

TRAFFORD COUNCIL

Report to: The Executive
Date: 26th January 2015
Report for: Information & Discussion
Report author: Joanne Hyde, Acting Corporate Director T&R

Report Title

Update on the budget consultation proposals 2015/16

Purpose of Report

To provide an over view of the budget 2015/16 consultation process and an update on the outcomes of the consultations to date.

Recommendations

That the Executive:

- 1) Notes the content of the report and the consultation process and the outcomes to date

Contact person for access to background papers and further information:

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[CORPORATE] DIRECTOR'S SIGNATURE



(electronic).....

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

Implications:

Relationship to Policy Framework/Corporate Priorities	This report refers to the budget proposals for 2013/14 put forward by directorates in the Council and therefore has implications for all these areas which are presented in the report.
Financial	
Legal Implications:	
Equality/Diversity Implications	
Sustainability Implications	
Staffing/E-Government/Asset Management Implications	
Risk Management Implications	
Public Health Implications	
Health and Safety Implications	

1. Background

1.1 The draft 2015/16 Budget proposals of 20 October 2014 are supplemented by the Reshaping Trafford Council Blueprint document, which sets out how the Council will be changing to manage the fiscal challenges in the coming years.

1.2 The proposals contained £24.3m of savings which can be thematically summarised as:

- Increase local resilience;
- Generate income to be re-invested in front line services;
- Manage demand on services through focussing on prevention;
- Deliver good quality services within the funding available to us.

1.3 The proposals per directorate are summarised as:

1.3.1 Children, Families and Wellbeing - £17.4m

Trafford Council will continue to develop an integrated, all age health, education and social care service, exploring new delivery models:

- Development of a new Early-Help delivery model for 0-18 year olds including children's centres, youth services, Connexions, education welfare and youth offending services;
- Deliver a reshaped social care offer for adults, looking at promoting independence and resilience through use of equipment, Telecare, local sourced community solutions to meeting needs, voluntary services and new models of support for people with long term needs;
- Explore the most effective delivery model for adult services including re-ablement, supported accommodation and building based day support;
- Revised education and early years services;

- Remodel home to school transport services;
- Effective market management to ensure value for money services; and
- A review of mental health care packages.

1.3.2 Economic Growth, Environment and Infrastructure - £2.8m

- The establishment of a 'Joint Venture Contract' for most of our environmental and highways services;
- Senior management restructure;
- A review of parking charges;
- A review of allocation of schools crossing patrols; and
- A review of festive lights funding arrangements.

1.3.3 Transformation and Resources - £3.2m

- Back office service redesigns and restructures;
- Increased income generation at Waterside Arts Centre;
- Review of our library provision;
- Reviewing our contract arrangements with Trafford Community Leisure Trust; and
- New ways of working within the CCTV control room.

1.4 Staff consultation on the proposals began on 10 October 2014 and the public and stakeholder consultation began on 21 October 2014. Both concluded on 12 December 2014. The statutory consultation with recognised trade unions commenced on 9 October 2014 with the issue of a S.188 notice.

1.5 The main budget consultation ended on 12 December 2014 and this report outlines the approach taken to the consultation, the key messages received, the outcome and how the consultation has shaped the budget proposals, including the impact on staffing numbers. This report does not include the outcomes for library services as stage 2 of this consultation will not commence until 19 January 2015.

2. **Approach to Public & Stakeholder Consultation**

2.1 The aim of the budget consultation was to communicate the 'Reshaping Trafford Council' message and vision to an internal and external audience, using an updated version of the Blueprint to present this. The savings proposals were positioned within this context with a focus on how the Council is changing and how this will affect services for residents and communities.

