

TRAFFORD COUNCIL

Report to: The Executive
Date: 17th February 2016
Report for: Information
Report of: The Executive Member for Transformation and Resources

Report Title

Budget 2016/17 – Consultation Process and Feedback.

Purpose of Report

The purpose of the report is to set out the approach taken to the budget consultation for 2016/17 and provides a summary of the feedback received through the various methods. The report also sets out a suggested approach to future consultation exercises.

Recommendations

It is recommended that the Executive notes;

- The extensive consultation opportunities made available to the public for the budget proposals.
- The methodology and approach used for the consultation process.
- The feedback received from the consultation process
- The next steps to be undertaken.
- The Equality Impact Assessments in relation to the budget proposals and the Public Sector Equality duty.

Contact person for access to background papers and further information:

Name: Dianne Geary Extension: x1821
Background Papers: None.

Finance Officer Clearance (type in initials)...**ID**.....

Legal Officer Clearance (type in initials)...**HK**.....

[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 relates to the following Corporate Priorities. <ul style="list-style-type: none"> – Low Council Tax and Value for Money. – Economic Growth and Development. – Services focused on the most vulnerable people. – Reshaping Trafford Council.
Financial	As set out in the main budget report.
Legal Implications:	Any legal implications are as set out in the main body of the report.
Equality/Diversity Implications	The equality implications are as set out in the report and in the Equality Impact Assessments which have been published within this report.
Sustainability Implications	No direct implications.
Staffing / E-Government / Asset Management Implications	No direct implications for E-Government. Staffing – the budget proposals will have a direct impact upon staff. Given the number of staff affected, statutory processes have been followed, in line with collective consultation requirements. In addition, upon implementation of the proposals, consultation will be undertaken at a local level, in line with Council procedures. Any Asset Management Implications arising from the Ascot House and Pathways proposals will be managed by Corporate Landlord.
Risk Management Implications	No direct implications.
Public Health Implications	No direct implications.
Health and Safety Implications	No direct implications as proposals are in accordance with national guidelines.

1. BACKGROUND

- 1.1 This report details the consultation process in relation to the Council's budget proposals for the 2016/17 financial year and provides a summary of the feedback received. The budget report will set out the recommendations sought.
- 1.2 Having engaged with the community and special interest groups for the proposals for the 2015/16 budget, the Council wished to build upon the momentum and rapport established during that process.
- 1.3 The process was designed to inform the public of the journey so far, the budget process for 2016/17 and the requirement to save a further £33m over the next two-years; £21m for 2016/17 and an additional £12m in 2017/18. It was also to consult the public about how those savings could be achieved.
- 1.4 It was agreed by the Executive that a two-stage public consultation process should be undertaken. Phase one would consist of the sharing of preliminary ideas with interested parties to seek their views and ideas and phase two would detail the proposals for the Council's proposed budget for 2016/17 taking into account the respondent's views from phase one.
- 1.5 To help shape the proposals, six themes were identified as follows:
 - **Working Smarter:** Looking at the way things are done such as redesign of the workforce;
 - **Buying Better:** Working with our partners and suppliers to ensure we get best value for our expenditure;
 - **Maximising Income:** Maximising income from our services or generating income from assets such as advertising;
 - **Eligibility and Access:** Reviewing the current care packages and all new applications; applying the reshaping social care policy, utilising equipment, assistive technology and adaptations;
 - **Joining Up and Working Together:** Looking at how we deliver community health and social care services for adults in Trafford; and
 - **Promoting Independence:** Helping people to help themselves, through our care strategy.
- 1.6 In addition to the six themes, participant's views would also be sought upon key issues such as the raising of Council Tax and, use of Council reserves as well as soliciting their views and ideas on the running of Council services.
- 1.7 In addition to the above proposals relating to the public, there was also a proposal affecting the workforce; this proposal related to the existing temporary arrangement that requires staff to take three days mandatory unpaid leave and the proposal was that this was extended for a further two years (until 31 March 2018). Formal staff consultation commenced on the 5 November with the issue of a S.188 notice to the recognised trade unions. It concluded on 19 December 2015.

2. APPROACH TO PUBLIC AND STAKEHOLDER CONSULTATION

- 2.1 The aim of the budget consultation was to inform residents and businesses of the themes of the saving proposals, the amount needing to be saved / generated and to gather responses from stakeholders. It should be noted that in addition to the budget consultation an additional and separate statutory consultation is being undertaken for the proposed changes to children's and adults transport services.
- 2.2 The public consultation was staged over two phases, with phase one running from 9 September through to 30 September 2015 and phase two from the 24 November through to the 16 December 2015.
- 2.3 Staff information and consultation on the proposals ran in parallel with the public consultations. The revised proposal recommended a one year extension period for mandatory unpaid leave instead of a two year extension. Formal consultation on the proposals affecting staff commenced on the 5 November with the issue of the S.188 notice, with consultation concluding on the 19 December. In addition, employees were also informed of the public process and events and they were encouraged to also give their views as part of phase one.
- 2.4 Key budget messages were delivered through the following communications channels:
- 15 open public forum meetings held across the borough and at a wide range of days and times to maximise the opportunities for residents to attend.
 - A dedicated website 'Trafford Council Budget 2016/17' open to all residents and interested parties was available for both phases. This included information on the proposals, a link to allow a questionnaire on residents views to be completed and to be able to leave feedback.
 - An information booklet branded as 'Join the conversation' giving details of the proposals, and inviting feedback via the questionnaire, feedback cards or email.
 - A short film setting the context of the budget challenge facing the Council. This was shown at public consultation meetings and was also available to view on the dedicated website.
 - A PowerPoint display at each event and also made available for use with partners giving details of the proposals.
 - A 'Business Breakfast' event to engage with the business community which was held on 19 November 2015.
 - Staff briefings and a Reshaping Trafford Council Newsletter.
 - Reminders and updates on the staff intranet page.
- 2.5 To assist the Council in achieving its consultation objectives an independent organisation, The Campaign Company (TCC), was retained to provide analysis of the consultation process and results. Representatives from TCC attended the consultation events during phase one and two and the report from TCC has informed the contents of this outcomes report.

3. COMMUNICATIONS

3.1 Summary

3.1.1 A wide variety of communication channels have been used to promote the budget proposals and to encourage participation. These are outlined below.

3.2 Website Communications

3.2.1 A dedicated website was set up to support the consultation and was live from 28 August 2015 onwards to promote phase one of the consultation. It contained information about the budget approach and the options available to the Council. The 'Join the conversation' page outlined the various ways in which people could get involved. This included information regarding the consultation events; a link to a detailed on-line survey, or the option to complete a general feedback form.

3.2.2 For phase two of the consultation, the website was further revised following the publication of the Council's budget proposals in November 2015. This consisted of a six-section mobile-enabled website consisting of the following:

- Welcome – including a message from the Leader and links to downloadable or read on line documents;
- Budget background – giving a brief history of savings to date and the need for further additional savings;
- Proposals – providing an overview of the proposals and introducing the themed approach to the savings;
- Join the conversation – giving details of the dates, times and locations for the public meetings. It also includes links to the on-line questionnaire for those unable to attend events;
- Blueprint – detailing the transformational journey that the Council is currently undertaking; and
- Myth buster – answering many of the frequently raised questions.

3.2.3 Each page also contained a link directly to the full budget report should anyone wish to read more details about the proposals.

3.2.4 In addition the website also had links to two versions of the separately running survey on the future of assisted travel and a link to a further separate questionnaire regarding opinions surrounding an increase in Council Tax.

3.2.5 The budget consultation website was signposted from the home page of the Council's website for the duration. The website received a total of 2,260 page views with 1,691 of these being unique visitors to the site.

3.2.6 During the Comprehensive Spending Review on 25th November, the Government announced that Councils could raise Council Tax by up to a 2% precept to contribute towards the cost of adult social care. As the Council did not consult on this question as part of its initial proposals, an online poll was

launched which ran from 14 – 31 December asking whether residents agreed with the proposals. Details of the outcome can be found in section 8.8.2.

3.3 Media Communications

- 3.3.1 For phase two of the consultation, a media briefing took place to ensure the local press were fully aware of the proposals. The attendees were taken through a presentation which outlined the budget situation, the budget proposals and the approach to consultation.
- 3.3.2 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 the main Manchester evening paper. The Leader of the Council was also interviewed by BBC Radio Manchester and Key 103 about the proposals. Both interviews were played that evening.
- 3.3.3 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'.

3.4 Publicity

- 3.4.1 For both phase one and two of the consultation, public events and the opportunities and methods to provide feedback were promoted as follows:
- Five press releases were issued to newspapers which included consultation event details.
 - Quarter page adverts including the forum details in the Sale & Altrincham and Stretford & Urmston Messenger's.
 - 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, some council owned car parks 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. In addition, questionnaires were available for completion in some of our libraries. All of these items contained a link to the Council's dedicated budget website.
 - The Council were made aware of groups and organisations who communicated the message such as Friends of Parks groups.
 - Seymour Park Primary School promoted the meeting taking place on their premises by texting parents informing them of the details of the event.
 - All ward Councillors were made aware of the consultation activity.

- 500 leaflets were distributed by a volunteer resident in Altrincham to homes in his locality.

4. PUBLIC AND STAKEHOLDER CONSULTATION

4.1 Consultation support materials

4.1.1 A 12-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 theme and sign-posted people to the budget report for further information. A four minute animated film was produced (an update of the film used last year) which sets out how the Council is changing and why.

4.1.2 This was further supported with a presentation at each of the public events detailing the proposals by theme. This was made available to all hosts of the public events and also to those staff who were engaging with partners or special interest groups.

4.1.3 To gather feedback and responses a 12-page questionnaire was produced which had been designed by The Campaign Company to help stimulate debate, and elicit views on the proposals. Additional feedback cards were distributed at events and made available to interested parties.

4.2 Business Breakfast

4.2.1 A Business Breakfast event took place on 19 November 2015 to inform local businesses of the Council's budget proposals. 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. A total of 19 delegates representing 16 businesses and third sector organisations attended the event.

4.3 Trafford Partnership

4.3.1 The Council also promoted both phases of the consultation process through its partners and the following actions were taken:

- An email was sent to all Trafford Partnership members some 300 public and third sector people, informing them of all the consultation events on two occasions.
- The four Locality Partnerships (totalling 450 community people) received details.
- The details were also emailed to the following neighbourhood partnerships:
 - Sale Moor Stakeholders;
 - Sale West and Ashton Partnership;
 - Our Sale West;
 - Sale Town Centre Partnership; and

- Lostock Partnership.
- Budget consultation posters were also provided to the following venues:
 - Broomwood Community & Wellbeing Centre;
 - Altrincham Town Hall;
 - The Square Shopping Centre (Sale)
 - All Trafford Libraries;
 - Sale West Community Centre;
 - The Avenue Methodist Church (Sale);
 - Harry Lord House;
 - Waterside Arts Centre;
 - Old Trafford Wellbeing Centre;
 - St John's Centre;
 - Stretford Mall; and
 - Partington shopping centre.

4.3.2 As previously noted, consultation for the 2016/17 budget process has been split into two sections, phase one being conducted during September and phase two during November and December 2015.

4.4 Phase One

4.4.1 A total of seven public events were undertaken in this phase, scheduled to maximise opportunities to attend. Five events were conducted in the early evening, one event in the morning and one event on a Saturday. All events followed the same format:

- A 15-minute presentation from the Leader or other senior Councillor setting out the narrative and explaining the six themes;
- A short question and answer session to clarify anything from the presentation;
- An hour of structured discussions in table setting using the six themes to frame the conversation; and
- A session for each table to feedback their key points to all present.

4.4.2 All participants were provided with copies of the narrative and encouraged to complete feedback cards and the questionnaire. Discussions were recorded on table responses.

4.4.3 A total of 83 residents attended the seven events, 54 surveys in all forms were completed and 29 feedback cards were received. Whilst this is a disappointing level of attendance, the quality of participation and discussion was judged to be high by TCC, who independently assessed the feedback.

4.5 Phase Two

4.5.1 Phase two of the consultation process was designed to present the outcomes from phase one along with the Council's 2016/17 Budget proposals and to seek the public's views on these.

4.5.2 A further eight public events were undertaken during phase two, and again these were scheduled to give the widest range of attendance opportunities. Six events were conducted in the early evening, one event in the morning and one event on a Saturday. As in phase one, events were staged at locations around the borough.

4.5.3 All events followed the same format:

- A 15-minute presentation from the Leader or other senior Councillor setting out the narrative and presenting the six themes and the proposals associated with them;
- An hour of structured discussions in table setting using the six themes to frame the conversation;
- A session for each table to feedback their key points to all present; and
- A question and answer session for attendees.

4.5.4 All participants were provided with a copy of the Budget Consultation booklet detailing the proposals. Attendees were encouraged to complete feedback cards and the questionnaire. Discussions were recorded on table responses.

4.5.5 A total of 77 residents attended the eight events, 63 surveys in all forms were completed and 32 feedback cards were received. In addition the Council received 11 emails and 2 letters regarding the budget proposals.

4.6 Pathways Day Centre

4.6.1 Given the specialist nature of this service and the impact the proposed changes will have; one to one meetings were held with the families of people using the Pathways service to gather their views about alternative arrangements for the day care provision for their relatives. The feedback was recorded and has been incorporated as part of the overall feedback.

4.7 All Age Travel Assistance Policy

4.7.1 It should be noted that in addition to the budget consultation, the Council is also undertaking a separate consultation with regards to its proposed revisions to its All Age Travel Assistance Policy. Elements of this exercise have been conducted simultaneously with the budget process – the public have been encouraged to attend meetings and give their views.

4.7.2 Given the specialist nature of this service, a Council Officer with specialist knowledge of the proposed changes has been available at the budget public events to discuss them with interested parties. The public has also been encouraged to use the on-line questionnaires for this topic via links from the

budget consultation web pages. There will also be separate public meetings with specialist interest groups and service users.

- 4.7.3 This is a statutory consultation exercise and consequently will run through to the 2 February. The results will be independently analysed by The Campaign Company and the results and outcomes will be presented to the Executive in a separate report in March.

4.8 Approach to Staff Consultation

- 4.8.1 The statutory consultation process was aligned to the budget consultation process for 2016/17. In this respect, formal collective consultation commenced on 5th November 2015, with the issue of a S.188 notice to the recognised trade unions. The consultation concluded on 19th December 2015.
- 4.8.2 During this period, there were four formal collective consultation meetings involving Elected Members, Senior Managers and trade union officials. The purpose of these meetings was to discuss the proposal, receive feedback and try to reach a collective agreement.
- 4.8.3 Running parallel with the collective consultation process, the Council also engaged directly with employees on an individual basis. Individual letters were issued to all staff, communications were posted on the intranet via the 6-boxes and the weekly update and a survey was also undertaken. The aim of this individual consultation was to seek feedback from staff on the proposal and also to obtain voluntary sign up to the extension, where possible.

5. SCRUTINY

- 5.1 Two Task and Finish Groups of Scrutiny Members were held in December 2015 to review the proposals on a directorate and theme basis. Scrutiny comments were submitted to the Executive on 25 January and their comments are reflected in the budget report.

6. OUTCOMES OF THE PUBLIC CONSULTATION – PHASE ONE

6.1 Introduction

6.1.1 It was planned that this first stage would stimulate conversation and interest with the residents regarding areas where savings may be made and also to obtain their views across a range of matters including on whether there should be a rise in Council Tax.

6.1.2 The responses have been independently analysed by The Campaign Company on behalf of the Council to ensure impartiality and report upon the feedback in an objective manner. This section summarises the key feedback from the consultation process. There was support for the themes and all comments were taken into consideration when reviewing the proposals.

6.1.3 The Phase One findings and report by The Campaign Company are included as Appendix 1 of this budget outcomes report.

6.2 Council Tax

6.2.1 At the time of consultation a general question was posed as regarding increasing Council Tax, no specific level of increase was proposed. There were 44 responses in favour of raising the charge by up to 2% and 9 comments favouring a rate of increase above that. This area stimulated comments regarding increasing tax but continuing to cut services in the future.

6.3 Use of Council Reserves

6.3.1 Participants were asked their view on the use of Council reserves to meet any shortfall. Of those who took part, 18 comments were made to support this approach, whilst 25 commented against. Comments were mixed; some were in favour of using reserves to offset cuts, with others appreciating the role of reserves in the Council's budget planning.

6.4 Working Smarter

6.4.1 This proposal involves looking at the way the Council provides services and does things. Of those who responded 40 comments were received in favour. Although there were no comments against the proposal 8 comments expressed concerns about how it is done and the potential impacts.

6.5 Buying Better – commissioned services

6.5.1 This proposal involves getting the best value from spending and drew a mixed response from participants; of those who responded 24 were in favour, noting that this was a good way to get value for money. However, although no one was against the proposal there were comments (28) regarding outsourcing, the quality of service delivery by outside contractors and the duration of the contracts.

6.6 Maximising Income – income generation

6.6.1 This area involves potential new charges for some services and consideration to increasing current charges as well as possible renting out our buildings and other assets. The responses received produced a broad range of comments; including ideas for income generation and school crossing patrol sponsorship along with general comments regarding the level of parking charges and rents. There were however, some concerns voiced regarding the impact of increasing rents and parking charges upon town centres, which many felt are struggling in competition with out of town shopping centres.

6.7 Eligibility and Access

6.7.1 This proposal considers exploring different ways of meeting people's needs which includes greater use of technology, different types of care or contributing to care for those able to contribute. Of those who responded the majority of respondents commented on the principles of contributing to aspects of one's care costs not currently charged for e.g. deferred payments administration charge, credit checks for third party top ups, and admin fee for financial management. There were 20 comments in favour of this approach, and 13 against drawing a wide range of comments on all aspects of health support and entitlement along with concerns regarding the care of vulnerable groups.

6.8 Joining up services and working together – integration an collaboration

6.8.1 This proposal explores the potential for joining up with other service providers in health, the voluntary, community and private sectors. This may mean some services being provided differently, from different locations for example. Of those that responded, 38 strongly agree/agree with this proposal. There were six objections to this proposal; these expressed concerns regarding the impact upon services and users.

6.9 Promoting Independence

6.9.1 This proposal is an extension of last year's policy change and recognises that it is better for individuals if they can maintain their independence for as long as possible with 28 respondents strongly agree/agreeing with this proposal. There were however, seven comments expressing concerns; these focused on the quality of support and the use of technology.

7. OUTCOMES OF THE PUBLIC CONSULTATION – PHASE TWO

7.1 Introduction

7.1.1 Phase two of the public consultation was designed to build upon the feedback from phase one, and additionally to engage the public with regards to the Council's draft budget proposals for 2016/17 which were published on the 16 November 2015.

- 7.1.2 Feedback was invited through a wide variety of routes. All interested parties could read the summary document and then comment upon the proposals; via the feedback cards or the questionnaire which asked for comments on specific areas, as well as attend the public consultation events. Savings were again presented as themes, with specific proposals or areas of interest highlighted as part of the presentation / facilitated discussions and the questionnaire.
- 7.1.3 The Campaign Company were involved in the design of the questionnaire and the analysis of the results to ensure maximum objectivity. The Phase Two findings and report from The Campaign Company are included as Appendix 2 of this budget outcomes report.

7.2 Working Smarter

- 7.2.1 All Age Travel Assistance Policy – this proposal was included in the main budget consultation questions posed, although it is the subject of a separate consultation exercise and the responses gathered here will be included in that exercise and will be the subject of a separate report to the Executive in March 2016.

7.3 Buying Better – commissioned services

- 7.3.1 One Trafford Partnership – the proposal to introduce new approaches and investment in systems and equipment to save money, for example, to allow for longer grass cutting intervals and the removal of the 8 ‘Bring Sites’. Of those who responded 52% of participants agreed with this approach and 32% disagreed. The lengthening of grass cutting was generally supported, with suggestions made to even further and allow for ‘wild flower’ areas to support wildlife habitats.
- 7.3.2 With regards to the removal of the ‘Bring Sites’ concerns were raised that their removal could lead to an increase in ‘fly tipping’ and dumping around the borough. A wide range of comments received regarding reducing ‘green’ collections in the winter months and increasing paper and recyclables during this period.
- 7.3.3 Other comments arose regarding the decision to partner with Amey; especially the length and scale of the contract, Council claims regarding service improvements; and perceptions of value at such an early stage in the contract life.
- 7.3.4 Extra Care – here the proposal is to introduce a common rate of charge across the four Council supported sites, with 49% of respondents agreeing and 25% disagreeing. There were a limited number of comments supporting this proposal, and those in disagreement related to the fairness of the scheme on individuals.
- 7.3.5 Commissioning / Market Management – participants were asked to comment on the proposal to review contracts, whilst acknowledging the need to consult

with service users if affected. This produced a wide spread of comments, some regarding the Amey contract and its duration, and concerns that the outsourcing of contracts can lead to lower wages and less job security for employees and the effects that may have on communities.

- 7.3.6 Having carefully considered the feedback from the public consultation events; and balancing this with the need to make the savings, it is recommended that the proposals within the Buying Better category are implemented without change.

7.4 Maximising Income – income generation

- 7.4.1 The proposal to increase car parking fees around the borough were accepted by 70% of respondents agreeing to the increase although 23% disagreed.
- 7.4.2 The proposal to introduce charges at car parks which are currently free saw 73% of respondents agreeing to the introduction and 20% disagreeing.
- 7.4.3 Comments with regard to these proposals were broad, some felt that the proposed charges were reasonable, and could possibly be raised by a larger amount compared to the surrounding area. However, there were comments regarding how the charges would deter town centre shoppers, particularly in Altrincham and affect traders and footfall. There were also concerns raised regarding the introduction of charges on poorly maintained car parks.
- 7.4.4 Increasing Trafford's Income – this asked participants to comment upon proposals to increase funding by attracting new businesses to the area. An overwhelming 80% of respondents agreed with the proposal, with 3% disagreeing.
- 7.4.5 Income Generation – here respondents were asked if the Council should continue to invest time and effort to maximise income generation through the better use of Council assets. This produced an overwhelming response of 90% in agreement with the proposal and 10% stating that they neither agreed nor disagreed.
- 7.4.6 Bereavement Services – this asked for comments upon the proposal to introduce new product offerings along with reviewing the Council's rate of fees and charges. This proposal produced a large 'neutral' response with 42% of respondents 'neither agreeing nor disagreeing' with the proposal.
- 7.4.7 There were however a number of comments; regarding the level of charges and that any increase is reasonable and not a method of generating income from the deceased or from relatives.
- 7.4.8 Fees and Charges (Care Services) – this asked for comments upon proposals to introduce charges for services not currently charged for e.g. deferred payments, financial support and introduce credit checks based upon people's ability to pay, 41% of respondents were in agreement with the proposal, whilst some 37% disagreed or strongly disagreed with the proposal. This also drew

a number of comments – 20 in total, ranging from the fairness of the proposal, common pricing should apply to all, and the means testing process.

- 7.4.9 Having reviewed the feedback from the public consultation events; it is recommended that the proposals within the Maximising Income and Income Generation category are implemented without change.

7.5 Eligibility and Access

- 7.5.1 Reshaping Adult Social Care – this focused upon the policy change approved last year to review all individual care packages. The work continues to roll this out and consulted further use of equipment, technology and new care options to meet need. This produced a broad spectrum of responses and comments with 54% in favour of the proposal and 23% against. Comments supporting the proposal were limited 7, the majority 18 against, and this proposal also produced 16 suggestions.

- 7.5.2 Comments in favour focused on the ability to pay, those who can afford it should pay, whilst those against focused on a range of issues, such as lack of resources, staff, and delays in discharging patients from hospital. Suggestions were made on a range of areas, GM devolution, partnership working and the experiences of other Councils.

- 7.5.3 Following evaluation of the feedback from the public consultation events; and considering the need to make savings it is recommended that the proposals within the Eligibility and Access category are implemented without change.

7.6 Joining up services and working together – integration and collaboration

- 7.6.1 Integrated Health and Social Care – here participants were asked to comment on the proposal to join up services across health and social care for children, adults and older people. This proposal received a very positive response from participants with 71% agreeing and 10% disagreeing.

- 7.6.2 The proposal also attracted a large number of comments 75 in total; with 13 in favour, 18 against, 16 neutral and 28 suggestions. Positive comments were expressed regarding customer experience, single point of contact, reducing duplication and breaking down barriers. There were however some very specific comments in disagreeing with the proposal and its possible impact on the Voluntary Community Sector (VCS), sexual and mental health services, and the possible performance of the MARAT team. There were also comments made on lack of information in the proposal and again the lack of substantive detail regarding public health proposal.

- 7.6.3 There were also a wide range of other comments and suggestions made, ranging from the possible impacts upon minority groups, skills retention, staffing levels and the need for streamlined services and adequate signposting for information and services.

- 7.6.4 Keeping Families Together – requested comments upon the proposal to establish a single service to keep families in crisis together and prevent children coming into care. Some 78% of the survey respondents agreed positively with this proposal with just 5% disagreeing. This proposal also received a mixed selection of comments. Those in favour broadly welcomed the whole family approach and the avoidance of placing children into care.
- 7.6.5 However, there were concerns raised that the approach had to meet statutory requirements for safeguarding; and the need to ensure that key workers are retained to develop long-term relationships with families.
- 7.6.6 Development of a ‘Front Door’ for children, family and wellbeing services – here participants were asked to comment on the proposal to develop a single point of access for agencies and professionals. From the responses received, support was overwhelming with 84% agreeing and just 2% disagreeing.
- 7.6.7 Learning Disability, Complex and Additional Needs (CAN) and Personal Budgets – this proposal produced an interesting result. Although 62% of respondents were in agreement and just 7% disagreed, the proposal attracted 67 comments with just 4 in agreement, 26 against, 13 neutral and 24 suggestions.
- 7.6.8 Comments against the proposal referred to the current level of service delivery and how the proposal will only lead to additional staff cuts, the effect it will have on users in terms of their individual care and personal stability. Comments were also made around promoting collaborative service redesign and supporting gifted children in addition to those with disabilities.
- 7.6.9 Following the appraisal of the feedback from the public consultation events; and the savings required it is recommended that the proposals within the Joining up Services and Working Together – Integration and Collaboration category are implemented without change.

7.7 Promoting Independence

- 7.7.1 Pathways (Day Centre for Adults with Learning Disabilities) sort views from families supporting people who are about alternative solutions to meeting their needs at an alternative day care provider currently using this internal day service. From the general consultation the majority of respondents disagreed 43%, whilst 32% agreed. The majority of the comments, 22, disagreed with the proposal with the main worry being the impact on the individuals currently attending the centre.
- 7.7.2 Supported Living – this sought comments from participants upon the proposal to reduce our supported living proposal through closure and working with other providers to offer alternatives in Trafford. On this proposal the majority of respondents disagreed, 37%, whilst 35% agreed and 28% were undecided. Likewise; the majority of comments 16 disagreed, these focussing on the quality of care, treatment of vulnerable people by providers and safeguarding.

- 7.7.3 Ascot House – this asked participants to comment upon our plans to develop Ascot house and the services housed there; in conjunction with the health sector. Given to specialist nature of this establishment, some 34% were unable to offer a view on the proposals. Just 21% of respondents were in agreement with the proposal and 36% against.
- 7.7.4 There were a number of comments regarding the proposal – these focused on any potential loss of respite care and the lack of alternative facilities.
- 7.7.5 Aids and Adaptations – comments were requested on this area, regarding our proposal to review all aspects of the way this service is provided and funded to provide a more cost effective service. 54% of participants responded positively to the proposal, and 28% of respondents disagreed.
- 7.7.6 The feedback from the public consultation events has been reviewed and therefore it is recommended that the proposals within the Promoting Independence category are implemented without change.

7.8 Council Tax

- 7.8.1 This proposal asked participants for their views on freezing Council Tax in return for the Government 'freeze grant'. This proposal produced a mixed response; 44% agreed with the freeze and 37% disagreeing. The proposal also attracted 114 comments; with 6 in agreement, 66 against, 19 neutral and 23 suggestions. The comments against noted that the Council Tax had been frozen for a number of years and that an increase is now necessary to protect services; prevent further cuts and keep existing levels of delivery.
- 7.8.2 Council Tax – Social Care precept – This was an additional question which arose as a result of the Chancellor's autumn announcement. The question was 'Do you think the Council should increase Council Tax by 2% to help pay for some of the cost of adult social services?' There were 244 responses to the questions with 59% agreeing to the 2% increase.

8. PETITIONS RECEIVED

- 8.1 There have been no petitions received by the Council in relation to the proposals contained within the 2016/17 draft budget.

9. OUTCOME OF STAFF CONSULTATION

- 9.1 A report detailing the outcome of staff consultation on the proposal to extend the mandatory unpaid leave arrangement for a further two years was presented to the Employment Committee on 18th January 2016.
- 9.2 In summary, whilst discussions with the trade unions were productive during consultation, the Council was unable to reach a collective agreement and the trade unions asked for the proposal to be reconsidered.

- 9.3 With regard to individual consultation, out of the 1639 employees directly impacted by the proposal, feedback was received from 83. This represents 5% of staff affected. Of those 83 staff who responded, 40% were in agreement with the proposal to extend the provision, with 55% disagreeing. The general feeling from those staff who did not agree with the proposal was that it was an unfair measure which represented a pay cut and that the provision should be applied on a voluntary rather than a mandatory basis. .
- 9.4 Feedback was also sought on the proposal to offer additional voluntary unpaid leave, with the ability to spread the cost evenly over a 12 month period. Responses to this were much more positive with 64% of the 83 staff who responded in agreement that this was a good idea. However, only 35% of respondents indicated that they would actually take up the offer.
- 9.5 In addition to seeking feedback on the proposal, employees were also invited to voluntarily sign up to the extension, should it be agreed. As at 20th January 2016, 61% of affected staff had signed up.
- 9.6 In response to the feedback received from staff and the trade unions and mindful of the desire to ultimately move to a voluntary sign up position, a revised proposal was presented to the Employment Committee for consideration.
- 9.7 The revised proposal recommended a one year extension period for mandatory unpaid leave instead of a two year extension. This revised proposal was approved by Employment Committee, subject to a further review towards the end of 2016. This review will consider the take up of the additional voluntary unpaid leave arrangement during 2016 and thus determine the potential viability of a purely voluntary arrangement moving forwards. During 2016, active promotion of the voluntary arrangements will be undertaken.
- 9.8 Further to the decision by the Employment Committee, individual communications have been issued to all affected staff. These communications encourage staff to voluntarily sign up to the extension to the mandatory unpaid leave provision so that associated salary deductions can be made over a 12 month period. Where there is no voluntary acceptance, notices of dismissal and re-engagement will be issued to relevant staff, in line with legal requirements.

10. The Public Sector Equality Duty

- 10.1 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 relevant 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.

- 10.2 Protected characteristics for the purpose of the Act are disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 10.3 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, a number of Equality Impact Assessments (EIAs) were carried out as part of the evaluation process to ensure that due consideration was given to those with the protected characteristics and the likely impact of the proposals on each of these groups.
- 10.4 The EIAs were available to officers evaluating the consultation responses and are included in Appendix 3. Any potential impacts have been identified through the EIA and consultation process. Where any potential impact has been identified consideration has been given to whether measures can be taken to mitigate against these impacts and the mitigation measures are set out within the body of the relevant EIA or are reflected, where appropriate, in modifications to the proposals.
- 10.5 In considering the report the Executive is 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 EIA's and the consultation feedback which are included in the report.

