new local arrangements; the annual ward priority setting process. The annual events for each of the 26 wards validate ward priorities and seek collaborative solutions working with internal and external stakeholders including the community and voluntary sector.

The Communities Team 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 our political priorities. The Communities Team provide the following:

Corporate	
Corporate consultation/engagement	Deliver corporate engagement and provide professional advice and support to others to ensure fair, inclusive and effective engagement
Staff Engagement	Specialist support to corporate staff engagement
Asset Transfer – Community Buildings	Manage and coordinate community asset transfer process
Newcastle Fund	Support Newcastle Fund in partnership with Commissioning and Procurement from Funders Fair to assessment
Cooperative Council	Researching national best practice in collaborative working
Let's Talk	Administer and promote 'Let's Talk' to support corporate consultations
Crime and community safety	Support Newcastle's Safe Neighbourhood Partnerships and promote community cohesion
Volunteering	Lead our approaches to valuing and working with volunteers and active citizens
VSLG	1/4ly support to Voluntary Sector Liaison Group
Bespoke engagement advice and support	Support services prepared to co-design services with users
Children's Rights	
Investing in Children Membership	Manage and coordinate our 'Investing in Children Membership' (95) To achieve the award evidence must be provided by services to demonstrate they listen and act upon the views of children and young people to improve outcomes
Strategic Student Forum Newcastle	Coordinate and support all meetings of the Strategic Student Forum Newcastle
Newcastle Youth Council and UK Newcastle's Youth Parliament Reps	Manage Newcastle Youth Council providing support to 22 young people; including support to national representatives on UK Youth Parliament.
Local Governance	
Deliver 26 x annual ward priority setting events	Enable communities to be involved and influence decision making
	Provide and evidence to inform the ward priority setting and action planning
Ward budgets/capital and local budgets	Co-ordinate and administer revue and capital budgets, including ward budgets
Devolution	Support the authority's local devolution agenda by developing practical ideas and processes.

Let's Talk and other social media forums	Administer and promote 'Let's Talk' to support local ward consultations
Traded Work	
Newcastle Independent Tenant Voice	Contract to deliver strategic housing engagement to 26,000 tenants and leaseholders
Strategic Transport Infrastructure	Specialist engagement activity to support Transport Infrastructure engagement
New Tyne West Development Company	Specialist social regeneration engagement support to strategic partner in Scotswood
PREVENT	Specialist support to PREVENT including developing a bespoke counter-terrorism e-learning module and toolbox to staff
Byker Old Town	Specialist engagement support to FHU in Byker
NGP	Specialist engagement support to Newcastle Great Park Development
Staff Engagement	Specialist support to corporate staff engagement

2. Who do you deliver this service for?

The Communities Team 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 change behaviours and effectively engage with communities and other stakeholders 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
- Children and young people; ensuring their voices are heard and considered in all the council's work - Children and Young People's Plan 2020
- Traded Services – see table in Section A,1

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 Communities Team, 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 our duty to ensure decisions are based on meaningful consultation and engagement.

The Team manages and provides our 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 to support local problem solving e.g. Safe Neighbourhood Partnerships.