2.2 Key messages were delivered through:

- Staff briefings and a Reshaping Trafford Council staff newsletter;

- Regular updated information on the staff intranet;
- A dedicated web page (branded as Reshaping Trafford Council) including an invitation to email comments on the savings proposals;
- An information/consultation booklet (branded 'Join the conversation') available in print and online;
- A context setting film which was available on the website and shown at the start of each public forum (apart from Sale as the film was not available for this forum)
- A slideshow presentation used at the public forums and with partner agencies;
- A social media campaign;
- Posters for public places to advertise the consultation;
- Advertising (print);
- Press releases and media briefings;
- A webcast message from the Leader of the Council, half way through the consultation, was posted on the webpage and on YouTube;
- Seven open public forums held across the borough;
- A briefing with the Trafford Partnership Executive held on 19 November 2014;
- A 'Business Breakfast' to engage the business community held on 28 November 2014;
- Youth Conference including a panel session with the Leader of the Council.

Further information about the Open Public Forums is provided at **Appendix 2**.

2.3 Specific consultations were undertaken and reported on by external consultants for library services and for early years and adult social care service proposals. Comment cards collected at the public forums which related to these services were forwarded to the external consultants for consideration.

2.3.1 Children Families and Wellbeing Consultation (CFW)

2.3.2 Additional consultation activity was commissioned independently to cover three major areas of proposed transformation in CFW:

- Integration of health and social care services;
- Reshaping the adult social care offer; and
- Early-help delivery model 0-18 year olds.

2.3.3 Activities were undertaken over a six-week period between 3 November and 12 December 2014, using a range of methodologies. The proposals covered by this targeted consultation were chosen due to the scale and potential

impact of the options put forward for consultation. In addition, the early help proposal includes changes to children's centre provision for which there is a statutory duty to consult under Section 198 of the Apprenticeship, Skills, Children and Learning Act 2009.

2.3.4 Six consultation meetings took place to ensure the maximum number of people were able to participate in the consultation process. These were surveys (online and written), street surveys, drop-in sessions, focus groups, emails and telephone calls. In addition the proposals were also a main subject of debate at the council open public forums and feedback cards have been included in the analysis.

2.3.5 A detailed technical report outlining all aspects of the consultation and responses received has been produced by Indigo Consulting, which is available upon request. An executive summary is attached as **Appendix 5** of this report highlighting the main findings.

2.3.6 Review of Library Services

2.3.7 When deciding on changes to public library services, local authorities are legally obliged to abide by the Public Libraries and Museums Act 1964 as they are a statutory service and councils have a legal duty to provide them. The Council decided to use independent consultants to run and evaluate the findings from additional consultations about its public libraries.

2.3.8 The consultation is being conducted in two stages. The first ran for six weeks between 3 November and 13 December 2014 and presented detailed information, by way of a booklet, around each library including usage statistics and links to public transport. It set out the need to make more savings but there were no proposals for the first stage of the consultation. The aim was to gather public views on how the savings could be achieved based on the following options for change:

- Closing some libraries;
- Reducing opening hours at some libraries;
- Using more volunteers;
- Reducing the range of services available;
- Increasing the use of technology in libraries;
- Partnering with other organisations in providing library services;
- Moving libraries to alternative sites; and
- Redeveloping current library sites to reduce costs.

The criteria people were asked to consider were:

- Location of libraries e.g. proximity to other libraries, transport provision;
- Usage of libraries e.g. number of visitors and loans; and
- Services offered in libraries e.g. books, information, online, activities and community space.

2.3.9 Information was gathered using online and paper questionnaires, via the open public forums and five events at our libraries where customers were able to give one-to-one feedback. The library service volunteers were given the opportunity to comment on the proposed budget savings at a meeting in Altrincham Library. A dedicated consultation email address was set up for people who wished to send comments. The consultant's report on library services is attached as **Appendix 4**.

2.4 Publicity, Website & Media Communications

2.4.1 Website Communications

A dedicated website was set up to support the consultation and was live from 10 October 2014. This was signposted from the home page of the Council's website for the duration. It consisted of different sections including a summary of the budget situation, a film, where the Council gets its money from, a summary of the directorates and their proposals as well as a link to the full budget report. It enabled residents to feed back through the 'Join the Conversation' page which also highlighted all of the consultation events and there was a feedback mechanism on the page. There was also a link to the early help and libraries consultation from the page.