11. NEXT STEPS

- 11.1 A report setting out the outcome of the staff consultation has been presented to the Employment Committee with a recommendation for a one year extension as noted at 9.7. This will be presented to the Executive for information. There has also been a staff communication advising them of the outcome of consultation and Employment Committee's decision.
- 11.2 The consultation responses and the EIA's have been considered as part of the decision making process and have therefore informed the budget report, which is a separate document.
- 11.3 It is proposed that a review of the consultation process, in the light of this years' experience, will now be undertaken; with the purpose of establishing a benchmarked position for Trafford against other AGMA partner authorities. This will allow the Council to consider its options when undertaking future consultation exercises.

12. RECOMMENDATIONS

12.1 It is recommended that the Executive note:

- The extensive consultation opportunities available to the public for the budget proposals.
- The methodology and approach used for the consultation process.
- The next steps to be undertaken.
- The final proposals and consultation outcomes.
- The Equality Impact Assessments in relation to the budget proposals and the Public Sector Equality duty.

Trafford Council Budget 2016/17

Public Consultation: Phase 1

A report from The Campaign Company (TCC)

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1. Executive Summary

1.1 Introduction

This is the report summarising feedback from Phase 1 of Trafford Council's budget consultation for 2016/17, which was held during September 2015.

It has been produced by The Campaign Company (TCC), an independent company that specialises in public engagement, who were appointed following a full tendering process.

[Details in Section 2]

1.2 The Approach

1.2.1 Framing the consultation

TCC worked with Trafford Council to develop a narrative, based around plain English versions of Trafford's six themes:

- Working smarter (Service and Process Optimisation)
- Buying better (Commissioned Services)
- Maximising income (Income Generation)
- Eligibility and access
- Joining up services and working together (Integration and Collaboration)
- Promoting independence

These six themes, along with Council Tax levels and use of council reserves, were used to frame the questions in the public event table discussions and the online survey.

[Narrative at Appendix A, details in Section 3.1]

1.2.2 Consultation elements

There were three elements to the consultation:

- Seven public events at various times and locations across the borough (details in Appendix B)
- An online survey, hosted by TCC, with a link from the front page of the council's website (paper copies of the survey were also made available)
- Feedback cards – free format cards made available at each of the public events and at numerous public buildings

As well as these three elements people were also able to feedback by email or in writing to the council's general consultation address.

1.2.3 Promoting the consultation

A significant range of activities were undertaken to promote the consultation to the public; including using the press, social media, mass emails, the intranet and fliers in numerous public buildings.

[Details in Section 3.2 and Appendix B]

1.3 Findings

1.3.1 Responses

722 comments were received in total, with participation as follows:

- 83 people attended the public events
- 54 people completed the online survey (10 through paper copies)
- 29 feedback cards were completed
- 14 emails were received

We believe the main reasons for this disappointing response are:

- The general, high level nature of the consultation – people are more likely to engage with specific proposals
- A new approach – this is the first time Trafford have consulted on their budget this early in the process; people were not expecting or looking out for it
- Lack of awareness – despite extensive efforts by the council to promote the consultation there were many reports of people not being aware of them

1.3.2 Findings

Trafford provided multiple channels and opportunities for members of the public, businesses and other stakeholders to respond over the consultation period. Those who have responded to this consultation have been motivated by the issues and made a choice to do so. The qualitative feedback provides a rich temperature check of a mix of Trafford residents.

Council tax levels

Overall there was a three to one response in favour of raising Council Tax, with two thirds of those who expressed a view supporting a rise of up to 2% (that is up to the referendum threshold.) This support was driven by a desire to reduce savings required and on the condition it is used wisely.

The most common reason mentioned by those who were against a rise was affordability.

[Details in Sections 4.2.1 and 5.2.1]

Use of council reserves

On balance, slightly more people expressed views against using council reserves than for. Even a number of those that were in favour of using reserves accepted the need to maintain a minimum level (£6m) and to only use reserves above this level. There were a number of

comments that recognised that reserves can only be used once and are not a sustainable solution to the savings target required.

[Details in Sections 4.2.2 and 5.2.2]

Working smarter (Service and Process Optimisation)

Unsurprisingly, the vast majority were in favour of this approach; many saying it's just common sense. Several ideas were suggested, including relying less on consultants and using front line staff, like refuse collectors, to report potholes and broken streetlights.

[Details in Sections 4.2.3 and 5.2.3]

Buying better (Commissioned Services)

The focus was on outsourcing, with just under half in favour provided the quality of services did not suffer. Concerns were around private firms prioritising profits over service and maintaining quality. Concern was also expressed over the length of the Amey contract.

[Details in Sections 4.2.4 and 5.2.4]

Maximising income (Income Generation)

The majority were in favour of this approach, reasoning that the more income that can be generated the less the savings that need to be found.

A number of people thought parking charges could be increased significantly and there were ideas such as sponsoring school crossing patrols and spending more effort in pursuing EU and other grants.

[Details in Sections 4.2.5 and 5.2.5]

Eligibility and access

The focus was on contributing to care costs. A majority supported this provided they were means tested; recognising that this enabled scarce resources to be best used.

Those against thought people who had paid taxes during their lifetimes should not have to pay for care and were concerned that the vulnerable should not have to bear the brunt of savings.

[Details in Sections 4.2.6 and 5.2.6]

Joining up services and working together (Integration and Collaboration)

This was a very popular approach, with over 85% in favour. A number of people mentioned joining up services across the whole of Greater Manchester. Concerns were around the risks of using third sector organisations to deliver services (citing the Kids Company collapse) and the impact of change on vulnerable people.

[Details in Sections 4.2.7 and 5.2.7]

Promoting independence

Another popular theme with 80% of comments in favour, saying people are better off in their own homes, providing there is sufficient support available. Concern was expressed about the use of technology as a replacement for people and being confusing for some.

[Details in Sections 4.2.8 and 5.2.8]

Other comments

There were a number of suggestions for improving services and saving money

[Details in Section 4.2.9]

2. Introduction

Trafford Council are undertaking a two phase consultation process to develop options and consult upon budget savings for 2016/17 and inform the budget for 2017/18.

Phase 1 ran during September 2015 and sought the views of the public and other key stakeholders on how best to make the £20m savings required in 2016/17.

Phase 2 will run during November and December 2015 and will again seek to engage the public and other key stakeholders on the savings and income generation options developed by the council following the feedback from Phase 1.

Following a competitive tendering process The Campaign Company were selected as an independent company to support these consultation phases and, crucially, to analyse and report on feedback in an objective manner.

This is the report of Phase 1.

3. The approach

3.1 Framing the consultation

The Campaign Company worked closely with Trafford Council to develop a narrative setting out what was being consulted upon and providing information to help consultees to make informed comments and provide practical and relevant suggestions. The narrative is attached at Appendix A.

As part of this narrative, six themes were identified to help frame the consultation:

- **Working smarter** – *looking at the way we do things such as redesigning our workforce and systems*
- **Buying better** – *working with our partners and suppliers to ensure we get best value for our expenditure*
- **Maximising income** – *maximising our income from our services and generating income from assets such as advertising*
- **Eligibility and access** – *ensuring the most needy receive support and making more use of technology and equipment to support people in their own homes wherever possible*
- **Joining up services and working together** – *looking at how we deliver community health and social care services for adults in Trafford*
- **Promoting independence** – *helping people to help themselves, through our care strategy*

These six themes were used to structure the discussions at the public events and to shape the online survey. In addition to these six themes the consultation asked whether council tax should be increased or not and whether to use council reserves to reduce savings required.

3.2 Consultation elements

Phase 1 consists of three key elements:

- Public events
- An online survey
- Feedback cards

3.2.1 Public Events

Seven public events were held, covering the different areas of Trafford. In order to maximise attendance five events were held early evening, one event in the morning and one on a Saturday. The full schedule is set out in Appendix A.

The format of each event was the same to ensure consistency:

- A 15 minute presentation from the Leader or other senior Councillor setting out the narrative and explain the six themes
- A short question and answer session to clarify anything from the presentation
- An hour of structured discussions in tables using the six themes to frame the conversations
- A session for each table to feedback their key points to all present

Participants were provided with copies of the narrative and encouraged to complete feedback cards at the event. They were also encouraged to complete the online survey, whilst paper copies of the survey were available for those that wished to complete them there and then.

3.2.2 Online survey

The Campaign Company (TCC) worked with Trafford Council to develop a stand-alone online survey, hosted by TCC with a link from the front page of the Council's website.

The survey used the narrative, including the six themes, to frame the questions, which included a mix of Likert-type responses (where the respondent could reply Strongly Agree, Agree, Disagree, Strongly Disagree or Don't Know to a list of statements) and free text boxes for respondents to provide any comments they wished.

3.2.3 Feedback cards

Feedback cards were made available at a number of public buildings as well as at each of the public events. The cards contain a free text box for the respondent to comment on anything they wish, and requests name and contact details with a box to tick if the respondent does not wish their name to be included in any public information.

3.2.4 Promoting the consultation

To promote Phase 1 of the public consultation events to residents and local businesses the council undertook the following activity:

- Five weeks editorial in the Messenger
- Personal letter from Chief Executive to the residents of Trafford to join the consultation
- Advert in the Messenger
- Advert in the Manchester Weekly (formerly The Advertiser)
- Four press releases since August to a huge mailing list
- Leaflets printed and sent to Leisure Centres, Children's Centres, Libraries, Community Centres
- Flyers circulated to Trafford Schools
- Circa 300 emails issued to Trafford community groups/partner list
- Daily feed via Twitter and Facebook to targeted groups e.g. Housing Trust
- On-line survey for staff via the intranet
- Council and public website link on home page
- Additional targeted advertising in Partington with posters displayed in Tesco and the local newsagent

4 Findings

4.1 Responses

Overall 722 comments were received from the public during Phase 1. Furthermore, many of these comments were summaries of several individual comments made during the table discussions at each of the public events.

4.1.1 Public events

83 residents attended the 7 public events. This is a disappointing turnout, which we believe can be explained by the following:

- **Nature of the consultation** – it is much harder to engage people on high level, general issues such as this one, which was seeking views on how the council could best save £20m in 2016/17. We expect that Phase 2, which will consult upon specific options, will produce a much greater response.
- **New approach** – this is the first time the council has consulted this early in the budget process. As a result residents were not expecting or looking out for it and may have found it difficult to engage.
- **Lack of awareness** – although the council did its best to promote the events within its limited resources – using the local press, website and flyers in numerous public buildings – it appears that many people were not aware of the events.

However, the quality of the discussions that did take place was high and a summary of the main findings is set out in section 4.2 below.

4.1.2 Online survey

A total of 54 surveys were completed (44 online and 10 in paper form). Again, this is a disappointing response, which we believe can largely be explained by the same three reasons set out above.

Main findings are set out in section 4.2 below.

4.1.3 Feedback cards

29 cards were completed and a further 14 people responded through the council's online response form (similar to the feedback cards).

4.2 Analysis of findings

Trafford provided a number of channels for members of the public, stakeholders and businesses to respond to this process over later autumn and early winter 2015. Whilst there were extensive opportunities for individuals to engage with the consultation, the numbers taking advantage of those opportunities was lower than anticipated.

Instead, the feedback provides both an indication of how a mix of residents from across the borough feel about the required savings and some helpful suggestions and ideas for achieving these savings.

TCC have analysed the findings using specialist software that helps to structure and make sense of large volumes of qualitative (textual) information.

Using this approach and the consultation framework described above we have grouped the feedback under 8 headings (original council headings, where different, are shown in brackets):

1. Council Tax levels
2. Use of council reserves
3. Working smarter (Service and Process Optimisation)
4. Buying better (Commissioned Services)
5. Maximising income (Income Generation)
6. Eligibility and access
7. Joining up services and working together (Integration and Collaboration)
8. Promoting independence

4.2.1 Council Tax levels

For - Council Tax rises

Overall there were 44 comments in favour of raising Council Tax; this included 19 comments in favour of a rise of up to 2% and 9 favouring a rise of more than 2%. From the online survey, 41% supported an increase of up to 1.99% and 31% of a rise of more than 1.99%, with 24% supporting a freeze.

Some relevant comments:

“It seems mad that we have not increased council tax...” Urmston resident

“Fed up with this coming up every year. Do not want to be cheapest parking, council tax etc. Want to see increases to improve services.” – Sale resident

“Yes [to Council Tax rise] if used wisely” – Altrincham resident

“Increase in council tax to preserve services” – Stretford resident

“Should have raised it over last 5 years” – Old Trafford resident

“I would pay a little more if it meant keeping more services. Especially if you can show

where the extra will go” – Online survey

“Time to start looking positively into raising income, including council tax and parking charges” – Feedback card

“If it helps to prevent cuts to the community I’m all for it” – Feedback card

“I’d rather pay a bit more council tax than cut services further” – Feedback card

Against - Council Tax rises

There were 14 comments made against a rise, including:

“Raising Council is all well and good if you can afford it, a lot of people cannot afford it.” – Urmston resident

“You have not made best use of the Council Tax from Trafford residents so increasing this would be wholly unacceptable.” – Online survey

“People in this area in particular would not support rise in council tax. It might be different if it could be seen to go towards something specific but not increase it if we just have more cuts.” – Partington resident

“Most people will continue to pay if it is still the same, but if it is higher some people will find that they can't afford to pay and may refuse to make payment” – Online survey

Suggestion - Council Tax levels

A similar suggestion was made in both Urmston and Stretford and on a feedback card about making any Council Tax rise proportionate to people’s wealth. The Urmston suggestion was to increase higher Council Tax bandings by a larger percentage than lower ones, if that is possible.

4.2.2 Use of council reserves

For – Use of council reserves

There were 18 comments supporting the use of council tax reserves. Some relevant comments include:

“Could look to use reserves as invest to save”.- Urmston resident

“If the reserves rise above 6 million use it to offset the deficit – Altrincham resident

If you have an excess of reserve funds above and beyond what you are required to have, that money should be reinvested back into community and council services, particularly where it

can prevent or reduce the impact of a planned cut. - Online survey

Against – use of council reserves

There were 25 comments against using council reserves, these include:

*If you ate into it last year, you would not have it this year. £6m isn't very much money. –
Urmston resident*

*“There is only so much money in the reserves, what happens when there are none left?” –
Online survey*

“Once the money is gone it is not available for emergencies” – Online survey

*“Dipping into reserves is just a one off so doesn't solve anything long-term.” – Partington
resident*

4.2.3 Working smarter (Service and Process Optimisation)

For - working smarter

There were 40 comments in favour of working smarter, mostly focusing on ways that services could be improved, comments and suggestions include:

*“Why do we commission external consultants? Could we use skills that might be available in
other authorities”? – Urmston resident*

“...refuse collectors should report potholes and broken street lights” – Altrincham resident

*“...should be more proactive in the use of bailiffs to collect council tax” – Altrincham
resident*

“Private sector's being doing it for years!” – Online survey

*“We do have to look at things. This does not mean a shift into the private sector. There is
much which is good in having services provided in house. What is required is to do this as
well as possible and to relate to private and voluntary agencies when appropriate.” – Online
survey*

“Ask staff to look at ways [you] can change services” – Online survey

Against - working smarter

No one was against working smarter per se, instead there were 8 comments expressing concerns about how it was done or the impact it might have, these include:

“Concern staff are under pressure” – Urmston resident

*“Outsourcing has not delivered savings elsewhere and often the service levels fall” – Online
survey*

*“...perhaps Trafford should carry out a review of their 'expenses' as, having been at many
Trafford meetings and, having seen the catering for example” – Email*

4.2.4 Buying better (Commissioned Services)

For - buying better

There were 24 comments in support of buying better, these include:

“Agree to bringing adult and children services together” – Urmston resident

“More concerned at getting VFM than who provide the service” – Urmston resident

“Given the size of Trafford council, you really need to look at merging or outsourcing your IT services to maximise cost reductions/ level of services” – Feedback card

“Smarter procurement in this economic climate is an absolute must and should not be something you are asking about now! TBC should already have this in place. Far, far too much red tape!!” – Online survey

“As a resident I don't care whether the service is provided directly by the Council or not. My biggest concern would be the control of quality.” – Online survey

“If accountable and there is an improvement, local companies should be used rather than large organisations if possible” – Paper survey

Against - buying better

Again, no one was against buying better per se, though a number were against outsourcing. There were 28 comments concerned, primarily, about outsourcing; the long term costs and the potential impact on services and users, including:

“I don't want my council to be like Barnet who runs nothing and is a council just by none.” – Urmston resident

“Procurement process – 3 month process and cost for £ 30k service, need to be smarter” – Stretford resident

“Feel the Amey Contract is too long, we didn't vote for them” – Urmston resident

Fears around being locked into a lengthy contract (AMEY) – Trafford resident

“Quality has gone right down since Amey took over e.g. road sweeper was wrong size for the roads.” – Partington resident

“...quality can be a real issue and risks are increased - public services should not be privatised and delivered for profit” – Online survey

“Some disciplines do not lend themselves to outsourcing, and involve a complex mix of scientific and social elements. for example - Environmental Health” – Online survey

“Outside contractors...are in it for the money, not the service.” – Online survey

“In my experience the savings made by outsourcing are generally short term ...long term impact and costs are significantly higher than maintaining the service would have been.

...there's often a significant loss in terms of knowledge and experience, local expertise, and the ability to provide a high standard of service as a direct result of that.” – Online survey

4.2.5 Maximising income (Income Generation)

For - maximising income

There were 24 comments supporting maximising income, including:

“Could we get companies to sponsor school crossing patrols?” – Urmston resident

“Very low focus on revenue generation from council seemingly no pursuit of EU / Central Government grants” – Feedback card

“Some of our charges etc are ludicrously low, and we dont make enough use of council assets for income generation” – Feedback card

“Renting out buildings not being used is a good idea, also advertising space” – Online survey

“Parking charges are currently pathetic & could be increased up to 1000%. If you can afford the vehicle, you can afford to park.” – Online survey

“Happy to increase car parking charges. Increasing rent for shops could have a negative effect on town centres.” – Paper survey

“Consider using records for genealogy – could be very lucrative!” – Online survey

Against - maximising income

There were 7 comments, mostly concerned with the impact of raising rents, rates and parking charges, these comments include:

“Lots of empty shops, are rents/rates too high?” – Altrincham resident

“I think increasing rents and parking charges would be bad for business... I also think that means testing for social services is not a good idea.” – Online survey

“Car parking and rents need to be low to encourage business” – Online survey

4.2.6 Eligibility and access

For - eligibility and access

For this theme most respondents commented on the principle of contributing to one's own care costs, with 20 comments supporting this approach, including:

*“Annoyed that some people pay and others spend all their money and the council pay” –
Altrincham resident*

*“...we recognise that means testing access for some services can be beneficial as this ensures
that those often most in need still have free access.” – Online survey*

*“I do think some social care needs to be means tested as support needs to go to those who
need it most” – Online survey*

“I’m sure many people get free care when they could afford to pay.” – Online survey

Against - eligibility and access

There were 13 comments against contributing to one’s own care costs, including:

*“When talking in the context of elderly Adults who have paid Income Tax and National
Insurance contributions all their working lives then this is an absolute no no!!! Get those
individuals who have been a burden on society but not working to contribute. This
demographic gets everything whilst the working get nothing. This must not continue into
twilight years.” – Online survey*

*“Most people have been paying taxes all their lives and now they have to pay more. The NHS
needs to be a national health service not a global one or for health tourists there needs to be
a way to charge these people.” – Online survey*

*“The vulnerable / disabled should not be the target to save money - the wealthy yes, but not
low income, pensioners, disabled and special needs children etc, [these] should be exempt” –
Online survey*

4.2.7 Joining up services and working together (Integration and Collaboration)

For – Joining up services and working together

There were 38 comments in favour of joining up services and working together, including:

“Joined up services allows reduced administration” – Urmston resident

“Worked well in Knowsley in getting people out of hospital” – Sale resident

*“One area to save is to expect 3rd Sector to do more. Devo Manc could offer opportunities to
save by working together”. – Altrincham resident*

*“Libraries are shared across 10 Manchester authorities, can same model be applied in other
services?” – Sale resident*

*“Actually join up health and social care, do not just talk about it. From Knowsley's
experience this increases quality of care and saves money. Look at the evidence which is
available of the saving which can be made by investing in preventative services.” – Feedback
card*

“In general it is a good option to join up with other service providers in the voluntary and community and private sectors. There is a wealth of expertise in these areas, particularly in regards to reaching targeted population groups such as LGBT people.” - Online survey

“Co-location etc saves money and makes partnership working more effective.” – Online survey

Against – Joining up services and working together

There were six people expressing concerns about joining up services and working together, many about the impact on services and users, including:

“Moving services can have a massive negative impact on people who require services and don't have the ability to travel or because of their diagnosis can't cope with change.” – Online survey

“The creation of the "Youth Trust" as a means to manage funding to youth services causes me a great deal of concern, especially in light of what happened to Kids Company this year. Making all youth services the responsibility of a charity is a mistake in my opinion. Making a service reliant on charitable donations is at best flawed and at worst negligent.” – Email

“Joining up services so far has been rushed and has meant voluntary and community groups competing with each other. Smaller groups are failing. Large national companies are winning local tenders. Local knowledge and networks are being lost.” – Paper survey

4.2.8 Promoting independence

For – Promoting independence

There were 28 comments in favour of promoting independence. Most people agreeing that a person's home is the best place to be providing there is sufficient support for them, comments include:

“People would rather be at home.” – Urmston resident

“Adult Service: early prevention is important” – Sale resident

Agreement on the table re promoting community self-support – Altrincham event

“Invest in small business idea / social enterprise, e.g. vans of food brought into areas where access to shops limited.” – Sale resident

“Home environment improves mental and physical well-being.” – Online survey

“Independence important but must be quality support” – Online survey

“I think most people would prefer to stay in their own home if at all possible. They need proper care not 15 minutes slots by stressed out poorly paid carers.” – Online survey

Against – Promoting independence

There were 7 comments expressing concerns over promoting independence, mostly about the level and quality of support available to facilitate this and the use of technology, including:

“No one will disagree - the issue is that some people do need help and the current levels of services leave people in distress because their needs are not met and/or they feel ashamed to ask or unable to ask” – Online survey

“I don’t feel greater use of technology is necessarily the right solution for providing care. The very nature of care is that it is personal and a large part of the benefit of the care is the psychological aspect of the support and personal contact. Technology is inherently distant and impersonal.” – Online survey

“Use of technology. You need to be a “teckie” and needs to be understandable.” – Urmston resident

“People should have a choice about their care. There are times when being in hospital is the appropriate choice.” – Sale resident

4.2.9 Other comments

There were a number of comments and suggestions that fell outside the above categories. These fall into a number of categories:

Making savings

“Could we reduce the number of councillors?” – Urmston resident

“Green Bins are being over collected especially during Winter; reduce collections, make them every 2 weeks.” – Sale resident

“...there is one issue which has perplexed me for some time and this is the apparent increase in the number of traffic lights in the borough which must cost an absolute fortune to install and maintain. I can't help thinking that although there are locations where traffic lights may be deemed necessary, there are equally as many locations where a roundabout would suffice. Take for example the junction of Flixton Road and Carrington Road.” - Email

“No expenses for MP's . Cut the numbers. No expensive trips to Japan for Leader of the Council and Co.” – Email

“Use apprentices for grounds maintenance” – Sale resident

Service improvements

“Need more weed treatment to save road/pavements” – Urmston resident

Ask residents to look after the pavement adjacent to their properties – Sale resident

“Put up “Healthy walking” signs in local park” – Sale resident

“Why is Davyhulme park constantly being neglected?” – Email

“Do not fund non-essentials like golf clubs” – Sale resident

*“Remove some of the top heavy layer within the Council who are receiving large salaries.
Too many Chiefs.” – Online survey*

*“Do not pay any of the councillors or payment by result and that includes putting your house
on the line if you fail. No expenses. Work from home. Combine councils. Walk to meetings,
use public transport.” – Online survey*

Use of volunteers

“Council must provide backing to support more volunteering.” – Urmston resident

*“Can we use school kids and/or community payback to support volunteers?” – Urmston
resident*

“Volunteers should complement service not replace it” – Trafford resident

“Most people are not minded to volunteer” – Urmston resident

“Arts galleries should open on Sunday but run by volunteers.” – Sale resident

“Concern that volunteering may reach a point where [it’s] too squeezed.” – Sale resident

5 Conclusions

5.1 Response rate

In total 83 Trafford residents attended a public event, 54 people responded online or on paper to the survey, 29 feedback cards were returned and 14 emails were submitted and as part of Phase 1. This is a total of 180 responses, though does not necessarily represent 180 separate residents as some may have attended an event and completed a feedback card and/or an online survey.

As significant promotional activity was conducted by the council (see section 3.2.4 above) this was a disappointing response. We believe this reflects the fact that the focus of Phase 1 was about high level savings rather than specific options (which will come in Phase 2). It is clearly more difficult to engage people on generalities rather than specifics. Furthermore, as this was the first time Trafford Council have consulted on their budget this early in the process, residents would not be expecting or ‘looking out’ for it.

5.2 Findings

Trafford provided multiple channels and opportunities for members of the public, businesses and other stakeholders to respond over the consultation period. The value of the approach taken is in the qualitative feedback that discussions in small groups and free text boxes on the

feedback cards and the online survey produce. The quality of this feedback was further enhanced by the understanding developed with participants via the presentation given at each event, the facilitation at tables and the contextual statements included in the survey.

5.2.1 Council Tax levels

In total there were around three times as many comments in favour of a Council Tax rise as there were against it (44 to 14). Of those who expressed a view, around two thirds supported a rise of up to 2% (the referendum level). Typically, those in support of an increase thought this was preferable to making greater savings, and a number supported an increase with the caveat that it was used wisely.

The most common reason mentioned by those who were against a rise was affordability.

5.2.2 Use of council reserves

On balance, slightly more people expressed views against using council reserves than for this (25 to 18 comments). Even a number of those that were in favour of using reserves accepted the need to maintain a minimum level (£6m) and to only use reserves above this level. There were a number of comments that recognised that reserves can only be used once and are not a sustainable solution to the savings target required.

5.2.3 Working smarter (Service and Process Optimisation)

The vast majority of comments were in favour of this approach (40 versus 8 against) with many saying it's just common sense. There were a number of ideas and suggestions, with themes such as using existing staff and skills more rather than bringing in consultants and using 'street based' staff such as refuse collectors to report pot holes and broken street lights.

5.2.4 Buying better (Commissioned Services)

There was a balanced response to this theme, with 24 comments broadly in favour of a 'commissioning' approach and 28 broadly against.

Of those in favour, a number of comments were made that the quality of services is what matters not who provides them. One person urged the council to commission local firms not just national ones.

Of those against, the concerns focused around outsourcing. A number were concerned about private firms prioritising profits over services, and others about maintaining service quality. There were several comments about the Amey contract (which was mentioned in the presentation) with concern expressed over the length of the contract.

5.2.5 Maximising income (Income Generation)

The majority of responses (24 versus 7) were in favour of this approach, many reasoning that the more income that can be generated the less the savings that need to be found.

A number of people thought parking charges could be increased significantly and there were ideas such as sponsoring school crossing patrols and spending more effort in pursuing EU and other grants.

5.2.6 Eligibility and access

Respondents generally focused on contributing to care costs as this was the aspect of this theme that was presented.

20 comments supported people contributing to their care costs, most added the caveat that it needs to be means tested. The general view is that this approach will enable scarce resources to go further and enable those in most need to receive care.

Of the 13 that were against people contributing to their care costs a number said that if people had paid taxes all their lives then they should not have to pay for care in their later years. Others were concerned that the vulnerable should have to bear the brunt of savings.

5.2.7 Joining up services and working together (Integration and Collaboration)

This was one of the most supported themes, with 38 in favour versus 6 against.

Comments included joining up services across Greater Manchester (using 'Devo Manc' money) and greater use of the third sector, especially in joining up health and social care services. Most saw it as an obvious way to make savings in overheads.

Concerns were around the impact of change on vulnerable service users and the risk of having services such as Youth Services delivered by charities and voluntary groups, citing the recent collapse of Kids Company.

5.2.8 Promoting independence

This was another popular theme, with 28 in favour versus 7 against.

Most of those in favour said that people are best off in their own home, though warned that sufficient good quality support was essential to enable this.

Concerns centred around the lack of that support and a view that technology might replace the personal care that many need or not be understandable by many (indicating a possible lack of knowledge about telecare and how it works).

5.2.9 Other comments

There were a number of ideas and suggestions for how the council might save money, improve services and use volunteers.

Appendix A: The Narrative

The journey so far

We believe that Trafford Council is in a strong position. Over the last few years we have been working to remodel the way that the authority works on a day to day basis; introducing new and more efficient ways of doing things and working a lot more in partnership with both the public and private sector. That hasn't been easy and decisions have been made in the face of reduced funding.

We haven't hidden from the challenge, we know that moving in this way changes how services are delivered and takes away some of the things we have got used to as a community. It has also meant job cuts in some areas and the closure of some buildings in others. However it has also generated lots of opportunity. In some cases, and by working with the voluntary sector, other councils, businesses and the community, services are continuing with Council support. For example we have a joint procurement team with Stockport and Rochdale Councils; one team for three councils.

Not only this, it has opened up a debate about what we should and what we should not provide as a Council with the budget we have available, and we have often been criticised for the decisions that we have made from some people. But what has been vital is that the debate has often directly impacted on the way that we do things, and the content of the decisions that we've made. It has also uncovered additional options that have been available that we couldn't have known about without working directly with the community in this way.

As we approach Autumn 2015 we are looking at another round of savings that we have to make to live within our means, at the same time we are working through our plans to remodel how the council delivers services. We need your input again.

In this first of two phases of public consultation on our annual budget we want to hear your views on a number of approaches to saving money and delivering services differently. We have worked through some of these approaches and, where possible, we have set out how they might impact on services. Importantly, none of this has been agreed, and we are keen to hear from you about the possibilities and the implications for our communities. Over the next few weeks we'll present these approaches and ask you and other members of the public to comment on the approaches and to make suggestions or identify issues. There will be a number of ways to contribute: public events, an online survey and feedback postcards in many places around the borough.

What is clear is that we must come up with at least £20 million of savings this year and we are expecting a further £14million in the year after. We are determined to make savings in a way that maintains the integrity of our public services whilst recognising that things cannot stay the same. That means prioritising as a community and a council - *what it is that we want and need from our public services?*

The Council is working with a separate and independent organisation that specialises in ensuring that everyone's voice is heard. They will gather and present back the suggestions that people have made. At that point we fully expect to revisit our thinking and work up a set of definitive proposals to consult with the public on in Phase 2, which will start in November.

This process will make sure that, where and when we can, Trafford is listening to the voice of our communities in the decisions we make and making sure that through working with an independent organisation, there is objectivity.

Dealing with council tax and reserves

We have made a number of decisions over the past few years that we believe make this Council well placed to deliver public services in Trafford successfully for this and the next generation. Whilst we have made those changes we have managed to freeze council tax for 5 years and maintain a sensible level of reserves. Why we have done that is simple; we think that people in Trafford pay enough out of their own pocket, we want to manage our public services in a way that meets community needs but protects people from excessive taxation.