4. How much do you spend on this service?			
Gross expenditure	Gross income	Net budget	Capital projects
£1,042,330	£33,710	£1,008,620	
5. What workforce delivers this service?			
	No. FTEs		
2016/17	10.5		
Section B: Change proposal			
1. What is the proposal to change the service?			
<p>A review of the Cooperative Communities' Service in 2016/17 delivered a 55% reduction in staffing from 23.5 FTEs to 10.5 FTEs. A new ward governance arrangement is now in place through 26 Annual Ward Priority Setting Events instead of the previous 104 Ward Committee meetings. The original proposal for 2017/18 was to reduce ward budgets by a further £290k, removing support to ward members.</p> <p>A further reduction of £290k means it will no longer be possible to continue to provide support to ward members and the governance of 26 wards. This is an opportunity to reconsider what kind of community support is required to achieve our ambitions for behaviour change and greater community resilience and self-help. A completely new radical and transformational approach is required to remodel the way community support is provided by designing and/or commissioning a new offer based on a community capacity building model.</p> <p>Following further discussions with Cabinet a new savings profile is now proposed which will allow us to achieve the saving over two years. The proposal would taper the service to ward members and reduce the costs over a two year period saving £290k and reducing the number of FTEs from 10.5 to 6. We will use temporary funding 2017/18 to mitigate the resulting gap in savings.</p> <p>We will work alongside colleagues who are reviewing our libraries and customer services offer and are looking to develop community hubs; working with public, voluntary, community and business partners to develop 'one stop shop' local hubs. The vision for the community hubs is to bring together information and services from a range of partners in one place, enabling local partners to work together more effectively for the needs of their communities. The remodelled Communities Team will be aligned to the hubs, supporting the transition, working with wards and communities to ensure services respond to individual needs.</p> <p>The Team has an excellent track record in boosting capacity through income generating activity and this will continue to fund a number of additional posts (see table in Section A1). We will in a position to commission the new service by the end of 2018/19. There may be further impacts on staffing depending on the delivery model selected.</p> <p>Close alignment with a range of strategic and local partners in community hubs would allow the provider of the service to identify and work with assets in communities, building on existing capacity to increase active citizenship and identify and strengthen joined up approaches with the aim making silo working a thing of the past'. Area team models of community support have been proven to work in Newcastle in the past.</p> <p>Support to Ward Members - Feedback from councillors, particularly those in full time employment, suggests that the biggest concern is in relation to administrative support to public meetings and other ward duties. Unfortunately funding reductions mean it will not be possible to provide this type of support through specialist community officers so there are plans to explore the possibility of investing in additional administrative capacity to help meet these requirements.</p>			

Ward Budget Proposal:

Each ward in Newcastle has funding available for projects that benefit the local community. More information about ward budgets can be found on our website:

<https://www.newcastle.gov.uk/communities-and-neighbourhoods/grants-and-funding/ward-committee-funding>.

It is proposed to reduce ward budget in 2017/18 by 11% from £295,430 to £262,933. To ensure that this funding continues to support important activity in neighbourhoods, applications will need to demonstrate that the project makes a contribution to address identified ward priorities.

It is important to note that 2017/18 ward budgets will not include Newcastle Fund contributions to community buildings; this ends 31 March 2017.

Asset Transfer of Community Buildings:

We have been supporting the transfer of responsibility of council-owned community buildings with the aim of empowering and increasing involvement in local communities. The additional benefit would be to reduce the financial subsidy around building repairs and maintenance costs. Since 2013 a number of associations have actively pursued asset transfer and some have decided to hold the authority to their existing leases. We expected a number of buildings would have been transferred in year however due to either changes in organisational positions and/or legal issues there have been unavoidable delays. We are continuing to work towards transferring these buildings however will be seeking transitional funding support for 2017/18.

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 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 Team 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
Members Workshops x 2 June 2016	Although there were some reservations about the new ways of working most Members accepted the change but raised concerns about Member support. Most Members agreed that working across ward boundaries brought better outcomes when ward budgets were pooled.
Members Workshop 29 Sept 2016	General agreement that the proposal was on the right lines particularly in terms of the linkage to Community Hubs.
Ward Priority Setting Research Sept 2016	2016/17 priorities have refocused efforts drawing on examples of best practice from elsewhere: Working with community groups and partners to develop sustainable local offers which equate to need. E.g. Heaton Pocket Parks, COMA bid, Operation Oak. Enabling long term behaviour change and building resilient communities, as evidenced through the 89 active litter picking groups. Thematic work across ward boundaries E.g. Falls Prevention Project (Dene, N Heaton, N Jesmond and S Jesmond), GAIA legacy e.g. Green hub Project Links to citywide strategic work e.g. Student Forum Newcastle, embedding a child's rights approach
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.
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
2017/18	£1,009,830	33,710	£97,120	

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

	Gross Saving	Implementation Cost	Net Saving
2017/18	£32,497	£0.00	£32,497
2018/19	£257,503		£257,503