A full breakdown of the unique visits to all the pages on the website can be found in **Appendix 1**.

2.4.2 Media Communications

A media briefing took place to ensure the local press were fully aware of the proposals and to enable them to articulate them accurately. The attendees were taken through a presentation which outlined the budget situation, the proposed consultations and changes.

The media were then given the opportunity to speak to the relevant corporate director, Leader of the Council or Executive Member for Finance for wider context where required. This briefing resulted in coverage in the two main local newspapers and on radio stations Key 103 and Radio Manchester.

2.4.3 A number of press enquiries have also been received throughout the consultation process. These varied broadly across most of the proposals.

The response to each reiterated where people could feedback and ‘join the conversation’.

2.4.4 Publicity

The consultation and the opportunities to feedback were promoted as follows:

- 16 & 30 October and 13 November: budget consultation press releases sent to newspapers including consultation event details;
- 21 October: quarter page adverts including the forum details in the Sale & Altrincham and Stretford & Urmston Messenger’s;
- 6 November: quarter page adverts including the forum details in the Trafford Advertiser;
- The website, which was mobile enabled for easy viewing via a number of devices, contained a summary of all the proposals and a link to the budget report. It also promoted the opportunities to register for the forums and provide feedback;
- The Council website, Twitter and Facebook have been used to promote the events and feedback mechanisms;
- Posters have been displayed in local libraries, leisure centres and local businesses where possible and flyers were also produced and circulated to the same venues to allow people to take information away with them. All of these items contained a link to the Council’s dedicated budget website;
- Word of mouth to spread the message on our behalf - we are aware of groups and organisations who communicated the message on our behalf such as Friends of Parks groups. An email was also sent to all Neighbourhood Partnership members informing them of the consultation events;
- One school supported the communication of the meeting taking place on their premises by issuing a letter to each pupil;
- All ward Councillors made aware of the consultation activity.

2.4.5 Consultation support materials

A six-page summary document was produced which was given to all those who attended the consultation meetings. This document summarised all of the proposals for each directorate and signposted people to the budget report for further information. A short three minute animated film was produced which set out how the Council is changing and why. Three table-top display stands were also produced which summarised the proposals in each directorate and were displayed at each open public forum.

2.4.6 Easy read versions of the adult social care survey (with pictorial support) were provided as was an easy read version of the early help proposal. A session dedicated to people with learning disabilities, was held on 3 December. Children, young people and families were supported during the session by services and through the Children's Rights Service. Independent support was also offered for people using adult social care through the Centre for Independent living, Trafford Carers Centre or from adult social care staff.

2.3.1 Business Breakfast

A Business Breakfast event took place on 28 November 2014 to inform local businesses of the Council's budget proposals for 2015/2016. There are 2,500 businesses on the Council's business database and all were sent invitations to the event. It was also promoted on the Council's website, Twitter, through the GM Chamber and through Altrincham Forward. 19 delegates representing 16 businesses and third sector organisations attended the event.

2.6 Trafford Partnership

The Trafford Partnership Executive which comprises 13 partners including Greater Manchester Police, Trafford Housing Trust, Trafford Community Leisure Trust, the CCG, Trafford College, the Chamber of Commerce, and two independent community representatives, received a detailed presentation from the Leader of the Council and senior officers on the budget proposals at a meeting on 19 November 2014. The discussion centred on how the Partnership could work together to mitigate the impact of Trafford Council's savings proposals.

3. Approach to Staff Consultation

3.1 The budget proposals anticipated an original impact of 168.5 FTE posts, representing a collective headcount reduction in the region of 199 staff. This required the Council to issue a S.188 notice to the recognised trade unions. This notice marked the commencement of a minimum statutory consultation period of 45 days which officially commenced on 9 October 2014 and ended on 12 December 2014.

