

TRAFFORD COUNCIL

Report to: Executive
Date: 4th March 2013
Report for: Decision
Report of: Executive Member Transformation and Resources and
Corporate Director for Transformation and Resources

Report Title

Trafford Libraries Savings Proposal

Summary

To seek agreement to proposed changes to the Library Service which were subject to public and staff consultation. The Council's Revenue Budget Report 2013/14 included £280,819 of Library Service savings. How those savings would be delivered was subject to Public and Staff consultation which has now closed and the results analysed. This Report outlines the views expressed during the consultation and in light of those findings proposes some changes to the Library Service

Recommendation(s)

The Executive are asked to agree to the updated Library Service proposals.

Contact person for access to background papers and further information:

Name: Wendy Marston
Extension: 4009

Background Papers: None

Annexes: Trafford Libraries Post Consultation Report (Attached)
Library Service Equality Impact Assessments (Attached)

Implications:

Relationship to Policy Framework/Corporate Priorities	Meets the Council's statutory duty to provide a comprehensive and efficient library service
Financial	Delivers an annual saving of £136,050 in year 1 and a further £144,769 in year 2. This is the same as proposed in the Council's Revenue Budget Report 2013/14
Legal Implications:	Meets the Council's statutory duty to provide a comprehensive and efficient library service and the public sector equality duty under the Equality Act 2010
Equality/Diversity Implications	These are specified in the overarching report and individual equality impact assessments
Sustainability Implications	N/A
Staffing/E-Government/Asset Management Implications	There will be no front line staff compulsory redundancies as a result of these proposals.
Risk Management Implications	N/A
Health and Safety Implications	N/A

1.0 Background

This paper summarises the options considered to make savings within the Library Service, the outcomes of the Libraries Public and Staff Consultation and provides recommendations for the Executive to approve; a full Public Post Consultation Report is attached.

As part of the Council wide spending challenge a number of options were considered to make savings within the Library Service. Proposals were put in place for the Library Service to make £280,819 savings primarily through extending the use of volunteers across all libraries and reducing library management. Due to the nature of the proposals a full public consultation exercise was required on £194,853 of the savings proposed in order to gauge the opinions of the users of the Borough's libraries, residents, businesses and other interested parties. The £85,966 difference relates to proposals that did not require public consultation. £57,523 of that difference is a saving in management and £28,443 will be as a result of implementing a new library management system (LMS). The new LMS will go live in March 2013 and as well as delivering savings it will also provide improved customer service and facilitate collaborative working with other AGMA library services.

A three-month public consultation period ran from October 22nd 2012 until January 14th 2013. A staff consultation ran from October 15nd 2012 until January 14th 2013.

The consultation was undertaken through the following formats:

- A letter and Questionnaire was sent to every active user of Greatstone Library
- A consultation document was available in hard copy, primarily in libraries
- A questionnaire was available on-line

2.0 Other Options

Prior to the final proposals being agreed consideration was given to alternative ways of making savings within the Library Service.

In order to deliver similar savings to those achieved through introducing volunteers up to three small libraries would have had to be closed or one large library. Another alternative considered was transferring the Library Service to a Trust status. A transfer to a Trust or Mutual status may be considered in the future. A table showing the savings proposals including cost savings is shown in Appendix A.

A summary of the key savings proposals and whether they were taken forward or rejected is shown in the table below;

Savings Proposal	Taken Forward	Consultation Required
P1. Extend the use of volunteers across all libraries	Yes	Public and Staff
P2. Transfer Greatstone Library to the Town Hall	Yes	Public and Staff
P3. Reduce Library Managers by 2 FTE	Yes	Staff
P4. Replace Receptionists with Customer Service Advisors	Yes	Staff
P5. Remove Bookstart Coordinator	Yes	Public (CYPS) and Staff
P6. Implement a new library system	Yes	No
P7. Remove support for the Toy Library	No	N/A
P8, 9, 10, 11 &12. Close up to 5 libraries	No	N/A
P13. Transfer the service to a Trust	No	N/A

Fig 1 Savings Proposals Matrix

3.0 Consultation Findings

A public consultation was undertaken between the 22nd October 2012 and 14th January 2013.