5. What impact will this have on the workforce?

	No. FTEs	% workforce
2017/18	10.5	0%
2018/19	6	43%

6. Who have you engaged with about this proposal?				
Date	Who	No. of people	Main issues raised	
July to Sept 2016	Communities Team – weekly meetings	19 + casual workers	See table in A1. Staff concerns that the Council will lose the necessary capacity and expertise to deliver behavioural change, internally as an organisation and externally enabling communities to take more control and become more active. The impact that further reductions may potentially widen existing inequalities for grass roots support and support to those not part of a group and the impact on other Council services; who will support corporate and children’s’ rights activity in the future.	
	Portfolio Member	2		
Member Working Group 29 Sept	A Member Working Group identified by Cabinet Member	9	The need to review support to Members and the need for wards to work together. Continued support for grass roots activity.	
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	Current support to children’s rights activity will reduce and resources will be redirected. Capacity to support Investing in Children (IiC) Membership	We will discuss a review of current practice with the relevant young people and organisations we work with and effectively communicate changes. Work is ongoing with colleagues from Wellbeing Care and

			<p>will reduce significantly in November 2016.</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>Learning and Unicef UK to review our overall 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	<p>Disabled people</p> <p>Carers</p> <p>People who are married or in civic partnerships</p> <p>Sex or Gender (includes Transgender, pregnancy and maternity)</p> <p>People's sexual orientation</p> <p>People of different races</p> <p>People who have different religions or beliefs</p>	<p>No specific disadvantage identified but as they make up part of the communities we support all of these groups may suffer from reduced support.</p>	<p>The Team have a proven track record of working inclusively on the ground, working with local people in their own environment; 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>Reduction in resource will mean that co-ordinated activity, support, intervention, communication will be</p>	<p>The Team will continue to provide focused activity/intervention/support where required based on priority effectively responding to requests for support and where appropriate communicate where delays may occur.</p> <p>With less resource to deliver our support will need to be more focussed on needs and priorities to ensure that appropriate levels of support can be</p>

			<p>significantly reduced, resource will be allocated to meeting priorities or to respond to identified need.</p> <p>The proposal will mean delays in dealing with requests for support.</p> <p>Reduced staffing will reduce the amount of work we do and the contact we have with different communities reducing the support we offer to these communities and the community intelligence that we gather through our contact with local groups, which include many groups serving portions of the community who have various protected characteristics.</p>	<p>provided where it is most needed.</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 five priority wards; Byker, Walker, Benwell/Scotswood, Elswick and Kenton. We are seen as the main point of contact, a source of community</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</p>

			<p>intelligence and knowledge by local communities, partners and other agencies.</p> <p>Reduction in resource will mean that co-ordinated activity, support, intervention, communication will be significantly reduced and resources will be allocated to meeting priorities or to respond to identified need.</p> <p>The proposal will result in delays in dealing with requests for support.</p>	communicate where delays may occur.
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	We have a proven track record of working inclusively on the ground with specific targeted work in deprived 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.	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>Reduction in resource will mean that co-ordinated activity, support, intervention, communication will be significantly reduced and resources will be allocated to meeting priorities or to respond to identified need.</p> <p>The proposal will result in delays in dealing with requests for support.</p>	
Geography				
Service users	Areas, wards, neighbourhoods	Potential disadvantage	<p>We have a proven track record of working inclusively on the ground and are seen as the main point of contact, a source of community intelligence and knowledge by local communities, partners and other agencies.</p> <p>Reduction in resource will mean that co-ordinated activity, support, intervention, communication will be significantly reduced and resources will be allocated to meeting priorities or to respond to identified need.</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>The proposal will result in delays in dealing with requests for support.</p> <p>We jointly support the Newcastle Fund with colleagues from Commissioning and Procurement. This proposal will significantly reduce the capacity to support this work.</p>	<p>We will work closely with Commissioning and Procurement 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	<p>Reduced capacity will 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.</p>	<p>Resources will be aligned to areas of identified need to support communities and the Council and partners where there are tensions.</p> <p>We will support partners to help communities reach agreement about</p>

			Reduced capacity may affect the ability of the service to respond to major incident support requests.	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 to understand local communities.	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 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.	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.

				We will continue to support partners to help communities reach agreement about acceptable behaviours and expectations.
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