3.2 The purpose of the consultation process was to:

- Consult with staff and trade unions about the detailed proposals and the proposed implementation strategy;
- Listen to and consider comments and suggestions from staff and trade unions about the proposals;

- Consider any alternatives put forward to meet the identified objectives; and
- Minimise the need for redundancies.

3.3 During the consultation process, consultation with staff and trade unions was undertaken by a variety of means. This included:

- An initial briefing with staff and trade unions on the general budget proposals;
- Fortnightly corporate meetings with senior management and trade union officials;
- Service/team level meetings with staff and trade union officials, with the facility for staff and trade unions to provide verbal, written and electronic feedback on service specific proposals; and
- Individual meetings with affected staff and a relevant trade union/ representative (where appropriate), with the facility for staff to provide verbal, written and electronic feedback on the proposals.

3.4 During the consultation process, in order to mitigate the need for compulsory redundancies, staff in “at risk” areas were offered the option of applying for early release on the grounds of redundancy or early retirement. In addition, staff in “at risk” areas were also given support to be redeployed into suitable alternative vacancies.

4. **Scrutiny**

4.1 Scrutiny Members have completed the budget scrutiny review and have submitted their report to the Executive for their consideration. Working groups of Members were held in November and December to review the directorate proposals and have submitted comments on individual proposals along with a number of corporate themes that they wish to highlight.

5. **Equality Impact Assessments**

5.1 Councils need to pay due regard to their duties under the Equality Act 2010. This includes robust consideration of equality issues when making financial decisions. An Equality Impact Assessment (E.I.A.) has been undertaken for each budget proposal where initial screening identified a potential impact on Trafford residents or staff. The E.I.A.s continue to be live documents, running alongside the consultation. This has meant that people’s views could be taken into account and mitigating factors put in place where required.

6. **Headline figures**

6.1 Public and Stakeholder Consultation

511 residents attended the open public forums and 637 comment cards were received. Added to comments submitted via the website and the business breakfast, 888 comments were made in total with an almost even split across the directorates.

Appendix 3 shows a breakdown of attendance at the public forums and the number of responses received, at those forums and via the website, per directorate.

6.1.2 Review of Library Services

1434 responses to the initial phase of library consultation were received as follows:

- Public Forums 100;
- Online responses 769;
- Reshaping Trafford responses 50;
- Paper surveys 325;
- Library specific consultation meetings 180;
- Letters 10.

6.1.3 Children, Families & Wellbeing (CFW)

The table below summarises the total number of respondents

Medium	EH Respondents	ASC Respondents	Total
Surveys	328	510	838
Street Surveys	89	61	150
Drop in Sessions	73		73
Focus Groups	23	21	44
Emails and Letters	968	59	1027
Council Forum Feedback Cards	346	154	500
Advisory Boards & other meetings	12 meetings / 120 people		120
Total	1947	998	2752

7. **Consultation Outcomes**

7.1 There were 22 comments about the consultation process itself which fell into the following categories:

- **Attendance at forums:** a lack of publicity; not catering for non-English speakers and poor representation of those age groups most affected by the proposals;
- **More detailed information:** required by residents in order to make informed comments particular in terms of staff costs, specific service costs and council income streams;
- **Resident involvement:** earlier involvement needed in coming up with service redesign and savings proposals and a lack of alternative proposals;
- **Feedback:** how will the consultation feedback be will used and what happens if there is a majority against a proposal?
- **Format:** too long spent in the initial presentation and not enough time for round table discussions;

7.1.2 In addition, the external consultants for CFW received 10 issues about the consultation:

- The survey self-addressed envelope was not big enough (2 people);
- The survey was complex to understand (5 people);
- The decisions were already made and the consultation was just a token (3 people).