A total of 700 Questionnaires were sent directly to active users of Greatstone Library and it was available on the Councils website or on paper in Libraries. In total, the Public Consultation received 399 responses either on-line or on paper

The following two Equality Impact Assessment documents were prepared and were available during the public Consultation;

1. Extending the use of volunteers across all libraries
2. The transfer of Greatstone library to the Town Hall

Consultation with staff was also undertaken. The staff consultation was part of Trafford’s wider consultation with all staff potentially affected by various budget proposals. The formal consultation period for staff started on 15th October 2012 and concluded on 14th January 2013. A response to the staff will be made following a decision by Executive on the options made in this Report.

An additional two Equality Impact Assessment documents were prepared to accompany the staff Consultation;

1. Reducing the number of Library Managers
2. Replacing receptionist with Customer Service Advisors

The key outcomes to the proposals from the Public and Staff Consultations are shown in the table below:

Consultation Proposal	Public Consultation Outcome	Staff Consultation Outcome
P1. Extend the use of volunteers across all Trafford libraries	Opposed to proposal (54.8% oppose 35.6% support)	Opposed to proposal (69% oppose 22.4% support)
P2. Transfer Greatstone library to the Town Hall	In Favour of proposal (25.7% oppose 30.4% support)	In Favour of proposal (6.8% oppose 83.1% support)
P3. Reduce Library Managers by 2 FTE		Opposed to proposal (50% oppose 43.5% support)
P4. Replace Receptionist with Customer Service Advisors		In Favour of proposal (6.8% oppose 81.4% support)
P5. Remove Bookstart Coordinator		Opposed to proposal (50.8% oppose 20.3% support)

Fig 2 Public and Staff Consultation Matrix

The proposal to extend the use of volunteers has received almost exactly the same public response as last year (54% opposed and 36% supported). This provides confidence that the success of using volunteers at Hale and Old Trafford libraries will extend to all libraries.

4.0 Options

Following the Public and Staff Consultations the Savings Proposals were reviewed to take into account the feedback received and a number of options were prepared.

A summary of the options considered is shown in the table overleaf:

Proposal	Options	Saving
P1. Extend the use of volunteers across all libraries	Option 1 - Continue with the proposals as outlined in the consultation document i.e. extend the use of volunteers across all Trafford libraries	£189,979
	Option 2 – Maintain 1 additional Customer Service Adviser in Urmston. This carries a budget pressure of £20,231 to be funded by deleting a vacant post within Access Trafford	£189,979
	Option 3 - Maintain 1 additional Customer Service Adviser in Urmston and transfer a further .5 Customer Service Adviser from Sale to Urmston library. This carries a budget pressure of £20,231 to be funded by deleting a vacant post within Access Trafford	£189,979
	Option 4 – No changes to current operational model	£0
P2. Transfer Greatstone library to the Town Hall	Option 1 – Transfer Greatstone Library to the Town Hall	£4,874
	Option 2 – Retain Greatstone library	£0
P3. Reduce Library Managers by 2 FTE	Option 1 - Continue with the proposals as outlined in the consultation document i.e. reduce Library Managers by 2FTE	£57,523
	Option 2 – Reduce Library Managers by 1.5 FTE. This carries a budget pressure of £14,381 to be funded from the Book Fund.	£57,523
	Option 3 – No changes to current operational model	£0
P4. Replace Receptionist with Customer Service Advisors	Option 1 – Replace Receptionists with Customer Service Advisors	£0
	Option 2 – Retain Receptionist posts	£0
P5. Remove Bookstart Coordinator	Option 1 - Remove the Bookstart Coordinator post	£27,310¹
	Option 2 - Retain .5 FTE to complete Bookstart duties. This carries a budget pressure of £13,655 to be funded from the Book Fund and CYPS	£13,655¹
P6. Implement a new library system	Option 1 - This decision has already been agreed	£28,443

Fig 3 Options Matrix ¹ Saving is within CYPS

5.0 Financial

The 2013/14 Budget Report Saving for the services covered by this consultation was £280,819. As a result of amendments to the proposals following consultation the saving is unchanged. The changes would be funded by deleting an existing vacant post with Access Trafford and using a small amount of the Book Fund. The reduction in the Book Fund will be mitigated by revising the number of hard copy reference books bought. Many reference resources are now accessed online.

