

Integrated Impact Assessment (IIA)

Informing our approach to fairness

Name of proposal	Communities Team
Date of original assessment	August 2016
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Version control

Version	2
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Replaces version	1

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'. We have reviewed this assessment following a period of consultation and will continue to review it as we implement the proposal.

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; supporting internal and external stakeholders.

The Team provide targeted support to the Council's new local governance arrangements; Annual Ward Priority Setting. The 26 ward events validate ward priorities and seek collaborative solutions working with internal and external stakeholders including the community and voluntary sector. The Team work directly with residents, stakeholders, community and voluntary sector, Members and other council services to achieve the aspirations of citizens for their neighbourhoods, devolving local decision-making and delivering the Council's political priorities.

The Communities Team currently 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 local cohesion/crime and community safety related issues/problem solving activity
Volunteering	Lead our approaches to valuing and working with volunteers and active citizens – policy based practice
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 (IiC)	Manage and evaluate 95 memberships – need 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
Ward Action Plan	Evidence provided to inform the ward priority setting; currently working on action planning phase
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. E.g. 4Ps £50k Fund in 22 wards
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>The proposal will allow the Communities Team budget to achieve the saving over two years. A further reduction of £290k means it will no longer be possible to continue to manage the governance of 26 wards and provide support to ward members as before in addition to meeting other service requirements. The proposal would taper the service to ward members and reduce the costs over a two year period saving £290k and reduce the number of FTEs from 10.5 to 6 in year two. We will use temporary funding 2017/18 to mitigate the resulting gap in savings.</p> <p>This will allow the 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>The remodelled Communities Team will be aligned to community hubs, supporting the transition, working with wards and communities to support the implementation of community hubs. The Team will also continue to contribute to other related Council reviews in terms of reviewing Members support, Newcastle Fund and other related service areas.</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 be in a position to commission the new service by the end of 2018/19. There may be further impact on staffing depending on the delivery model selected.</p> <p>Ward Budget Proposal: 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.</p> <p>It is important to note that 2017/18 ward budgets will not include Newcastle Fund contributions to community buildings; this ends 31 March 2017.</p>			
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	£976,120	

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 - ongoing	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.
2016/17	Portfolio Member	2	Ongoing dialogue with past and present portfolio Members
29/9/16	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.
24/11/16	Overview and Scrutiny Committee	9	As above – Task and Finish Group to conclude March 2017
19/12/16	Elders Council	N/A	No issues raised
Various	Let’s Talk	3	Respondents were split on the proposal to reduce ward funding with some seeing it as an important community resource whilst others felt that this was a reasonable proposal.
29/12/16	NCVS	N/A	NCVS suggested that the remaining ward budgets could be managed in a different way. NCVS also suggested a different approach for the disposal of community assets.
November 2016	Children & Young People’s Event:	60	Newcastle’s young citizens understand the budget cuts and impact and want to continue to work with the Council and be involved in decision making beyond the usual education consultation. They value the support and platforms currently available for them to have their say and the opportunity to come together to take action. The young citizens also requested feedback from the budget consultation.

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 to support Investing in Children (IiC) Membership 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>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 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>

<p>Service users</p>	<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 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</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 provided where it is most needed.</p>
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			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.	
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 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>	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.

			The proposal will result in delays in dealing with requests for support.	
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 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.</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>	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	We have a proven track record of working inclusively on the	We will continue to provide focused

			<p>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>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>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 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>Reduced capacity may affect the ability of the service to respond to major incident support requests.</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 acceptable behaviours and expectations.</p>
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>