7.2 Highlighted below, by directorate, are the salient points arising from the consultations:

7.2.1 Transformation and Resources - Reshaping Trafford Council

43 of the 237 comments received were about raising Council Tax. The remaining comments covered a variety of areas including:

- Business Rates and support for new businesses;
- Support to volunteers and the third sector and investment in families and communities;
- Maximise the use of public buildings; introduce more remote working to reduce buildings overheads; measure, restrict and control the time wasted by staff attending meetings and by producing gloss publications;
- Improve debt collection and tackle tax avoiders;
- Restructure management posts to reduce costs;
- Share more services with other local authorities/organisations;
- Improve income generation;
- A perceived inequality in the way savings proposals will impact across the borough.

7.2.2 Review of library services

Initial feedback on the main options is as follows:

- **Closing libraries**

There was a general disagreement with the principle of closing libraries as a way of contributing to budget reduction. Libraries are viewed by many respondents as integral parts of the community. There were general concerns about the impact of closures on access to core services such as local lending and internet services as well as concerns over access to additional council services such as blue badges. Where there was agreement on closures it was based on proximity of libraries and running costs, the need for all services to take their share of cuts, closure caveated with a focus on the quality of the remaining service.

- **Volunteers**

There was general support for using volunteers to help reduce the cost of running libraries, especially as an alternative to closure. Respondents identified a number of positive benefits for the individuals who volunteer and on the wider community, for example creating a stronger sense of community. Where there were objections they were around replacement of skilled staff, the principle of using volunteers and asking them to take on additional duties such as run libraries without staff.

- **Increasing the use of technology in libraries**

There was general support for technology as a way of reducing costs of providing the service and that it was important to keep up with the latest developments. Where people disagreed it was around losing human contact and being a threat to jobs and that technology should enhance existing services rather than contribute to cuts.

- **Reducing opening hours**

Overall more respondents disagreed with this as a way forward, but the split was closer than some of the other questions. Where respondents disagreed it was because they thought not enough savings would be generated, less use would run down the service and act as a pretext for closure. People who agreed with this proposal viewed it as a sensible approach and that libraries were not busy all the time

- **Partnering with other organisations in providing library services**

A strong majority were in favour of this option with people noting that this would increase availability to several services. There were some concerns that the shared library site should remain accessible to all as well as maintaining the quality of library provision.

- **Moving libraries to alternative sites and Redeveloping current library sites to reduce costs**

There was strong support for both these ideas with some people noting that some libraries have large amounts of unused space. Respondents preferred the option to move or redevelop to closing libraries. Some comments were around making the library buildings more energy efficient and environmentally friendly.

- **Other options**

Many respondents proposed ideas to increase library income, the most popular being to include coffee shops in libraries and hire out meeting rooms to local businesses. There were also cost cutting suggestions from turning the heating down to cutting middle management jobs. There were also some suggestions about how to replenish, replace or dispose of old stock.

7.2.3 The feedback from the initial consultation phase will now inform the development of draft proposals.

7.2.4 CCTV Services

Only 1 comment was received about this proposal and that related to a point of clarification. No changes have been deemed necessary to the original savings proposals as a result of this consultation.

7.3 Economic Growth, Environment and Infrastructure

7.3.1 Joint Venture Contract (JVC)

33 comments were received relating to the JVC. The comments predominantly raised questions relating to the length of the contract and how the contract would be monitored to ensure performance standards are met. In summary the issues raised were:

- Opposition to out-sourcing of council run services;
- How standards of service delivered by the new partner will be maintained and monitored;
- What checks and penalties will be in place to ensure good performance;
- Why the length of the contract has been set for 15 years rather than a shorter period?;
- Will the partners offer a living wage? and
- How can private sector partners provide the services at a lower cost than the Council?