The scale of the savings required and our drive to provide services that meet our communities' changing needs going forward mean that raising taxes without changing the way we work is unsustainable. Council Tax accounts for only around a third of our funding and the way the system works means that the most we can raise without holding an expensive public referendum is £700k, which would include the loss of a £900k government grant. Whilst many will say that raising taxes can save our services it sets a precedent, it reduces innovation and the need to be more effective and efficient by propping up old and unsustainable models of delivery.

As for our reserves, the money we have in the bank, we recognise that these are there for this and the next generation, managing within our means today increases our ability to respond in real times of crisis for our community in the future. We are also required to keep a minimum level of reserves to cover unforeseen circumstances.

The last five years

Over the past five years, the Council has been required to identify new and innovative solutions in order to maintain council services within a reduced budget. This has been difficult, and there is no sign of this challenge reducing. However our pragmatic approach has helped us to achieve a number of things including:

- We have kept more libraries open thanks to proposals from last year's consultation and exciting new partnerships
- We have an innovative proposal to establish a Youth Trust to ensure continued and more 'joined-up' youth provision in the borough
- Significant savings in Home to School Transport whilst still meeting the needs of all eligible children and young people
- We have launched the 'One Trafford' partnership with AMEY
- Feedback received in relation to school crossing patrols, together with the outcome of the reassessment, led to more crossings being retained
- Car parking charges were increased without any impact on customer parking numbers; and we are still amongst the cheapest in Greater Manchester.

We have also had a great response to the Council trading some of its specialist services, such as Human Resources, mainly with schools and we are looking at further trading opportunities.

In addition we have focused on our back-office type services. Those services which every business needs to keep running. Most services have been restructured and processes have been redesigned to eliminate waste. Not only this, all of our staff have received revised terms and conditions.

We have also focussed on reviewing and reducing the cost on all our contracts and we are using new and smarter technologies with more online services, which in turn is helping the council to work more digitally.

What our thinking is today

We now need to go further to make the further savings we require. This will require us to look at everything we are responsible for.

To do this we are applying six themes to help us shape the budget for the coming years:

- **Working smarter** – *looking at the way we do things such as redesigning our workforce and systems*
- **Buying smarter** – *working with our partners and suppliers to ensure we get best value for our expenditure*
- **Maximising income** – *maximising our income from our services and generating income from assets such as advertising*
- **Eligibility and access** – *ensuring the most needy receive support and making more use of technology and equipment to support people in their own homes wherever possible*
- **Joining up services and working together** – *looking at how we delivery community health and social care services for adults in Trafford*
- **Promoting independence** – *helping people to help themselves, through our care strategy*

Some of these themes are sensible and prudent ways to run an organisation, for example when we buy services or products for the people of Trafford the better we are at sourcing, comparing and partnering the better the value for money that we achieve. We are highly focused on making sure that this can be the case across the authority.

Other elements, such as maximising income, mean investing some of our resources into trading our services to generate income for the council. We need to create a model which means the council continues to support the running of the council whilst generating income; this impacts on how we operate and changes the way that staff have to work.

When we say ‘joining up services’ this can mean sharing staff, offices, vehicles and systems, reducing costs across the borough and improving services by providing a whole service from one provider.

Our care strategy will mean that through early support and intervention people can stay in their own homes much longer for example. By helping people and deterring them from entering the care system

earlier than necessary there will be a much more measured demand on council services. This might include supporting them to access a fitness class to promote their mobility.

What tomorrow might look like

We expect Trafford Council will be:

- A smaller council, delivering less directly but buying more services from the private and community sectors
- More joined up with the NHS, police, etc
- More services being delivered by and with voluntary and community groups

What would the implications of each element of that be for you?

We also expect our relationship with residents to change. There will be a greater emphasis on residents using technology to request and access services from us – this is also something you told us you prefer to do.

We also have a greater expectation that people will do more for themselves and each other.

Health and social care – will be a simpler and more streamlined path through treatment and care; less form filling and having to repeat personal details; greater use of technology to enable people to live at home longer etc

Appendix B: Schedule of Phase 1 Public Events

Wednesday 9 September	6pm – 8pm	Urmston: Urmston Library, Golden Way, Urmston, M41 0NA
Tuesday 15 September	12pm – 2pm	Sale: Waterside Arts Centre, Waterside Plaza, Sale, M33 7ZF
Tuesday 15 September	6pm – 8pm	Altrincham: Altrincham Town Hall, Market Street, Altrincham, WA14 1PG
Wednesday 23 September	6pm – 8pm	Partington: The People's Church, Chapel Lane, Partington, M31 4EY
Saturday 26 September	10am – 12pm	Stretford: St. Matthew's Hall, Chapel Lane, Stretford. M32 9AJ
Tuesday 29 September	6pm – 8pm	Old Trafford: Seymour Park Community Primary School, Northumberland Road, Old Trafford, M16 9QE
Wednesday 30 September	6pm – 8pm	Sale: Waterside Arts Centre, Waterside Plaza, Sale, M33 7ZF

Trafford Council Budget 2016/17
Public Consultation: Phase 2

A report from The Campaign Company (TCC)

020 8688 0650

www.thecampaigncompany.co.uk

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1. Executive Summary

1.1 Introduction

This is the report summarising feedback from Phase 2 of Trafford Council's budget consultation for 2016/17, which was held from 17 November 2015 to and 16 December 2015.

It has been produced by The Campaign Company (TCC), an independent company that specialises in public engagement, who were appointed following a full tendering process.

[See Section 2]

1.2 The Approach

1.2.1 Framing the consultation

Phase 2 was framed by the same six themes introduced in Phase 1:

- Working smarter
- Buying better
- Maximising income
- Eligibility and access
- Joining up services and working together
- Promoting independence

Specific proposals were presented under each of these themes and tested using a variety of consultation and feedback mechanisms.

1.2.2 Consultation elements

There were four elements to the consultation:

- Eight public events at various times and locations across the borough (details in Appendix A)
- An online survey, hosted by TCC, with a link from the front page of the council's website (paper copies of the survey were also made available)
- Feedback cards – free format cards made available at each of the public events and at numerous public buildings
- A specific consultation on the Pathways Day Centre proposals has occurred – with face to face meetings with each of the families directly affected and a separate public meeting

As well as these four elements people were also able to feedback by email or in writing to the council's general consultation address.

In addition to the above, Trafford Council is holding a separate consultation in respect of the 'All age travel assistance' policy. This separate consultation will run until 2 February 2016 and includes a public event on 28 January, hosted by Age UK as well as a series of independent meetings.

1.2.3 Promoting the consultation

A significant range of activities were undertaken to promote the consultation to the public; including using the press, social media, emails, the intranet and fliers in numerous public buildings.

[Details in Section 3.2]

1.3 Findings

1.3.1 Responses

866 comments were received in total, with participation as follows:

- 77 people attended the public events
- 63 people completed the online survey (through paper copies)
- 32 feedback cards were completed
- 11 emails and 2 letters were received

1.3.2 Findings

Trafford provided multiple channels and opportunities for members of the public, businesses and other stakeholders to respond over the consultation period. Those who have responded to this consultation have been motivated by the issues and made a choice to do so. The qualitative feedback provides an insight into the views of a mix of Trafford residents, staff and businesses.

Working smarter

All age travel assistance

Whilst 59% of survey respondents agreed with the proposal: "to have a consistent approach across adults' and children's transport services", there were more than twice as many comments disagreeing as agreeing with the proposal.

Of those responding, those that disagreed did so on the basis of a belief that the proposal would be unfair and discriminatory.

[See 4.2.1 and 5.2.1]

Buying better

One Trafford Partnership

The majority (52%) of survey respondents agreed with the proposal for the “One Trafford partnership to introduce new approaches and investment...to save money.” However, again there were more comments disagreeing with this proposal.

Most of the comments in disagreement focused on the Amey contract; with concerns expressed over the length of the contract and the feeling that it’s too early to tell if they will deliver effectively.

Extra care

Extra care homes are facilities that enable independent living, proposals suggested that pricing might change and those previously not charged would be charged with a common rate. 49% of survey respondents were in favour of the proposal to “introduce a common rate for Extra Care services” across all of Trafford’s four named sites; with 25% disagreeing or strongly disagreeing.

One suggestion was to go further and commission such services across the whole of Greater Manchester.

Those in disagreement were mostly concerned about the fairness of suddenly increasing some people’s charges.

Commissioning/Market Management

50% of survey respondents agreed with the proposal to “maximise savings and income”, with 18% disagreeing (and 33% undecided.)

Again, most of the comments referred to the Amey contract, with concerns expressed about the effects on local employment and pay of outsourcing large contracts, and the possible risk to quality in the long term.

[See 4.2.2 and 5.2.2]

Eligibility and access

Reshaping adult social care

54% of survey respondents agreed with the proposal to “review all individual care packages”, with 23% disagreeing.

Fairness, especially ability to pay were commonly cited comments, as well as concerns over the time taken to make assessments. Some also commented that technology cannot replace the ‘human touch’ in delivering care.

[See 4.2.3 and 5.2.3]

Joining up services and working together

Integrated health and social care

There was strong agreement from survey respondents with this proposal, with 71% in favour and only 8% against. There were some concerns expressed about the ability of the system to cope with a single point of access and greater integration, based partly on a belief that different parts of the system would not be good at working together and communicating.

Keeping families together

Even greater support from survey respondents for this proposal; with 78% in agreement against just 5% disagreeing.

Concern was expressed about fulfilling the Council's safeguarding duty under the proposed arrangements.

'Front door' to our children, family and wellbeing service

Proposals to integrate and join up services so that there is a single point of access, for example reporting routes for agencies and practitioners on welfare issues. An overwhelming 84% of survey respondents agree with this proposal against just 2% disagreeing.

Comments around this proposal included the importance of communicating the change and the actions required to support it. It is also mentioned that ensuring that staff are well briefed and understand how to deal with the traffic coming through these new joined up channels would be a necessary condition to the proposal's approval.

Learning disability, complex and additional needs and personal budgets

62% of survey respondents agreed with the proposal to "develop a joined up service for children, young people, adults and older people...", with 5% disagreeing.

Concern was expressed about the ability of different parts of the council to work with each other, the fear that the specific needs of different groups may not be met under a more integrated regime and the need to work with service users to design new services and approaches.

[See 4.2.4 and 5.2.4]

Maximising income

Car parking

70% of survey respondents agreed with the proposed car park charge increases (73% agreeing with introducing new charges), with 23% disagreeing (20% disagreeing with introducing new charges.)

Most of the comments suggested that charges could be put up even further without affecting parking, though there were some concerns about introducing charging for car parks that were poorly maintained.

Maximising funding

An overwhelming 80% of survey respondents agreed with the proposal to maximise funding from sources such as attracting businesses and new housing growth to grow the tax base; with just 3% disagreeing.

Income generation

90% of survey respondents agreed with the proposal to generate income from council assets, with no one disagreeing.

Bereavement services

Perhaps not surprisingly, 49% did not express a view on this proposal. Of those survey respondents that did, 43% agreed and 8% disagreed.

Views were expressed that any charges were reasonable, and concerns were raised that people in a vulnerable position were not exploited.

Fees and charges (care services)

41% of survey respondents agreed with the proposal to “introduce additional charges, based on people’s ability to pay, for those contributing towards their won care”, with 37% disagreeing.

Most comments in disagreement centred around fairness; with a view that care costs should be borne by wider society rather than fall onto those who need them.

Council tax

Although 54% of survey respondents agreed with the proposed freeze on Council Tax (against 37% who disagreed) there was an overwhelming number of comments disagreeing with this: 66 disagreeing against 6 agreeing.

Many made the point that they saw the continuous freezing of Council tax as purely political and were angry that, as they perceive it, services are being cut whilst not taking the opportunity to raise tax. Some comments also referred to the results of the Phase 1 consultation (where a majority favoured an increase) being ignored.

Several comments also referred to the Chancellor’s Autumn Statement announcement of the 2% Council Tax precept for adult social care, which was of course made after the consultation (and survey) had started. A yes no question on this issue was appended to the consultation towards the end of the consultation period.

[See 4.2.5 and 5.2.5]

Promoting independence

Pathways

From the general consultation 43% of survey respondents disagreed with this proposal, with 32% agreeing. There were 22 comments disagreeing with the proposal against 2 that agreed. 4 feedback cards were completed from the Pathways specific consultation; expressing worry

about the impact on the individuals currently attending the centre (one for over 30 years) and asking if an alternative cheaper building could be found.

Further notes on a meeting held in regard to the Pathways proposals were also received. These featured a number of suggestions and conditions relating to the proposals. These included;

- Importance of maintaining current staff for familiarity with service users
- Merging the facility with Trafford General Hospital
- Selling the site but with a condition that the service is maintained

Supported living

35% of survey respondents agreed with the proposal against 37% who disagreed. There were 6 comments agreeing and 16 comments disagreeing.

Concerns tended to focus on the quality and safety of services if they are delivered by other providers.

Ascot House

21% of survey respondents agreed with the proposal to develop health and social care services at Ascot House, with 36% disagreeing, and 44% undecided.

Most of the concerns were over any reduction in respite care, with many asking how else would this vital service would be provided?

Aids and adaptations

54% of survey respondents agreed with this proposal, with 28% disagreeing.

Comments were generally positive about the use of aids and adaptations, with one saying their experience had been “excellent”.

[See 4.2.6 and 5.2.6]

Other comments

Some other comments were made, a number saying that they were not aware of the events. One asked how much the consultation had cost.

[See 4.2.7 and 5.2.7]

2. Introduction

Trafford Council have undertaken a two phase consultation process to develop options and consult upon budget savings for 2016/17 and to inform the budget for 2017/18.

Phase 1 ran during September 2015 and sought the views of the public and other key stakeholders on how best to make the £20m savings required in 2016/17.

Phase 2 ran from 17 November to 16 December 2015 and again sought to engage the public and other key stakeholders on the savings and income generation options developed by the council following the feedback from Phase 1.

Following a competitive tendering process The Campaign Company were selected as an independent company to support these consultation phases and, crucially, to analyse and report on feedback in an objective manner.

This is the report of Phase 2.

3. The approach

3.1 Framing the consultation

Phase 2 continued to use the six themes developed in Phase 1 to frame the budget options developed as a response to the feedback from Phase 1:

- **Working smarter** – *looking at the way we do things such as redesigning our workforce and systems*
- **Buying better** – *working with our partners and suppliers to ensure we get best value for our expenditure*
- **Maximising income** – *maximising our income from our services and generating income from assets such as advertising*
- **Eligibility and access** – *ensuring the most needy receive support and making more use of technology and equipment to support people in their own homes wherever possible*
- **Joining up services and working together** – *looking at how we deliver community health and social care services for adults in Trafford*
- **Promoting independence** – *helping people to help themselves, through our care strategy*

As in Phase 1, these six themes were used to structure the discussions at the public events and to shape the online survey.

3.2 Consultation elements

Phase 2 consisted of six key elements:

- Public events
- An online survey
- Feedback cards
- Pathways specific consultation
- A specific question about raising Council Tax by 2% to use on social care only
- All age travel assistance policy consultation (ongoing to 2 February 2016)

3.2.1 Public Events

Eight public events were held, covering the different areas of Trafford. In order to maximise attendance six events were held early evening, one event at lunchtime and one on a Saturday morning. The full schedule is set out in Appendix B.

The format of each event was the same to ensure consistency:

- A short animated film putting the budget consultation in context
- A 15 minute presentation from the Leader or other senior Councillor setting out the narrative and explain the six themes
- A short question and answer session to clarify anything from the presentation
- An hour of structured discussions in tables using the six themes to frame the conversations
- A session for each table to feedback their key points to all present
- A question and answer session

Participants were provided with copies of a brochure setting out the proposals and encouraged to complete feedback cards at the event. They were also encouraged to complete the online survey, whilst paper copies of the survey were available for those that wished to complete them there and then.

3.2.2 Online survey

The Campaign Company (TCC) worked with Trafford Council to develop a stand-alone online survey, hosted by TCC with a link from the front page of the Council's website.

The survey used the narrative, including the six themes, to frame the questions, which included a mix of Likert-type responses (where the respondent could reply Strongly Agree, Agree, Disagree, Strongly Disagree or Don't Know to a list of statements) and free text boxes for respondents to provide any comments they wished.

3.2.3 Feedback cards

Feedback cards were made available at a number of public buildings as well as at each of the public events. The cards contain a free text box for the respondent to comment on anything they wish, and requests name and contact details with a box to tick if the respondent does not wish their name to be included in any public information.

3.2.4 Pathways Consultation

One of the budget proposals is to close the Pathways Day Centre (which provides day care for adults with learning disabilities); providing these services through alternative providers and services based in the community.

Due to the direct impact this is likely to have on those currently using this service - including their families and carers – a separate specific face to face consultation has been conducted with those affected families. The feedback received from that consultation is included in this report along with feedback from the general public to this proposal, which was included in the online survey and general public events.

3.2.5 2% Council Tax precept for social care

In his Autumn Statement on 25 November 2015 the Chancellor of the Exchequer announced, unexpectedly, that he would be allowing councils to increase their Council Tax by 2% (by raising what is known as a 'Precept') but only to be used for spending on adult social care. Because this announcement was made during the consultation it was not possible to include it in the original survey. However, an additional question was asked through the Trafford's website through the 'join the conversation' page:

"On 25 November 2015 the government announced that it would allow councils to increase council tax by 2% to help pay for adult social care services. This would be separate to the decision about council tax for other services. In Trafford an increase of 2% would raise £1.6 million. Do you think the Council should increase Council Tax by 2% to help pay for some of the cost of adult social services?"

3.2.6 All age travel assistance policy

Trafford proposes to bring together their currently separate travel assistance policies for children, adult and older people so as to provide a more consistent and better value approach. As this will affect a large number of users and their families and carers a separate consultation has been undertaken. This includes a separate online survey, including an Easy Read version and an independent public meeting on 28 January 2016 at the Urmston offices of Age UK Trafford. In addition, targeted sessions with schools were held and meetings were also held with the independent voluntary sector providers.

The feedback from these surveys and event will be reported on separately by The Campaign Company in time for final decisions to be made on the proposals which will feed into the final budget decision made by Trafford Council in February.

Any feedback received from the main Phase 2 consultation on this proposal has been included in this report.

3.2.7 Promoting the consultation

To promote Phase 2 of the public consultation events to residents and local businesses the council undertook the following activity:

For phase two of the consultation, a media briefing took place to ensure the local press were fully aware of the proposals. 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 the main Manchester evening paper. The Leader of the Council was also interviewed by BBC Radio Manchester and Key 103 about the proposals. Both interviews were played that evening.

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'.

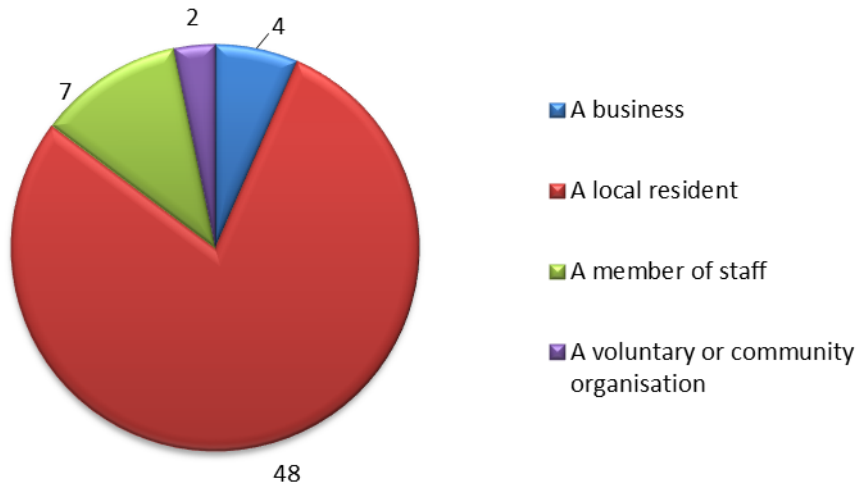
For both phase one and two, the consultation, event and the opportunities and methods to provide feedback were promoted as follows:

- Five press releases were issued to newspapers which included consultation event details
- Quarter page adverts including the forum details in the Sale & Altrincham and Stretford & Urmston Messenger's
- 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, some council owned car parks 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
- An email was sent to all Neighbourhood Partnership members informing them of the consultation events on three occasions
- Seymour Park Primary School promoted the meeting taking place on their premises by texting parents informing them of the details of the event.
- All ward Councillors made aware of the consultation activity
- 500 leaflets distributed by a volunteer resident in Altrincham to homes in his locality

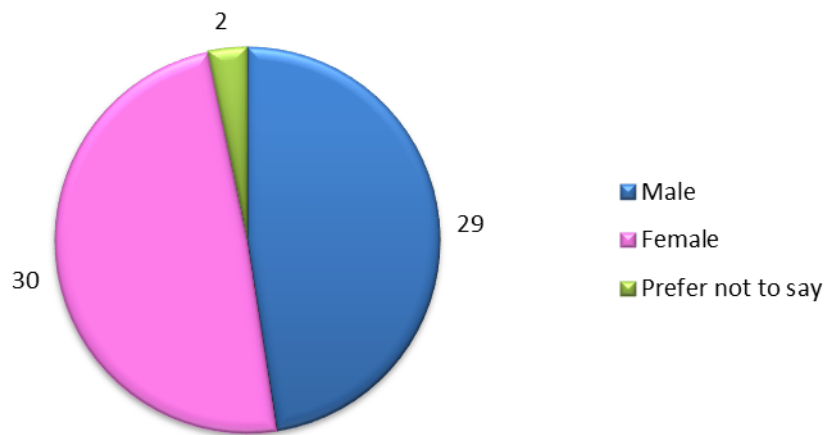
3.3 Demographic analysis of survey respondents

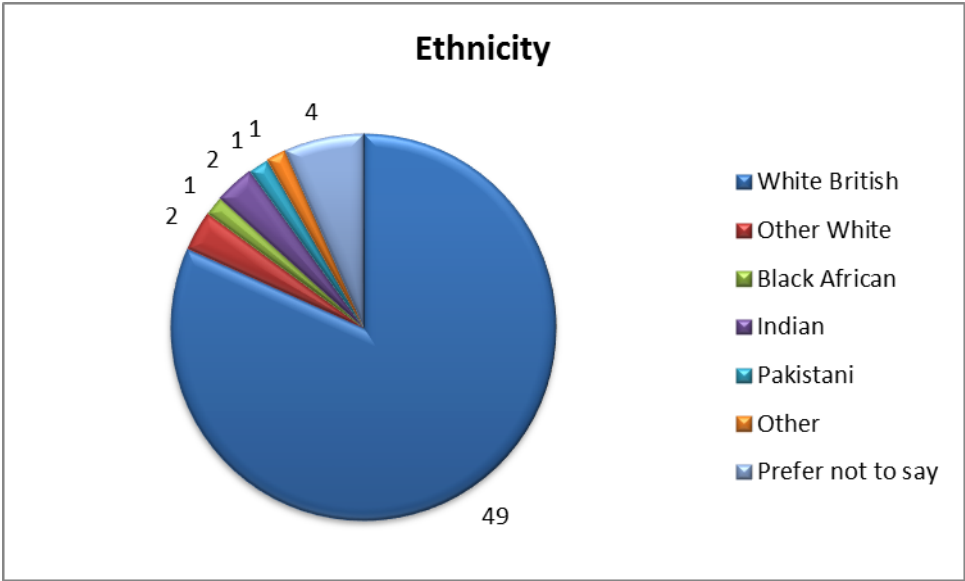
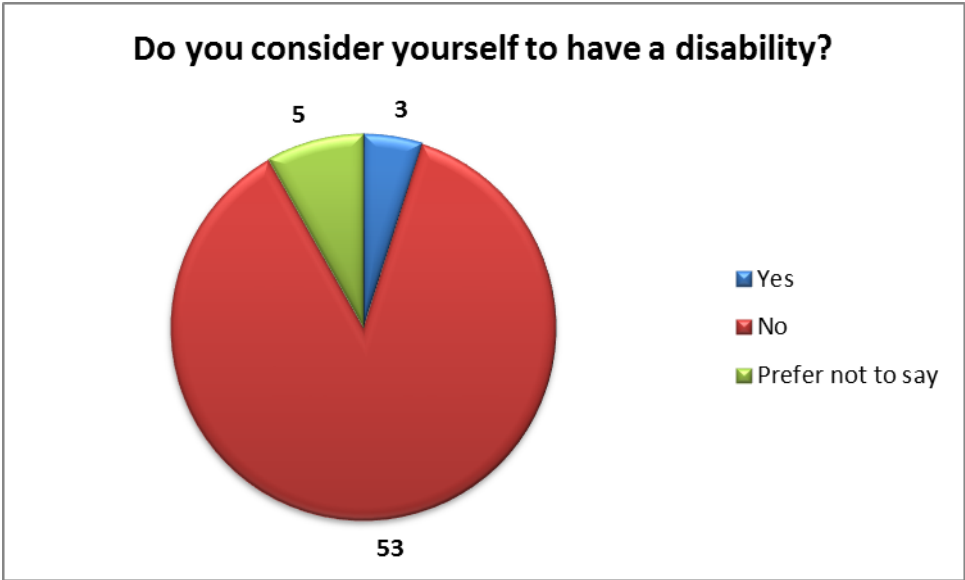
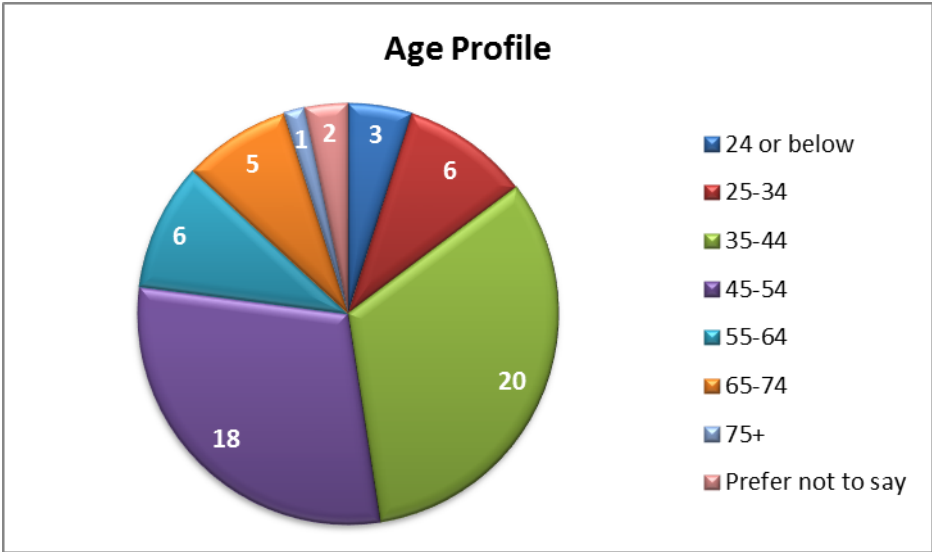
The following is an analysis of those survey respondents who answered the demographic questions.

Are you responding to this consultation as...?



Gender





4 Findings

4.1 Responses

Overall 866 comments were received from the public during Phase 2. Furthermore, many of these comments were summaries of several individual comments made during the table discussions at each of the public events.

4.1.1 Public events

77 residents attended the 8 public events, along with 20 local councillors. Despite this disappointing turnout the quality of the discussions that did take place was high and a summary of the main findings is set out in section 4.2 below.

4.1.2 Online survey

A total of 63 surveys were completed (58 online and 5 in paper form). Main findings are set out in section 4.2 below.

4.1.3 Feedback cards

32 cards were completed and a further 11 people responded through the council's online response form (similar to the feedback cards). This feedback is included in the findings in 4.2.

4.1.4 Other written comments

In addition, an extended written response was received by a community organisation and a note commenting on the Sale event; also included in 4.2. There were a number of additional comment cards, meeting notes and an extended letter response on the Pathways element of the consultation.

4.2 Analysis of findings

Trafford provided a number of channels for members of the public, stakeholders and businesses to respond to this process over later autumn and early winter 2015. Whilst there were extensive opportunities for individuals to engage with the consultation, the numbers taking advantage of those opportunities was lower than anticipated.

The consultation provided an opportunity for residents and other interested parties across Trafford to express their views on Trafford's budget proposals. Their feedback provides a rich view on the budget proposals that will be used to inform final budget decisions.

TCC have analysed the findings using specialist software that helps to structure and make sense of large volumes of qualitative (textual) information.

Using this approach and the consultation framework described above we have followed the structure of the online survey to present the feedback. This grouped the proposals under the six themes described in 3.1 above, namely:

9. Working smarter
10. Buying better
11. Maximising income
12. Eligibility and access
13. Joining up services and working together
14. Promoting independence

This framework was also used in the public event discussions.

The findings are set out in question order with a graph showing the responses to each question from the survey followed by a summary of the key points made in both the text boxes in the survey and from the public events, comments cards and other written feedback.

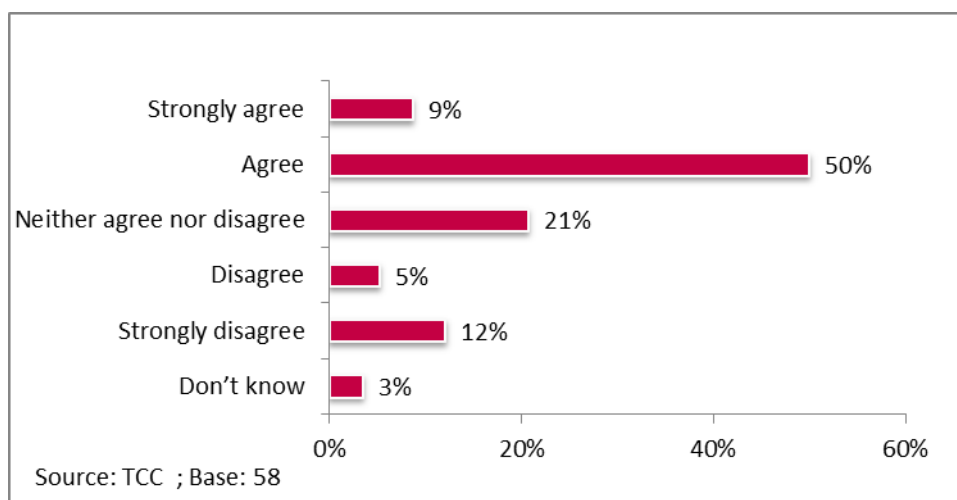
Please note that comments and qualitative data are intended to provide texture and demonstrate the different approaches to an issue. We tend to find, as with here, that negative comments outweigh positive. As such a larger number of qualitative positive or negative points is not a demonstration of scale of agreement or disagreement but rather a representation of the available differing points of view within that position.

4.2.1 Working smarter

All Age Travel Assistance Policy

As Figure 1 shows, 59% of survey respondents agree or strongly agree with the proposal to have a consistent approach across adults' and children's transport services, with 17% disagreeing or strongly disagreeing. It is important to note that the response is to the question above and cannot necessarily be taken as an endorsement of the policy.

Figure 1: Q1. What do you think of our proposal to have a consistent approach across adults' and children's transport services?