Proposal	2013/14 Budget Report Saving
P1. Extend the use of volunteers across all libraries	£73,653 (plus another £116,326 in 2014/15)
P2. Transfer Greatstone library to the Town Hall	£4,874
P3. Reduce Library Managers by 2 FTE	£57,523
P4. Replace Receptionist with Customer Service Advisors	N/A
P5. Remove Bookstart Coordinator	This is a CYPS commissioned service
P6. Implement a new library system	£28,443 in year 2
Totals	£280,819

Fig 4 Savings Matrix

6.0 The Public Sector Equality Duty

Under the Equality Act 2010 a public authority, in the exercise of its functions must have due regard to the need to eliminate discrimination, harassment, victimisation and any other prohibited conduct; advance equality of opportunity between persons sharing a relevant prohibited characteristic and persons who do not; and foster good relations between persons sharing a relevant prohibited characteristic and persons who do not.

Protected characteristics for the purposes of the Act are disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

In order to assist the evaluation of the proposals and to ensure that the council paid due regard to its duties under the Equality Act, four Equality Impact Assessments (“EIAs”) were carried out as part of the evaluation process to ensure that due consideration was given to age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, and the likely impact of the proposals on each of those groups

The EIAs are available to the Executive who will decide whether or not to support the proposals contained within this report. Any potential impacts have been identified through the EIA and consultation processes. Where any potential impact has been identified consideration has been given to whether measures can be taken to mitigate against those impacts, and the mitigation measures are set out within the body of the relevant EIA or are reflected in modifications to the proposals.

In considering the Report and deciding whether to accept the recommendations the Executive are required to have regard to the Public Sector Equality Duty. In order to satisfy this duty the Executive must consider the potential impacts identified in the EIAs and the consultation responses which are appended to this Report. Where reasonable and appropriate mitigation measures have been proposed which will offset either wholly or in part the impacts identified. Where mitigating measures are not proposed, countervailing factors, namely the significant budgetary pressures facing the Council and the need to make improvements and efficiencies to the services concerned are considered to provide justification for the measures proposed.

7.0 Recommendation

As a result of the consultation the following recommendations are made for each of the proposals:

Proposal	Recommendation
P1. Extend the use of volunteers across all libraries	Option 3 – As a result of public feedback maintain 1 additional Customer Service Adviser in Urmston and transfer a further .5 Customer Service Adviser from Sale to Urmston library. This carries a budget pressure of £20,231 to be funded by deleting a vacant post within Access Trafford. Any resource issues at Sale Library will be covered from the Contact Centre
P2. Transfer Greatstone library to the Town Hall	Option 1 – Transfer Greatstone Library to the Town Hall
P3. Reduce Library Managers by 2 FTE	Option 2 – As a result of staff feedback reduce Library Managers by 1.5 FTE. This carries a budget pressure of £14,381 to be funded from the Book Fund.
P4. Replace Receptionist with Customer Service Advisors	Option 1 – Replace Receptionists with Customer Service Advisors
P5. Remove Bookstart Coordinator	Option 2 - Retain .5 FTE to complete Bookstart duties. This carries a budget pressure of £13,655 to be funded from the Book Fund and CYPS
P6. Implement a new library system	P6 Option 1 - This decision has already been agreed

Fig 5 Recommendations Matrix

There will be no compulsory redundancies as a result of these proposals.