7.3.2 School Crossing Patrols

77 responses were received relating to specific crossings. No responses were received regarding 13 of the crossing points but responses were received relating to 18 of them. Of these, 11 crossing points received 3 or fewer responses. 78% of the individual responses and 100% of the petitions relate to 5 crossing points. The four petitions opposing the proposals were received in relation to:

- Crossing points 120,140,143 (all serving Moss Park Infant and Junior School, Stretford) – 141 signatures;
- Crossing points 120,140,143 – 134 Letters and drawing from pupils at Moss Park Infant School and Moss Park Junior School;
- Crossing point 217 (Tyntesfield Primary, Broadheath) – 669 signatures;
- Crossing point 103 (Seymour Park Primary) – 1285 Signatures.

The main concerns raised related to:

- Traffic dangers at crossing points due to poor visibility of oncoming traffic;
- Traffic dangers at crossing point due to drivers not complying with speed limits and Highway Code;
- High traffic flow;
- Large vehicles using road;
- Emergency vehicles using the road;
- Putting safety and welling of children at greater risk;
- Children unable to walk to school unaccompanied without crossing patrol;
- ATS Sites: Drivers not complying with traffic signals and Box Junctions.
- Difficulty for older people to cross with multiple young children.
- ATS Sites: Lack of cameras to deter noncompliance with traffic Signals;
- Increased vehicle traffic near schools at school drop-off times;
- Loss of positive role model that patrol person provides for Children;
- There have been accidents involving child pedestrians in the vicinity of the crossing.

A second round of consultation with parents at 12 affected school crossing patrol points will be carried out between 19 January and 5 February 2015. This will involve the distribution of information leaflets to users on each crossing for two consecutive days (2 visits per crossing, one morning and one afternoon each). The leaflet will provide details of the proposal and feedback options. There are 19 crossing points that

have not been staffed for over 10 months (17 for over 12 months), therefore it is not considered necessary to consult further in relation to proposals not to continue to provide crossing patrols at these locations. Executive approval for the school crossing patrol proposals will be sought in line with the current budget time table. However the final implementation will be subject to amendment in light of the consultation responses.

7.3.3 Parking Fees

35 respondents supported the proposals and 16 were against them. No changes have been deemed necessary to the original savings proposals as a result of this consultation and it is recommended that the planned increase in parking charges be implemented as proposed from April 2015.

7.3.4 Festive Lights

12 respondents supported the proposals and only 1 was against and no changes have been deemed necessary to the original savings proposals as a result of this consultation.

7.4 Children, Families & Wellbeing

7.4.1 Early Help Delivery Model

97% of responses received either strongly disagreed or disagreed with the proposal. The vast majority of those responding either accessed services affected or where employed within them. 66% of the 328 early help survey respondents were regular users of services and 42% staff within early help services.

7.4.2 Key themes from the feedback covered the following:

- Accessibility of the Hubs;
- Loss of valuable services;
- Council not meeting its statutory duties;
- Long term impact of the removal of early intervention services;
- Volunteering - the majority of people agreed with these proposals although negative impacts were identified. Trafford Council needs to reassure the public that volunteers will be well trained, supervised and appropriately protected. The main barriers to volunteering were working or parenting.

7.4.3 Adult Social Care

The majority of respondents thought that the proposals would not affect them at all, although some individuals also thought they would be affected to some extent, quite a lot and very much. An almost equal number of people agreed and disagreed with proposals, the agreements were mainly focussed on joint services and all age services, and disagreements came with any outsourcing and service reduction proposals.

7.4.4 Alternative options were suggested including reducing council pay, cutting other service areas, increasing council tax, other fundraising ideas and issues that were within the remit of national rather than local government.

7.4.5 Key themes from the feedback covered the following:

- Concern that a two tier offer would be developed;
- Pressures on carers;
- Social isolation might increase if shopping ,cleaning etc are now paid for by the council;
- The quality of services not delivered by the Council;
- Continuity of care ;
- Support to find alternatives.