This proposal generated the second highest number of comments and suggestions (102) in Phase 2, behind only Council Tax (114 comments). The following is a summary of those comments and suggestions. Within this consultation a question was asked to obtain feedback a targeted separate consultation on this proposal is due to finish on 2 February 2016 and will be reported on separately.

There were 15 comments in agreement with the proposal and 38 against; with 18 neutral and 31 suggestions.

Comments in agreement

Agreement with the policy tended to be on the basis of cost and reasonableness, comments included:

“Agree council should allow only one alternate address in addition to house address and should be equal distance.”

“Agree council should not pay travel beyond nearest eligible school”

However, many of those agreeing only did so with provisos, for example:

“Agree that pick up points could be appropriate for some children but door to door drop offs still needed for some children.”

“Agree as long as safeguarding issues are managed properly.”

Comments in disagreement

Most comments disagreeing with this proposal were on the basis of fairness, safety and the financial impact the policy would have.

“Why should it cost someone with SEN/severe disability £20 per day to attend college, when an able bodied person could access the same college for £4 per day?”

“The proposal to increase charges to young people with SEN & adult learners etc from £2/journey to £10 is unbelievable and ridiculous... It would absorb virtually all of a disabled person's DLA/PIP's benefit, both care and mobility. Although £10/journey may be a 50% discount, the bulk of the cost should be spread across the majority (ie all taxpayers locally) rather than the unfortunate few who are disabled etc.... A charge of £3 (50%) rise would be more appropriate.”

“It's not okay and is clearly discriminatory to expect severely disabled children to get on normal buses.”

A number feel that the policy would discriminate against those attending grammar schools:

“Children will not be entitled - will be penalised for attending a grammar school.”

“The part with which I disagree is discriminating against grammar school pupils whose school may be further from home than the nearest school. This is unjust in an area of selective secondary schools.”

There were also comments on the process and concern that this will have a negative effect on the relationship between Trafford and parents, for example:

“Advised not all groups have been written to and 28 day legal consultation period has not been provided.”

“Relationship with Trafford with parents is breaking down – legal challenges will increase from parents which will affect the overall savings.”

Other comments and suggestions

These included:

“Costs should be equitable with the costs paid by children accessing other transport means.”

“Is there a volunteer element to transport?”

“Travel assistance may be required from below age 4 as attendance at special needs schools can start in advance of other school age children.”

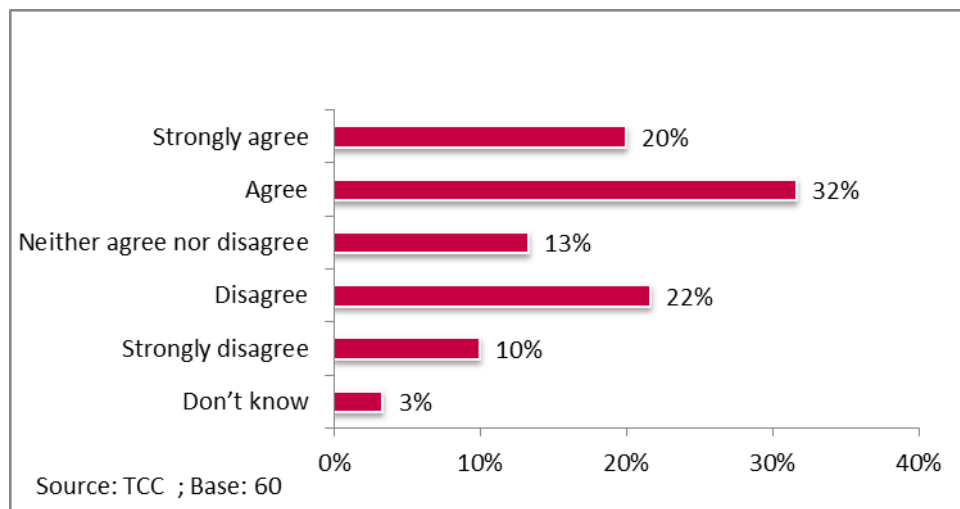
“Need to look holistically at all the bureaucracy parents/carers have to work their way through. Putting more stress on them.”

4.2.2 Buying better

One Trafford Partnership

As figure 2 shows, this proposal - which included letting grass grow longer and removing the 8 'Bring Sites' - was supported by 52% of survey respondents agreeing or strongly agreeing, with 32% disagreeing or strongly disagreeing.

Figure 2 - Q2. What do you think about the proposals for One Trafford Partnership to introduce new approaches and investment in systems and equipment to save money?



There were 73 comments in total on this proposal: 12 comments in agreement, 29 against, 8 neutral and 24 suggestions.

Comments in agreement

Comments supported letting the grass grow longer, some wanted to go further allowing wild flowers grow for environmental reasons, for example:

"I agree it is a good idea. I would suggest leaving all grass verges and letting wild flowers grow - better for bees and the environment."

Support for removing the Bring Sites, though some concerns about fly tipping:

"As long as it doesn't lead to increased fly tipping."

Comments in disagreement

Many of the comments were concerned about the length, scale and value for money of the contract with Amey and belief that, at best, Amey are so far unproven, comments include:

"The length of the contract let to Amey is economically illiterate."

"Jury is out on Amey until they prove they can do the job for the price. Council should not be claiming the service has improved until there is some evidence to back up this rather silly claim!"

"Removing 'bin sites' for recycling may well increase domestic use of street bins."

Other comments and suggestions

“Need clarity for community groups on who they need to contact.”

“Use apprentices and 'back to work' candidates to help bring Council properties back into use.”

“As a regular user of Moss Park I agree savings could be made with the grass being cut fewer times during the year. However, this particular park seems to be the "poor relation" when it comes to being looked after compared to Victoria Park. On a regular basis the bins are overflowing with rubbish, currently there are trees blown down and the pathways are covered in wet and decaying leaves. This is making the pathways very slippery and not safe for our elder park users.”

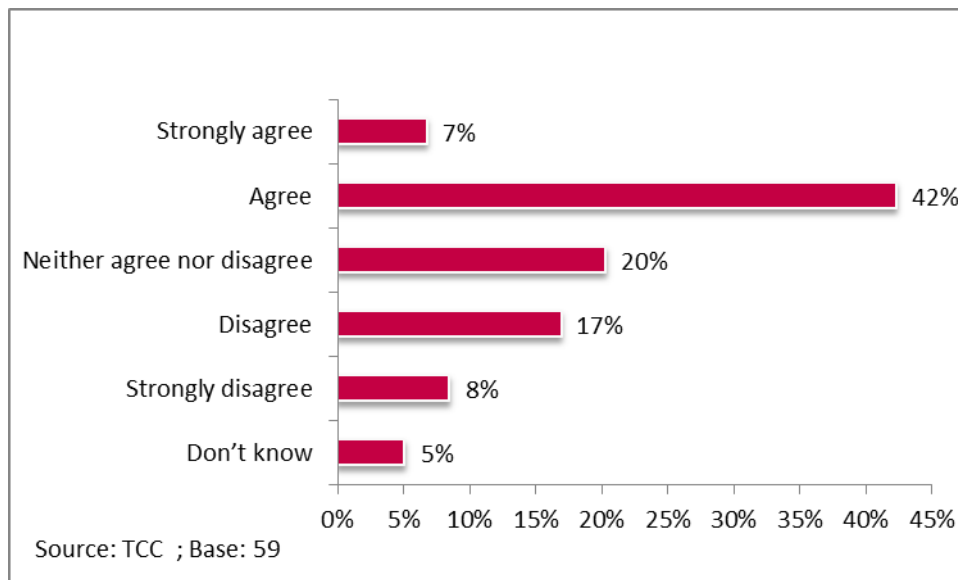
“...why not work with community groups who have been asking for this for some time to turn our sorry grass verges into wildflower verges.”

“Need to have more glass / cans / paper collections during December, January and February with fewer green bin collections which should be every two weeks during this period.”

Extra Care

As Figure 3 shows, 49% of survey respondents agree or strongly agree with the proposal to charge a common rate across all four sites, with 25% disagreeing or strongly disagreeing.

Figure 3 - Q3: What do you think of our proposal to introduce a common rate for Extra Care services across all of our four sites named above?



There were 31 comments in total on this proposal: 2 comments in agreement, 13 against, 4 neutral and 12 suggestions.

Comments in agreement

Only a couple of comments in agreement: one supporting a Greater Manchester approach to commissioning extra care housing and the other because it reduced the need for people to go into full time care.

Comments in disagreement

Most comments were in relation to fairness:

“I’m not sure that this charge should be the same across the area as it depends on available funds of each individual.”

“It is not fair for individuals to have to pay more when they haven’t been paying up until now.”

“I would prefer payment to be covered through tax rather than users paying. If payment is required then it should be a flat rate with financial assistance to those with low income.”

Other comments and suggestions

“Surely it depends on the quality of care, facilities and provision?”

“If the housing provider is using variable service charges then there are rules governing the consultation required to change the contractors providing the service. Residents may be unwilling to lose the organisation providing the services in the wellbeing charge. Equally some schemes may want to enhance the service offered and therefore be prepared to pay a premium. Where housing providers charge affordable rents then we are having to reduce these by 1% per year for the next 4 years under the measures introduced by the budget this summer. This is setting a climate where we need to reduce rents and service charges and not increase them. The other pressure on what customers pay will be the fact that Housing Benefit will be limited to the Local Housing Allowance level from 2018. Currently charges at extra care housing are well above the local housing allowance. People living at Newhaven on Housing Benefit will need to find £86p per week to meet the current charges. Adding a wellbeing charge on top of that could compound the affordability issues.”

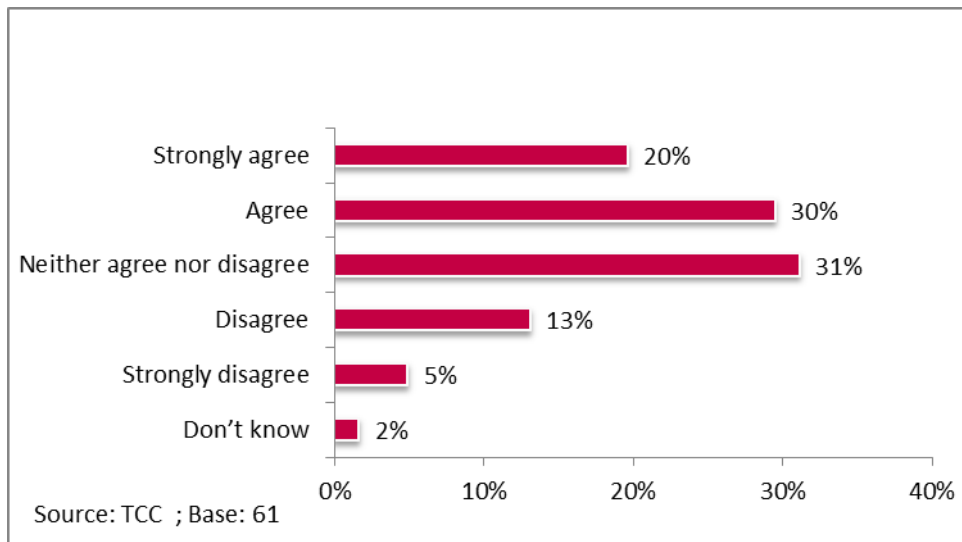
“Only if residents can afford to pay or have reasonable assets could that be used as a contribution.”

Commissioning/Market Management

As Figure 4 shows, 50% of survey respondents agree or agree strongly with this proposal, with 18% disagreeing or disagreeing strongly; 31% neither agreed nor disagreed.

There were 42 comments in total on this proposal: 7 comments in agreement, 17 against, 4 neutral and 14 suggestions.

Figure 4 - Q4: What do you think of our proposal to maximise savings and income by continuing to be diligent and reviewing existing contracts, recognising the need to consult with service users if affected?



Comments in agreement

Many of the comments – for and against – related to the Amey contract.

“I do agree but am deeply concerned that the Council have allowed Amey an 18 year contract with their option for a further 5.”

“...would say yes – concern that a lot of private sectors can undercut voluntary sector.”

“Group agreed that there was a huge opportunity to work collaboratively in Greater Manchester to deliver provision.”

Comments in disagreement

Many of the comments related to belief that outsourcing service led to lower wages and less security for employees, which would have knock on effects to the local community.

“People need good jobs with good wages and conditions and permanent contracts, by taking this approach you are not supporting this local need for work security and liveable wage.”

“Service provision to the most vulnerable in any community should be the most important. Outsourcing services to the 'cheapest' provider is not the answer - as stated in the Care Act quality is as important. It's important to look at consortia of organisations working together who may be able to deliver a better service. In addition, evidence shows poor support services to those in their own homes can actually cost more money as that person may need to move into residential care sooner.”

“Reviewing existing contracts' in practice means squeezing the income of those already on the lowest pay. This council may think that is a good idea. Some of us don't.”

“Paying less usually results in less pay for workers and therefore lower tax receipts and claiming more benefits.”

Other comments and suggestions

“An equality impact assessment needs to be an integral part of this, ensuring communities with protected characteristics, like lesbian, gay, bisexual and trans people, do not suffer increased inequalities as a result of cuts.”

“Building more sustainable providers who can deliver better quality service.”

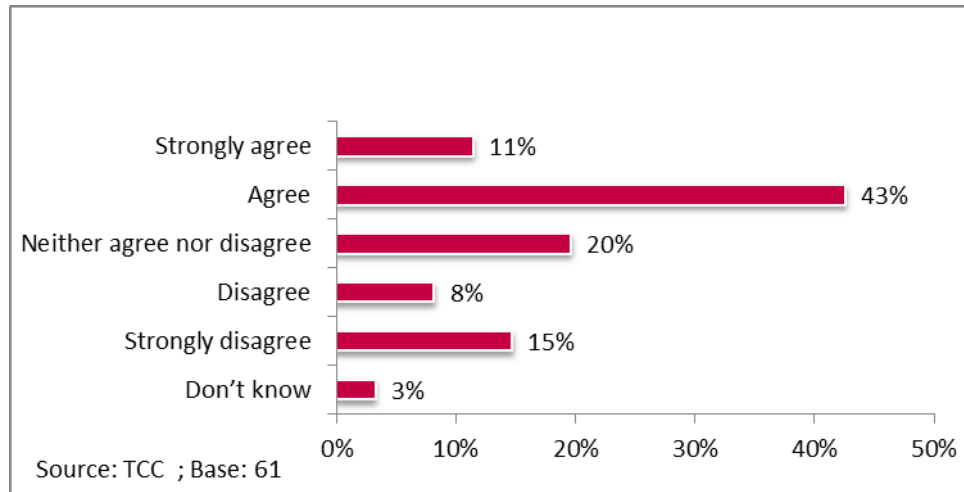
“Need to ensure that jobs that are transferred are paid living wage with proper contracted hours. Do not allow bids to be accepted that are below these standards.”

4.2.3 Eligibility and access

Reshaping adult social care

Figure 5 shows that 54% of survey respondents agreed or strongly agreed with this proposal, with 23% disagreeing or strongly disagreeing.

Figure 5 - Q5: What do you think of our proposal to review all individual care packages to ensure the most efficient use of resources, whilst still meeting the needs of vulnerable residents?



There were 45 comments in total on this proposal: 7 comments in agreement, 18 against, 4 neutral and 16 suggestions.

Comments in agreement

Agreement tended to be with the proviso that it be done fairly:

“Those who can afford should pay a contribution.”

“I agree but must be done fairly and without placing additional burdens on health providers.”

Comments in disagreement

There were various concerns about the impact of this approach, including:

“I work in a hospital and Trafford residents always suffer the longest delay to discharge due to difficulty getting care or care packages. This is compared to Manchester, Stockport or East Cheshire patients. I would rather pay more council tax and have better social care services.”

“This approach needs to involve all parties in the provision of care and support. Lack of resource to undertake these reviews will render the process ineffective from a time and cost perspective. Having to wait weeks for assessments to be undertaken is not a good solution.”

“Care is being undervalued with this approach, people are being short changed + the cracks will show in time. People not technology make good care.”

“Don’t get paid for travel time, and rota does not often allow for travel time.”

Other comments and suggestions

“Community care important as people go back into hospital. Also problems with hospital. Not helpful to blame each other. GM devo may help.”

“Council should consider whether it can charge for brokerage service for delivering care purchases, particularly for self-payment.”

“No one should be disabled by a poor care package - but also reviewing a care package should not mean an opportunity to increase eligibility criteria so that those who are still vulnerable no longer meet access levels to receive the support they previously did. In addition, a change in care package should not mean an increase in input by unpaid carers - parity of esteem in the Care Act shows the need for recognising their needs and ensuring their health and wellbeing does not deteriorate as a result of their caring role.”

*“I understand there is a plan to cut funding to carer services, it's important to consider that this will likely cost more in the long run. I recommend reading the recent piece of work undertaken by Surrey Council which shows that this is a false economy. The report can be found here:
<http://www.local.gov.uk/documents/10180/5756320/The+Economic+Case+for+Investment+in+Carers/a39c3526-c8a4-4a18-9aa4-b5d8061df8a2>”*

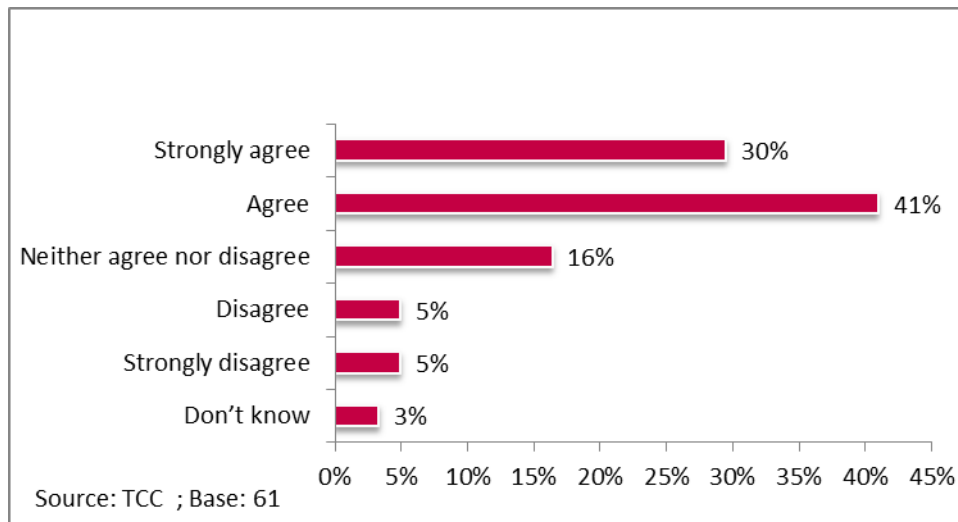
4.2.4 Joining up and working together

Integrated health and social care

Figure 6 reveals that an overwhelming 71% of survey respondents agree or strongly agree with this proposal, with 10% disagreeing or strongly disagreeing.

This proposal also attracted a lot of comments; 75 comments in total, with 13 comments in agreement, 18 against, 16 neutral and 28 suggestions.

Figure 6 - Q6: What do you think of our proposal to join up services across health and social care for children, adults and older people to remove duplication?



Comments in agreement

Integration is generally seen as a good thing...

“I think pooling budgets will be a good thing, may help issues around people being bounced around services.”

“General plans around integration of social care – why wouldn’t you want to do that – sensible approach.”

“Barriers between budget holders (adult, children’s service for example) can lead to a poor service.”

“The agencies have been saying this for decades, but progress has been very slow. Will progress be much faster this time?”

Comments in disagreement

Some specific concerns were mentioned, including:

“Whilst we appreciate that savings in this area are necessary due to the cuts made by Central Government, as a very experienced and specialist voluntary sector organisation, we know that short term savings made by cutting public health services – notably sexual health and mental health - will lead to greater demand and escalating costs in the long term.”

“There is a clear risk to cutting funding to the VCS, not only because they hold a wealth of experience providing targeted services and specialist expertise on how to confront complex and expensive problems – such as the recent issue of Chemsex which overlaps the boundaries between mental health, sexual health and drug and alcohol services – but also because they exist as community assets that are able to meet the wider needs of their communities using a person-centred and holistic approach.”

“As a Trafford primary school headteacher, I have seen the problems caused by HR becoming corporate. I am afraid that I will not get the rapid response from MARAT if they are dealing with adult social care issues too.”

“Access Trafford very difficult to get through – so one stop numbers often get clogged up.”

There were also some comments relating to the lack of information on this proposal, including:

“It's difficult to agree to proposals that contain no substance.”

“Don't think information very accessible. Public Health information is incredibly brief.”

Other comments and suggestions

“LGBT communities are disproportionately affected by a range of health inequalities (for example, sexual health, mental health, substance use, homelessness and poor experiences of accessing health and social care services) and in compliance with the 2010 Equality Act, these should be considered in the design and delivery of services.”

“Effective solutions to the problem of budget cuts alongside rising demand on public services lie in co-production between statutory and VCS organisations and the adequate funding of specialist VCS services.”

“Need to use named consistent key workers for families and vulnerable people to help them build trust and relationships.”

“How will the Council ensure the appropriate levels of skill remain across the integrated team for the different aspects of care e.g. Children and Adults which will have their own nuances? Cost efficiencies are understandable but not when key skills are lost as a result.”

“Single points of contact – must be adequately staffed fast & responsive.”

“Every family in contact with us says this: need streamlining, need information, someone to signpost, give information.”

Keeping families together

As Figure 7 shows, the vast majority, 78%, of survey respondents agree or agree strongly with this proposal; with just 5% disagreeing or strongly disagreeing.

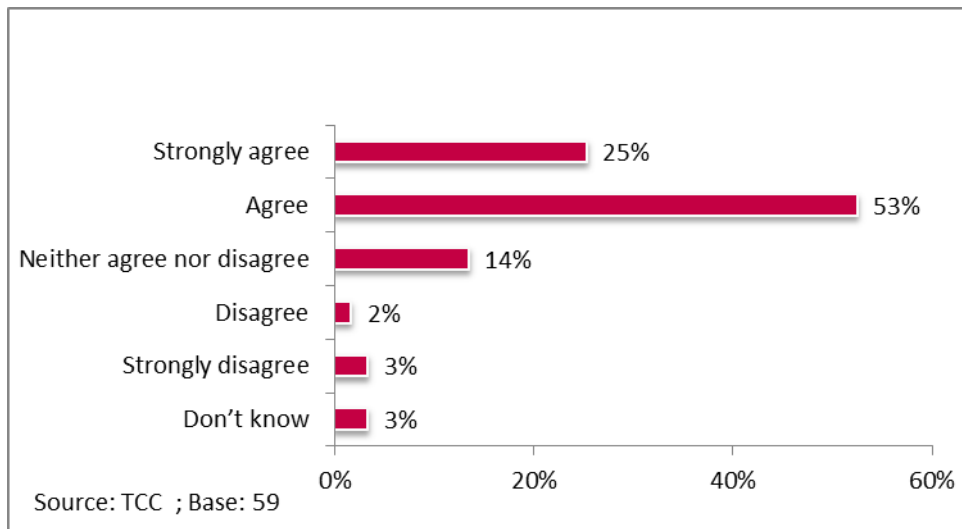
This proposal attracted 16 comments in total; with 5 comments in agreement, 3 against, 3 neutral and 5 suggestions.

Comments in agreement

“If a family can get help to stay together then that has to be better than social care.”

“A whole family approach is recommended. However, this will need to involve a skilled multi-disciplinary team who are able to cope with the often multi-faceted challenges faced by some families. A strong partnership with mental health services, carer organisations etc. The fact that young carer services are no longer funded in the borough and the expectation that regular youth services can cope with the needs of this vulnerable group is not the way this new service should work.”

Figure 7 - Q7: What do you think of our proposal to establish a single service to keep families together by responding to families in crisis so children don't come into the care system?



Comments in disagreement

Some concern that this approach might not meet statutory requirements:

“This could put children at risk and doesn't comply with public duty to safeguard.”

“Citizen's in policy is not being met under discretionary duty which was requested to be reviewed.”

Other comments and suggestions

“It is sensible to try and keep families together? It's a pity that some Sure Start centres are going as they help prevent families going into crisis in the first place.”

“Depends on maintaining key workers for families, so they can build relationships with named workers.”

“The contact centre or staff who answer incoming calls need to be well trained, though”

‘Front door’ to our children, family and wellbeing services

As Figure 8 shows, there is overwhelming support for this, with 84% of survey respondents agreeing or strongly agreeing with this proposal, and just 2% disagreeing.

This proposal attracted 53 comments in total; with 11 comments in agreement, 10 against, 8 neutral and 24 suggestions.

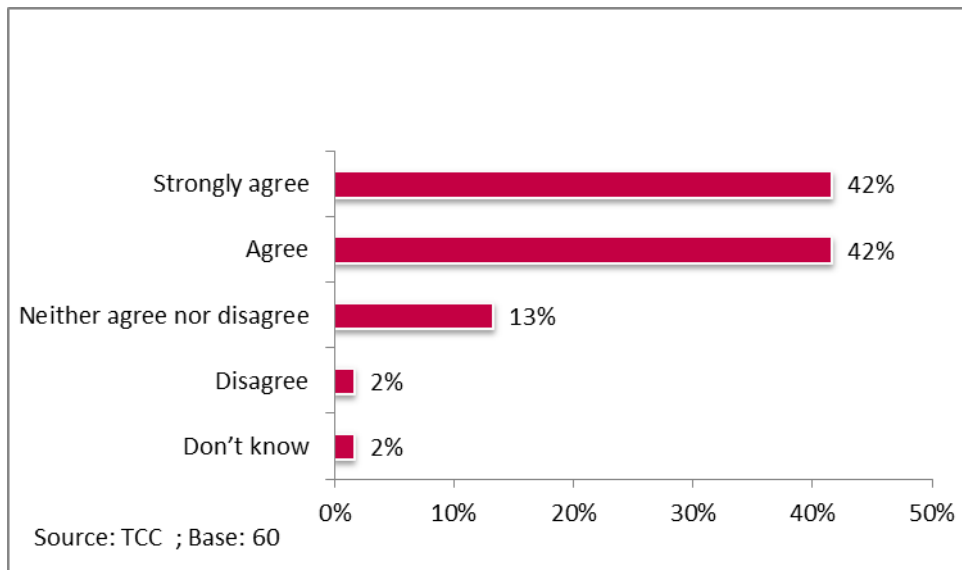
Comments in agreement

“Yes want working across all areas in adult & children services.”

“Good idea. Bad when people get passed along the line and have to wait for access and vital information.”

“I do agree but we already have this with MARAT.”

Figure 8 - Q8: What do you think of our proposal to have a single point of access for agencies and professionals, for example, to contact us if they are concerned for someone's welfare to ensure vulnerable children and adults receive an appropriate response?



Comments in disagreement

“Does this apply to Adolescent psychiatric services?”

“Trafford gets the lowest amounts per pupil across the country – can you lobby.”

“THT are pulling the plug on youth – Lostock closing”

Other comments and suggestions

“A single point of access is an excellent idea - but marketing is crucial.”

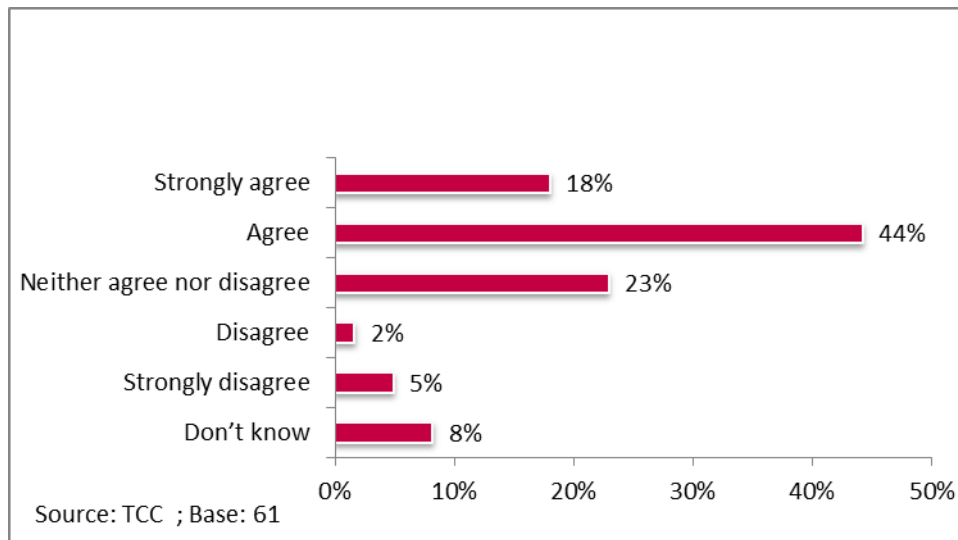
“The contact centre, or staff who answer incoming calls, need to be well trained.”

Learning Disability, Complex and Additional Needs (CAN) and Personal Budgets

As Figure 9 shows, 62% of survey respondents agreed or strongly agreed with this proposal, with 7% disagreeing or strongly disagreeing and 31% who could not decide.

This proposal attracted 67 comments in total; with 4 comments in agreement, 26 against, 13 neutral and 24 suggestions.

Figure 9 - Q9: What do you think of our proposal to develop a joined up service for children, young people, adults and older people with complex needs and learning disabilities improving outcomes and enabling people of all ages to have access to appropriate support in a planned way



Comments in agreement

"I agree in principle, but there's no mention of how it will also ensure the different groups don't meet, i.e. offenders not coming into contact with children, etc."

"Pleased that being listened to today."

Comments in disagreement

"You don't talk to each other now. Joining services will only mean reductions in the number of staff employed by Trafford. I doubt very much that the people affected by this will benefit."

"No! It's a terrible idea. They don't have the same needs and requirements."

"Not much for deaf people – limited access & resources."

"Deaf people don't know how to contact Trafford e.g. to use type talk."

"Constant moving of adults with learning difficulties who suffer every time they lose stability and their friends."

Other comments and suggestions

"This service must be co-designed by those who will use it - people with LD (of all ages) and carers. Consultation is not enough - if you want people to have opportunities in life to live independently, live well and provide reassurance to carers that a whole life approach is being adopted - co-design is the only way forward... This will mean commissioners and providers will need to be brave and recognise that they don't always know best."

"It would be nice if the Council also had a budget to help children of exceptional ability to fulfill their potential. Gifted & Talented assistance in State schools is virtually non-existent. These are the kids that really are the future."

"There has often been a problem for a service user reaching 16 or 18 and leaving an adolescent service, especially adolescent psychiatry, and trying to avail himself or herself of the relevant adult service. Problems have also existed for people aged about 15-19 seeking such a service for the first time, being refused help by one agency as too old and by another agency as too young!"

4.2.5 Maximising income

Car parking

Figure 10 shows that 70% of survey respondents agree or strongly agree with the proposed increases to parking fees; with 23% disagreeing or strongly disagreeing.

Similarly, Figure 11 shows that 73% agree or strongly agree with the introduction of charges and the hitherto free car parks named, with 20% disagreeing or strongly disagreeing.

Figure 10 - Q10: What do you think of our proposal to increase Parking Fees as shown in the table?