The Executive are asked to:

- **Approve the recommendations as set out in the table above**

In considering the Report and deciding whether to accept the recommendations the Executive are required to have regard to the Public Sector Equality Duty under the Equality Act 2010. In order to satisfy this duty the Executive must consider the potential impacts identified in the EIAs and the consultation responses which are appended to this Report. Where reasonable and appropriate mitigation measures have been proposed which will offset either wholly or in part the impacts identified. Where mitigating measures are not proposed, countervailing factors, namely the significant budgetary pressures facing the Council and the need to make improvements and efficiencies to the service are considered to provide justification for the measures proposed.

In light of the results of the consultation a number of changes have been made to the proposals and in particular the number of retained staff in Urmston and an additional .5 Library Manager. Whilst opposition has been expressed in relation to the proposals for extending the use of volunteers across all Trafford libraries, the Executive should also be mindful of the following factors in reaching a decision:

- I. The significant proportion of residents who supported the concept of helping to deliver Council services in previous budget consultation, with libraries raised as a specific service where residents considered they could assist
- II. The successful experience of using volunteers at Hale and Old Trafford libraries
- III. The support from 36% of respondents to the public consultation in relation to the proposals for extending the use of volunteers across all Trafford libraries
- IV. The 49 residents who have indicated an interest in volunteering in libraries as a part of the consultation
- V. The significant financial pressure facing the Council and the need to make savings whilst also seeking to protect front line services
- VI. Alternative options undertaken by other local authorities including the closure of libraries
- VII. The library service to residents in Trafford will not be reduced

Key Decision

This is a key decision currently on the Forward Plan: Yes

Finance Officer Clearance ID.....
Legal Officer Clearance JLF.....

CORPORATE DIRECTOR'S SIGNATURE



.....

To confirm that the Financial and Legal Implications have been considered

Table of Savings Proposals

	Proposal Taken Forward						Proposals Rejected							Total Savings option 1 + option 2 + option 3 + option 6
	Proposal 1 Additional volunteers across all libraries	Proposal 2 Relocate Greatstone library	Proposal 3 Reduce management at Woodsend Partington Lostock Davyhulme & Altrincham	Proposal 4 Replace receptionists with Customer Service Advisors	Proposal 5 Remove Bookstart Coordinator	Proposal 6 Implement new library Management system	Proposal 7 Remove Library Service support from Toy Library	Proposal 8 Close Bowfell library	Proposal 9 Close Lostock library	Proposal 10 Close Davyhulme library	Proposal 11 Close Woodsend library	Proposal 12 Close Coppice library	Proposal 13 Transfer remaining libraries to a Trust	
Saving	£189,979 ¹	£4,874	£57,523	£0	£27,310 ³	£28,443 ⁴	£24,528	£6,160	£63,281	£63,602	£98,354	£182,486	£165,724	£280,819 ¹
Staff impact	-10.75			2	-1		-1		-1	-1.59	-1.6	-7.14	41.5	
Management impact			-2						-1	-0.7	-0.5	-1	7	
Training impact	+1													
Staff consultation														
Public consultation														
Partner consultation														
Sensitivity	Med	Low	Low	Low	Med	Low	Med	Med	High	High	High	High	Med	Med
Legal Implications	Med	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Med	Med
EIA														
Comments	This option has medium risk which will be mitigated by only replacing staff through natural attrition	Greatstone is close to the Town Hall and will relocate when the Town Hall reopens	This option has little impact on the customer	This will improve customer service at the Town Hall	The savings are in CYPS as this is a commissioned service	This will deliver customer service improvements from 2013 and cost savings from 2014		Bowfell is close to Urmston library	Lostock library is within walking distance of Urmston library	Davyhulme library is within walking distance of Urmston library	Woodsend is within walking distance of Urmston but on the NW edge of the Borough	Coppice is not in a town centre & residents shop at Sale which is within walking distance	This saving is delivered through a business rate relief	
Year 1 Saving	£73,653 ²	£4,874	£57,523											£136,050
Year 2 Saving	£116,326					£28,443								£144,769

¹ This is a 2 year saving and includes the cost of an additional trainer

² This includes the £27,500 cost of an additional trainer

³ This was a commissioned service from CYPS and their savings is £27,310

⁴ This will be delivered from Year 2 onwards