8. **Staff Consultation Outcomes**

8.1. In summary, a total of fifteen changes to staffing structures were referenced as part of the S.188 notice. At the commencement of formal consultation, it was anticipated that these proposed changes could result in a reduction of 168.5 FTE posts and in the region of 199 redundancies. Given that two significant proposals were not fully developed at that point, however, it was noted that these figures could be subject to change.

8.2 During consultation, significant proposals relating to savings of £600k in the Transformation & Resources Directorate (covering Financial Management and Exchequer Services) were finalised and shared with staff and trade unions. These proposals increased the impact on posts by an estimated 32.43 FTE and the impact on headcount reduction by an estimated 25. This took the total estimated post reduction to 200.93 FTE and the total anticipated number of redundancies to 224. Again, these figures did not include any proposals relating to the remodelling of the libraries service.

8.3 Following conclusion of the formal consultation period, of the fifteen proposed changes to staffing structures that were referenced in the S.188 notice:

- Five proposals remain unchanged;

- Three proposals remain under review, following feedback received;
- Three proposals have been changed;
- Three proposals remain subject to ongoing consultation;
- One proposal will be subject to a future, separate consultation process.

8.4 Given that a number of staffing consultations are ongoing, the final position on outcomes cannot be confirmed at this point. The position based upon current information available indicates that there may be an estimated reduction of 198.93 FTE posts, resulting in an estimated headcount reduction of 204 staff. To date there has been 60 requests for voluntary release, which means that the number of potential compulsory redundancies stands at 144. It should be noted that there are a number of leavers in the system, which may further mitigate the number of redundancies. Where appropriate, detailed staff feedback documents have been prepared for each service area and these are available upon request.

8.5 A summary of the current position is set out in the table below:

TABLE 1 – Summary of estimated headcount staffing impact by directorate and job type (figures in brackets represent FTE post reductions)

Directorate	Front line	Back Office	Management	Total
CFW	89 (62)	43 (43.6)	18 (21)	150 (126.6)
EGEI	13 (3.9)	0 (0)	3 (3)	16 (6.9)
T&R	3 (2)	30 (56.43)	5 (7)	38 (65.43)
TOTAL	105 (67.9)	73 (100.03)	26 (31)	204 (198.93)

8.6 Further information setting out details of changes as a result of consultation are set out in **Appendix 6**.

9. Next Steps

- 9.1 The recognised trade unions were briefed on the outcome of staff consultations on 14th January 2015 and following on from this; staff directly affected by the proposals are being briefed at a local level, prior to implementation of the changes. These changes are being implemented in line with the normal service review process and are not subject to Executive approval.
- 9.2 Reports setting out the outcome of public consultations which require Executive approval will be presented to the Executive at its meetings on 18th February and 16th March 2015 respectively with relevant media briefings taking place in advance of these meetings.
- 9.3 Proposals that were subject to public consultation will not be implemented until they have been considered at the relevant Executive meeting.

Appendix 1

Breakdown of unique web page visits:
TOTAL VISITS TO SITE: 13,771

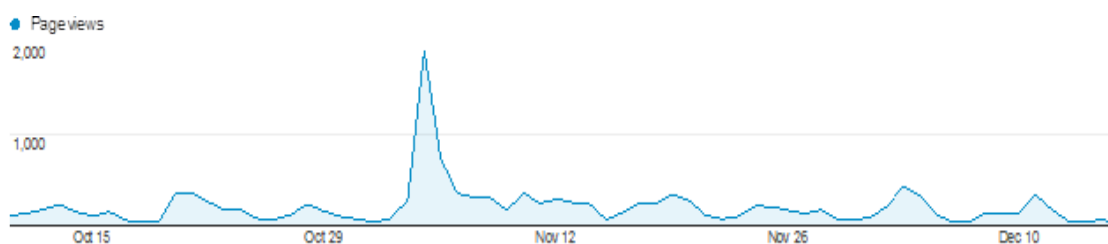
TOTAL UNIQUE VISITORS TO SITE: 9,695

Page Title	Pageviews	Unique Pageviews*	Avg. Time on Page (seconds)	Bounce Rate**	% Exit***
The Budget 2015-16	6121	4320	114.72	60%	46%
Adult Social Care	325	171	84.38	21%	25%
Adult Social Care Proposals	61	45	58.89	0%	13%
Blueprint	221	177	90.32	17%	29%
Budget background	491	369	90.41	68%	17%
Children, Families & Wellbeing	701	528	132.10	59%	32%
Early Help	369	234	104.99	66%	39%
Early Help & Adult Social Care Consultation	687	445	52.60	50%	26%
Economic Growth, Environment & Infrastructure	409	296	74.58	85%	26%
Join the conversation	1796	1369	102.71	74%	50%
Letter (Adult Social Care)	42	33	53.08	0%	10%
Letter (Early Help)	24	20	121.57	50%	13%
Myth buster	5	5	90.00	50%	80%
Online Feedback Form	264	209	145.38	77%	44%
Proposals - Early Help Model for Trafford	65	53	173.42	75%	49%
Service proposals	1523	906	20.22	40%	9%
Trafford Library & Information Service Budget Savings - Public Meetings	35	29	56.56	50%	23%
Transformation & Resources	502	392	113.56	82%	36%
Upcoming Events	130	94	93.72	100%	33%

*Unique page views refers to the number of individual visitors who have looked at a page. Repeat viewers will only be counted once. Unique page views is a subset of the total page views.

**The percentage of visits to a page that entered, and then exited on this page.

***The percentage of people who exited the site on this page.



Appendix 2

Open Public Forums

6 Public meetings were scheduled between 28 October and 3 December and were held in strategic locations across the Localities at Sale, Altrincham, Urmston, Partington, Old Trafford and Stretford. Each forum was chaired by the Locality

Partnership Chair for the area and led by the Leader of the Council who began each session by showing the film and delivering the presentation.

A workshop format followed. Between 6 and 10 residents were seated at a table with a senior officer and an Executive Member from Trafford Council to whom they could ask questions. Residents were then encouraged to write their comments and questions on feedback cards and post them at the end of each session in ballot boxes labelled for each Directorate.

At the request of residents attending the Stretford public forum the format of the workshop was altered slightly. Each table was able to identify a question they wanted the Leader of the Council to answer publically at the end of the session. These questions were also recorded on comments cards and considered as part of the overall consultation.

A seventh public forum was arranged at Old Trafford towards the end of the consultation period, in response to another request from a parent at a local primary school who said that local parents had found it difficult to make an evening event. This forum was therefore held in the afternoon to specifically accommodate these needs and again the Leader of Council agreed to take pre-submitted questions from the floor.

Appendix 3

A breakdown of attendance at the public forums and the number of responses received, at those forums and via the website, per Directorate

Forum	No. of	No. of	No. of	No. of	Summary of Comments
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Area	Residents	Ward Cllrs	Comment Cards	Comments	T&R		EGEI			CFW
					Libraries	Other	Parking	SCPs	Other	
Sale	61	9	79	106	19	13	7	15	11	41
Partington	54	2	96	101	14	17	2	6	15	47
Old Trafford (1)	66	4	117	156	22	25	9	26	25	49
Urmston	79	7	105	129	15	17	13	16	11	57
Altrincham	34	5	49	58	9	10	10	7	8	14
Stretford	50	7	122	156	18	29	3	30	27	49
Old Trafford (2)	47	0	64	71	6	18	1	24	1	21
Business Event	19	n/a	5	5	0	0	3	0	2	0
Email / Website	101	n/a	n/a	106	52	11	4	11	6	22
TOTAL	511	34	637	888	155	140	52	135	106	300

It has not been possible to provide a full demographic breakdown of these respondents as not all consultations were able to capture this data.

Appendix 4

Consultant's Report Library Service

Appendix 5

Executive Summary Consultant's Report CFW.