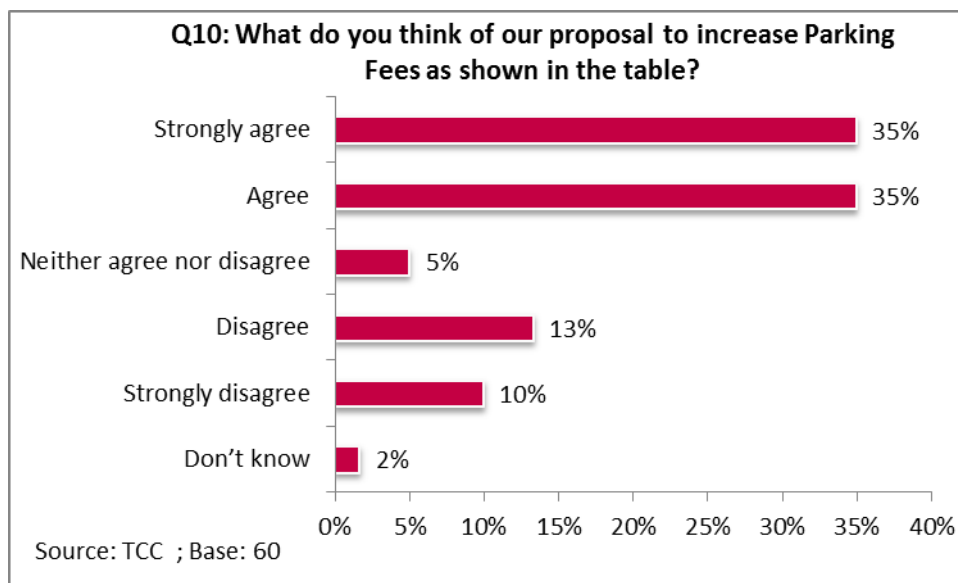
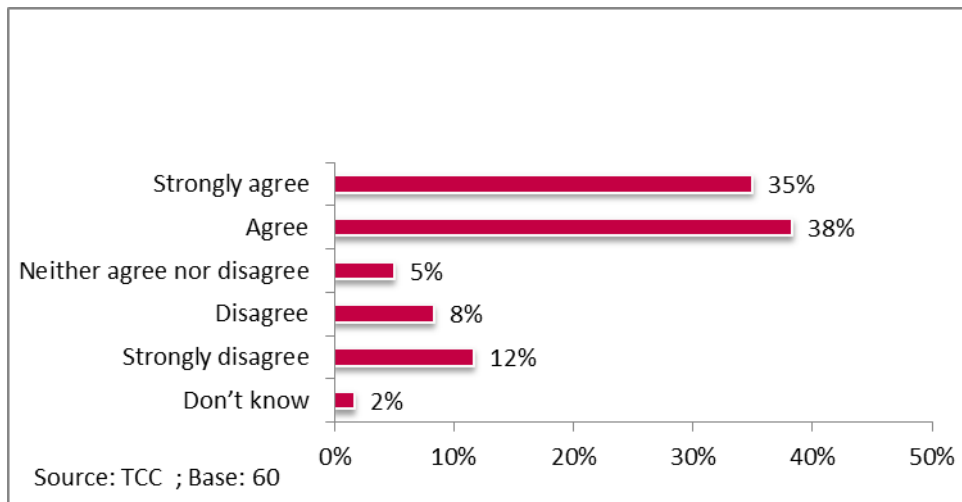


Figure 11 - Q11: What do you think of our proposal to introduce charges at the following car parks which are currently free all day: Balmoral Road, Altrincham, Golden Hill, Urmston, Warrener Street, Sale Moor. The proposal is for up to 2 hours free; over 2 hours £1?



This proposal attracted 67 comments in total; with 20 comments in agreement, 20 against, 6 neutral and 21 suggestions.

Comments in agreement

Supporting comments generally felt the proposed increases are reasonable and would not affect parking, comments include:

“Still relatively modest and could be increased.”

“Fair enough to raise car parking charges in Altrincham as people would come regardless...”

“...the charges seem reasonable and will still allow some free parking.”

“I believe the parking fees should be increased further. Fees are still very low, and increased fee income would help to protect essential services.”

“These car parking charges are too low. The council should discourage people from using private motor vehicles which pollute the atmosphere and discourage physical fitness.”

Comments in disagreement

Concerns mostly focused on deterring town centre shoppers, particularly in Altrincham.

Parking charges, and the over-zealous enforcement, previously gave Altrincham a notoriety and many people stayed away as a result

“Put fees up but reduce penalty.”

“...the introduction of a charge of £1 for the day, whilst not unreasonable, is going to encourage people to park everywhere along the roads that is free and cause further congestion...”

“Since the Council are proposing to charge for use of the Balmoral Road Car Parks are you now going to provide some maintenance for these Car Parks? I object to paying for a car park with pot holes and no proper tarmac surface, often covered in litter and shrubbery...”

“Parking is a significant factor when encouraging trade, customers and increased footfall. Increased parking charges will mean our town centres will not be able to compete with surrounding areas like Cheshire and Trafford Centre.”

Other comments and suggestions

“...look at ease of paying e.g. contactless.”

“Pay on exit is better than pay on arrival.”

“I think that the 30 minutes should be free to allow for short-term parking, and assist local shops.”

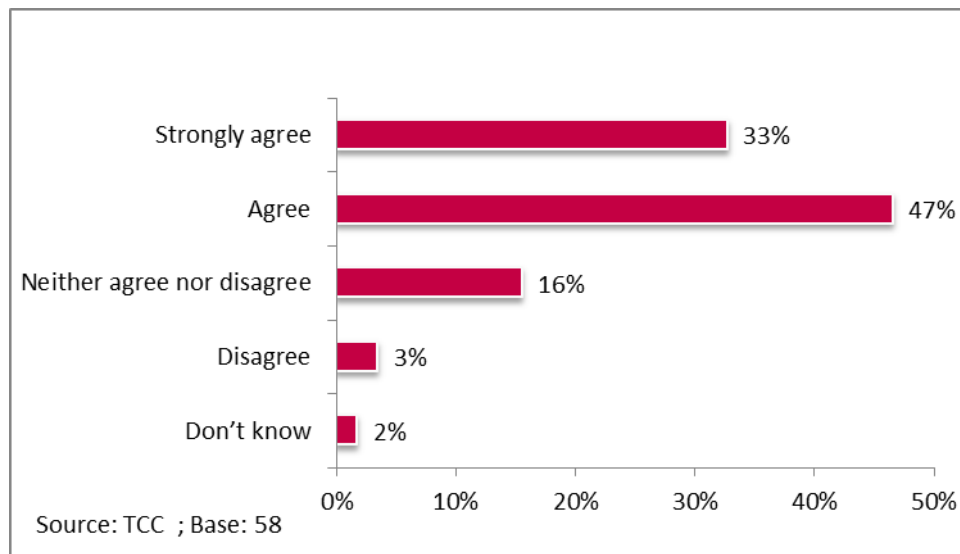
“The free period should be longer, The aim is to discourage all-day parking.”

“The comments are with regards to Sale Moor car park... the community of Jehovah’s Witnesses that meet in the area will seem to be “fined” for their worship since their meetings and activities usually last over two hours...could some sort of work or religious parking permits be granted to those who apply for them on reasonable grounds?”

Maximising funding

Figure 12 shows that 80% agree or strongly agree with looking at various sources to increase Trafford’s funding (such as attracting more businesses to the borough, which would increase business rate income) with just 3% disagreeing.

Figure 12 - Q12: What do you think of our proposal to maximise funding using these sources to mitigate the need for savings elsewhere?

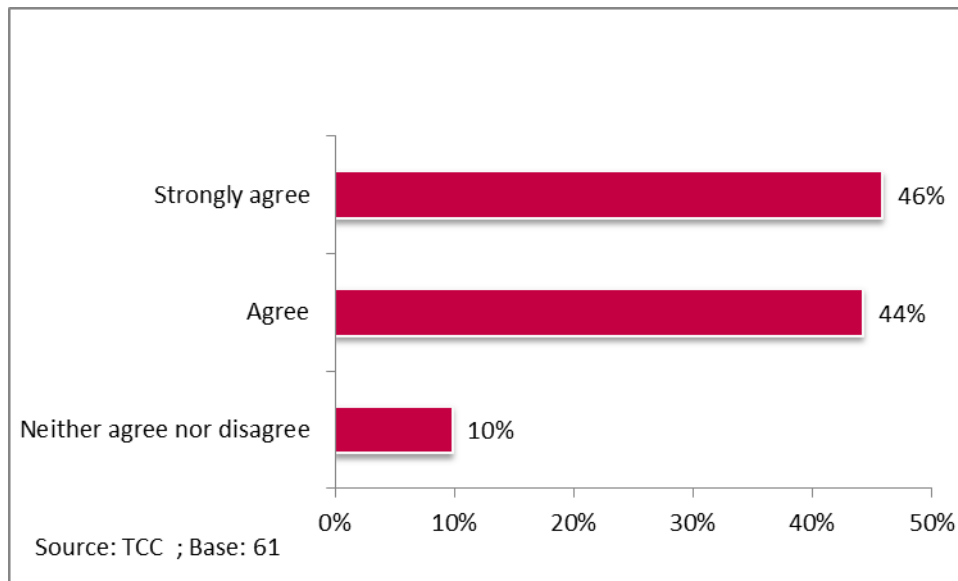


There were just 3 comments on this proposal, all suggestions. Unfortunately these comments are all illegible.

Income generation

As Figure 13 shows, there is almost unanimous support for this, with 90% agreeing or strongly agreeing, and the remainder undecided.

Figure 13 - Q13: Do you agree we should continue to invest time and effort to maximise income generation through the better use of Council assets?



This proposal attracted 27 comments in total; with 7 comments in agreement, 6 against, 2 neutral and 12 suggestions.

Comments in agreement

“I agree; it’s critical that LAs find ways to maximise income, to reduce levels of cuts and protect services.”

“Isn't that what you should be doing anyway?”

Comments in disagreement

“Not much opportunity in this ward.” [Old Trafford]

“...will just concentrate wealth further in already wealthy areas.”

Other comments and suggestions

“...ability to retain business rates by 2020 - will this represent a large increase in income for Trafford?

I'd also like to know how the newly-announced airport windfall will affect the Council's budget (<http://www.manchestereveningnews.co.uk/business/business-news/councils-25m-windfall-manchester-airport-10541137>) In essence, as the proposals were put together prior to both the spending review and windfall announcements, I'd like to know whether these factors can reduce the amount of cuts which currently need to be made?”

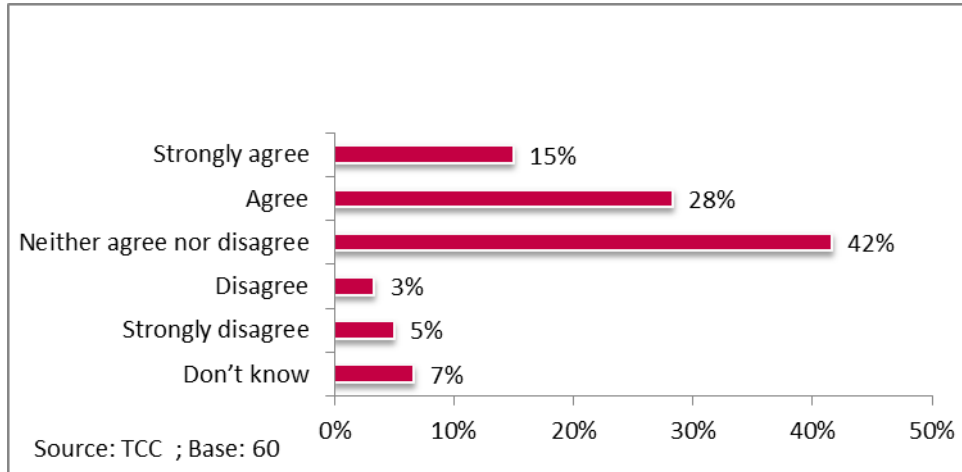
“Policing:- change the role of traffic wardens to be able to issue fines for environment issues that would be done by an enforcement officer. Eg dog fouling, bins left out incorrectly, littering, graffiti, nuisance kids Make them Council enforcement officers with the focus of improving area.”

Bereavement services

As Figure 14 shows, the biggest single response, 42%, was from those who neither agreed nor disagreed with the proposal, with a further 7% who responded ‘Don’t know’. 43% of survey

respondents agreed or strongly agreed with the proposals and 8% disagreed or strongly disagreed.

Figure 14 - Q14: What do you think of our proposal to introduce a range of new products in our Bereavement Services such as, above ground Sanctum Vaults (small stone casket) for cremated remains and to review our fees and charges?



There were 7 comments on this proposal: 1 in agreement, 3 disagreeing and 3 suggestions-including:

“Agree in principle but fees and charges should be reasonable, not ‘rip-off’.”

“Increasing bereavement fees is a cruel tax on people with no choice.”

“Bereavement is not a choice like using a motor vehicle or public transport, so I am not sure if it is fair to increase charges or subsidise them.”

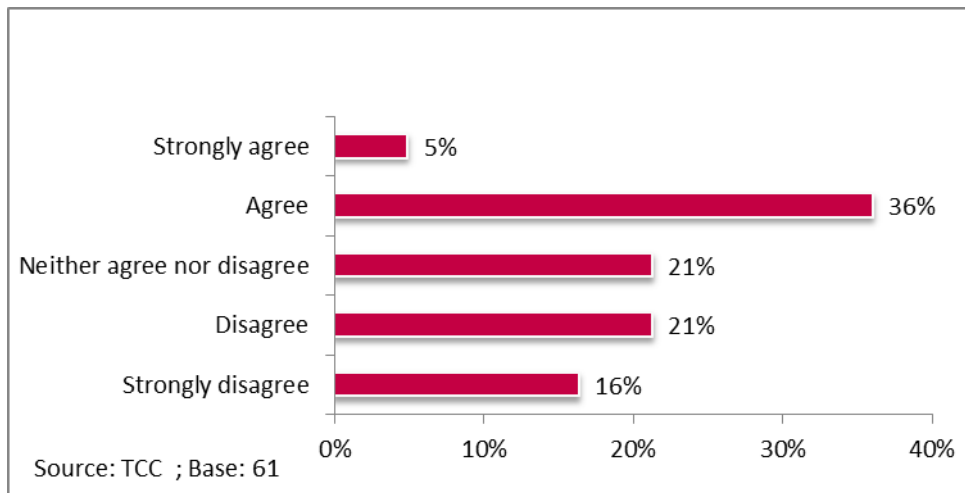
“Need to ensure that in increasing cremation/burial costs we don’t increase the number of pauper burials the council has to pay for.”

“As long as there is an EIA and funeral poverty is considered.”

Fees and charges (care services)

Figure 15 shows 41% of survey respondents agreeing or strongly agreeing with this proposal, with 37% disagreeing or strongly disagreeing and 21% undecided.

Figure 15 - Q15: What do you think of our proposal to introduce additional charges, based on people’s ability to pay, for those contributing towards their own care?



There were 20 comments on this proposal: 2 in agreement, 7 disagreeing 6 neutral and 5 suggestions - including:

“If you pay NI contributions then care should be free.”

“Care should be paid for by society.”

“Stop moving service towards privatisation.”

“A 'common' service should have a 'common' price to all. Those who can't afford to pay should be subsidised by all council tax payers. Those who have been careful and saved should not be expected to pay more.”

“It would depend entirely on the fees, the means testing process, individual circumstances and the basic service level for those unable to pay.”

Council Tax

Figure 16 shows that 44% of survey respondents agree or strongly agree with the proposal to freeze Council Tax, with 37% disagreeing or strongly disagreeing.

Interestingly, this proposal attracted the most disagreement, with 114 comments in total; 6 comments in agreement, 66 against, 19 neutral and 23 suggestions.

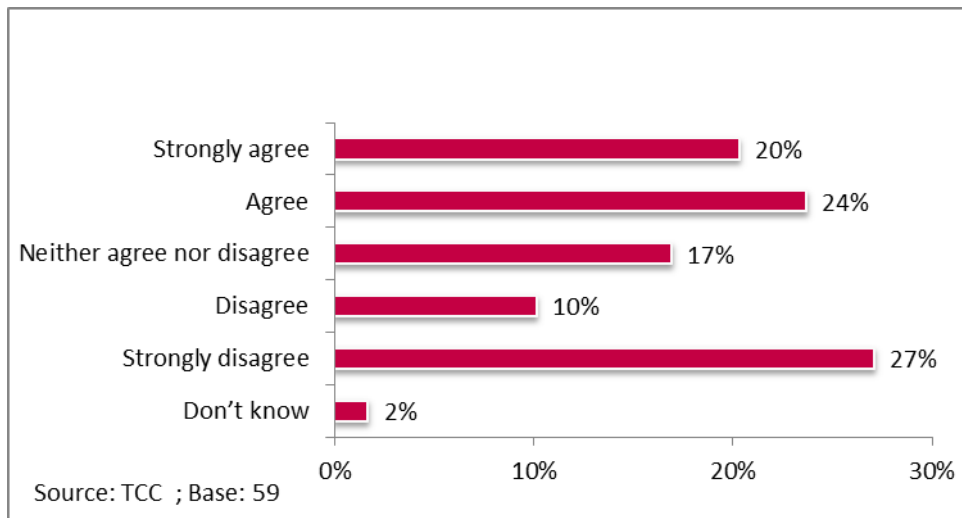
Comments in agreement

“General view that council tax shouldn't be increased if we receive the freeze grant.”

“Would favour a freeze.”

“I am a resident of Trafford and also work in Trafford. I agree with the proposed Council Tax freeze if this is at all possible.”

Figure 16 - Q16: What do you think of our proposal to freeze Council Tax if the Council receives a Government 'freeze grant' of £900k in return?



Comments in disagreement

“The latest Govt budget allows Councils to increase Council Tax by 4% without a referendum. At the first round of consultation, residents were in favour of increasing Council Tax to reduce the necessary cuts. Increasing by the full 4% would raise an additional £3.2M (£2.3M after losing the funding). £2.3M is not to be sniffed at and would only cost the average resident (Band D) an extra £50 a year.”

“Council tax showed not to be frozen year-on-year sometimes we need to take more in the way of Council Tax when we need to.”

“Council tax – wouldn’t object to an increase of 3-4% if it paid for services to older people/people with support and care needs.”

“The ‘pride’ with which the council takes in the grant freeze is abhorrent. If they had not insisted on this freeze for the past five years we may not be in the dire straits we are now. I strongly think that the council should increase the council tax to mitigate the impact of cuts to services as much as possible...”

“Please stop being proud of such low Council Tax - why should any of us be pleased about this when our services are so low?”

“Stop trying to be the Tories golden Council - put up the rates, it's absurd to hold on this idea when you are slashing services.”

“‘Boasting’ about freezing council tax every year does not impress me, we need good quality sensible policies for all. Other utility bills increase every year, so why not council tax?”

“First round of meetings – people felt wanted to increase council tax – why are you sticking to no increase?”

Other comments and suggestions

“You should tax the wealthy residents in Trafford - those in expensive homes that seem to reap most of the benefits from Trafford services.”

“Better to have a small increase each year as people don’t miss a small amount – any increase will seem a lot now – should have done it year on year.”

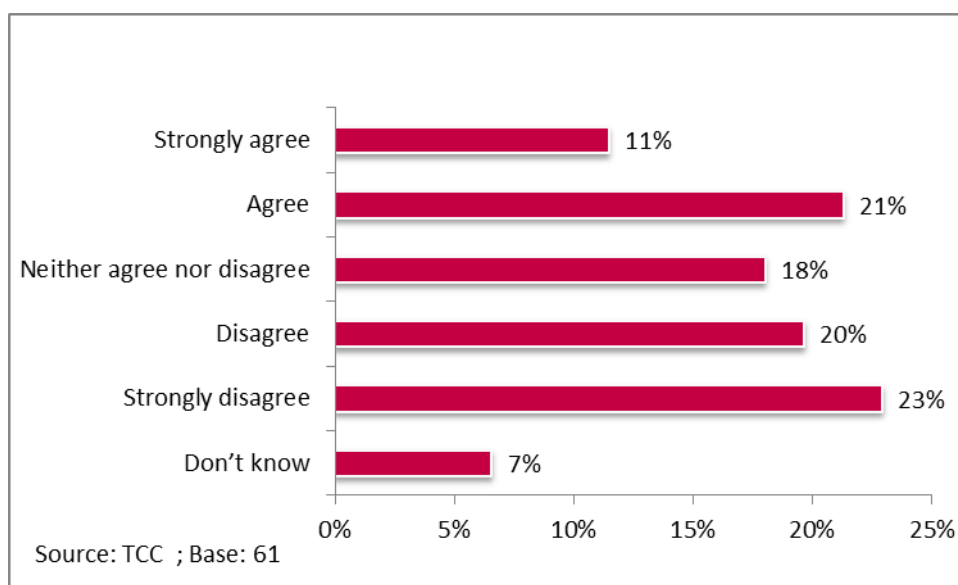
“How would you safeguard low income families?”

4.2.6 Promoting independence

Pathways (Day Centre for Adults with Learning Disabilities)

Figure 17 shows that 43% of survey respondents disagree or disagree strongly with the proposal to provide day support differently, with 32% agreeing or agreeing strongly.

Figure 17 - Q17: What do you think of our proposal to provide day support differently?



There were 41 comments in the general consultation on this proposal: 2 in agreement, 22 disagreeing 6 neutral and 11 suggestions, including:

“People are choosing to go to other places now and use personal budgets.”

“Constant moving of adults with learning difficulties who suffer every time they lose stability and their friends.”

“Some clients might need the support and interaction with other clients! This might be a social significance for them!”

“Parents are in their 70/80 years – they don’t like change.”

“Weekend use/evenings offer! – look at future need.”

“Could it become self funding/ sponsorship?”

Specific Pathways consultation

4 feedback cards were received in relation to this plus notes from a face to face meeting with services users. As well as a number of suggestions put forward on how to maintain the current

services levels there was also a number of personal comments setting out individuals concerns.

“My relative has been attending the service since she was 19 and she is now 51, I am very worried about the impact that it will have on her”

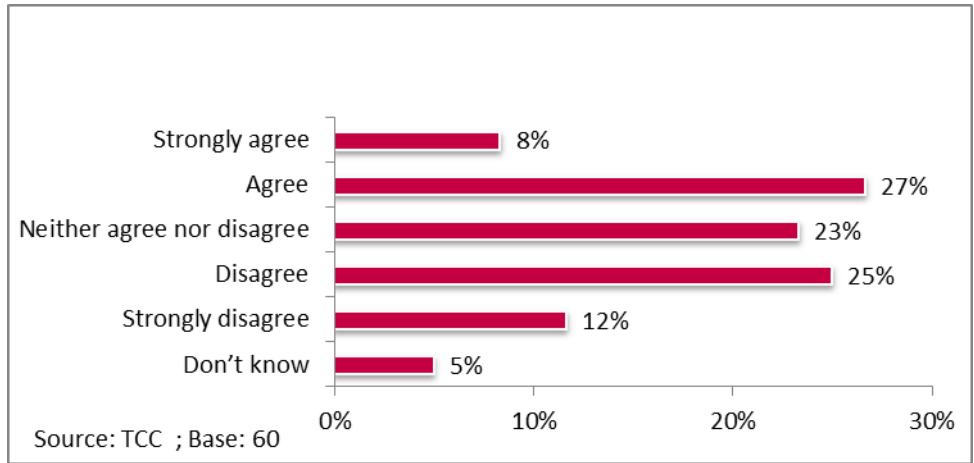
The meeting accepted that there was a need to change the service and that its current location and cost cannot be accommodated within the current budget restrictions that the authority faces.

- In that light the service user families put forward a number of potential alternatives for the service to keep it going.
- commitment to continue the employment of the current Pathways staff due to their familiarity with the current service users;
- a suggestion of using existing locations and integrating the service provision into premises either at Trafford General Hospital or in property owned by housing associations;
- selling the site for use as sheltered housing with the condition that Pathways service is maintained on site;
- hiring surplus classroom facilities for users and staff; hiring spaces at sports centres;
- letting out the unused accommodations at Meadowside privately or commercially, including to local clubs;
- a more tentative suggestion to integrate the Pathways service into a privately owned establishment, with the caveat that current Pathways staff are also integrated and employed by the private contractor via TUPE or TUPE-equivalent.
- Relocating the district nursing service or other Trafford service to the site
- Inviting private sector care providers to purchase the facility
- A partnership with Tameside Care

Supported Living

As Figure 18 shows, 37% of survey respondents disagree or disagree strongly with this proposal, with 35% agreeing or strongly disagreeing and 28% undecided.

Figure 18 - Q18: What do you think of our proposal to reduce the supported living provision we own and run by closing one facility and working with other providers to offer alternatives in Trafford?



There were 33 comments on this proposal: 6 in agreement, 16 disagreeing 3 neutral and 8 suggestions, including:

“Positive support for greater independence.”

Concern raised re vulnerable people being passed onto organisations.

“Quality of care companies – all cramming, missed visits, quality of visits.”

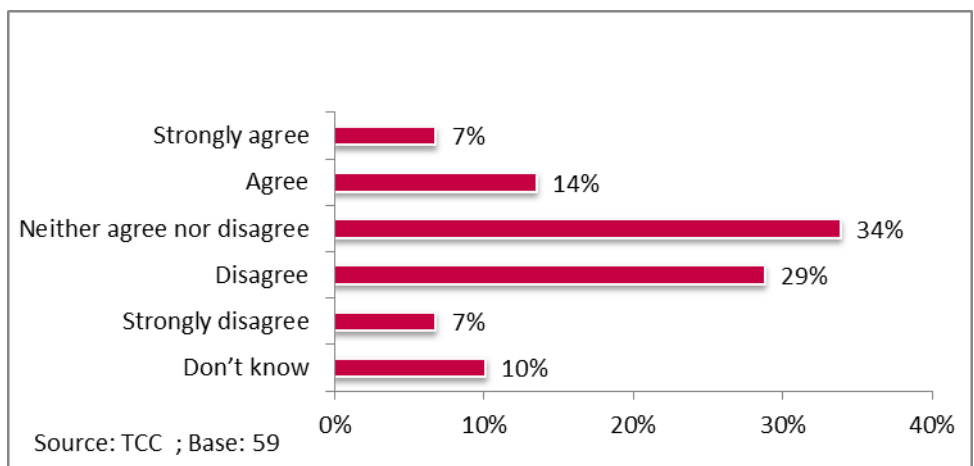
“People with dementia can't complain – as they don't know.

Discussion on table re providers/contracts in place/number of audits/monitoring of contracts/safeguarding monitoring.

Ascot House

Figure 19 shows that 44% of respondents were unable to offer a view on this proposal, with 21% agreeing or strongly agreeing and 36% disagreeing or strongly disagreeing.

Figure 19 - Q19: What do you think of our proposal to develop the health and social care services provided at Ascot House, working together with the health sector?



There were 18 comments on this proposal: 1 in agreement, 8 disagreeing 7 neutral and 2 suggestions. Most of the concern was about respite care; comments include:

“Building needs some money spending on it.”

“Please do not remove respite or social care assessment facilities. Where would the social care assessments take place then?”

“Respite care is essential at Ascot House. Again, there are not enough facilities as it is.”

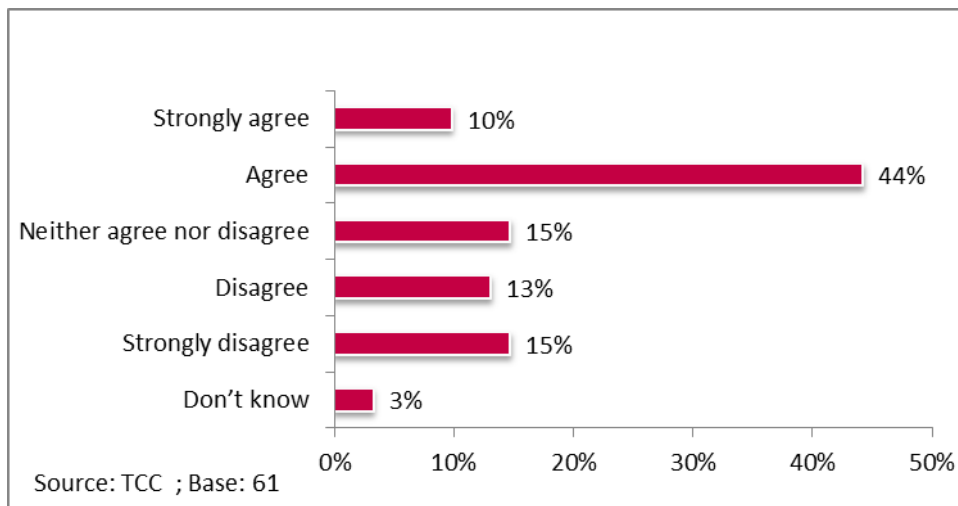
“Respite is a vital service and should never be cut. It is a lifeline and the only thing that prevents people ending up in full time care.”

“This looks like a further withdrawal in services camouflaged by what you make appear to be progress.”

Aids and adaptation

Figure 20 shows that 54% of survey respondents agree or strongly agree with this proposal, with 28% disagreeing or strongly disagreeing.

Figure 20 - Q20: What do you think of these Aids and Adaptation proposals?



There were 17 comments on this proposal: 6 in agreement, 5 disagreeing, 3 neutral and 3 suggestions, including:

Told of benefits that have been provided to keep an elderly relative to stay at home – providing aids and adaptions. “Been excellent”

Use of technology to monitor how long carers are spending with clients (this was welcomed).

4.2.7 Other feedback

There were a number of comments received about the consultation process itself:

“Difficult to make an informed response to some of the proposals when background is difficult to find. Would've been helpful for the Council to put number of useful reports & documents on the budget consultation web page.”

“Meeting not advertised very well.”

“Got details in post and had missed the 1st 2 events.”

“Trafford needs to improve its communication generally.”

“Local papers are not delivered in Old Trafford.”

“How much has consultation cost?”

5 Conclusions

5.1 Response rate

Excluding the separate Pathways consultation, a total of 77 Trafford residents attended a public event, 63 people responded online or on paper to the survey, 32 feedback cards were returned and 11 emails and 2 letters were submitted as part of Phase 2. This is a total of 185 responses, though does not necessarily represent 185 separate residents as some may have attended an event and completed a feedback card and/or an online survey.

As significant promotional activity was conducted by the council (see section 3.2.4 above) this was a disappointing response. We believe this reflects the fact that, with the exception of all age travel policy and Pathways – which are subject to separate consultations, the proposals as stated are relatively uncontroversial. However, it should be noted that several comments were received from people saying they were not aware of meetings.

5.2 Findings

Trafford provided multiple channels and opportunities for members of the public, businesses and other stakeholders to respond over the consultation period. Those who have responded to this consultation have been motivated by the issues and made a choice to do so. The qualitative feedback provides an insight into the views of a mix of Trafford residents, staff and businesses.

The value of the approach taken is in the qualitative feedback that discussions in small groups and free text boxes on the feedback cards and the online survey produce. The quality of this feedback was further enhanced by the understanding developed with participants via the presentation given at each event, the facilitation at tables and the contextual statements included in the survey.

Our analysis of the feedback reveals that generally responses to the survey were more positive than comments received – both through the survey and, particularly, through the events and feedback cards. Surveys allow participants to respond in a bounded way whereas with an opportunity to discuss and listen to proposals at events and through interaction people are able to expand and provide additional detail and question proposals further. It may also be the case that those who disagree with a proposal feel more obligation/need to explain their views; leading to more negative comments.

5.2.1 Working smarter

All age travel assistance

Whilst 59% of survey respondents agreed with the proposal: “to have a consistent approach across adults’ and children’s transport services”, there were more than twice as many comments disagreeing as agreeing with the proposal.

Most of the disagreement is based on a belief that the proposal would be unfair: both because it was perceived as a large sudden increase (from £2 per journey to £10) and because it was seen as discriminatory against those with disabilities and those attending grammar schools; which are generally further from pupils' homes.

There were also a comment on the “breakdown of relationships between Trafford and parents”, which may need to be addressed as part of the separate consultation and beyond.

5.2.2 Buying better

One Trafford Partnership

The majority (52%) of survey respondents agreed with the proposal for the “One Trafford partnership to introduce new approaches and investment...to save money.” However, again there were more comments disagreeing with this proposal.

Most of the comments in disagreement focused on the Amey contract; with concerns expressed over the length of the contract and the feeling that it's too early to tell if they will deliver effectively.

There were some interesting suggestions about using apprentices and community groups to undertake some of the work.

Extra care

49% of survey respondents were in favour of the proposal to “introduce a common rate for Extra Care services” across all of Trafford's four named sites; with 25% disagreeing or strongly disagreeing.

There were fewer comments on this proposal, perhaps reflecting the limited personal experience of responders of these services. One suggestion was to go further and commission such services across the whole of Greater Manchester. Those in disagreement were mostly concerned about the fairness of suddenly increasing some people's charges. There was a specific comment relating to the consultation requirements relating to changes in variable service charges from housing providers.

Commissioning/Market Management

50% of survey respondents agreed with the proposal to “maximise savings and income”, with 18% disagreeing (and 33% undecided.)

Again, most of the comments referred to the Amey contract, with concerns expressed about the effects on local employment and pay of outsourcing large contracts, and the possible risk to quality in the long term.

5.2.3 Eligibility and access

Reshaping adult social care

54% of survey respondents agreed with the proposal to “review all individual care packages”, with 23% disagreeing.

Fairness, especially ability to pay were commonly cited comments, as well as concerns over the time taken to make assessments. Some also commented that technology cannot replace the ‘human touch’ in delivering care.

5.2.4 Joining up services and working together

Integrated health and social care

There was strong agreement from survey respondents with this proposal, with 71% in favour and only 8% against. There were some concerns expressed about the ability of the system to cope with a single point of access and greater integration, based partly on a belief that different parts of the system would not be good at working together and communicating.

Keeping families together

Even greater support from survey respondents for this proposal; with 78% in agreement against just 5% disagreeing.

Concern was expressed about fulfilling the Council’s safeguarding duty under the proposed arrangements.

‘Front door’ to our children, family and wellbeing service

An overwhelming 84% of survey respondents agree with this proposal against just 2% disagreeing.

Comments included the point that letting people know about any changes is crucial, as is the need to ensure staff answering calls are properly trained.

Learning disability, complex and additional needs and personal budgets

62% of survey respondents agreed with the proposal to “develop a joined up service for children, young people, adults and older people...”, with 5% disagreeing.

Concern was expressed about the ability of different parts of the council to work with each other, the fear that the specific needs of different groups may not be met under a more integrated regime and the need to work with service users to design new services and approaches.

5.2.5 Maximising income

Car parking

70% of survey respondents agreed with the proposed car park charge increases (73% agreeing with introducing new charges), with 23% disagreeing (20% disagreeing with introducing new charges.)

Most of the comments suggested that charges could be put up even further without affecting parking, though there were some concerns about introducing charging for car parks that were poorly maintained.

There were also some suggestions such as making payment easier and introducing free parking periods (e.g. for short shopping stops).

Maximising funding

An overwhelming 80% of survey respondents agreed with the proposal to maximise funding from sources such as attracting businesses and new housing growth to grow the tax base; with just 3% disagreeing.

Income generation

90% of survey respondents agreed with the proposal to generate income from council assets, with no one disagreeing.

Concerns were that this might impact on areas of the borough less able to generate income.

There was also a suggestion to broaden the role of traffic wardens to ‘police’ environmental issues such as dog fouling, littering and graffiti.

Bereavement services

Perhaps not surprisingly, 49% did not express a view on this proposal. Of those survey respondents that did, 43% agreed and 8% disagreed.

Views were expressed that any charges were reasonable, and concerns that people in a vulnerable position were not exploited.

Fees and charges (care services)

41% of survey respondents agreed with the proposal to in “introduce additional charges, based on people’s ability to pay, for those contributing towards their won care”, with 37% disagreeing.

Most comments in disagreement centred around fairness; with a view that care costs should be borne by wider society rather than fall onto those who need them.

Council tax

Although 54% of survey respondents agreed with the proposed freeze on Council Tax (against 37% who disagreed) there was an overwhelming number of comments disagreeing with this: 66 disagreeing against 6 agreeing.

Many made the point that they saw the continuous freezing of Council tax as purely political and were angry that, as they perceive it, services are being cut whilst not taking the opportunity to raise tax. Some comments also referred to the results of the Phase 1 consultation (where a majority favoured an increase) being ignored.

Several comments also referred to the Chancellor's Autumn Statement announcement of the 2% Council Tax precept for adult social care, which was of course made after the consultation (and survey) had started. This is subject to a separate consultation question.

5.2.6 Promoting independence

Pathways

From the general consultation 43% of survey respondents disagreed with this proposal, with 32% agreeing.

There were 22 comments disagreeing with the proposal against 2 that agreed.

4 feedback cards were completed from the Pathways specific consultation; expressing worry about the impact on the individuals currently attending the centre (one for over 30 years) and asking if an alternative cheaper building could be found.

Feedback from service users illustrates that there is significant personal investment in the services provided. There is a recognition of the budget challenge and a willingness on the part of users families to explore alternatives for the next step for Pathways.

Supported living

35% of survey respondents agreed with the proposal against 37% who disagreed. There were 6 comments agreeing and 16 comments disagreeing.

Concerns tended to focus on the quality and safety of services if they are delivered by other providers.

Ascot House

21% of survey respondents agreed with the proposal to develop health and social care services at Ascot House, with 36% disagreeing, and 44% undecided.

Most of the concerns were over any reduction in respite care, with many asking how else would this vital service would be provided?

Aids and adaptations

54% of survey respondents agreed with this proposal, with 28% disagreeing.

Comments were generally positive about the use of aids and adaptations, with one saying their experience had been "excellent".

5.2.7 Other comments

Some other comments were made, a number saying that they were not aware of the events. One asked how much the consultation had cost.

Appendix A: The Narrative

The journey so far

We believe that Trafford Council is in a strong position. Over the last few years we have been working to remodel the way that the authority works on a day to day basis; introducing new and more efficient ways of doing things and working a lot more in partnership with both the public and private sector. That hasn't been easy and decisions have been made in the face of reduced funding.

We haven't hidden from the challenge, we know that moving in this way changes how services are delivered and takes away some of the things we have got used to as a community. It has also meant job cuts in some areas and the closure of some buildings in others. However it has also generated lots of opportunity. In some cases, and by working with the voluntary sector, other councils, businesses and the community, services are continuing with Council support. For example we have a joint procurement team with Stockport and Rochdale Councils; one team for three councils.

Not only this, it has opened up a debate about what we should and what we should not provide as a Council with the budget we have available, and we have often been criticised for the decisions that we have made from some people. But what has been vital is that the debate has often directly impacted on the way that we do things, and the content of the decisions that we've made. It has also uncovered additional options that have been available that we couldn't have known about without working directly with the community in this way.

As we approach Autumn 2015 we are looking at another round of savings that we have to make to live within our means, at the same time we are working through our plans to remodel how the council delivers services. We need your input again.

In this first of two phases of public consultation on our annual budget we want to hear your views on a number of approaches to saving money and delivering services differently. We have worked through some of these approaches and, where possible, we have set out how they might impact on services. Importantly, none of this has been agreed, and we are keen to hear from you about the possibilities and the implications for our communities. Over the next few weeks we'll present these approaches and ask you and other members of the public to comment on the approaches and to make suggestions or identify issues. There will be a number of ways to contribute: public events, an online survey and feedback postcards in many places around the borough.

What is clear is that we must come up with at least £20 million of savings this year and we are expecting a further £14million in the year after. We are determined to make savings in a way that maintains the integrity of our public services whilst recognising that things cannot stay the same. That means prioritising as a community and a council - *what it is that we want and need from our public services?*

The Council is working with a separate and independent organisation that specialises in ensuring that everyone's voice is heard. They will gather and present back the suggestions that people have made. At that point we fully expect to revisit our thinking and work up a set of definitive proposals to consult with the public on in Phase 2, which will start in November.

This process will make sure that, where and when we can, Trafford is listening to the voice of our communities in the decisions we make and making sure that through working with an independent organisation, there is objectivity.

Dealing with council tax and reserves

We have made a number of decisions over the past few years that we believe make this Council well placed to deliver public services in Trafford successfully for this and the next generation. Whilst we have made those changes we have managed to freeze council tax for 5 years and maintain a sensible level of reserves. Why we have done that is simple; we think that people in Trafford pay enough out of their own pocket, we want to manage our public services in a way that meets community needs but protects people from excessive taxation.

The scale of the savings required and our drive to provide services that meet our communities' changing needs going forward mean that raising taxes without changing the way we work is unsustainable. Council Tax accounts for only around a third of our funding and the way the system works means that the most we can raise without holding an expensive public referendum is £700k, which would include the loss of a £900k government grant. Whilst many will say that raising taxes can save our services it sets a precedent, it reduces innovation and the need to be more effective and efficient by propping up old and unsustainable models of delivery.

As for our reserves, the money we have in the bank, we recognise that these are there for this and the next generation, managing within our means today increases our ability to respond in real times of crisis for our community in the future. We are also required to keep a minimum level of reserves to cover unforeseen circumstances.

The last five years

Over the past five years, the Council has been required to identify new and innovative solutions in order to maintain council services within a reduced budget. This has been difficult, and there is no sign of this challenge reducing. However our pragmatic approach has helped us to achieve a number of things including:

- We have kept more libraries kept open thanks to proposals from last year's consultation and exciting new partnerships
- We have an innovative proposal to establish a Youth Trust to ensure continued and more 'joined-up' youth provision in the borough
- Significant savings in Home to School Transport whilst still meeting the needs of all eligible children and young people
- We have launched the 'One Trafford' partnership with AMEY
- Feedback received in relation to school crossing patrols, together with the outcome of the reassessment, led to more crossings being retained
- Car parking charges were increased without any impact on customer parking numbers; and we are still amongst the cheapest in Greater Manchester.

We have also had a great response to the Council trading some of its specialist services, such as Human Resources, mainly with schools and we are looking at further trading opportunities.

In addition we have focused on our back-office type services. Those services which every business needs to keep running. Most services have been restructured and processes have been redesigned to eliminate waste. Not only this, all of our staff have received revised terms and conditions.

We have also focussed on reviewing and reducing the cost on all our contracts and we are using new and smarter technologies with more online services, which in turn is helping the council to work more digitally.

What our thinking is today

We now need to go further to make the further savings we require. This will require us to look at everything we are responsible for.

To do this we are applying six themes to help us shape the budget for the coming years:

- **Working smarter** – *looking at the way we do things such as redesigning our workforce and systems*
- **Buying smarter** – *working with our partners and suppliers to ensure we get best value for our expenditure*
- **Maximising income** – *maximising our income from our services and generating income from assets such as advertising*
- **Eligibility and access** – *ensuring the most needy receive support and making more use of technology and equipment to support people in their own homes wherever possible*
- **Joining up services and working together** – *looking at how we delivery community health and social care services for adults in Trafford*
- **Promoting independence** – *helping people to help themselves, through our care strategy*

Some of these themes are sensible and prudent ways to run an organisation, for example when we buy services or products for the people of Trafford the better we are at sourcing, comparing and partnering the better the value for money that we achieve. We are highly focused on making sure that this can be the case across the authority.

Other elements, such as maximising income, mean investing some of our resources into trading our services to generate income for the council. We need to create a model which means the council continues to support the running of the council whilst generating income; this impacts on how we operate and changes the way that staff have to work.

When we say ‘joining up services’ this can mean sharing staff, offices, vehicles and systems, reducing costs across the borough and improving services by providing a whole service from one provider.

Our care strategy will mean that through early support and intervention people can stay in their own homes much longer for example. By helping people and deterring them from entering the care system

earlier than necessary there will be a much more measured demand on council services. This might include supporting them to access a fitness class to promote their mobility.

What tomorrow might look like

We expect Trafford Council will be:

- A smaller council, delivering less directly but buying more services from the private and community sectors
- More joined up with the NHS, police, etc
- More services being delivered by and with voluntary and community groups

What would the implications of each element of that be for you?

We also expect our relationship with residents to change. There will be a greater emphasis on residents using technology to request and access services from us – this is also something you told us you prefer to do.

We also have a greater expectation that people will do more for themselves and each other.

Health and social care – will be a simpler and more streamlined path through treatment and care; less form filling and having to repeat personal details; greater use of technology to enable people to live at home longer etc.

Appendix B: Schedule of Phase 2 Public Events

Date	Time	Venue
Tuesday 24 November	6pm – 8pm	Altrincham: Altrincham Town Hall, Market Street, Altrincham, WA14 1PG
Tuesday 1 December	Noon – 2pm	Stretford: St. Matthew's Hall, Chapel Lane, Stretford, M32 9AJ
Tuesday 1 December	6pm – 8pm	Stretford: The Terrace Restaurant, Trafford Town Hall, Talbot Road, Stretford, M32 0TH (entrance vis sunken garden to the side of the building)
Thursday 3 December	6pm – 8pm	Urmston: Urmston Library, Golden Way, Urmston, M41 0NA
Saturday 5 December	10am – Noon	Altrincham: Altrincham Town Hall, Market Street, Altrincham, WA14 1PG
Monday 7 December	6pm – 8pm	Old Trafford: Seymour Park Community Primary School, Northumberland Road, Old Trafford, M16 9QE
Tuesday 8 December	6pm – 8pm	Partington: The People's Church, Chapel Lane, Partington, M31 4EY
Tuesday 15 December	6pm – 8pm	Sale: Springfield Primary School, Springfield Road, M33 7XS

Appendix 3 Equality Impact Assessments

A. Summary Details		
1	Title of EIA:	Proposed Increase of Parking Charges 2016/17
2	Person responsible for the assessment:	Iain Veitch
3	Contact details:	0161 912 4174
4	Section & Directorate:	Regulatory Services - Economic Growth, Environment and Infrastructure
5	Name and roles of other officers involved in the EIA, if applicable:	Nicola Henry

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	To increase parking charges across the borough
4	Is the policy/function associated with any other policies of the Authority?	A measure to provide an increase in parking revenue for the Council to manage high levels of parking and associated increasing operating costs.
5	Do any written procedures exist to enable delivery of this policy/function?	An amendment of the Borough of Trafford (Off-Street Car Parks) Order 2001 and the Borough of Trafford (Parking Places) (Charge) Order 2001 will be undertaken to enable the changes proposed to be introduced.
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	N/A
7	Who are the main stakeholders of the policy?	Trafford residents who drive and others wishing to park their cars in Council car

	How are they expected to benefit?	parks in the borough. They will benefit from a continued service, for which there is high demand, being provided to a high standard.
8	How will the policy/function (or change/improvement), be implemented?	The Council will carry out a range of consultations with the public at Locality Partnership venues where public forums will review a range of Council Budget proposals for 2016/17. Additionally, a Business Breakfast and website consultation will be held.
9	What factors could contribute or detract from achieving these outcomes for service users?	Possible objections from the public that may arise through consultations
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	No

C. Data Collection

1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	None required for car users as this varies. However, disabled drivers who are registered and have their disabled badge on display, are able to park for free in the Council car parks and in pay and display areas on street.
2	Please specify monitoring information you have available and attach relevant information*	None required
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	None required

**Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

D. Consultation & Involvement		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	No
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	The Council will carry out a range of consultations with the public at Locality Partnership venues where public forums will review a range of Council Budget proposals for 2016/17. Additionally, a Business Breakfast and website consultation will be held.
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	We will ensure that an online public consultation runs for a suitable period of time and road shows take place in strategic areas of the borough and at times of the year that do not coincide with major religious festivals. Strategic user groups and partners will be contacted as groups and given a suitable period of time to submit responses. Access requirements will be addressed.

***It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

E: The Impact – Identify the potential impact of the policy/function on different equality target groups

The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;			<input checked="" type="checkbox"/>	N/A
Pregnant women & women on maternity leave			<input checked="" type="checkbox"/>	N/A
Gender Reassignment			<input checked="" type="checkbox"/>	N/A

Marriage & Civil Partnership			<input checked="" type="checkbox"/>	N/A
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)			<input checked="" type="checkbox"/>	N/A
Disability – physical, sensory & mental impairments			<input checked="" type="checkbox"/>	No impact – disabled drivers are entitled to free parking.
Age Group - specify eg; older, younger etc)			<input checked="" type="checkbox"/>	N/A
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			<input checked="" type="checkbox"/>	N/A
Religious/Faith groups (specify)			<input checked="" type="checkbox"/>	N/A

As a result of completing the above what is the potential negative impact of your policy?

High **Medium** **Low** **No Impact**


F. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	N/A
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	N/A
Disability:	Disabled drivers are eligible for free parking
Age:	N/A
Sexual Orientation:	N/A
Religious/Faith groups:	N/A
Also consider the following:	


1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	No
2	Could the policy have an adverse impact on relations between different groups?	No
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	No

G. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans eg; Sustainable Community Strategy, Corporate Plan, Business Plan,	Progress milestones	Progress

Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed 
 Lead Officer Nicola Henry
 Date 6/1/16

Signed 
 Service Head
 Date 6/1/16

A. Summary Details		
1	Title of EIA:	LED Street Lighting rollout programme.
2	Person responsible for the assessment:	Chris Hindle
3	Contact details:	Chris.hindle@trafford.gov.uk
4	Section & Directorate:	EGEI – Contracts Director
5	Name and roles of other officers involved in the EIA, if applicable:	N/A

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the Policy / function?	To convert all existing non-LED street lights to LED lights to produce electricity savings
4	Is the policy/function associated with any other policies of the Authority?	Highway Policy / Reducing Crime- Protecting People Strategy / Street Lighting Strategy
5	Do any written procedures exist to enable delivery of this policy/function?	Yes – Project plan and method statements (Amey)
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	Some. Eg Traffic Management procedures when accessing the street lights. Electrical safety procedures. Working at height procedures.
7	Who are the main stakeholders of the policy? How are they expected to benefit?	All road users and the wider community will benefit from a high standard of lighting, but with significantly reduced cost and energy usage.
8	How will the policy/function (or change / improvement), be implemented?	An 18 month programme to structurally test and convert 24,000 luminaires will be implemented by our partner, Amey over 18 months from April 2016.

9	What factors could contribute or detract from achieving these outcomes for service users?	Structural testing before conversion of the columns is important due to the heavier LED luminaires. If there is a high failure rate, costs will increase and completion of the whole programme will be at risk.
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	No

C. Data Collection		
1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	None. The nature of street lighting is that it is universally available.
2	Please specify monitoring information you have available and attach relevant information*	None
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	No

**Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

D. Consultation & Involvement		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	Yes – the responses to the consultation on the Street Lighting Strategy in 2014 have been analysed and no issues were raised which had any EIA implications. (Exec Report Dec 2014) The Council also carried out a series of public consultation events across the borough as part of the wider budget consultation process. The Executive decision to go ahead with the LED conversion project was supported by a detailed health impact assessment.
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	No more planned. Communities will be informed at a local level when the LED conversions will happen in their locality. There will be letter drops to each residence on each street affected so that everyone is informed of when the work will happen

		and what to expect.
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	None

***It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

E: The Impact – Identify the potential impact of the policy/function on different equality target groups

The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;			X	Street lighting is universally available
Pregnant women & women on maternity leave			X	Street lighting is universally available
Gender Reassignment			X	Street lighting is universally available
Marriage & Civil Partnership			X	Street lighting is universally available
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)			X	Street lighting is universally available
Disability – physical, sensory & mental impairments	X			Lighting levels will be generally improved, which will assist people with visual impairment
Age Group - specify eg; older, younger etc)			X	

Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			X	Street lighting is universally available
Religious/Faith groups (specify)			X	Street lighting is universally available

As a result of completing the above what is the potential negative impact of your policy?


High Medium Low No Impact


F. Could you minimise or remove any negative potential impact? If yes, explain how.		
Race:		N/A
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership		N/A
Disability:		N/A
Age:		N/A
Sexual Orientation:		N/A
Religious/Faith groups:		N/A
Also consider the following:		
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	N/A
2	Could the policy have an adverse impact on relations between different groups?	No
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	No

G. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans eg; Sustainable Community Strategy, Corporate Plan, Business Plan,	Progress milestones	Progress
None identified						

Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed 
 Lead Officer
 Date 19th January 2016

Signed 
 Service Head
 Date 19th January 2016

A. Summary Details

1	Title of EIA:	Reshaping Trafford Social Care Offer
2	Person responsible for the assessment:	Diane Eaton, Joint Director for Adults (Social Care)
3	Contact details:	Tel: 912 2705
4	Section & Directorate:	Children, Families & Wellbeing, Adult Social Care - Operations
5	Name and roles of other officers involved in the EIA, if applicable:	Anne Barlow, Head of Service (Social Care)—15/16 Joy Preston and Gaynor Burton –16/17 Mark Grimes, Lead Commissioner (Adult Social Care)—15/16 Commissioning lead to be agreed –16/17 Amina Begum

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input checked="" type="checkbox"/> 15/16 already agreed Function <input type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	Existing <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	To realign the Social Care Offer to ensure that available resources are targeted to individuals to build resilience and maximise independence. Trafford will meet people's eligible needs at the lowest economic cost, whilst taking into account our legal obligations. The reshaped social care offer included the re-scoping of how Social Care needs are met. In complying with our statutory duty to meet eligible needs, Trafford agreed a policy change in 2014/15 following extensive consultation, that sought alternative solutions to meet eligible need, i.e. shopping or domestic tasks such as cleaning and meal preparation. Trafford is working to utilise all appropriate assistive technology and equipment available, wherever possible, before any public sector offer is considered. Each individual's personal benefits are being explored and utilised before transport or care will be considered. Current models of support are being redesigned and in particular linked to supported accommodation with Learning Disability and Mental Health Services looking at larger numbers of people living together and sharing support at a lower

		cost, reconfiguring extra care to support people with a greater level of need. Trafford continues to shape and develop the market to ensure that alternative solutions to meet low level needs are identified and where a gap has been identified, develop services. Trafford has started to audit all available locality based resources and has created a Directory of Resources. This continues to develop and extend as a greater level of awareness is gained about community activities.
4	Is the policy/function associated with any other policies of the Authority?	Policies in place linked to Care Act legislation and Charging Policy. Further policies will be developed to underpin the revised offer, which is in line with the development of locality working and integrated service provision with health. Net payments for direct payments Pre-payment care use Debt policy Section 117 policy
5	Do any written procedures exist to enable delivery of this policy/function?	Consultation documents form 14/15 Guidance for Panel revised December 15 Transport Policy consultation November 2015 The Care Act staff guide from April 2015 Safeguarding policy (reviewed December 2015) Human Rights legislation
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	No. Processes are delivered according to relevant legislation principally, The Care Act 2014, Fairer charging policy, MCA, DOLS legislation.
7	Who are the main stakeholders of the policy? How are they expected to benefit?	Service users of Trafford's Social Care offer, families and carers. Communities of Trafford. People will be supported to maximise and maintain independence.
8	How will the policy/function (or change/improvement), be implemented?	Under the reshaped offer, as part of Trafford's usual review process, a reassessment of an individual person's need by Social Care assessment will be completed, leading to a revised care plan; this will ensure we continue to meet eligible need, and discharge our statutory duty. Furthermore, it is proposed that each affected individual's personal circumstances will be taken into account, as each person is being assessed individually as this work rolls into 2016/17 for all existing cases, with the policy being applied at their next reassessment and

		applied to all new cases at the start of our intervention.
9	What factors could contribute or detract from achieving these outcomes for service users?	The lack of a reasonable alternative solution to meet need. Staffing capacity to reassess Any unforeseen legislative changes
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	We will be working with partners such as local housing associations, care agencies, voluntary and community organisations etc. for the following reasons: Effective and accessible housing and accommodation is required to enable people to live independently at home. Equipment provision will need to be increased. Good accessible transport is required to enable travelling. Available resources and awareness of community activities to build community activities into care plans

C. Data Collection		
1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	Data is available for people in receipt of Social Care services by age, gender, ethnicity and primary client type. Benefits realisation processes are in place using panel as the data collection point
2	Please specify monitoring information you have available and attach relevant information*	Please see spread sheet attached. In terms of ethnicity, our current provision is good, as we provide services to a greater proportion of people classed as 'non-white' than the proportion in the general population i.e. in the age group 18-64, we provide services to 16.1% of people classed as 'non-white'; 14.1% of people in the general population are 'non-white'. In the age range 65+, 5.9% of our service users are 'non-white' compared to 4.8% of 'non-white' people in the general population.
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	

**Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

D. Consultation & Involvement		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	No--- we are not consulting again as this was completed in 2014 and informed the decision in 2015 budget process. This EIA covers the roll out of the process into 2015/17
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	<p>A Consultation process ran from 21/10/14 – 20/12/14 and the policy was approved by Council in March 2015 following extensive feedback to Council as detailed below.</p> <ul style="list-style-type: none"> • A mixed method approach for the consultation process was used to ensure that the maximum number of people were able to participate in the consultation process. These were: online & postal surveys, street surveys, drop-in sessions, focus groups, emails, telephone calls, and Council run consultation events. • All these events were advertised on a consultation website attached to the Council website and the information was disseminated via a range of 66 forums and services. Forum leaders and service managers committed to circulating the information on to service users. The Council also sent out a press release to increase interest in the consultation events. • In addition, surveys for Adult Social Care were developed for existing service users in both electronic and hard copy surveys format. Hard copies of the survey were posted to 5394 service users with a stamped addressed return envelope to encourage participation. Focus groups were advertised via the website and members of the public could book onto them. They were also advertised via the network of 66 forums and meeting groups.
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	<p>Access issues in terms of information can create a number of barriers. We have used a range of consultation methods to accommodate people's varying access requirements.</p> <ul style="list-style-type: none"> • The Adult Social Care Team organised two focus groups in Trafford College

		<p>for students with learning difficulties and consultations for a range of groupings for communities of identity, including disabled people where tailored and accessible methods, including provision of BSL interpreters, were used to address access and information requirements. Public meetings were held throughout the Borough in each locality, led by the Leader of the Council and Council elected members, so that residents had the opportunity of attending an event within their geographical area. Easy reading material was also produced and circulated as appropriate. Street surveys were designed to reach a range of service users and non - service users who may not wish to travel to a drop-in consultation or complete a survey. There was one drop in session in each of the four areas of Trafford run in buildings that were low / no cost as advised by the Council. The drop-in sessions were informal opportunities for the public to speak to the research team. They consisted of three tables staffed by a consultant each and interpreters for Bengali, Punjabi and Polish speakers were available. The consultation website also provided people with an email address and an electronic comment box so that they could submit long individual messages if they wanted to. This provided people with ICT access a means of communicating with the consultation team without having to attend an event. The public were also invited to call the research team to give their views in person by telephone enabling them to contribute if they were not able to leave the house and were not able to access technology.</p>
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***It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports.*

E: The Impact – Identify the potential impact of the policy/function on different equality target groups

The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;		<input checked="" type="checkbox"/>		The reshaped offer will impact on all service user groups and will be delivered consistently based on the reassessment of need as part of usual review schedules. Services will focus on people who have the greatest need.
Pregnant women & women on maternity leave		<input checked="" type="checkbox"/>		
Gender Reassignment		<input checked="" type="checkbox"/>		
Marriage & Civil Partnership		<input checked="" type="checkbox"/>		
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)		<input checked="" type="checkbox"/>		Generally because of demographics, services are provided to more older women than men. However, as service provision will continue to be based on the meeting of eligible need, there should be no disproportionate impact.
Disability – physical, sensory & mental impairments		<input checked="" type="checkbox"/>		
Age Group - specify eg; older, younger etc)		<input checked="" type="checkbox"/>		
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people		<input checked="" type="checkbox"/>		Whilst the impact may be considered medium in terms of potential changes in service , and people may view this negatively, the reshaped offer is designed to build independence and enable individuals to regain health and wellbeing
Religious/Faith groups (specify)		<input checked="" type="checkbox"/>		
				The shaping of Trafford’s market will

			<p>take into account the culturally diverse needs of its communities.</p> <p>Furthermore, each affected person will be assessed and their personal circumstances will be taken into account.</p> <ol style="list-style-type: none"> 1. The Council is proposing to meet people's eligible needs at the lowest economic cost . <p>Decision about service provision will need to bear in mind the requirements of Human Rights Legislation, for example people's right to family life.</p> <ol style="list-style-type: none"> 2. The Council is proposing to ensure all benefits are utilised before a service offer is made. <p>People with the highest level of impairment may be those in receipt of the highest levels of benefit. Consideration will need to be made of, for example, disability related expenditure and access to alternative services.</p> <ol style="list-style-type: none"> 3. The Council is proposing that some low level services may not be directly funded by the
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				<p>Council, however, individuals will be signposted to reasonable alternatives.</p> <p>No person will be left without a service until a review has taken place and appropriate available alternatives have been identified.</p> <p>We will ensure a carer's assessment is completed, where relevant.</p>
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As a result of completing the above what is the potential negative impact of your policy?

High

Medium ✓

Low

F. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	Please see above for mitigation action for all protected characteristics
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	
Disability:	
Age:	
Sexual Orientation:	
Religious/Faith groups:	
Also consider the following:	

1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	
2	Could the policy have an adverse impact on relations between different groups?	
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	

H. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans e.g. Sustainable Community Strategy, Corporate Plan, Business Plan,	Progress milestones	Progress
<ul style="list-style-type: none"> Reshaping programme board continue to monitor the implementation of the reshaping policy New service designs implemented to support remodelling of ASC market 	<p>Monthly boards in place</p> <p>Go live for SAMS , home from hospital</p>	<p>Monthly</p> <p>1/12/15</p>	<p>Diane Eaton</p> <p>Jill Colbert</p>	<p>Council reshaping</p> <p>CFW transformation redesign programme</p>	<p>Monthly highlight reporting to transformation board</p> <p>Monthly highlight reporting to transformation board</p>	

including SAMS (Stabilise and Make Safe) ,home from hospital, • Benefits realisations process built into the revised panel process in November 2105	Process in place. Continual improvement continues as lessons learnt	1/19/15	Joy Preston		Monthly highlight reporting to transformation board	
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Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed

Gaynor Burton

Signed

Diare Eaton

Date

14/1/16

Date 14/1/16

A. Summary Details		
1	Title of EIA:	Early Years and Childcare
2	Person responsible for the assessment:	Jill Colbert
3	Contact details:	jill.colbert@trafford.gov.uk 0161 912 5100
4	Section & Directorate:	Education Standards, CFW
5	Name and roles of other officers involved in the EIA, if applicable:	Sarah Butters, Early Years Commissioning Manager Gemma Easthope, Children's Workforce Learning and FIS Adviser Carole Sharp, Early Education Project Officer Andrea Monaghan, Early Years Officer

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	<ul style="list-style-type: none"> • To improve access for all families to information, advice and guidance about early childhood services, SEND Local Offer; other family support services; services for adults; leisure activities and what's on; • To increase engagement of families in services, particularly those in target groups e.g. young parents, dads, BME groups, lone parents; disabled children and young people; disabled parents; • To co-produce, with parents and young people, the local offer of services for children and young people with SEND and the development of the Trafford Service Directory;

		<ul style="list-style-type: none"> • To commission and fund high quality early years places for 2, 3 and 4 year old children; • To support early education and childcare providers to improve the quality of their practice and improve outcomes for children. • To commission learning and development opportunities for early years, childcare and play practitioners.
4	Is the policy/function associated with any other policies of the Authority?	<ul style="list-style-type: none"> • Safeguarding Children; • SEN Policy and full range of SEN functions including Education, Health and Care (EHC) assessments and plans and personalisation of budgets for children and young people; • Early Help.
5	Do any written procedures exist to enable delivery of this policy/function?	<ul style="list-style-type: none"> • Priority Criteria For Monitoring Early Years Settings • Early Years Single Funding Formula Document • Agreement for Providers of Early Years Funded Places • Terms and Conditions of the Children’s Workforce Learning Programme • Service Level Agreement between FIS and Children’s Centres • Statutory Framework for the Early Years Foundation Stage September 2014 • Early Education and Childcare Statutory Guidance September 2014 • SEND Code of Practice: 0 to 25 Years January 2015
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	n/a
7	Who are the main stakeholders of the policy? How are they expected to benefit?	<ul style="list-style-type: none"> • Early years and childcare providers in the non-maintained sector:- <ul style="list-style-type: none"> ○ Prospective childminders will be able to access pre-registration training through a mixture of e-learning and tutor led training making the training more accessible; ○ Settings “requiring improvement” will receive a greater level of support than those judged “good” or “outstanding”;

		<ul style="list-style-type: none"> • Residents across all age ranges:- <ul style="list-style-type: none"> ○ will have better co-ordinated participation, information and advice services; ○ online youth channel will enable young people to find the information and help they need ○ new online adult services channel will improve access for adults and older people
8	How will the policy/function (or change/improvement), be implemented?	<ul style="list-style-type: none"> • Resources for support will be targeted to settings judged less than good by Ofsted; • Safeguarding level 1 training will be free to all practitioners; • PVI group settings will be encourage to work in partnership with Teaching Schools as part of the Government’s initiative to improve the quality of early education; • Weekly e-bulletin will signpost providers to examples of good practice, national research and Government guidance; • The Early Years Commissioning Service will work closely with early years specialists in Education Standards to provide better co-ordination and allocation of staff resources supporting “requires improvement” settings and pre-Ofsted registration advice and guidance to new providers; • No new applications for sustainability funding will be accepted for 2016/17. Some settings who applied in previous years will receive final payments in 2016/17 and this has been reflected in the savings figures; • Qualifications training will be procured so practitioners can access the level 3 Early Years Educator qualification and associated English and Maths qualifications where required; • There will be no local authority contribution to qualifications at levels 4, 5 and 6 but the service will continue to signpost practitioners to relevant courses at local colleges and alternative sources of funding; • Reduction in face to face training delivered by EYFS Consultant but more courses commissioned to achieve better value for money and further development of e-learning opportunities; • Online Trafford Service Directory to act as first point of information and advice

		<p>for families; will support implementation of Early Help Strategy and delivery model and All Age Front Door;</p> <ul style="list-style-type: none"> • FIS outreach service targeted at vulnerable groups, supported by a team of Parent Champion volunteers.
9	What factors could contribute or detract from achieving these outcomes for service users?	<ul style="list-style-type: none"> • The number of “requires improvement” settings increases putting pressure on staff resources; • Potential shortfall of 2/3/4 year old places in PVI sector due to no short term sufficiency grants and increased entitlement to 30 hours for 3/4 year olds brought about by Childcare Bill 2015. • The number of delegates paying for training courses decreases making the training programme less sustainable; • The FIS will work with groups of young people at a local youth group to help design advice and guidance pages and categorise the new youth channel; a volunteering opportunity is to be provided; • The service will work with families, adults and older people to make sure the information available is accessible and meets their needs; • Development of the All Age Front Door; • Partnership work with Trafford Care Coordination Centre project; • Other budget or re-shaping proposals.
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	n/a

C. Data Collection

1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	<ul style="list-style-type: none"> • Childminders and practitioners attending/accessing training – age, and gender; • FIS Outreach and telephone contacts only (most people use online Trafford Service Directory) – gender, race and disability (outreach only)
2	Please specify monitoring information you have available and attach relevant information*	<ul style="list-style-type: none"> • Family Information Service Monitoring Data Q1-Q3 2015/16 (Appendix 1) • Workforce – age and gender data collected to date from academic year 2015/16 (Appendix 2)

3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	<ul style="list-style-type: none"> • ICT system changes are planned which will incorporate additional workforce monitoring information including disability and ethnicity.
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**Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

D. Consultation & Involvement		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	<ul style="list-style-type: none"> • Let's Talk Youth – young person conference • Staff and public consultations; • Early Years Census 2015 and 2016 • Feedback from Early Years and Childcare Advisory Forum November 2015; • Feedback from Early Years Reference Group November 2014; • Statutory Framework for the Early Years Foundation Stage September 2014; • Early Education and Childcare Statutory Guidance September 2014; • SEND Code of Practice: 0 – 25 years January 2015.
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	<ul style="list-style-type: none"> • Training needs analysis incorporates feedback from Ofsted reports, delegate evaluations and sector meetings. • Electronic survey planned in 2016 to assess practitioner' level and future needs to meet Early Years Educator requirements. • Early Years and Childcare Advisory Forum monitors implementation of key priorities and actions – reports to the Children's Trust Board. • Sector meetings are held termly with providers and are used as a mechanism to consult and provide information.
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	<ul style="list-style-type: none"> • Providers not always able to get to sector meetings if have unexpected short term absence and need to cover; consultation also takes place electronically through weekly e-bulletin. • Lack of capacity to conduct face to face consultation with all customer groups; will also use webinars and social media.

***It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

E: The Impact – Identify the potential impact of the policy/function on different equality target groups

The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low

	Positive	Negative	Neutral	Reason
Gender – both men and women, and transgender;		✓ Low		<ul style="list-style-type: none"> • Childcare workforce is predominately female so any changes will affect them. • Recruited male Parent Champion to improve engagement with this group.
Pregnant women & women on maternity leave			✓	Data is not currently collected and no anecdotal information has been provided to support that this proposal will have a positive or negative impact on this group.
Gender Reassignment			✓	Data is not currently collected and no anecdotal information has been provided to support that this proposal will have a positive or negative impact on this group.
Marriage & Civil Partnership			✓	Data is not currently collected and no anecdotal information has been provided to support that this proposal will have a positive or negative impact on this group.
Race- include race, nationality & ethnicity (NB: the experiences may be different for different groups)			✓	<ul style="list-style-type: none"> • FIS Outreach Officers and Parent Champion volunteers will continue to target disadvantaged communities • One Outreach Officer speaks 3 community languages.
Disability – physical, sensory & mental impairments	✓			<ul style="list-style-type: none"> • Improved range and accessibility of information: <ul style="list-style-type: none"> ➢ families with children and young people with SEND. ➢ disabled adults
Age Group - specify eg; older, younger etc)	✓			<ul style="list-style-type: none"> • 0-25 years improved range and accessibility of information for families with children and young people.

				<ul style="list-style-type: none"> Improved range and accessibility of information for adults and older people.
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			✓	Data is not currently collected and no anecdotal information has been provided to support that this proposal will have a positive or negative impact on this group.
Religious/Faith groups (specify)			✓	Data is not currently collected and no anecdotal information has been provided to support that this proposal will have a positive or negative impact on this group.

As a result of completing the above what is the potential negative impact of your policy?

High

Medium

Low

F. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	Access to CPD training improved with introduction of e-learning modules. This supports people with caring or other responsibilities to access training at a time that suits them best.
Disability:	
Age:	
Sexual Orientation:	
Religious/Faith groups:	
Also consider the following:	
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?
2	Could the policy have an adverse impact on relations between different groups?

3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	
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I. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans e.g. Sustainable Community Strategy, Corporate Plan, Business Plan,	Progress milestones	Progress
Improve workforce monitoring data	Liaise with software provider to enable online system to capture disability and ethnicity information for workforce	Summer 2016	Sarah Butters	CYPS Workforce Strategy and Action Plan	Included in 2016/17 Workforce Learning Dashboard	

Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed



Signed

Adrian Hallett

Lead Officer
Date

Sarah Butters
25/01/15

Service Head
Date

Adrian Hallett
25/01/15

APPENDIX 1 - Family Information Service Equality Monitoring Information Q1-Q3 2015/16

Outreach Service

BME	Lone Parents	Fostering or Adoption	Grand-parents	Children with disabilities	Parents with disabilities	Teenage parents	Pregnant teenagers	Dads
203	51	40	69	3	5	3	1	62

Telephone Service

Gender

	Qtr1	Qtr2	Qtr3
% calls monitored	99.84%	100%	100%
Female	92.09%	88.23%	85.96%
Male	7.91%	11.77%	14.04%

Role of Caller

	Qtr1	Qtr2	Qtr3
% calls monitored	43.13%	44.21%	50.46%
Childcare Provider	9.89%	9.96%	15.82%
CYPS Professional	3.66%	2.16%	3.04%
Disabled Parent / Carer			
Foster / Adoptive Parent	0.37%	0.43%	0.20%
Friend			0.61%
Grandparent	1.10%	0.43%	0.81%
Health Visitor	1.83%	1.08%	0.41%
JBC+ and Employment	1.10%	0.22%	0.41%
Lone Parent		0.43%	0.20%
Midwife			
Other Family Member	0.37%	0.43%	1.62%
Other Health Professional	1.10%	0.43%	2.23%
Other LA Staff	1.47%	2.16%	4.06%
Parent	79.12%	82.25%	70.59%
Young Parent			

Ethnicity

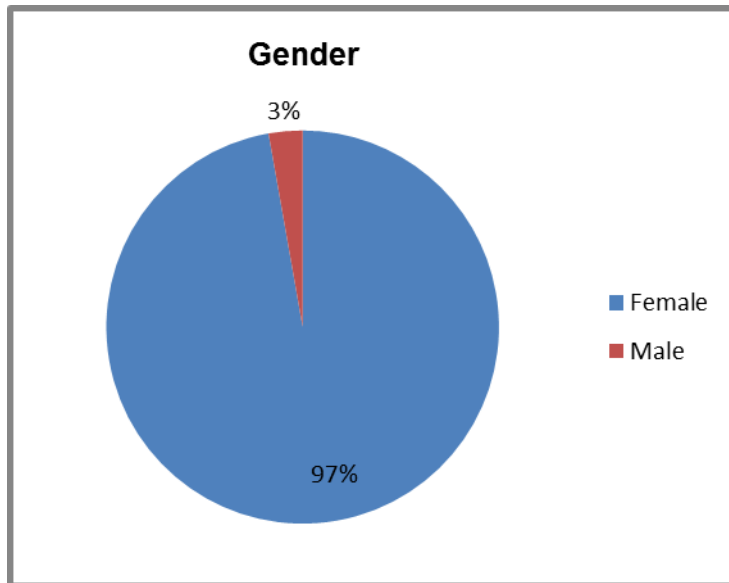
	Qtr1	Qtr2	Qtr3
% calls monitored	8.69%	12.44%	11.05%
Asian British: Bangladeshi	3.64%	0.77%	
Asian British: Indian	5.45%	6.92%	0.93%
Asian British: Pakistani	7.27%	4.62%	3.70%
Asian: Other	1.82%	0.77%	2.78%
Black British: African		3.08%	3.70%
Black British: Caribbean	1.82%	3.85%	0.93%
Black: Other			1.85%
Chinese British	7.27%	1.54%	2.78%
Gypsy Traveller			
Mixed: Other	1.82%	4.62%	9.26%
Mixed: White and African		1.54%	
Mixed: White and Asian	3.64%	2.31%	
Mixed: White and Caribbean	5.45%	2.31%	
Other	3.64%	5.38%	8.33%
White: British	52.73%	55.38%	62.04%
White: Irish		0.77%	
White: Other	5.45%	6.15%	3.70%

Appendix 2 – Workforce: Monitoring information for childcare practitioners accessing training

Analysis by Age Range

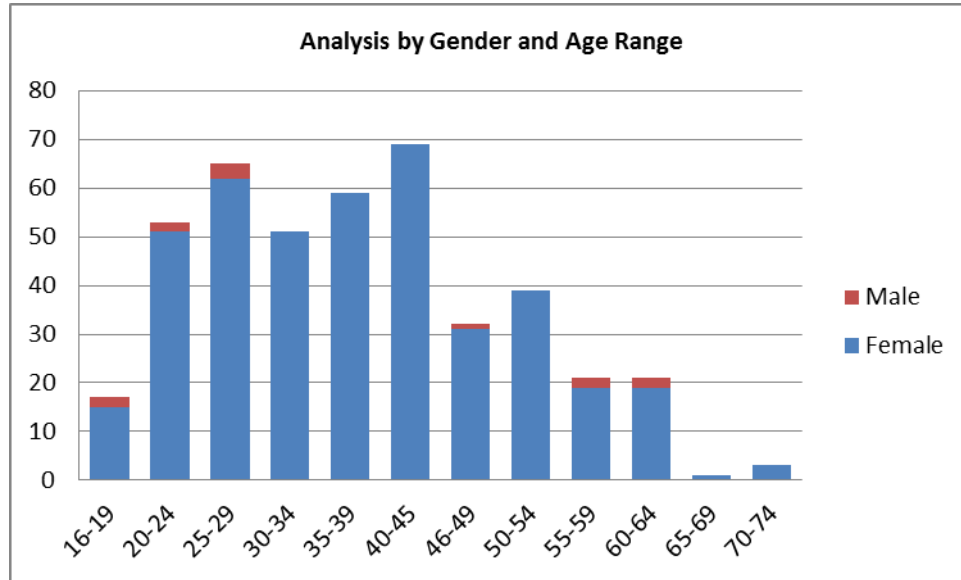
Gender	Age Range												Total
	16-19	20-24	25-29	30-34	35-39	40-45	46-49	50-54	55-59	60-64	65-69	70-74	
Female	15	51	62	51	59	69	31	39	19	19	1	3	419
Male	2	2	3				1		2	2			12
Total	17	53	65	51	59	69	32	39	21	21	1	3	431

Analysis by Gender



Gender	No	%
Female	419	97%
Male	12	3%
Total	431	100%

Analysis by age range and gender



Age Range	Female		Male	
	No	%	No	%
16-19	15	4%	2	17%
20-24	51	12%	2	17%
25-29	62	15%	3	25%
30-34	51	12%	0	0%
35-39	59	14%	0	0%
40-45	69	16%	0	0%
46-49	31	7%	1	8%
50-54	39	9%	0	0%
55-59	19	5%	2	17%
60-64	19	5%	2	17%
65-69	1	0%	0	0%
70-74	3	1%	0	0%
Total	419	100%	12	100%

A. Summary Details		
1	Title of EIA:	Extra Care Re-procurement
2	Person responsible for the assessment:	Jill Colbert , Acting Director of Education, Health and Care
3	Contact details:	X 5100
4	Section & Directorate:	All Age Commissioning, CFW
5	Name and roles of other officers involved in the EIA, if applicable:	

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> Function X
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing X Change to an existing policy or function <input type="checkbox"/>
3	What is the main purpose of the policy/function?	To re- commission Extra Care facilities for adults in the borough in order to provide a range of housing options that enable adults to stay living at home for as long as possible in their life. As part of the re-commissioning the Well-being charge in place in one of our existing facilities will be introduced consistently to all of the facilities across the borough. A recent review of the facility where the Wellbeing charge is already in place, demonstrates high levels of resident satisfaction with the arrangement that delivers the constant presence of carers. Residents report high degrees of confidence living there and all the evidence shows good health and well-being outcomes.
4	Is the policy/function associated with any other policies of the Authority?	It has a relationship with the commissioning strategy for adult social care but no formal policy applies or is affected. The charge would be levied as part of the service charge.
5	Do any written procedures exist to enable delivery of this policy/function?	The STAR procurement regulations would govern the procurement process.
6	Are there elements of common practice not clearly defined within the written procedures? If	No

	yes, please state.	
7	Who are the main stakeholders of the policy? How are they expected to benefit?	Trafford residents who will have access to high quality Extra Care housing. The current Extra Care facilities have been established for some time now and the contracts that deliver the support element are due for renewal. The current and new residents would benefit from revised terms and conditions with providers to ensure quality standards are delivered and any changing needs of residents reflected.
8	How will the policy/function (or change/ improvement), be implemented?	New specifications will be written for the support element and a full procurement exercise conducted. Residents in affected provision will be engaged with to seek their input to the specification. The Council will work with the landlord to agree an approach for engaging residents in the implementation of the Well-being charge.
9	What factors could contribute or detract from achieving these outcomes for service users?	The main risk would be of a poor response to the market tender exercise which may limit the Council's ability to award a new contract. There is also a risk that residents are unwilling to pay the Well-being charge which would impact on our ability to commission the level of care required.
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	No

C. Data Collection

1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	The full breakdown of existing residents equality characteristics is data kept by the housing provider. This data will be produced and included in the tender specification to ensure the cultural/racial/religious needs are attended to.
2	Please specify monitoring information you have available and attach relevant information*	As above.
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	If is done as part of the process when a resident applies to move into the facilities. The information is kept securely by the provider and produced when the Council requires it.

**Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

D. Consultation & Involvement		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	Yes from the review of Fiona Gardens, an existing Extra Care facility, which was conducted in November 2015. There are also Extra Care facilities in most other GM boroughs and we have taken into account learning or practice shared by those other areas.
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	As noted above the Council will work with the existing providers to ensure a full process is developed to engage residents. The timeline and process for that will be agreed once the specifications are drawn up.
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	All necessary provisions will be made to ensure residents are able to engage in the process, for example the provision of interpreters, signers, meetings held in disabled access buildings and so on.

***It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

E: The Impact – Identify the potential impact of the policy/function on different equality target groups

The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;	X			The new specification will include an increased emphasis on diversity and equality and on meeting the needs of older people with protected characteristics.
Pregnant women & women on maternity leave			N/A	
Gender Reassignment	X			
Marriage & Civil Partnership	X			
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)	X			
Disability – physical, sensory & mental impairments	X			
Age Group - specify eg; older, younger etc)	X			
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people	X			
Religious/Faith groups (specify)	X			

As a result of completing the above what is the potential negative impact of your policy?

High

Medium


Low

F. Could you minimise or remove any negative potential impact? If yes, explain how.		
Race:	Pregnant women are not likely to be resident in the facilities due to the target age range of type of residents sought.	
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership		
Disability:		
Age:		
Sexual Orientation:		
Religious/Faith groups:		
Also consider the following:		
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	There is no adverse impact on equality grounds.
2	Could the policy have an adverse impact on relations between different groups?	
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	

G. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans e.g. Sustainable Community Strategy, Corporate Plan, Business Plan,	Progress milestones	Progress
Request data on current residents from existing providers	Yes	1.2.16	Elaina Quesada	N/A	Analysis of data	

Please ensure that all actions identified are included in the attached action plan and in your service plan.


 Signed
 Lead Officer Jill Colbert
 Date 13.1.16

Signed
 Service Head
 Date

A. Summary Details		
1	Title of EIA:	Market management
2	Person responsible for the assessment:	Jill Colbert , Acting Director of Education, Health and Care
3	Contact details:	X 5100
4	Section & Directorate:	All Age Commissioning, CFW
5	Name and roles of other officers involved in the EIA, if applicable:	

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function <input type="checkbox"/>
3	What is the main purpose of the policy/function?	To define unit prices for services commissioned by Children, Families and Wellbeing Unit, which is an annual exercise.
4	Is the policy/function associated with any other policies of the Authority?	Standing financial regulations with regard to payment mechanisms and related invoicing issues.
5	Do any written procedures exist to enable delivery of this policy/function?	No although the STAR procurement regulations would govern any procurement process required to set contracts up. There is no written policy relating to price setting arrangements although the Care Act 2014 outlines what Local Authority's should be agreeing to pay providers with regard to reimbursement for aspects of adult care and support.
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	No
7	Who are the main stakeholders of the policy?	Providers of adult and children services are the main stakeholders with a clear

	How are they expected to benefit?	interest in the outcome of any price setting exercise. They will benefit from price increases where the Council agrees those on the basis of clear evidence that it is required to assure continued service provision. There should be no negative or positive impact for users of services as the process undertaken is designed to identify services most at risk due to other market factors, and protect those from disproportionate impact of continued austerity.
8	How will the policy/function (or change/improvement), be implemented?	Through a process of negotiation with the providers which will result in amendments to contracts through formal Contract Variations.
9	What factors could contribute or detract from achieving these outcomes for service users?	Negotiation relating to price is vulnerable to external factors such as wage inflation, recruitment across sectors and demand for services. Engagement with providers commenced some months ago and an open book accounting process has been offered for adult social care services to ensure that they have the opportunity to evidence costs.
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	No

C. Data Collection

1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	There is data available relating to service users from all services commissioned although not all services will collect individual characteristics due to the nature of the way in which they operate, for example telephone helpline services. The data has not been aggregated across all services as it would require a vast amount of information to be collated relating to 1000s of service users. Commissioners are confident that no one single group is impacted.
2	Please specify monitoring information you have available and attach relevant information*	The information is available in each commissioned service but not aggregated up at this stage due to the volume and complexity of some service areas.
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	N/A

**Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

D. Consultation & Involvement		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	Not at this stage in the consultation process
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	As noted above the Council is working with the existing providers to ensure a full process is undertaken where required. Some services have already had their prices agreed for 2016/17 and no further engagement is required.
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	N/A

***It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

E: The Impact – Identify the potential impact of the policy/function on different equality target groups

The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;			X	
Pregnant women & women on maternity leave			N/A no services of this nature in scope	
Gender Reassignment			X	
Marriage & Civil Partnership			X	
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)			X	
Disability – physical, sensory & mental impairments			X	
Age Group - specify eg; older, younger etc)			X	
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			X	
Religious/Faith groups (specify)			X	

As a result of completing the above what is the potential negative impact of your policy?

High

Medium

Low

F. Could you minimise or remove any negative potential impact? If yes, explain how.		
Race:		
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership		
Disability:		
Age:		
Sexual Orientation:		
Religious/Faith groups:		
Also consider the following:		
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	There is no adverse impact on equality grounds. No
2	Could the policy have an adverse impact on relations between different groups?	
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	

G. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans eg; Sustainable Community Strategy, Corporate Plan, Business Plan,	Progress milestones	Progress
To agree the contract values where price is agreed	Finance meeting	February 2016	Jill Colbert	Medium Term Financial Plan	Meeting takes place and actions agreed	
To agree price value with adult care providers	Fair Price for Care exercise	February & March 2016	Amina Begum	Medium Term Financial Plan	Negotiations with providers and open book accounting process concluded	

Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed 
 Lead Officer Jill Colbert
 Date 22.1.16

Signed
 Service Head
 Date

A. Summary Details		
1	Title of EIA:	Pathways (building based day support)
2	Person responsible for the assessment:	Karen Ahmed
3	Contact details:	Karen.ahmed@trafford.gov.uk
4	Section & Directorate:	Children, Families and Well-being
5	Name and roles of other officers involved in the EIA, if applicable:	Christine Warner

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> Function <input type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	This EIA is for the re-provision of a service – Pathways day service for people with learning disabilities.
4	Is the policy/function associated with any other policies of the Authority?	Reshaping Care / community care Act and associated policies
5	Do any written procedures exist to enable delivery of this policy/function?	HR policies and procedures on redundancy and redeployment
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	
7	Who are the main stakeholders of the policy? How are they expected to benefit?	Service users and their families – they will receive a personalised service Staff – they will be offered redeployment, but will be at risk of redundancy

8	How will the policy/function (or change/ improvement), be implemented?	Service users will be reassessed to identify more appropriate bespoke packages Families and service users will be consulted with in advance of the changes and will be consulted with throughout. Staff will be consulted with as part of the HR processes.
9	What factors could contribute or detract from achieving these outcomes for service users?	Service inability to meet complex needs of service users. Resistance from families.
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	No

C. Data Collection

1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	We have detailed individual records on each service user as part of the social care assessments. People who currently use the service are people with both a physical & learning disability
2	Please specify monitoring information you have available and attach relevant information*	From the monitoring information we have for service users and staff, we have the following information: Service Users. There are 10 service users. 7 service users are women and 3 are men. Nine service users have complex needs and a learning disability, one has a learning disability. The service users are aged between 27 and 51, with 7 people aged over 40 years old. Nine service users are White British and one is Black British. Staff. There are 14 members of staff, all of whom are women. The staff are aged between 32 to 58, with 4 people being aged 55+. The majority of staff are white British, with 2 members of staff, one of who is from Europe and one mixed heritage
b	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	The cohort does not reflect the overall population of people with learning disabilities as the majority of people with learning disabilities are men.

**Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

D. Consultation & Involvement		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	No
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	Families were consulted with on the 14 th . December 2015. Service users and families will be engaged with through the assessment process from January 2016. Staff attended a briefing session regarding the proposals Wednesday 16 th December. Formal consultations will take place in February 2016 and will last for a period of 90 days. All staff will receive 1-1 support throughout the redeployment process.
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	The service users all have learning disabilities and all of them will lack capacity to make informed decisions. Different techniques such as objects of reference, behavioural observation, intensive interaction and obtaining views from people who know the service users well, will be used to elicit responses to the alternative services offered.

***It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

E: The Impact – Identify the potential impact of the policy/function on different equality target groups

The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;		Medium		All the staff members are female so there will be a negative impact on those likely to be made redundant. There is no impact in relation to men in this proposal as there are no male staff members.
Pregnant women & women on maternity leave			N/A	
Gender Reassignment			N/A	
Marriage & Civil Partnership			N/A	
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)			N/A	
Disability – physical, sensory & mental impairments	√			The service users all have learning disabilities and all also have physical impairments. 4 also have sensory impairments The service users will move from a familiar service to a bespoke person centred service which will be tailor-made to meet their needs.
Age Group - specify eg; older,		Medium		The staff likely to be made redundant

younger etc)				will be predominantly aged over 40, with only 4 women aged under 40.
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			N/A	
Religious/Faith groups (specify)			N/A	

As a result of completing the above what is the potential negative impact of your policy?

High Medium Low


F. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	Staff will be offered redeployment and there may be the opportunity to become a PA for a service user
Disability:	
Age:	Staff will be offered redeployment and there may be an opportunity to become a PA for a service user.
Sexual Orientation:	
Religious/Faith groups:	
Also consider the following:	
1	<p>If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?</p> <p>Yes – the service change will enable service users to access a different range of opportunities and engage with different people.</p>

2	Could the policy have an adverse impact on relations between different groups?	No
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	No

G. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans eg; Sustainable Community Strategy, Corporate Plan, Business Plan,	Progress milestones	Progress

Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed 
 Lead Officer Karen Ahmed
 Date 14/1/16

Signed 
 Service Head Diane Eaton
 Date 14/1/16

A. Summary Details		
1	Title of EIA:	Public Health Grant Review (2015/16 Business Case)
2	Person responsible for the assessment:	Jill Colbert and Abdul Razzaq
3	Contact details:	
4	Section & Directorate:	Children, Families and Wellbeing
5	Name and roles of other officers involved in the EIA, if applicable:	Helen Gollins-Public Health Consultant Amina Begum-Interim HOC

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function <input type="checkbox"/>
3	What is the main purpose of the policy/function?	This grant is used to commission mandatory and non-mandatory public health services to meet local need.
4	Is the policy/function associated with any other policies of the Authority?	<ul style="list-style-type: none"> • Commissioning Strategies across adults and children's service • Prevention and Early intervention • Treatment and diagnoses for a range of conditions • Health Protection function
5	Do any written procedures exist to enable delivery of this policy/function?	There is national guidance and local policies in relation to public health outcomes.
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	
7	Who are the main stakeholders of the policy?	Residents of Trafford, Trafford Council, Trafford CCG, local and Greater

	How are they expected to benefit?	Manchester Service Providers.
8	How will the policy/function (or change/improvement), be implemented?	An evidence led, object review of the Public Health Transitional Grant (PHTG). our ringfenced budget, is being followed to reduce spend and prioritise the commissioning of services.
9	What factors could contribute or detract from achieving these outcomes for service users?	Factors which could detract include: <ul style="list-style-type: none"> • unexpected incidents for example an outbreak situation • a shift in national public health priorities
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	Yes through joint commissioning and partnership working in order to deliver strategic priorities.

C. Data Collection		
1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	For each line of the grant spend, data is being collected by commissioners and service providers to understand activity. Each service provider is expected to provide evidence of service activity broken down to demographic and where appropriate equality group level.
2	Please specify monitoring information you have available and attach relevant information*	A framework is being populated to give a full picture of activity and breakdown of spend for each commissioned service. Consideration is given to the contribution that the service will make to public health outcomes and the national directive on public health spend criteria.
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	Ongoing work to improve performance monitoring and implementation of a robust framework going forward.

**Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

D. Consultation & Involvement		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	Yes Public Health –guidance and evidence to inform the decision making process
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	No decisions have been made about the decommissioning of services, redesign of services that may impact on equity of provision. Once services have been identified for review, an EIA will be a central element of the review process.
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	None

***It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

E: The Impact – Identify the potential impact of the policy/function on different equality target groups

The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;				Not applicable at this stage. An EIA will be completed from each service identified for de-commissioning or redesign.
Pregnant women & women on maternity leave				
Gender Reassignment				
Marriage & Civil Partnership				
Race - include race, nationality & ethnicity (NB: the experiences				

may be different for different groups)				
Disability – physical, sensory & mental impairments				
Age Group - specify eg; older, younger etc)				
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people				
Religious/Faith groups (specify)				

As a result of completing the above what is the potential negative impact of your policy?

High **Medium** **Low**

F. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	Not applicable at this stage. An EIA will be completed from each service identified for de-commissioning or redesign.
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	
Disability:	
Age:	
Sexual Orientation:	
Religious/Faith groups:	

Also consider the following:		
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	Where there is change each service will require commissioners and PH Consultants to undertake an individual EIA.
2	Could the policy have an adverse impact on relations between different groups?	
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	

J. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans eg; Sustainable Community Strategy, Corporate Plan, Business Plan,	Progress milestones	Progress
No recommendations available until phase 1 is complete.		Phase 1 completed March 2016	Jill Colbert			

Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed
Lead Officer
Date

Signed
Service Head
Date 26/1/16

Abdul Rezaq *PHC*

A. Summary Details		
1	Title of EIA:	Supported Living
2	Person responsible for the assessment:	Karen Ahmed
3	Contact details:	Karen.ahmed@trafford.gov.uk
4	Section & Directorate:	CFW
5	Name and roles of other officers involved in the EIA, if applicable:	Christine Warner

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	This is a service closure based upon the changing needs of the individual service users and other closures may be identified as the review of supported living progresses. 3 service users live there – one that requires nursing care, one service user requires a dementia specialist facility, and the other service user is currently being assessed to determine an appropriate placement given her age.
4	Is the policy/function associated with any other policies of the Authority?	Reshaping Care
5	Do any written procedures exist to enable delivery of this policy/function?	HR redundancy and redeployment processes
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	
7	Who are the main stakeholders of the policy?	The service users will move to placements that better meet their changed and

	How are they expected to benefit?	increased needs The staff will be put at risk of redundancy
8	How will the policy/function (or change/ improvement), be implemented?	Service users will be reassessed and suitable alternative placements will be identified. Families will be involved in this process. Staff will be consulted with as per our redundancy processes.
9	What factors could contribute or detract from achieving these outcomes for service users?	Suitable alternative placements not being available – this is highly unlikely as we have already identified a number of places.
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	No

C. Data Collection		
1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	Detailed service user records from assessments for health and social care. HR records
2	Please specify monitoring information you have available and attach relevant information*	There are 3 service users – one man and two women who are aged between 58 and 70. They all have a diagnosis of learning disability and in addition two people have dysphasia and one person has dementia. They are all White/ British. There are 5 members of staff, one man and 4 women. They are aged between 35 and 55. Two people are Black African and there people are White British
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	N/A

**Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

D. Consultation & Involvement		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	No
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	The reassessment process will include consultations with families and service users, and they will be involved in the choosing of a placement. Staff will be consulted with during February & March (Difficult to confirm exact dates as we have no dates to work to with service users moving out yet)
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	The service users all have learning disabilities, and in addition, one man has dementia. Two service users also lack capacity to make a decision about the move. Alternative forms of communication will be used such as Makaton, using easy to understand language, objects of reference, behavioural observation and the views on suitable alternative placements will also be sought from people who know them well.

***It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

E: The Impact – Identify the potential impact of the policy/function on different equality target groups

The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;		Medium		Staff at risk of redundancy are predominantly women
Pregnant women & women on maternity leave				
Gender Reassignment				
Marriage & Civil Partnership				
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)				
Disability – physical, sensory & mental impairments	High			Service users will be moved to more appropriate placements where there needs will be better met.
Age Group - specify eg; older, younger etc)		Medium		Staff at risk of redundancy will be aged 35+
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people				
Religious/Faith groups (specify)				

As a result of completing the above what is the potential negative impact of your policy?

High

Medium


Low

F. Could you minimise or remove any negative potential impact? If yes, explain how.		
Race:		
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership		Staff will be offered redeployment
Disability:		
Age:		Staff will be offered redeployment
Sexual Orientation:		
Religious/Faith groups:		
Also consider the following:		
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	Service users will be placed in more appropriate care settings
2	Could the policy have an adverse impact on relations between different groups?	No
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	No

G. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans e.g. Sustainable Community Strategy, Corporate Plan, Business Plan,	Progress milestones	Progress

Please ensure that all actions identified are included in the attached action plan and in your service plan.


 Signed
 Lead Officer Karen Ahmed
 Date 14/1/16


 Signed
 Service Head Diane Eaton
 Date 14/1/16

A. Summary Details		
1	Title of EIA:	Extension to Mandatory Unpaid Leave and leave purchase scheme.
2	Person responsible for the assessment:	Deborah Lucas, Head of HR Business Partnering
3	Contact details:	0161 912 4326 kate.sturman@trafford.gov.uk
4	Section & Directorate:	Workforce Strategy Team, HR Service, T&R
5	Name and roles of other officers involved in the EIA, if applicable:	Kate Sturman

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input checked="" type="checkbox"/> Function <input type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function
3	What is the main purpose of the policy/function?	To detail employees' terms and conditions of employment with the Council, i.e. what they will receive in return for working for the Council.
4	Is the policy/function associated with any other policies of the Authority?	Annual leave policy
5	Do any written procedures exist to enable delivery of this policy/function?	The 'Green Book', The Constitution, Contract of Employment
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	No
7	Who are the main stakeholders of the policy? How are they expected to benefit?	Employees – the proposed extension to mandatory unpaid leave and the scheme to purchase additional leave are being driven by a need to make significant budget savings within the Council over the next 2 years. It is hoped that the changes will achieve in the region of £0.5m in savings per annum. If the monies are not found

		in this manner they will need to be found elsewhere, which may mean further service reorganisation/cuts leading to redundancies in addition to those that have already been undertaken and any planned.
8	How will the policy/function (or change/improvement), be implemented?	<p>In terms of the extension to mandatory unpaid leave, there has been a period of formal consultation, during which we tried to reach collective agreement with our Trade Unions. Unfortunately agreement could not be reached so we shall continue to ask employees to voluntarily sign up to the changes. Where employees do not sign up there will be a process whereby we will give them notice of the termination of their contract and offer immediate re-engagement with the new contract.</p> <p>With regards the scheme for purchasing additional leave, this has been included in the consultation. However the scheme doesn't need collective or individual agreement as it is a voluntary scheme.</p>
9	What factors could contribute or detract from achieving these outcomes for service users?	Possible resistance from staff due to concerns about impact on workload, TOIL, pay.
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	This is being led by the HR Service, however owned by the organisation with final sign off to be given by Executive Members.

C. Data Collection

1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	<p>The extension to unpaid leave will affect all Council employees except teachers and those who come under the purview of a school governing body (i.e. are directly employed by a school) because such employees are under the control of the School Governing Body and not the council. Apprentices will also be excluded.</p> <p>There are also some staff groups that have received an exemption, these are on the basis that they were either providing direct services to SEN/children or are in a trading position – they are: Catering Operations; Cleaning Support; Trafford Transport Provision; Sanyu Daycare Centre; Partington & Carrington Children's</p>
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		Centre and SEN Teaching Assistants. These tend to be females on lower pay bands. Currently 1639 employees are subject to mandatory unpaid leave.
2	Please specify monitoring information you have available and attach relevant information*	Workforce monitoring data on the staff subject to mandatory unpaid leave is provided at Appendix 1 below.
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	N/A

**Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

D. Consultation & Involvement		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	<p>We have undertaken employee consultation and have collated all feedback.</p> <p>Out of 1639 employees subject to the consultation – only 83 provided feedback which equates to 5%. Of the small number that did provide feedback only 55% didn't agree with the proposal to extend mandatory unpaid leave for a 2 year temporary period. When asked if they would consider purchasing some additional leave, 35% said they would.</p> <p>The main concerns raised in the feedback included: the proposal being a pay cut; unfair; adverse effect on workload; difficult to take leave/flexi/TOIL; shouldn't be compulsory. There were no particular comments relating to the protected characteristics, comments were more around the effect on those staff on lower pay.</p> <p>There were also lots of positive comments about how the additional leave helps with childcare and family commitments and that payments being spread across the year lessens the financial impact.</p>

2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	We have undertaken consultation via team meetings, comms on the intranet, individual letters to all staff affected. Employees have been able to submit feedback during the consultation period.
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	It can be more difficult to engage with staff who do not have access to e-mail or the council's intranet system. However we have given several routes for staff to give feedback: survey monkey; hard copy feedback posted to HR and through line management. These have been detailed in a letter that was sent to all employees involved in the consultation.

***It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

E: The Impact – Identify the potential impact of the policy/function on different equality target groups

The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;	X – low	X – low		<p>The gender profile of the staff subject to mandatory unpaid leave is: Female 73% to Male 27%. There will therefore automatically be more women affected by the proposal. It should be noted that a significant number of women work in those services that are exempt from the proposal, such as Catering, Cleaning, Children's Centres and SEN Teaching Assistants.</p> <p>As women still tend to have greater child-care commitments than men the additional leave may help with caring responsibilities if the days can be taken during school holidays. This may therefore have a positive impact. However it is also a good opportunity for male staff with</p>

				<p>childcare commitment to have greater flexibility.</p> <p>For staff with other caring responsibilities, such as parents, this may be positive, giving them more flexibility.</p>
Pregnant women & women on maternity leave			X	No likely impact. When on maternity leave, staff are not subject to the mandatory unpaid leave payments so it has no effect during this period.
Gender Reassignment			X	No likely impact.
Marriage & Civil Partnership			X	No likely impact.
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)			X	No likely impact.
Disability – physical, sensory & mental impairments	X – Low impact			There may be a slight positive impact for staff who have a disability as they may need more time off work than employees without a disability so the additional unpaid leave and option to buy additional leave may be supportive of this need.
Age Group - specify eg; older, younger etc)		X – Low impact (younger and older employees)		<p>On average the younger element of the workforce are more likely to be on lower salaries than the older element, which means that the financial implications of all of the proposals may have a greater impact on these employees.</p> <p>There may be an impact on pension benefits for the older element of the workforce due to the loss of pay, however this is mitigated by the APC provision to buy back any loss of pension..</p>
Sexual Orientation – Heterosexual,			X	No likely impact.

Lesbian, Gay Men, Bisexual people				
Religious/Faith groups (specify)	X - low			All staff in scope will be required to take the mandatory leave but are entitled to choose when to take it, so they may be able to use these days for religious holidays other than the statutory/Christian holidays.

As a result of completing the above what is the potential negative impact of your policy?

High **Medium** **Low**

F. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	N/A
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership:	N/A
Disability:	N/A
Age:	There may be an impact on pension benefits for the older element of the workforce due to the loss of pay. However, to some extent this can be mitigated by the APC provision to buy back any loss of pension. During the period when staff are subject to mandatory unpaid leave, each year the Council will write to employees to give them the opportunity to make an APC and the Council will pay 2//3 of the cost provided the employee makes the request within the agreed timescales.
Sexual Orientation:	N/A
Religious/Faith groups:	N/A
Also consider the following:	

1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	
2	Could the policy have an adverse impact on relations between different groups?	
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	Staff subject to mandatory leave will have additional time off work, which gives more flexibility for home/family commitments. This is useful for those with caring commitments, however those without caring commitments may also appreciate the time to pursue interests.

G. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans e.g. Sustainable Community Strategy, Corporate Plan, Business Plan,	Progress milestones	Progress

Please ensure that all actions identified are included in the attached action plan and in your service plan.



Signed



Lead Officer Deborah Lucas
Date 15th January 2016

Signed

Service Head
Date

Lisa Hooley
15th January 2016

Appendix 1 – Equalities Monitoring of staff subject to mandatory unpaid leave

Gender Breakdown

Gender	% of staff
Female	73.48
Male	26.52

Ethnic Origin Breakdown

Ethnic Origin	% of staff
Asian or Asian British Bangladeshi	0.27
Asian or Asian British	0.92
Asian or Asian British Indian	0.22
Asian or Asian British Kashmiri	0.05
Asian or Asian British other Asian	0.22
Asian or Asian British Pakistani	1.46
Black or Black British African	0.92
Black or Black British British	0.05
Black or Black British Caribbean	1.30
Black or Black British Other Black	0.11
Chinese or Other Chinese	0.27
Mixed Other Mixed	0.60
Mixed White & Bangladeshi	0.05
Mixed White & Black African	0.27
Mixed White & Black Caribbean	0.70
Mixed White & Indian	0.33
Mixed White & Pakistani	0.11
Prefer not to state	1.84

White British	49.65
White Irish	1.46
White Other White	1.08
White Polish	0.16
White Other White European	0.43
Blank	37.53

Disability Breakdown

Gender	% of staff
Declined to specify or left blank	48.81
Disabled	4.23
Non-disabled	46.96

Sexual Orientation Breakdown

Sexual Orientation	% of staff
Bisexual	0.60
Declined to specify or left blank	47.07
Gay	1.25
Heterosexual	49.89
Lesbian	1.19

A. Summary Details		
1	Title of EIA:	Trafford Trading Approach - WAC
2	Person responsible for the assessment:	Sharon Winn - Senior Business Change Manager
3	Contact details:	Joanne Hyde - Corporate Director Transformation & Resources Kerry Purnell - Head of Partnerships & Communities Debbie Cowley- Strategic Manager - Culture & Sport
4	Section & Directorate:	Transformation and Resources
5	Name and roles of other officers involved in the EIA, if applicable:	Asma Ibrahim - Business Change Analyst Sharon Winn- Senior Business Change Manager
B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> N Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	<p>The Reshaping Trafford programme will bring about many changes to the way the Council operates in the future in order to meet the unprecedented financial pressures with innovative business solutions and opportunities for revenue generation identified. These innovative business solutions include:</p> <ul style="list-style-type: none"> • Changes in a current staffing structure aligned to customer and business needs that removes duplication • Exploring new income generating opportunities to provide sustainability and development of the service; • Charging mechanisms and hourly rates aligned with trading in private sector models and focus on understanding and reducing overheads to make services competitive in the market • Increased utilisation and greater flexibility, working smarter to respond to the volume and type of demand <p>The purpose of this project is to follow the recommendations outlined in the WAC Business Plan for delivering the Art Centre's services including changes to the staffing structure following a service review in 2015.</p>

4	Is the policy/function associated with any other policies of the Authority?	No. However a 3 year Business Plan has been developed to support the functions of the service.
5	Do any written procedures exist to enable delivery of this policy/function?	A 3 Year Business Plan has been developed for the service along with re-structure of the service and review of job profiles. The plan will support the delivery of the vision and functions. It will also support the service to develop a commercial and artistic balance in the delivery of products and services.
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	No
7	Who are the main stakeholders of the policy? How are they expected to benefit?	<p>The main stakeholders of the policy are:</p> <p>The Council - The changes to the service delivery model will contribute towards reducing WACS reliance on a subsidy from the Council. The monies saved can be used to support front line services.</p> <p>Staff – The changes will impact the staff members as job roles have changed, and new roles created. This may provide development opportunities for staff members to expand their knowledge and skills, or to develop further within the new arrangements.</p> <p>Residents – The purpose of the WAC is to be a centre of excellence and enrich the quality of life for the visitors of the centre and residents of Trafford. The aim of these changes is to provide appropriate infrastructure and resources to WAC so they can continue to offer innovative and creative activities accessible to the centre’s visitors</p> <p>Local businesses - The new approach to trading will provide opportunities for local organisations and companies to supply, hire and use WAC facilities and services at competitive prices.</p>
8	How will the policy/function (or change/ Improvement), be implemented?	<p>The changes in the service is being implemented in the following way;</p> <ul style="list-style-type: none"> • New staffing structure and review of the job description was conducted • Revisiting the strategic goals, visions and missions of WAC to ensure these are fit for purpose and support the commercial development required to be

		<p>sustainable</p> <ul style="list-style-type: none"> • Reviewing working practices to drive out efficiencies <p>Understanding our costs</p> <ul style="list-style-type: none"> • Developing a 3 year business plan with suitable recommendations to support the financial stability of WAC <ul style="list-style-type: none"> ➤ Ensuring that WAC is providing competitive products and services and able to provide customers with an explanation of how charges are calculated by developing a greater understanding of our costs. This includes investigating internal recharge costs to determine if the process can be made more transparent and seamless.
9	<p>What factors could contribute or detract from achieving these outcomes for service users?</p>	<p>The factors that could contribute to achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • A detailed knowledge of the make-up of the Trafford Borough; • Established Art Centre already delivering products and services to its visitors • Well established internal and external customer relationships; • A good reputation of the Art Centre • WAC is well situated for transport links to locally to Trafford and Manchester as well as nationally because Metro Stop at Sale links to Piccadilly and Victoria Train station; and near local bus routes • Good location in the central town centre of Sale for local footfall, visibility and access • Excellent parking facilities nearby <p>The factors that could detract from achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • A lack of commercial experience within The Council; • A lack of investment to develop products and services;

		<ul style="list-style-type: none"> • Other established and emerging Art Centres offering similar services • The political will to make the changes happen; • Restrictions on time for project delivery.
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	WAC team will work more closely with the Council Communication Marketing, Events and Registrar Teams to increase resilience, ensure consistent corporate messages are delivered and maximise income opportunities and efficiency of resources.

C. Data Collection

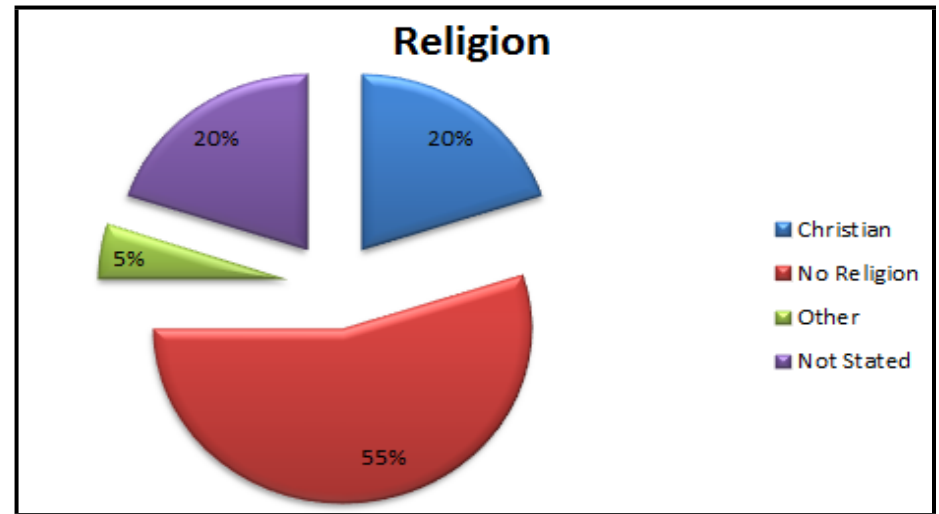
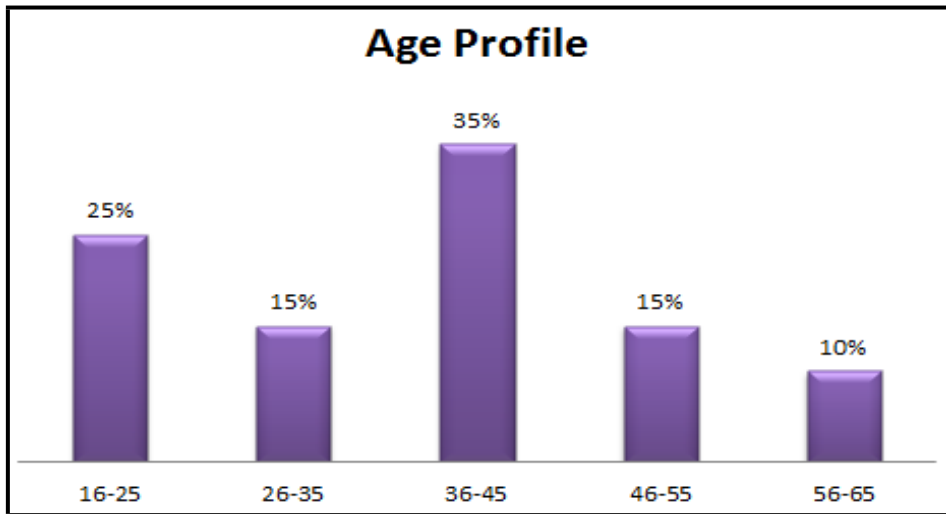
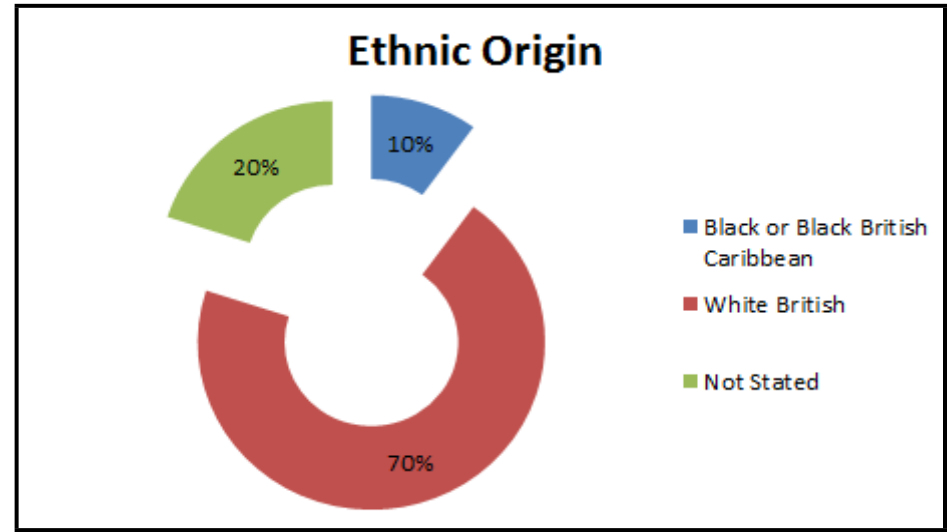
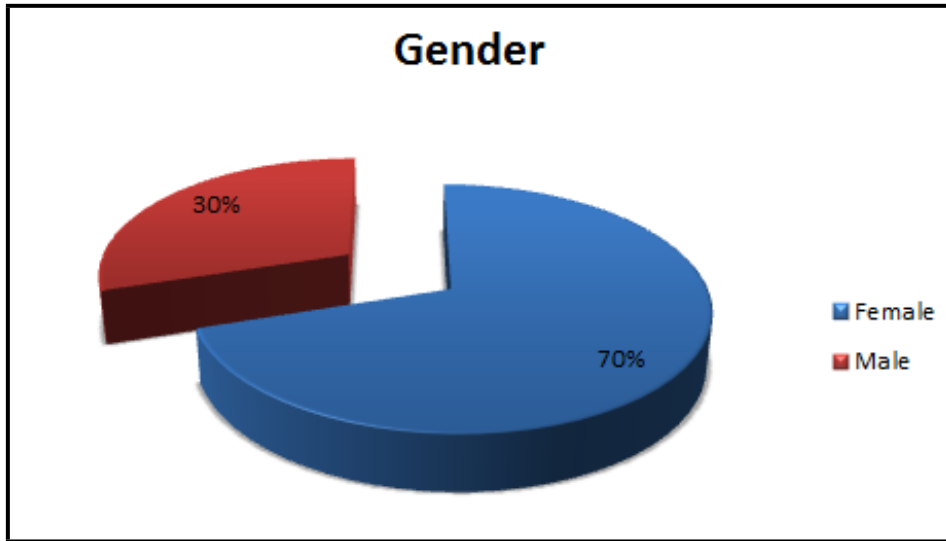
1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	The Council has equality monitoring data available for staff members potentially impacted by the proposed changes. Please see below
2	Please specify monitoring information you have available and attach relevant information*	For the directly affected staff members, the data includes: <ul style="list-style-type: none"> • Age Profile • Religion • Sexual Orientation • Ethnic Origin • Disability • Gender
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	NA

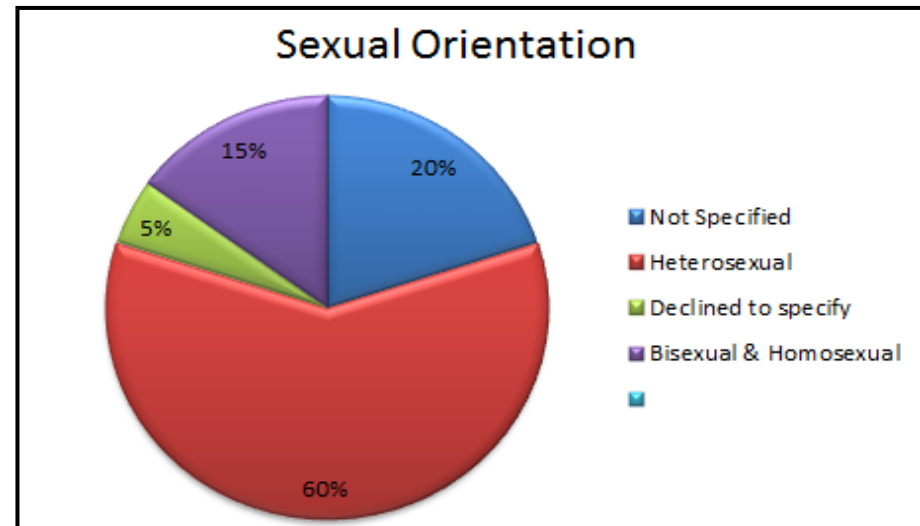
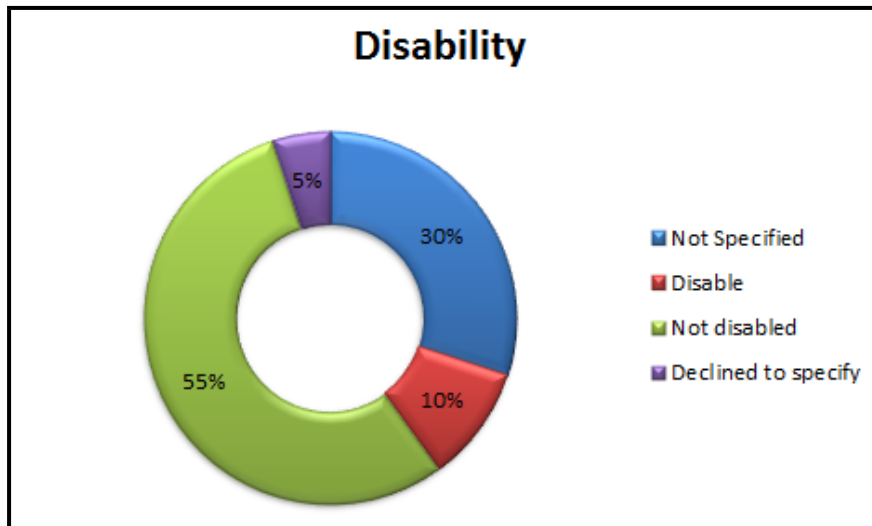
**Your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service*

D. Consultation & Involvement		
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	Benchmarking against other councils
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	Consultation sessions with affected staff members will be carried out to communicate and discuss the planned changes put forward in the project proposals. A meeting with the WAC building Partners, Cofely, will be arranged to communicate and cascade the changes in opening times and new point of contact for building management.
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	WAC staff members are located at Sale Waterside Art Centre and as part of Reshaping Trafford programme, briefing about the proposed restructure will be held at the site in agreement with the service. A suitable time will be considered to ensure any part time staff, agile workers and staff on annual leave, are provided with the opportunity to attend the session. Staff on maternity/paternity leave or long term sickness will be informed about the changes via letter/email with an option to attend the meetings.

**It is important to consider all available information that could help determine whether the policy/ function could have any potential adverse impact. Please attach examples of available research and consultation reports*

Profile of staff in scope directly affected





Note * *In line with best practice, if certain equality groups contain a small number of people they are rounded together so as not to potentially identify individuals.*

Staff profiles by ethnic origin reveal that 70% staff members in the affected service areas are from a White British background. The other 30% staff members are from ethnically diverse backgrounds. In respect to gender, 70% of the affected staff members are female and 30% are male. In relation to religious belief, 20% of the affected staff members are Christian, 55% do not follow a particular religion and the remaining 25% staff members religious beliefs are unspecified.

The age ranges of staff member is fairly diverse with the largest groups comprised of 36 to 45 years old (35%), 16 to 25 years old (25%), 26 to 35 years old (15%) and 46 to 55 years old (15%). The smallest age groups are 56 to 65 years old (10%). The disability data highlights that almost half of the staff members have stated that they are not disabled (55%) and 10% have declared a disability. 30% have not specified any disability and 5% have declined to specify.

60% of the staff members identify themselves as heterosexual, 15% as bisexual or homosexual. The sexual orientation of the remaining 25% of staff members is unknown.

E: The Impact – Identify the potential impact of the policy/function on different equality target groups

The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;		✓		70% of the staff members are female and there are lower numbers of males working for the service (30%). It is not expected that the proposed changes will have a negative impact upon the equality target group. As part of employment contract the affected staff member are aware of working some weekends and evenings depending on the service's needs. However consideration will be taken when preparing rotas and flexibility will be provided by pre-planning staff schedules. It will be attempted that any caring commitments or relatives that staff member may have responsibility for are taken into account when planning.
Pregnant women & women on maternity leave			✓	The proposed changes will not have a negative impact upon the equality

				target group as the current staff affected have an interim cover and will be able to resume their duties on their return to work. Please see Section F as regards any new starters.
Gender Reassignment				N/A
Marriage & Civil Partnership				N/A
Race- include race, nationality & ethnicity (NB: the experiences may be different for different groups)			✓	From the data available, the majority of staff members are 'White British' (70%) with 30% of BME (Black and Minority Ethnic) origin. It is not expected that the proposed changes will have any impact based on ethnic origin. Ensure the new structure and working arrangements continue to provide a professional working environment, where staff are comfortable with their identity and are supported by HR policies and processes.
Disability – physical, sensory & mental impairments			✓	The data available highlights that there are low numbers of disabled staff (10%) in the Service. The changes will not have any impact for the disabled staff members as the access facilities and reasonable adjustments currently in place will remain the same.
Age Group - specify e.g. older, younger etc.			✓	It is not expected that the proposed changes will have a negative impact upon the equality target group

Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people				N/A
Religious/Faith groups (specify)			✓	Staff requirements for religious holidays will continue to be taken in consideration when preparing rotas and flexibility of working will be ensured by pre-planning staff schedules

As a result of completing the above what is the potential negative impact of your policy?

High

Medium

Low

F. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	N/A
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	<p>Maternity / paternity / adoption leave - If any member of staff is on maternity / paternity / adoption leave, they will be included in all communication throughout the process and the Service will ensure they are not negatively impacted (e.g. ensure staff on maternity/paternity/adoption leave return to similar working arrangements and conditions).</p> <p>One-to-one support – If any staff members require, they will have access to one-to-ones with their manager and HR. It will be ensured that all staff are informed in timely manner about any changes and supported through process and have access to support for anything if required.</p> <p>Other Support – It will be ensured that the new structure and working arrangements provide, or make reasonable adjustments to provide, access to appropriate facilities if required. The managers will support the professional development of the staff to conduct their duties</p>

	Flexible Working - The new structure will ensure staff can request flexible working such as maternity/ paternity/ adoption leave. This will include flexibility with regard to caring responsibilities.
Disability:	N/A
Age:	N/A
Sexual Orientation:	N/A
Religious/Faith groups:	Ensure the new structure and working arrangement provides a professional working environment, where staff are comfortable with their identity and are supported by HR policies and processes. Good planning will ensure that, where possible, meetings and other important activities do not take place during religious holidays or impact on key faith activity requirements (e.g. prayer times).
Also consider the following:	
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?
2	Could the policy have an adverse impact on relations between different groups?
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?

K. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans	Progress milestones	Progress

Communication with staff	Staff awareness session	TBC on the availability of the staff	AI & SW			Regular communication with Head of Service to ensure the process is conducted smoothly for the service
Formal checkpoints with Equalities team	Formal checkpoints and discussion with equalities team	At key milestones during process	AI & SW	N/A		
Feedback obtained from staff will be collated	The EIA will be updated based on the information received	At key milestones during process	AI & SW			

Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed
Lead Officer

Asma Ibrahim
Sharon Winn

Signed
Service Head

Kerry Purnell

Date

Date

Appendix 5: Consultation Response Form – Waterside Arts Centre

If you have any proposed changes by completing the **end of XXX.**

Please return or

TraffordTradingApproach@trafford.gov.uk

Name
Payroll Number
Contact Number

comments on the please let us know section below. **The consultation is**

email to:

Your comments: