

## RAFFORD COUNCIL

**Report to:** Executive  
**Date:** 18 February 2015  
**Report for:** Decision  
**Report of:** The Executive Members for:

- **Adult Social Services and Community Wellbeing**
- **Children's Services**
- **Economic Growth and Planning**
- **Environment and Operations**

### Report Title

Consultation Outcomes and Budget Proposals

### Summary

The purpose of the report is to set out the approach taken to consultation, the subsequent outcomes and the revised recommendations which are now put forward for members to consider regarding the following proposals:

#### Children, Families and Wellbeing (CFW) Directorate

##### *Adult Services*

- Reshaping Social Care
- Supported Accommodation
- Building Based Day Support
- Telecare
- Market Management
- Supporting People
- Voluntary & Community Sector
- Mental Health
- All Age Integrated Health and Social Care
- All Age Commissioning
- Learning Disabilities
- Review of CFW Commissioned Services (new proposal)

##### *Children's Services*

- Early Help
- Education and Early Years

#### Economic Growth, Infrastructure and Environment (EGEI) Directorate

- School Crossing Patrols
- Car Parking Fees
- Festive Lights

It highlights the consultation process and outcome by individual directorate which was undertaken in addition to but as an integral part of the overarching budget consultation. Under each directorates section, the approach taken to consultation is set out alongside the general issues and a summary of the feedback received. It lists the original proposal, the specific feedback on that proposal and a recommendation in response to the feedback.

This report does not contain the detail of the general approach taken to the council's budget consultation and the outcome of that; that information is contained in a separate report which was considered by the Executive on 26 January 2015.

### **Recommendation(s)**

It is recommended that the Executive note:

- The extensive Consultation in relation to the CFW and EGEI budget proposals 2015/16, including the methodology and approach used.
- The final proposals and consultation outcomes.
- The Equality Impact Assessments in relation to the budget proposals and the Public Sector Equality duty

It is recommended that the Executive agree the recommendations in relation to individual budget proposals, as set out in Appendix A.

### **Contact person for access to background papers and further information:**

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Relationship to Policy Framework/Corporate Priorities	<p>This report relates to the following Corporate Priorities:</p> <ul style="list-style-type: none"> <li>• Low Council Tax and Value for Money</li> <li>• Economic Growth and Development</li> <li>• Services Focused on the most vulnerable people</li> <li>• Reshaping Trafford Council</li> </ul>
Financial Implications	<p>If the recommendations in the report are accepted there will be a reduction in the level of savings which will be made in 2015/16 from £23.7m to £21.5m.</p> <p>It is possible to contain this change in the revenue budget due to additional resources being available to the Council, mainly from Business Rates and a dividend from Manchester Airport Group (MAG).</p>
Legal Implications:	The legal implications are set out in the body of this report.
Equality/Diversity Implications	Equality implications are included in the main body of the report at Section 7 and in the Equality Impact Assessments at Appendix E.
Sustainability Implications	No direct implications
Staffing/E-Government/Asset Management Implications	<p>No direct implications for E-Government</p> <p>A number of the budget proposals have a direct impact on staffing. Given the number of staff affected, statutory processes have and are being 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.</p> <p>Asset transfer implications are being managed by Corporate Landlord and a working group linking with Early Help Project Board has been set up to ensure a plan for asset management is considered for each centre within the Early Help proposals. Impact of centres closing has been highlighted in the Equality Impact Assessment for Early Help.</p>
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.

## 1.0 Introduction

1.1 The purpose of the report is to set out the approach taken to the consultation, the subsequent outcomes and the amended recommendations where appropriate, which are now put forward for members to consider regarding the following proposals:

### 1.2 Proposals within the Children, Families and Wellbeing (CFW) Directorate

#### *Adult Services*

- Reshaping Social Care
- Supported Accommodation
- Building Based Day Support
- Telecare
- Market Management
- Supporting People
- Voluntary & Community Sector
- Mental Health
- All Age IHSC
- All Age Commissioning
- Learning Disabilities
- Review of CFW Commissioned Services (new proposal)

#### *Children's Services*

- Early Help
- Education and Early Years

### 1.3 Proposals within the Economic Growth, Infrastructure and Environment (EGEI) Directorate

- School Crossing Patrols
- Car Parking Fees
- Festive Lights

1.4 The report sets out the consultation process and outcome by Directorate which was undertaken in addition to but as an integral part of the overarching budget consultation. The report then presents each of the original proposals, the specific feedback on that proposal and a recommendation in response to the feedback. A summary of this information is also provided. For some proposals, alternative and new options have been put forward and/or the proposal is recommended with some additional requirements.

1.5 This report does not contain the detail of the general approach taken to the Council's overarching budget consultation and the outcome of that; that information was contained in a separate report considered by the Executive on 26 January 2015.

1.6 The Executive is asked to note the consultation process, the subsequent outcomes and to agree the recommendations which are set out in detail in Appendix A, for the reasons set out in this report.

## **2.0 Children, Families and Wellbeing (CFW)**

2.0.1 This section of the report presents the consultation process and outcome for CFW. The approach taken to consultation is set out alongside the general issues and feedback received. The report then presents each of the original proposals, the specific feedback on that proposal and a recommendation in response to the feedback. A summary of this information is also provided. For some proposals, alternative and new options have been put forward and/or the proposal is recommended with some additional conditions.

### **2.1 CFW Consultation Approach**

2.1.1 In addition to the Council wide consultation, targeted activities were undertaken over a 6 week period between 3<sup>rd</sup> November 2014 and 12<sup>th</sup> December 2014 using a range of methodologies.

2.1.2 Indigo Consulting were commissioned to undertake additional consultation activity on behalf of CFW due to the scale and potential impact of the options put forward for consultation and to ensure that the consultation was clear as to the Council's proposals and accessible in order to encourage engagement from all potentially affected groups/individuals. A detailed technical report outlining all aspects of the consultation and responses received has been produced and an Executive Summary which highlights the main findings is available at Appendix B.

2.1.3 A mixed method approach was undertaken in order to ensure that as many people living in Trafford took part in the consultation process as possible. In that respect, different elements of the consultation process were developed to capture and solicit the opinions of the maximum number of people and encourage them to participate in the consultation process. These included surveys, street surveys, drop-in sessions, focus groups, emails, telephone calls, and Council-run consultation events.

2.1.4 All these events were advertised on the consultation website linked to the Council website. In addition, the information was disseminated via a range of 66 forums and services. Furthermore, the organisers, leaders and managers of these forums committed to circulating the information to their service users.

2.1.5 The following sections outline the methods used during the consultation process by Indigo Consulting on behalf of the Council.

### **2.2 Surveys**

2.2.1 Surveys were developed for existing service users of Adult Social Care (ASC) in both electronic and hard copy format. The directorate posted a hard copy survey to 5394 service users with a stamped self-addressed return envelope to encourage participation. These included an easier to read version of the survey. 487 of the total 5394 surveys were returned. A survey was also developed for the Early Help proposal in electronic and hard copy format and circulated via Children's Centres, Youth Centres and other key access points. The electronic surveys were accessible from a consultation website linked to Trafford Council's website and publicised throughout the consultation events.

## **2.3 Street Surveys**

2.3.1 Street surveys were designed to reach a range of service users and non-service users who may not have been able to travel to a drop-in consultation or complete a survey. Half a day (3 hours) was spent at a location in each of the North, South, Central and West areas of Trafford.

- North – Entrances to Stretford Mall
- South – The Stamford Quarter, Altrincham
- Central – The Square Shopping Centre, Hale
- West – Railway Street, Urmston

## **2.4 Drop in Consultation Sessions**

2.4.1 Drop in consultation sessions gave informal opportunities for the public to speak to Indigo representatives – service users and non-service users alike. The sessions were set up with three tables manned by a consultant each and an interpreter (Bengali, Punjabi and Polish). Each table had a suite of explanatory information which was duplicated on wall posters, along with a range of materials to write feedback on, survey forms and demographic forms.

2.4.2 There was one drop in session in each of the four localities of Trafford including one in Partington. The venues were:

- Gorse Hill Studios
- Hale Library
- Urmston Library
- The Talkshop, Sale
- The Bluelife Centre, Partington

## **2.5 Focus Groups**

2.5.1 The focus groups were planned to run alongside the drop in sessions in the venues listed above. Focus groups were advertised via the website and that members of the public could book onto them. They were also advertised via the network of 66 forums and meeting groups.

2.5.2 In addition two focus groups were organised and facilitated by Indigo in Trafford College for students with learning difficulties.

2.5.3 A Conference for secondary age young people was held at the Life Centre in Sale on 29<sup>th</sup> November 2014. This included a workshop session on the budget proposals facilitated by the Children's Rights Service and Youth Parliament with 66 feedback cards submitted by young people following the session. There was also a Q and A Panel session with elected members and senior officer including the Leader of the Council at which young people were able to question the proposal.

## **2.6 Emails and letter**

2.6.1 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 would provide individuals with a means of communicating with the consultation team without having to attend an event.

## **2.7 Council Consultations**

2.7.1 The Council wide public consultation events took place in Sale, Partington, Altrincham, Old Trafford, Urmston and the Youth Cabinet. Each of these events comprised a presentation by the Council followed by round table discussion and feedback. These sessions generated substantial interest in the CFW proposals with feedback cards forwarded to Indigo for inclusion in the consultation report.

## **2.8 Advisory Board and other Meetings**

2.8.1 There were also a further 24 meetings; half of these were focussed on Early Help and half on ASC; the minutes of which were forwarded to the research team. From this it was possible to see that there was an average of 10 people attending each meeting. This gives an approximate total of 120 participants in the meetings for Early Help and ASC.

## **2.9 Telephone Calls**

2.9.1 The public were also invited to telephone the research team to give their views in person by telephone enabling them to contribute if they were, for example not able to leave the house and/or were not able to access ICT technology. Independent groups i.e. Carers Centre also provided a route for people to speak to and get support in completing the survey. There were 10 telephone calls, mostly to comment about the process or the surveys.

2.9.2 Support from independent groups was also made available if help was needed to fill in forms or seek clarity on any aspects of the surveys.

## **2.10 Issues raised with the consultation process and how they were addressed**

2.10.1 Of the 510 respondents, 320 (62.7%) said that they understood the survey and 306 (60%) said that they understood the proposals.

2.10.2 Attempts were made to address concerns about the process as they were raised. For example, easier to read versions of the documents were produced to aid comprehension and people were directed to them.

2.10.3 Efforts were also made to ensure that invitations to events were targeted to particular groups and additional focus groups were arranged to ensure the views of young people with learning disabilities were included in the consultation.

2.10.4 Some concerns were raised early on about the promotion of the consultation events. To address this, the council sent out a press release notifying the public of the events.

## **2.11 Petitions received**

2.11.1 There were 2 petitions submitted in response to the CFW consultation.

2.11.2 'Trafford Residents Against the Cuts' (T.R.A.C) formed in response to the Council's budget proposals. They submitted a petition which had received 2468 signatures. Their petition was headed with the following information:

2.11.3 *'T.R.A.C formed in response to TMBC's budget proposals slashing £24m this year alone (with more to come). The cost savings are mainly coming from Children Families and Wellbeing budgets. Affected services are those supporting people with learning disabilities, libraries, school crossing guards, youth offending, day to day support for the vulnerable elderly and those with disabilities and respite care. Youth centres and Surestart centres will close. Leisure centres will be handed to Trafford Leisure Trust, mental health services and re-ablement (supporting people leaving hospital) are being out-sources- 200 jobs WILL be lost. We say 'enough is enough'.*

2.11.4 In addition, there are 900 signatures on a petition which is about the Early Help proposals; this is headed with the following information:

*Dear Trafford Metropolitan Borough Council,  
Stop Trafford Council closing all Trafford Youth Centres!  
Sincerely,*

2.11.5 The petitions have been acknowledged and considered as part of the budget consultation process.

## **2.12 Alternative suggestions put forward**

2.12.1 There were five common, alternative suggestions to the proposals put forward during the CFW consultation process. In order of frequency they were:

1. Raising money through other means, e.g. corporate social responsibility
2. Council spending could be reduced in other areas to protect Adult Social Care
3. Council wage cuts
4. Government issues, e.g. reduce foreign aid
5. Increase Council Tax

2.12.2 These issues are also being considered as part of the overall Council budget setting process and will be addressed in the council's overall Budget Report to the Executive on 18<sup>th</sup> Feb 2015.

## **2.13 Judicial Review of the Council's proposals for Adult Social Care**

2.13.1 A challenge to the budget consultation has been brought in the High Court. The Claimant has alleged that the Council's consultation process was unfair in that it did not set out alternative proposals such as the possibility of raising Council Tax to offset the proposed savings, or the use of reserves to the same end. The Claimant seeks a declaration that the consultation was unlawful and an order quashing the consultation which has taken place.

2.13.2 The application for Judicial Review is contested by the Council and a full hearing of the claim will take place on 16 February 2015. A report to update the Executive with regard to the proceedings will be made available for 18 February 2015.



## 2.13 Outcome of the Consultation Process: Adult Social Care (ASC)

### 2.13.1 Summary:

Original Proposal Title and Summary (As set out in the Draft Budget Report of 20 October 2014)	Original Saving	Overall consultation feedback	Recommendation	Adjusted saving
<i>Reshaping Social Care</i>  To change the way the Council meets eligible needs.	<b>£2.1m</b>	Concerns raised by those in receipt of social care re potential for increased levels of isolation, costs of care and the availability of information to help make decisions re care needs	To endorse the proposal, but noting the requirements set out in section 2.14.3 of the report.	Saving reduced to <b>£1.1m</b> in 2015/16 to reflect updated delivery timetable and mitigate risk of potential overlaps with other proposals.
<i>Reablement</i>  To complete a procurement exercise with the external market to provide this function.	<b>£1.002m</b>	Concerns were raised re the impact of privatisation on cost and quality of care	That a soft market testing process is undertaken alongside a more in depth review of the service, to help refocus the service objectives and activity. This will be completed prior to the proposed procurement exercise.	Saving reduced to <b>£700k</b> in 2015/16 to reflect the recommendation to carry out an in depth review of the service.
<i>Supported Accommodation</i>  To tender the in house service and provide the same level of support through the external market.	<b>£170k</b>		To undertake a more in depth service review involving staff, service users, carers and their families, prior to the proposed procurement exercise.	Saving increased to <b>£206k</b> based on the deletion of posts currently held vacant.
<i>Building Based Day Support</i>  To tender Pathways (day centre).	<b>£50k</b>		To retain this service in house and reshape it with Trafford Clinical Commissioning Group (CCG), in line with the Winterbourne programme of work.	Saving increased to <b>£71k</b> based on the deletion of posts currently held vacant.

<p><i>Telecare</i></p> <p>To outsource the service</p>	<p><b>£116k</b></p>	<p>No key issues were raised regarding these proposals</p>	<p>To undertake a soft market testing process and a pilot phase to test a range of assistive technology, to comprehensively inform the procurement process, prior to progressing the original proposal to outsource this service.</p>	<p><b>£116k</b></p>
<p><i>Market Management</i></p> <p>To enter into discussions with providers across a number of client groups to identify the level of fee increases that would be appropriate for 2015/16.</p>	<p><b>(up to) £1.2m</b></p>		<p>To progress the original proposal.</p> <p>It is noted that a further report on the final proposal on market rates for 2015-2016 will be brought to the Executive meeting in March.</p>	<p><b>£1.2m</b></p>
<p><i>Supporting People &amp; Homelessness</i></p> <p>To end existing contract for supporting people and which currently provides services that prevent homelessness or meet the needs of single homeless people.</p>	<p><b>£230k</b></p>		<p>To progress with the original proposals.</p>	<p><b>£230k</b></p>
<p><i>Voluntary &amp; Community Sector</i></p> <p>To cease funding to a number of voluntary and community sector organisations and to remodel services as part of the Early Help and Integration programmes.</p>	<p><b>£97k</b></p>			<p><b>£97k</b></p>

<p><i>Mental Health</i></p> <p>To review packages of care and out of borough placements for people with a mental health issue and support their return to the Borough as well as ensure value for money.</p>	<p><b>£100k</b></p>		<p>To progress with the original proposals.</p>	<p><b>£100k</b></p>
<p><i>All Age Integrated Health and Social Care</i></p> <p>To develop an all age, integrated and locality based health and social care service in partnership with Trafford CCG and Pennine Care.</p>	<p><b>£500k</b></p>			<p><b>£500k</b></p>
<p><i>All age commissioning</i></p> <p>To bring the planning of education, health and care services together to save money. To also propose that these services are planned for people of all ages rather than there being separate services for people of different ages.</p>	<p><b>£830k</b></p>			<p><b>£830k</b></p>

<p><i>Learning Disabilities</i></p> <ul style="list-style-type: none"> <li>• To undertake a series of contract re-negotiations with all existing providers to reduce the cost of current contracts.</li> <li>• To accelerate a number of Tenders to create savings in year.</li> <li>• To determine 'Ordinary Residence' with a number of Individuals living out of area, including individuals living out of area in residential or nursing care.</li> <li>• To review high cost Care Packages. To cease spend against the Learning Disability Development Fund.</li> <li>• To review placement voids.</li> </ul>	<p><b>£3.714m</b></p>		<p>To progress with the original proposals.</p>	<p>Saving reduced to <b>£2.617m</b> to reflect a reduction in anticipated retendering savings. This is offset by an increase in the forecast savings through applying ordinary residence.</p>
<p><b>New proposal to account for savings adjustments</b></p>				
<p><i>Review of CFW Commissioned Services</i></p> <p>To review all non-statutory services commissioned by CFW for adults and children, including those funded from the Public Health Grant. This will include a review of the Health and Wellbeing Board to ensure that it is having an impact on population health and well-being improvements.</p>	<p>See section 2.20</p>	<p>Consultation will be undertaken as deemed necessary following the review process</p>	<p>To undertake a 'root and branch' review of all CFW commissioned services to ensure that the discretionary services are value for money with clear links to strategic priorities and national guidance.</p>	<p><b>£1.5m</b></p>

2.13.2 The following sections provide the detail regarding each of the proposals subject to the consultation process.

**2.14 Adult Services: Reshaping Social Care**

*2.14.1 Original Proposal*

2.14.1.1 A change of policy in the way the council meets eligible needs was originally proposed. The Prioritising Needs Guidance issued by the Department of Health sets out four levels of risk to a person’s independence: critical, substantial, moderate and low. Each local authority must then set and apply its local eligibility threshold. Trafford Council currently, meet all eligible needs which are deemed to be substantial or critical. Trafford Council will promote independence, resilience and maximise personal ability and assets. The council will maximise public funding after the use of local community services, adaptations, equipment and technology has been explored to the fullest potential. The Council will only provide the most cost effective solution to meet eligible social care needs in Trafford. This will require a change in approach on the part of staff, and for service users’ expectations to be managed. Local residents will be expected to access all relevant available benefits (Attendance Allowance, Disability Living Allowance and Personal Independence Payments) before Council resources are assigned.

2.14.1.2 The council will support people to use local independent supplies for domestic services, cleaning, meal preparation and shopping and will no longer resource these non-eligible services unless no suitable viable alternative which satisfies the Council’s statutory duty can be found.

*2.14.2 Consultation Feedback*

2.14.2.1 Overall people who didn’t use social care did not think this would affect them. But where people used social care services they believed this would have a great effect upon them and their families.

<b>Feedback</b>	<b>Response</b>
There will be increasing social isolation.	<p>This is in itself a low level need under Fair Access to Care.</p> <p>The council currently funds a range of voluntary sector services that play a part in reducing social isolation.</p> <p>Trafford Council financially supports 19 voluntary sector organisations providing a range of support for people across Trafford. Examples include support for people with learning disabilities to gain employment, activities for people living with dementia and their carers and volunteering opportunities for people with mental health conditions.</p> <p>Trafford Council also commissions Thrive to provide a comprehensive range of support to</p>

	<p>voluntary and community organisations across Trafford including support with recruiting and developing volunteers, fundraising advice and administering voluntary sector grants.</p> <p>The care planning process is being changed to include the use of naturally occurring ways to meet non eligible and low level need i.e. voluntary groups, the use of friendship groups, visiting services befriending etc. All these services help reduce social isolation. There will be an expectation that families will play a part in reducing social isolation</p>
Lack of information about services and how needs will be met.	<p>The Council has made considerable efforts to ensure that the consultation would be fair and meaningful and has produced additional material during the course of the consultation in order to address some of the concerns which have been raised.</p> <p>Before any changes are made to an individual's care plan, the council must undertake a reassessment of needs in accordance with the NHS and Community care Act 1900 and from April 2015, under the Care Act 2014 to ensure that alternative support proposals will meet assessed needs.</p>
Lack of information about other options to support people with high level needs.	
More information needed about other models of support available.	
<b>Best value option</b>	
This would create a two tier model.	<p>There is already a system of 'top up' in place for people living within residential care. This provides people with the option of paying for more expensive care which goes beyond what is required to meet assessed needs if they and/or their family choose. This would be extended to all areas and is in line with the top ups referred to the Care Act</p>
Cheapest is not always best.	<p>The council will ensure quality services are provided by monitoring the services commissioned and taking action where quality isn't maintained to the required standards.</p>
Decreasing benefits will make increased costs unaffordable.	<p>Trafford Council continues to employ a team of welfare benefits specialists as well as funding the Citizens Advice Bureau in Trafford. This enables citizens of Trafford to access specialist support to maximise their income from the benefits system.</p>

### 2.14.3 Recommendation & Reason

2.14.3.1 Taking into account the feedback from the public consultation and consideration of the equality impact assessment it is recommended that the Council endorses the proposal and proceeds with the proposals, incorporating the proposed changes indicated above. In particular, it is noted that the following requirements apply in relation to any individual care package:

2.14.3.2 Before any changes are made to an individual's care plan, the Council must undertake a reassessment of needs in accordance with the NHS and Community Care Act 1990 and from April 2015, under the Care Act 2014. Following completion of the assessment and depending on the identified needs, the Council has a duty to meet the needs of the service user if they are assessed as coming over eligibility threshold. If there is more than one option available to meet the service user's eligible needs, the Council is only obliged to offer the cheapest. However, before doing so, the Council will satisfy itself that that option is genuinely capable of meeting the assessed, eligible needs. This is in keeping with the Council's proposals to source reasonable alternatives to current care packages where appropriate.

2.14.3.3 Councils across England have operated a system of 'top ups' for a number of years for residential care. This enables people to choose a more expensive option for care and pay the additional cost. The Council will continue with this policy, a policy supported within the Care Act 2014.

*"...a person must also be able to choose alternative options, including a more expensive setting, where a third party or in certain circumstances the resident is willing and able to pay the additional cost ('topup')."*

2.14.3.4 In consideration of the Care Act statutory guidance (page 138), the Council has reviewed its proposal in light of the consultation and reiterates its commitment to:

- a) Not changing anyone's care package without a full reassessment of need under the new policy.
- b) Not making changes to anyone's care plan without sourcing an alternative method to meet eligible needs
- c) Not making changes to a care plan without being able to source an alternative to meet a low level need i.e. shopping by internet, tele care or a volunteer etc.
- d) Sourcing a reasonable alternative before making changes.
- e) Reviewing any care plans changed at 6 – 8 weeks to ensure needs are being met in accordance with best practice.
- f) Consider each individual's circumstances when implementing this change and in accordance with the National Health Service and Community Care Act 1990, National Assistance Act 1948 and Care Act 2014.
- g) Fairly apply a top up policy to enable people to choose a more costly provision and to discuss this with people before they make final decisions.
- h) Continue to promote choice and control in line with the personalisation agenda.
- i) To develop a directory of local services available for shopping, cooking, cleaning and domestics and local support groups, self-help groups, all voluntary and third sector services, and equipment/ telecare available to meet needs.
- j) In addition, the Council when carrying out its functions under the Care Act 2014, will adhere to the wellbeing principle.

## 2.15 Adult Services: Reablement Service Delivery

### 2.15.1 Original Proposal

2.15.1.2 The original proposal involved completing a procurement exercise with the external market to provide reablement, still protecting the same level of hours provided each week. This would have included the TUPE transfer of all our current reablement staff into the new provider's service.

### 2.15.2 Consultation Feedback

2.15.2.1 There was recognition within the consultation feedback of the valuable support available from reablement and that there was good provision.

Feedback	Response
Privatisation of services will mean a lower quality of care.	Trafford Council will continue to have a number of systems in place to ensure the quality of services delivered both internally and externally. These include: <ol style="list-style-type: none"> <li>1. A team of commissioners who will monitor the services provided internally and externally;</li> <li>2. A team of volunteers working alongside the commissioners who have an integral role in the monitoring process;</li> <li>3. A Dignity in care award scheme which providers can apply for and which involves achieving against a quality framework;</li> <li>4. Good working relationships with professionals within the Care Quality Commission, which is the national body responsible for registering and monitoring adult social care providers.</li> </ol>
People using services will lose valuable relationships with staff if privatisation goes ahead.	All staff will have the opportunity to transfer to the new organisation, with protected employment rights.
People are concerned that they will lose the support they are currently receiving.	Trafford Council is committed to ensuring that every individual has their needs assessed before any changes are made to the support provided.

### 2.15.3 Recommendation & Reason

2.15.3.1 Reablement is the key to supporting people to maintain their independence and wellbeing for as long as possible and provide care to those that need it, affordably.

2.15.3.2 The Council needs to develop an ethos of reablement and work with providers to establish greater capacity in the system with clearly evidenced outcomes and lower costs to the system.

2.15.3.3 The reablement market is still new within Trafford. We will put considerable resource in to developing the market with our service and commissioning partners. The Council wishes to ensure the external market is able to deliver a similar level of improved outcome for residents, as its internal service.



2.15.3.4 Therefore it is recommended that a soft market testing process is undertaken alongside a more in depth review of the service, to help refocus the service objectives and activity. This will be completed prior to the proposed procurement exercise. The Council will need to consult its staff regarding these changes and develop a new model of reablement in conjunction with colleagues within Trafford Clinical Commissioning Group.

2.15.3.5 Following this consultation, the Council will remain mindful of and adhere to the Community Care (Delayed Discharges etc.) Act (Qualifying Services) (England) Regulations 2003 together with the statutory guidance issued by the Department of Health called Halfway Home: updated guidance for the NHS and Local Authorities which prescribes intermediate care to be provided free of charge for the fixed six weeks of discharge from alternative settings.

**2.16 Adult Services: Supported Accommodation**

2.16.1 *Original Proposal*

2.16.1.2 Supported living is an arrangement whereby the Council secures a package of care together with accommodation for people with a learning disability. The original proposal involved tendering the in house supported accommodation service (eight properties supporting 26 people) and re-providing the same level of support through agreement with the external market.

2.16.2 *Consultation Feedback*

2.16.1.2 There was recognition within the consultation feedback of the good provision with the supported accommodation and that the proposal is acceptable if the quality is unaffected.

<b>Issue</b>	<b>Response</b>
Privatisation of services will mean a lower quality of care.	<p>Trafford Council will continue to have a number of systems in place to ensure the quality of services delivered both internally and externally. These include:</p> <ol style="list-style-type: none"> <li>1. A team of commissioners who will monitor the services provided internally and externally;</li> <li>2. A team of volunteers working alongside the commissioners who have an integral role in the monitoring process;</li> <li>3. A Dignity in care award scheme which providers can apply for and which involves achieving against a quality framework;</li> <li>4. Good working relationships with professionals within the Care Quality Commission, which is the national body responsible for registering and monitoring adult social care providers.</li> </ol>

Changes to services will lead to increased stress and anxiety for service users.	Where there is direct impact on individuals as a result of changes, such as outsourcing day support services, meetings will be held with individuals to discuss the proposals and provide support with alternatives.  The council is committed to ensuring that every individual has their needs assessed before any changes are made to the support provided. Trafford Council continues to fund five organisations to provide advocacy, a role which includes supporting service users and their carers through the assessment process.
People using services will lose valuable relationships with staff if privatisation goes ahead.	All staff will have the opportunity to transfer to the new organisation, with protected employment rights.
People are concerned that the impact will be increased cost to the service users.	There are no plans at this time to increase the price that people pay for using this service.

### 2.16.3 *Recommendation & Reason*

2.16.3.1 These properties are people's homes and ensuring the council can provide continuity of care is of paramount importance to the council. The feedback was again consistent with the other outsourcing proposals, People want continuity of care and the quality of care protected. There have been a few people that have left these properties during the consultation period and an increase in staff vacancies.

2.16.3.2 Having considered the feedback, the recommendation is to undertake a more in depth service review involving staff, service users, carers and their families, prior to the proposed procurement exercise. The proposal will result in a reduction of the property portfolio and staff. The time taken for the review will also allow time to ensure measures are in place for a handover of care that promotes the effective continuity of support and care to address concerns raised through the consultation. While in 2015/16 the Council will seek to reduce the property portfolio, no changes in relation to the provision of supported accommodation will be made until reassessment has been carried out of the individual service users' needs.

## 2.17 **Building Based Day Support**

### 2.17.1 *Original Proposal*

2.17.1.2 The original proposal was to tender the Pathways (Day Centre). The service currently provides 30 places a week for older people and people with a learning disability.

### 2.17.2 *Consultation Feedback*

2.17.2.1 There was recognition within the consultation feedback of the good provision from the day support service.

<b>Feedback</b>	<b>Response</b>
Privatisation of services will mean a lower quality of care.	<p>Trafford Council will continue to have a number of systems in place to ensure the quality of services delivered both internally and externally. These include:</p> <ol style="list-style-type: none"> <li>1. A team of commissioners who will monitor the services provided internally and externally;</li> <li>2. A team of volunteers working alongside the commissioners who have an integral role in the monitoring process;</li> <li>3. A Dignity in care award scheme which providers can apply for and which involves achieving against a quality framework;</li> <li>4. Good working relationships with professionals within the Care Quality Commission, which is the national body responsible for registering and monitoring adult social care providers.</li> </ol>
Changes to services will lead to increased stress and anxiety for service users.	<p>Where there is direct impact on individuals as a result of changes, such as outsourcing day support services, meetings will be held with individuals to discuss the proposals and provide support with alternatives.</p> <p>Trafford Council is committed to ensuring that every individual has their needs assessed before any changes are made to the support provided. Trafford Council continues to fund five organisations to provide advocacy, a role which includes supporting service users and their carers through the assessment process.</p>
People using services will lose valuable relationships with staff if privatisation goes ahead.	All staff will have the opportunity to transfer to the new organisation, with protected employment rights.
People are concerned that the impact will be increased cost. (It is not clear whether this relates to cost to the Council or to the service users.)	There are no plans at this time to increase the price that people pay for using this service.
There will be an impact on the routine for the people using this service.	The proposal does not include changes the opening hours of the service.

### 2.17.3 Recommendation & Reason

2.17.3.1 Following feedback from some partners and families using this service it is felt to be a better option to retain this service and reshape it with Trafford CCG to support people with high level needs within the Borough of Trafford. This would be in line with the Winterbourne programme of work to return people using out of borough services to the area and supports carers more which, was a strong feature in the consultation. This change addresses concerns raised about the prevention social isolation.

- 2.17.3.2 The service would concentrate on supporting people with a learning disability or complex mental health need.

## **2.18 Additional Adult Social Care Proposals**

- 2.18.1. A description of the original budget proposals which have been subject to public consultation can be found in Appendix B.
- 2.18.2. No significant issues were raised during the consultation process regarding the other Adults Social Care budget proposals.

## **2.19 Notable Revisions to CFW proposals**

- 2.19.1.1 With regard to Telecare, a process of soft market and pilot testing of the Telecare options will be undertaken to ensure any decision taken will deliver the best option for Trafford. Therefore the original proposal still stands but the Council reserves the right to go out to full tender should the soft market testing demonstrate that a better value option could exist.

- 2.19.1.2 With regards to Market Management, discussions with providers commenced in December 2014. Two sub-groups representing the residential and nursing market and the homecare market have been established and tasked with producing information which will be taken into consideration in the setting of 2015/16 fee levels. It is anticipated that this work will be completed during February 2015.

### *2.19.2 Recommendations*

- 2.19.2.1 With regards to telecare, to undertake a soft market testing process and a pilot phase to test a range of assistive technology, to comprehensively inform the procurement process, prior to progressing the original proposal to outsource this service.

- 2.19.2.2 With regards to market management, to progress the original proposal, noting that a further report on the final proposal on market rates for 2015-2016 will be brought to the Executive meeting in March.

## **2.20 New CFW Proposal**

- 2.20.1.1 As a result of adjustments to some of the savings proposals for 2015/16, a new proposal has been put forward from CFW.

- 2.20.1.2 It is proposed to undertake a review of all non-mandatory services commissioned by CFW including those funded through the Public Health Grant. An exercise will be undertaken to map current activity against priorities and agree our commissioning intentions for the future. The majority of services covered by the review are delivered by Voluntary and Community Sector providers so the Council will engage with the market to identify risks and look at any sustainability issues. Contracts for mandated services will also be reviewed to identify any opportunities for efficiency. The review will also look at decision making processes and governance arrangements including the Health and Wellbeing Board to ensure they are fit for purpose.

### *2.20.1.3 Recommendation & Reason*

2.20.1.4 It is recommended that Executive approve a 'root and branch' review of all CFW commissioned services that are discretionary to ensure value for money and links to strategic priorities and national guidance. The review will include extensive engagement with providers, the majority of whom are within the voluntary and community sector, and identify any risks and mitigation within the market. This proposal is expected to achieve savings in 2015-16 of £1.5m.

## 2.21 Outcome of the Consultation Process: Children's Services

### 2.21.1 Summary:

Original Proposal Title and Summary (As set out in the Draft Budget Report of 20 October 2014)	Original Saving	Overall consultation Feedback	Recommendation	Adjusted saving
<p><i>Early Help</i></p> <p>To have two hubs for delivery of services for 0-11 year olds in Stretford and Partington, and a borough-wide base for 11-18 year olds in Sale. Existing building-based provision of Children's Centres and Youth Centres will cease, with the exception of the Hubs, and we will work with partners and the community to explore options for alternative use of sites through community asset transfer or other models.</p>	<p><b>£3.289m</b></p>	<p>Concerns were raised regarding accessibility to the new Hubs, use of volunteers, loss of local services, the long term impact of the removal of early intervention services and whether the Council is meeting its statutory duties if it implements the proposed changes.</p>	<p>To progress with the original proposal.</p> <p>In addition, to develop a 'Youth Trust' model to coordinate a wide range of youth activity on a locality basis, investing £130k into the commissioning fund for youth service provision.</p> <p>And, to approve the future options for centres or services (presented in section 2.22.4.5) and that LA delivered or funded provision ceases at the following centres:</p> <ul style="list-style-type: none"> <li>• Youth Centres/Services: Partington, Davyhulme, Lostock, Sale West, Broomwood, Old Trafford, Gorse Hill Studios.</li> <li>• Children's Centres: Urmston, Altrincham, Sale, Old Trafford.</li> </ul>	<p>Saving reduced to <b>£3.077m</b> to remove one-off saving in 2014/15 which had been assumed to be on-going.</p>

<p><i>Education &amp; Early Years</i></p> <p>To restructure the Early Years and Childcare service and reduce the resource available to support private, voluntary and independent sector Early Years providers. To cease the holiday play scheme provision currently organised by the Early Years team and phase out the Graduate Leader Fund which subsidises the training of managers in private providers of early years services.</p>	<p><b>£377k</b></p>	<p>Concerns were raised regarding capacity to quality assure early years provision and to meet our existing commitments and duties.</p>	<p>To proceed with the original proposal, but noting the delay to the restructure of the Early Years Consultants structure until the end of the academic year.</p> <p>To undertake some additional targeted consultation activity with parents using the holiday play schemes and to defer a decision on that element until the outcome of that consultation.</p>	<p><b>£377k</b></p>
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## 2.22 Early Help

### 2.22.1 *Original Proposal*

2.22.1.1 A new partnership approach to delivering early help for children and young people moving to a more flexible activity based way of delivering services was proposed, with two hubs for delivery of services for 0-11 year olds in Stretford and Partington, and a borough-wide base for 11-18 year olds in Sale. Existing building-based provision of Children's Centres and Youth Centres will cease, with the exception of the Hubs, and the council will work with partners and the community to explore options for alternative use of sites through community asset transfer or other models. This means the closure, from April 2015 of the following unless any partners step forward to take on board the running and delivery costs:

2.22.1.2 **Youth Centres:** Partington, Davyhulme, Lostock, Sale West, Broomwood, Old Trafford, Gorse Hill Studios, Duke of Edinburgh Award Centre, Outdoor Education Team, Street based Youth Work Team

2.22.1.3 **Children's Centres:** Urmston, Altrincham, Sale, Old Trafford

2.22.1.4 In addition only the minimum statutory duty will be met for Connexions and Education Welfare services. The Council will also decommission current Early Help Framework provision to form part of a broader commissioning of activity which will be delivered from the hubs on an outreach model. The council would like to enhance this commissioning activity on a partnership basis to give a place-based model that a range of partners can join.

2.22.1.5 It should be noted that the Early Help proposal includes changes to Children's Centre provision for which there is a statutory duty to consult under Section 198 of the Apprenticeship, Skills, Children and Learning Act 2009.

2.22.1.6 Section 198 of the Apprenticeships, Skills, Children and Learning Act 2009 amends section 5D(c) of the Children's Act 2006 to require local authorities to conduct a consultation in the following circumstances:

1. Before making arrangements for the provision of a children's centre
2. Before any significant change is made in the services provided through a relevant children's centre
3. Before anything is done that would result in a relevant children's centre ceasing to be a children's centre.

2.22.1.7 Statutory guidance expands on the type of consultation that should take place and this is contained in the "Sure Start children's centres - statutory guidance for local authorities, commissioners of local health services and Jobcentre Plus" - Department for Education (April 2013)"

2.22.1.8 The Guidance states that Local authorities must ensure there is consultation before:

- Making a significant change to the range and nature of services provided through a children's centre and / or how they are delivered, including significant changes to services provided through linked sites; and



- Closing a children’s centre; or reducing the services provided to such an extent that it no longer meets the statutory definition of a Sure Start children’s centre.

## 2.22.2 Consultation Feedback

2.22.2.1 There was substantial feedback in relation to this proposal:

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

2.22.2.2 A large number (97%) of responses received either strongly disagreed or disagreed with the proposal. The vast majority of those responding either accessed services affected or were employed within them. 66% of the 328 EH survey respondents were regular users of services and 42% staff within EH services.

2.22.2.3 The following key themes emerged from the feedback:

Accessibility of the Hubs	The two 0-11 hubs have been based on the opportunity to get the greatest reach into our most vulnerable communities building on the Children’s Centre outreach model that was established in 2013. A number of respondents identified travel to the hubs as a barrier, however the new model is based on delivering activities into localities using community buildings rather than the hubs being the delivery point for all communities. Commissioned activities will be targeted at vulnerable localities and the Youth Trust model gives the opportunity to harness a range of existing community and voluntary provision alongside that provided by larger organisations.
Loss of valuable services	Although the proposal outlines a significant reduction in services delivered or funded by the Council, it is trying to mitigate this by providing a sustainable model that includes; <ul style="list-style-type: none"> <li>• Services directly delivered by the Council through the Hubs or on an outreach basis</li> <li>• Services commissioned by the Council and partner agencies prioritised based on thorough needs analysis</li> <li>• Transfer of existing assets to community providers or development of alternative delivery model. Examples of this are Broomwood Youth Centre which is managed by BlueSci and has seen an increase in community activity and the proposed asset transfer of Gorse hill Studios</li> </ul>

	<p>are good examples of this.</p> <ul style="list-style-type: none"> <li>• Universal voluntary and community provision co-ordinated through the Locality Partnerships and emerging Youth Trust.</li> </ul>
Council not meeting its statutory duties	As part of the development of the proposal a detailed analysis was undertaken of the Council's statutory duties in these service areas. The Council will continue to meet its statutory duties. Whilst it is proposed that the Council will only meet our minimum statutory duty, we are clear that the proposed future offer will meet our statutory duties.
Long term impact of the removal of early intervention	The council recognise the important role of early intervention in preventing escalation of need to statutory or specialist services. The purpose of this proposal is to put early intervention activity in Trafford on a sustainable footing and ensure maximum impact through co-ordinating the total service offer available from all organisations in Trafford. We will monitor the impact of the new model and the outcomes achieved by it.
Volunteering	The majority of people agreed with the proposal for an enhanced volunteering infrastructure, although negative impacts were identified. The council needs to reassure the public that volunteers will be well trained, supervised and appropriately protected as part of the future offer. The main barriers to volunteering identified by respondents were working or responsibility for children.

### 2.22.3 *Other Options*

2.22.3.1 The majority of responses to the consultation that identified other options, either identified alternative areas of council expenditure to be reduced or ways of increasing income i.e. raising council tax. Alternative options put forward for each of the centres or services have been explored further and these are outlined in the table in section 2.22.4.5. All expressions of interest in taking on the running of centres have been explored and preferred options put forward.

### 2.22.4 *Recommendation & Reason*

2.22.4.1 To progress with the original proposal. In addition, to develop a 'Youth Trust' model to coordinate a wide range of youth activity on a locality basis and invest a further £130k into the commissioning fund for youth service provision.

2.22.4.2 To approve the future options for centres presented in section 2.22.4.5 and that LA delivered or funded provision ceases at the following centres:

- **Youth Centres/Services:** Partington, Davyhulme, Lostock, Sale West, Broomwood, Old Trafford and Gorse Hill Studios.
- **Children's Centres:** Urmston, Altrincham, Sale and Old Trafford.

- 2.22.4.3 The new model will provide a graduated response for children, young people and their parents with a particular focus on developing the community and partnership offer at a universal level. Although the overwhelming majority of responses did not agree with the proposal the reasons identified for concern can be addressed through the new model.
- 2.22.4.4 Through the consultation process communities and partner organisations have worked very constructively with us to look at options to mitigate the impact of removing local authority funding from these services. It is proposed to develop a 'Youth Trust' model with partners and community groups that will co-ordinate a wide range of youth activity on a locality basis.
- 2.22.4.5 Appendix D outlines the proposed service offer and gives a more detailed position statement in relation to each centre and the future service offer.
- 2.22.4.6 The following table summarises the proposals for future options in relation to each Centre or Services which Executive is recommended to approve as part of these proposals:

Partington Youth Centre*	Temporary provision operating from Moss View to cease with a programme of community activity for young people to be delivered by Partington Parish Council and Screaming Wheels from the 'Scout Hut' and by ROC from the Fuse.
Davyhulme Youth Centre*	Asset transfer on a long term lease to private day care provider. Targeted youth sessions for young people up to 25 with learning disabilities to be commissioned.
Lostock Youth Centre*	Council to work with Lostock College and Lostock Partnership to reach agreement on the Partnership delivering youth sessions from existing building.
Sale West Youth Centre*	Closure of existing building with community youth provision to be developed as part of a hub based at Coppice Library – linked to the outcome of Library consultation.
Broomwood Youth Centre*	Existing arrangement to be continued with BlueSCI commissioned to manage and expand community use. LA delivered sessions to cease.
Old Trafford Youth Centre*	The centre currently houses Old Trafford library on a temporary basis pending their move to the Shrewsbury Street development. It also shares facilities with the Sports Barn. Building to be retained but LA youth provision to cease with running costs to be allocated against ongoing usage. The Council have also been approached by a voluntary organisation to deliver services from the Centre and this is being explored further.
Gorse Hill Studios	It is proposed to undertake an asset transfer on a long term lease to a community interest company to be established as Gorse Hill Studios Creative Community. A business plan is in place that provides a viable and sustainable option for this resource.
Urmston Children's Centre **	Children's Centre to close in its current form and negotiations to be progressed with Dunham Trust who run the attached Acre Hall school about future early years provision from the site. We have also been approached by a private provider expressing an interest in delivering early years provision from the site.

Altrincham Children's Centre **	Children's Centre to close in its current form and alternative options to be reviewed with partner agencies operating services from the site. The centre is attached to Broadheath Primary school with whom the council will be exploring future options. We have also been approached by a private provider expressing an interest in delivering early years provision.
Sale Children's Centre **	Children's Centre to close in its current form. Centre is co-located with Coppice Library for which there is a proposal to develop a community hub within the Library consultation process. If this proceeds it could provide a basis for delivery of targeted commissioned services or outreach activity from remaining Early Help hubs.
Old Trafford Children's Centre**	There is not a permanent base in Old Trafford and the service delivers from a range of community buildings. It was originally planned to move to the Shrewsbury Street development in 2016 but this is no longer proposed. This service is temporarily located Old Trafford Youth Centre.

\*A universal offer will be co-ordinated via the Youth Trust and the council will commission additional services through that route.

\*\*It should be noted that 0-11 services will be commissioned on a targeted basis using the Early Help needs analysis and delivered from a range of community buildings.

## 2.23 Children's Services: Education and Early Years

### 2.23.1 Original Proposal

2.32.1.1 This proposal included a restructure of the Early Years and Childcare service and a reduction in the resource available to support private, voluntary and independent sector Early Years providers. It was also proposed to cease the holiday play scheme provision currently organised by the Early Years team and phase out the Graduate Leader Fund which subsidises the training of managers in private providers of early years services.

### 2.23.2 Consultation Feedback

2.23.2.1 In addition to the consultation mechanisms outlined in Section 2 of this report Headteachers, Governors, Early Years providers and parents of children attending holiday play schemes were directly informed of this proposal and how they could comment on the consultation. Feedback from Schools and Early Years settings was received which highlighted the following concerns:

Capacity within the current structure to support and quality assure Early Years provision	Early years providers have valued the support provided from the Early Years and Childcare team. However national policy has substantially changed the expectations of an LA role and this has been reflected in changes made by many LA's over the last 3 years. The service will be targeted at supporting providers rated as less than good by Ofsted and Trafford. The Council believe that given the high quality of providers in the borough, this prioritisation will enable sustainability of an effective service.
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Impact on schools of the reduction in primary advisor capacity	Reorganisation of the service will align the Early Years consultant function with the Primary School Improvement team to mitigate the impact for schools. National policy has redefined the LA role in relation to School Improvement and the council believe the proposal can continue to deliver a high quality service to schools.
How will the council meet existing commitments and duties in the Summer term if proposal takes effect from April?	It is proposed that the changes to the Early Years Consultant function do not take place until the end of the academic year to ensure delivery of existing commitments during the summer term.

### 2.23.3 *Other Options*

2.23.3.1 The only other option identified through the public consultation process was to extend the existing Early Years Consultant provision to the end of the academic year which is now recommended.

### 2.23.4 *Recommendation & Reason*

2.23.4.1 To proceed with the original proposal, but noting the delay to the restructure of the Early Years Consultants structure until the end of the academic year.

2.23.4.2 To undertake some additional targeted consultation activity with parents using the holiday play schemes and to defer a decision on that element until the outcome of that consultation.

### **3.0 Economic Growth, Infrastructure and Environment (EGEI)**

3.0.1 This section of the report presents the consultation process and outcome for EGEI. The approach taken to consultation is set out alongside the general issues and feedback received. The report then presents each of the original proposals, the specific feedback on that proposal and a recommendation in response to the feedback. A summary of this information is also provided. For some proposals, alternative options have been put forward and/or the recommendation is made with some additional considerations.

#### **3.1 Consultation Approach**

3.1.1 The consultation process used for the Economic Growth, Environment and Infrastructure budget proposals was as set out in the Budget Consultation report, presented to the Executive on the 26<sup>th</sup> January 2015, except for the School Crossing Patrol proposals which have been subject to extended consultation.

3.1.2 The extended consultation on School Crossing Patrols took place from the 19<sup>th</sup> January 2015 to the 6<sup>th</sup> February 2015. This involved leaflets being handed out at School Crossing Patrol locations serving 12 schools, in both the morning and afternoon. The locations selected for this extended consultation were those that had been the subject of the most comments from the first phase.

3.1.3 In total 298 responses were received regarding School Crossing Patrols, plus four petitions. The majority of the responses and all of the petitions related to five crossing points serving four schools. In addition, a total 51 responses were received regarding changes to car parking charges and 13 relating to festive lights.

#### **3.2 Outcome of the Consultation Process**

##### **3.2.1 Summary:**

<b>Original proposal</b>	<b>Original Saving</b>	<b>Overall consultation feedback</b>	<b>Recommendation</b>	<b>Adjusted Saving</b>
School Crossing Patrols	<b>£145k</b> <b>(Adjusted to £136k when number of points was confirmed at 31 for consultation purposes).</b>	The majority of feedback was not in favour of the proposals, either in general or in relation to specific sites. There were 25 responses which were generally supportive.	That the RoSPA/RSGB guidelines for school crossing patrols be implemented and 26 School Crossing Patrol Points be dis-established (see Appendix F for details), with one School Crossing Point (No. 103) to be disestablished from 31/03/16, subject to a review of waiting and car parking restrictions.	<b>£114k</b>

Car Parking Fees	<b>£231k</b>	The majority of feedback was in support of these proposals.	To increase car parking fees to 20p, 60p and £1 for stays of 1,2 and 3 hours	<b>£231k</b>
Festive Lights	<b>£40k</b>		That the illuminations only be erected where they are funded by alternative means.	<b>£40k</b>

### 3.3 School Crossing Patrols

#### 3.3.1 Original Proposal

3.3.1.1 To carry out a review of arrangements for School Crossing Patrols to:

- Provide a sustainable, reliable School Crossing Patrol Service which operates in line with national guidance;
- Implement the RoSPA/RSGB guidelines (Royal Society for the Prevention of Accidents and the Road Safety Great Britain);
- Disestablish selected crossing points which do not meet the National Guidelines, which could result in a reduction of between 30 and 37 crossing points from the current 97 points;
- Implement the RoSPA/RSGB guidelines for assessment of any new crossing point proposals.

#### 3.3.2 Consultation Feedback

3.3.2.1 During the initial phase of consultation the majority of responses received related to a small number of schools and highlighted the importance attached to these particular patrol points. However, there were very few or no responses received regarding the majority of the school crossing patrols which were proposed to be disestablished. The extended period of consultation generated further responses, both of a general nature and in relation to the specific school crossing points covered. No responses were received in relation to 10 school crossing points, and a further 16 crossing points received 10 responses or fewer.

Feedback	Response
<p>Traffic dangers at crossing points due to:</p> <ul style="list-style-type: none"> <li>• poor visibility of oncoming traffic;</li> <li>• drivers' not complying with speed limits and Highway Code.</li> </ul>	<p>The independent survey of the crossing points considered a range of factors which included environmental issues, including visibility.</p> <p>Where there are enforcement issues Trafford Council will work with the Police and CPCSO to resolve them. It is not the purpose of a School Crossing Patrol to resolve poor driver behaviour.</p> <p>It is now proposed to retain School Crossing Point 103 (Northumberland Road/Lillian Street, Old Trafford, serving Seymour Park Primary School) for a period of 12 months to 31<sup>st</sup> March 2016. This is to enable a review to be completed of waiting and car parking restrictions to ease traffic flow and improve visibility.</p>

High traffic flow.	<p>Traffic flow is a major element considered when surveying a prospective crossing site. High traffic flow will usually result in approval/retention of a crossing patrol (unless pedestrian count is very low) or installation of Automatic Traffic Signals (ATS).</p> <p>School Crossing Points on the A56, which are currently staffed, are now proposed to be retained as the A56 is the strategic highway through the Borough and therefore justifies exceptional circumstances being applied (see below for details).</p>
Large vehicles using the road.	The independent survey of the crossing points considered a range of factors which included the frequency of large vehicles passing.
Emergency vehicles using the road.	Emergency vehicles have access to all parts of the road system and their drivers are trained to drive safely while responding to an emergency.
Putting safety and wellbeing of children at greater risk.	Trafford Council is applying the criteria provided by Road Safety GB (National Guidance) to categorise crossing sites. This ensures that any sites meeting the criteria will continue to have school crossing patrol provision in line with the National Guidance.
Children unable to walk to school unaccompanied without a crossing patrol.	Trafford Council is applying the criteria provided by Road Safety GB (National Guidance) to categorise crossing sites. This ensures that any sites meeting the criteria will continue to have school crossing patrol provision in line with the National Guidance. Parents are responsible for assessing when their children are ready to walk to school unaccompanied.
<p>Automated Traffic Signal Sites:</p> <ul style="list-style-type: none"> <li>• Drivers not complying with traffic signals and Box Junctions;</li> <li>• Lack of cameras to deter non-compliance with traffic signals</li> </ul>	<p>This is an enforcement issue which Trafford Council will work with the Police and CPCSO to resolve. It is not the purpose of a School Crossing Patrol to resolve poor driver behaviour.</p> <p>Trafford Council target road safety engineering measures based on available evidence, which the council assess annually.</p>
Difficulty for older people to cross with multiple young children.	The independent survey of the crossing points considered a range of factors which included the numbers of younger children using a crossing.
Increased vehicle traffic near schools at school drop-off times.	Trafford Council work closely with schools, Parking Services, Police / PCSOs in response to hazardous parking near schools.
Loss of positive role model that patrol person provides for Children.	This is acknowledged. However the council has to prioritise its resources to maximum effect to ensure the sites that meet the national requirements are funded.



There have been accidents involving child pedestrians in the vicinity of the crossing.	The independent survey of the crossing points considered a range of factors which included accident statistics within 50m of the crossing site.
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### 3.3.3 Petitions Received

3.3.3.1 The following petitions have been received by the Council in relation to specific Crossing points

- 120,140,143 (all serving Moss Park Infant and Junior School, Stretford) – 141 signatures;
- 120,140,143 – 134 Letters and drawing from pupils at Moss Park Infant School and Moss Park Junior School;
- 217 (Tyntesfield Primary, Broadheath) – 746 signatures;
- 103 (Seymour Park Primary) – 1285 Signatures.

3.3.3.2 The petitions have been acknowledged and considered as part of the budget consultation process.

### 3.3.4 Other Options

3.3.4.1 Consideration has been given as to whether exceptional circumstances apply to any of the school crossing points which were proposed to be dis-established in light of the consultation proposals. Exceptional circumstances are deemed appropriate for the crossing points set out in the table below, either due to specific considerations at that location which could be resolved through road improvements (Point 103) or due to the role of the A56 as a strategic highway through the Borough (currently staffed crossing points 112, 113, 148 and 217):

Point No.	Schools served	Location	Proposal
103	Seymour Park Primary	Northumberland Road/Lillian Street, Old Trafford	That this be retained for a further 12 months, to 31/03/2016. This is to enable a review to be completed of waiting and car parking restrictions to ease traffic flow and improve visibility at the crossing.
112	Gorse Hill Primary/Stretford High	Chester Road/Taylor's Road, Gorse Hill	Currently staffed School Crossing Point on the A56 strategic highway to be retained.
113	St. Ann's RC Primary/Victoria Park Infant and Junior	Chester Road/Davyhulme Road East, Stretford	Currently staffed School Crossing Point on the A56 strategic highway to be retained.
148	St. Matthews	Chester Road/Green Street, Stretford	Currently staffed School Crossing Point on the A56 strategic highway to be retained.
217	Tyntesfield Primary	Washway Road/Eastway, Sale	Currently staffed School Crossing Point on the A56 strategic highway to be retained.

### 3.3.5 Recommendation & Reason

3.3.5.1 It is recommended that the RoSPA/RSGB guidelines for school crossing patrols be implemented and 26 School Crossing Patrol Points be dis-established (see Appendix F for details), with one School Crossing Point (No. 103) to be disestablished from 31/03/16, subject to a review of waiting and car parking restrictions. This will provide a safe, sustainable, school crossing patrol service which operates in accordance with national guidance.

## 3.4 Car Parking Fees

### 3.4.1 Original Proposal

3.4.1.1 Currently the parking fees in Trafford are 10p, 30p and 70p for stays of 1 hour, 2 hours, 3 hours. It was proposed to increase charges to: 20p, 60p and £1 for stays of 1 hour, 2 hours and 3 hours respectively.

### 3.4.2 Consultation Feedback

3.4.2.1 Over two thirds of respondents supported the proposed increase in car parking charges.

Feedback	Response
Car parking charges should be increased further to raise more income.	The proposed increase in charges is considered to be proportionate, and will generate additional income but have little, if any, effect on the level of car parking.
Car parking charges should be kept as they are or reduced to encourage more people to shop in the town centres and support local businesses.	The proposed increase in car parking will be the first to be introduced for seven years. Car parking charges in Trafford will remain amongst the lowest in Greater Manchester and are expected to have little, if any, effect on the level of car parking, and therefore on local businesses in town centres.

### 3.4.3 Other Options

3.4.3.1 A range of alternative car parking prices were considered, including increasing all prices further, introducing a two hour parking rate and increasing the rate for the second hour further. These options were rejected as it was considered that they may have a greater effect on the levels of car parking activity and that the full effect of the proposed changes should be assessed before further increases were considered.

### 3.4.4 Recommendation & Reason

3.4.4.1 It is recommended that car parking charges be increased to 20p, 60p and £1 for stays of 1 hour, 2 hours and 3 hours respectively. These increases are considered to be proportionate and that they will have little, if any, effect on the levels of car parking.

**3.5 Festive Lights**

*3.5.1 Original Proposal*

3.5.1.1 The proposal is for illuminated Christmas decorations in town centres and local centres to only be erected where these are paid for by external financial contributions, such as from local businesses.

*3.5.2 Consultation Feedback*

3.5.1.2 The vast majority of respondents supported the proposal.

<b>Feedback</b>	<b>Response</b>
Christmas lights in Altrincham were not as widespread as in previous years. What are the Council’s plans to raise funds this year?	The Council will work with local businesses, community groups and town centre partnerships to identify and raise funds for Festive Light in each town and local centre.

*3.5.3 Other options*

3.5.3.1 The Council could continue to fund Festive Lights in some town centres. Given the overwhelming support for the proposal to cease funding this was not considered appropriate in current circumstances.

*3.5.4 Recommendation and Reason*

3.5.4.1 It is recommended that illuminated Christmas decorations only be erected where these are paid for by external contributions and that no Council funding be provided.

#### **4. The Public Sector Equality Duty**

- 4.1 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.
- 4.2 Protected characteristics for the purpose of the Act are disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 4.3 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.
- 4.4 The EIAs were available to officers evaluating the consultation responses and are available to members of the Executive who will be deciding whether or not to support the proposals contained within the report. 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 in modifications to the proposals.
- 4.5 In considering the report and deciding whether to accept the recommendations 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 responses which are appended to the report. Where reasonable and appropriate mitigation measures have been proposed which will offset either wholly or in part the impacts identified. Where mitigating measures are not proposed, countervailing factors, namely the significant budgetary pressures facing the Council and the need to make improvements and efficiencies to the services concerned are considered to provide justification for the measures proposed.

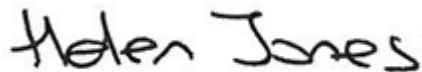
#### **5. Recommendations & Reasons**

- 5.1 It is recommended that the Executive note:
- The extensive Consultation in relation to the CFW and EGEI budget proposals 2015/16, including the methodology and approach used.
  - The final proposals and consultation outcomes.
  - The Equality Impact Assessments.
- 5.2 It is recommended that the Executive agree the recommendations in relation to individual budget proposals, as set out in Appendix A.
- 5.3 The reason for these recommendations is to deliver a balanced budget 2015/16 in relation to the proposals set out in this report, whilst having due regard for equality impact and risk mitigation.

**Key Decision** (as defined in the Constitution): Yes  
**If Key Decision, has 28-day notice been given?** Yes

Finance Officer Clearance      *ID*  
Legal Officer Clearance        *JLF*

**[CORPORATE] DIRECTOR'S SIGNATURE**



Corporate Director EGEI



Corporate Director CFW

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

## Appendix A: Summary of Recommendations

Original Proposal Title and Summary (As set out in the Draft Budget Report of 20 October 2014)	Recommendation
<p><i>Reshaping Social Care</i></p> <p>To change the council's policy in relation to the assessment of and provision of services to meet eligible needs.</p>	<p>To endorse the proposal, but noting the requirements set out in section 2.14.3 of the report.</p>
<p><i>Reablement</i></p> <p>To complete a procurement exercise with the external market to provide this function.</p>	<p>That a soft market testing process is undertaken alongside a more in depth review of the service, to help refocus the service objectives and activity. This will be completed prior to the proposed procurement exercise.</p>
<p><i>Supported Accommodation</i></p> <p>To tender the in house service and provide the same level of support through the external market.</p>	<p>To undertake a more in depth service review involving staff, service users, carers and their families, prior to the proposed procurement exercise.</p>
<p><i>Building Based Day Support</i></p> <p>To tender Pathways (day centre).</p>	<p>To retain this service in house and reshape it with Trafford Clinical Commissioning Group (CCG), in line with the Winterbourne programme of work.</p>
<p><i>Telecare</i></p> <p>To outsource the service</p>	<p>To undertake a soft market testing process and a pilot phase to test a range of assistive technology, to comprehensively inform the procurement process, prior to progressing the original proposal to outsource this service.</p>
<p><i>Market Management</i></p> <p>To enter into discussions with providers across a number of client groups to identify the appropriate level of fee increases that will be applied for 2015/16.</p>	<p>To progress the original proposal. It is noted that a further report on the final proposal on market rates for 2015-2016 will be brought to the Executive meeting in March.</p>

<p><i>Supporting People &amp; Homelessness</i></p> <p>To end existing contract for supporting people and which currently provides services that prevent homelessness or meet the needs of single homeless people.</p>	<p>To progress with the original proposals.</p>
<p><i>Voluntary &amp; Community Sector</i></p> <p>To cease funding to a number of voluntary and community sector organisations and to remodel services as part of the Early Help and Integration programmes.</p>	
<p><i>Mental Health</i></p> <p>To review packages of care and out of borough placements for people with a mental health issue and support the return to the Borough as well as ensuring value for money.</p>	
<p><i>All Age Integrated Health and Social Care</i></p> <p>To develop an all age, integrated and locality based health and social care service in partnership with Trafford CCG and Pennine Care.</p>	
<p><i>All age commissioning</i></p> <p>To bring the planning of education, health and care services together to save money. It is also proposed that these services are planned for people of all ages rather than there being separate services for people of different ages.</p>	
<p><i>Learning Disabilities</i></p> <ul style="list-style-type: none"> <li>• To undertake a series of contract negotiations with all existing providers to reduce the cost of current contracts.</li> <li>• To accelerate of number of Tenders to create savings in year.</li> </ul>	

<ul style="list-style-type: none"> <li>• To determine ‘Ordinary Residence’ with a number of Individuals living out of area, including individuals living out of area in residential or nursing care.</li> <li>• To review high cost Care Packages. To cease spend against the Learning Disability Development Fund.</li> <li>• To review placement voids.</li> </ul>	
<p><i>Review of CFW Commissioned Services (new proposal)</i></p> <p>To review all non-statutory services commissioned by CFW for adults and children, including those funded from the Public Health Grant. This will include a review of the Health and Wellbeing Board to ensure that it is having an impact on population health and well-being improvements.</p>	<p>To undertake a ‘root and branch’ review of all CFW commissioned services to ensure that the discretionary services are value for money with clear links to strategic priorities and national guidance.</p>
<p><i>Early Help</i></p> <p>To have two hubs for delivery of services for 0-11 year olds in Stretford and Partington, and a borough-wide base for 11-18 year olds in Sale. Existing building-based provision of Children’s Centres and Youth Centres will cease, with the exception of the Hubs, and to work with partners and the community to explore options for alternative use of sites through community asset transfer or other models.</p>	<p>To progress with the original proposal.</p> <p>In addition, to develop a ‘Youth Trust’ model to coordinate a wide range of youth activity on a locality basis, investing £130k into the commissioning fund for youth service provision.</p> <p>And, to approve the future options for centres or services presented in section 2.22.4.5 and that LA delivered or funded provision ceases at the following centres:</p> <ul style="list-style-type: none"> <li>• Youth Centres/Services: Partington, Davyhulme, Lostock, Sale West, Broomwood, Old Trafford, Gorse Hill Studios.</li> <li>• Children’s Centres: Urmston, Altrincham, Sale, Old Trafford.</li> </ul>



<p><i>Education &amp; Early Years</i></p> <p>To restructure of the Early Years and Childcare service and a reduction in the resource available to support private, voluntary and independent sector Early Years providers. It was also proposed to cease the holiday play scheme provision currently organised by the Early Years team and phase out the Graduate Leader Fund which subsidises the training of managers in private providers of early years services.</p>	<p>To proceed with the original proposal, but noting the delay to the restructure of the Early Years Consultants structure until the end of the academic year.</p> <p>To undertake some additional targeted consultation activity with parents using the holiday play schemes and to defer a decision on that element until the outcome of that consultation.</p>
<p><i>School Crossing Patrols</i></p> <p>To carry out a review of arrangements for School Crossing Patrols</p>	<p>To implement the RoSPA/RSGB guidelines for school crossing patrols and 26 School Crossing Patrol Points be dis-established (see Appendix F for details), with one School Crossing Point (No. 103) to be disestablished from 31/03/16, subject to a review of waiting and car parking restrictions.</p>
<p><i>Car Parking Fees</i></p> <p>To increase charges to: 20p, 60p and £1 for stays of 1 hour, 2 hours and 3 hours respectively.</p>	<p>To progress with the original proposal</p>
<p><i>Festive Lights</i></p> <p>For illuminated Christmas decorations in town centres and local centres to only be erected where these are paid for by external financial contributions, such as from local businesses.</p>	<p>To progress with the original proposal</p>

## **Appendix B: Indigo Consulting Executive Summary**

See document made available separately.

## **Appendix C: Adult Services budget proposals**

*Proposals which have been subject to public consultation:*

### **Voluntary and Community Sector - £97k**

This proposal is to cease funding to a number of voluntary and community sector organisations and to remodel services as part of the Early Help and Integration programme giving a single cohesive, collaborative, holistic, ageless model to manage demand pressures across all care budgets in the future. This programme of work is part of the Reshaping Trafford transformation programme and forms an essential part of the Better Care Fund, with its intentions to release money from the acute sector into community support.

### **Mental Health - £100k**

To review packages of care and out of borough placements for people with a mental health issue and support the return to the Borough as well as ensuring value for money. To also review provision to refocus on a reablement type approach and review Dementia in reach service and Section 117 After Care.

### **Supporting People and Homelessness - £230k**

To end the existing contract for supporting people which currently provides services that prevent homelessness or meet the needs of single homeless people. This service is a generic floating support service that supports the wellbeing of vulnerable people in the community to enable them to maintain independent accommodation and prevent homelessness. The current cost of the service is £230K and the contract expires at the end of March 2015. This is a discretionary preventative service.

### **All-age Integrated Health and Social Care Delivery - £500k**

To develop an all age, integrated and locality based health and social care service in partnership with Trafford CCG and Pennine Care, the local NHS Trust commissioned by the CCG to provide community health services in Trafford. The integrated service will be organised to work as four multi-disciplinary teams serving one of the four Trafford Locality partnership areas. The service will be supported by a network of Early Help Hubs and a new all age integrated “front door” to ensure speedy and effective access to key services. The new service will be all-age and have a greater emphasis on prevention to ensure that individuals retain good health and independence for as long as possible. Social care and community health will be fully integrated as part of this model and there will be seamless joint working between professionals to meet the needs of individuals in partnership with the community and voluntary sector and private providers.

The council is proposing to take a phased approach to the development and implementation of the service delivery model. The established section 75 partnership agreement between Trafford Council and Pennine Care provides a strong foundation from which to evolve a new health and social care delivery vehicle. Work is already underway to implement integrated adult health and social care teams within a four neighbourhood model and this will continue as Phase I, in accordance with the current consultation process. This will provide invaluable learning in respect of the benefits that integration can bring and ensure that best practice is identified for future phases. It is proposed that Phase II will develop the integration programme a step further, and deliver

greater service efficiencies, by moving to the new all-age service and the creation of a new service delivery model and governance structure. Both phases will function with a centralised point of access providing a 'front door' to all of the health and social care services being provided.

It is acknowledged that the integration of health and social care alone will not be sufficient to provide a completely holistic, integrated and affordable model of service that meets all of the requirements of the neighbourhoods that the council serves. Further work will be required, in collaboration with relevant partners (statutory, private and third sector) that should form part of a wider partnership offer to the people of Trafford.

### **All Age Commissioning - £830k (Planning and buying services for people of all ages)**

The proposal is that education, health and care services are bought and planned together to save money. To also propose that these services are planned for people of all ages rather than there being separate services for people of different ages.

### **Telecare - £116k**

The proposal is to outsource the Telecare Programme to Trafford Housing Trust, reducing cost to the Council including management costs, installation, monitoring, and call outs. This option protects the current level of funding of the preventative technology.

- To enter into negotiations with Trafford Housing Trust.
- Trafford Housing Trust to take on board a greater lead in the delivery of Telecare services for the people of Trafford.
- Trafford Housing Trust in taking the lead will reduce management costs, and make service efficiencies

### **Market Management - (Up to) £1.2m**

The Council will enter into discussions with providers across a number of client groups to identify the level of fee increases that would be appropriate for 2015/16. A project will be undertaken to determine the 'Fair Price for Care' in Trafford. This will be based upon provider engagement in the process, current market pressures and what the Council can reasonably afford. A similar exercise has been carried out in the last three years which has informed Trafford's fee setting.

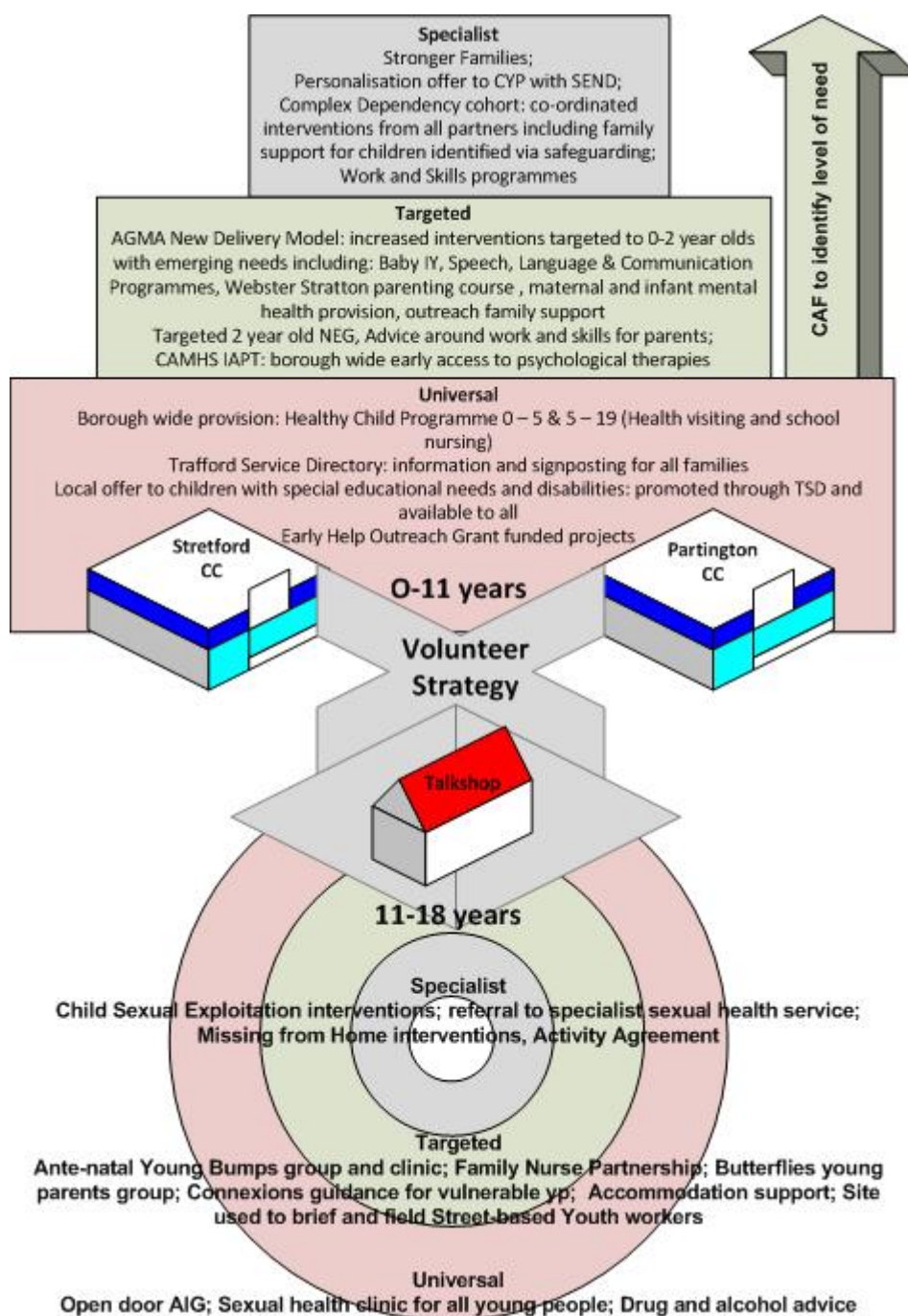
### **Learning Disabilities - £3.714m**

A series of contract negotiations will take place with all existing providers, including supported living, residential and domiciliary care, day care, direct payments, commissioned and personal budget, to reduce the cost of current contracts. Trafford Council will accelerate of number of Tenders to create savings in year. A project will be undertaken with regard to determining 'Ordinary Residence' with a number of Individuals living out of area potentially being made ordinarily resident in that area, reallocating funding to the Authority where they are residing. In addition a further project will review individuals living out of area in residential or nursing care where a supported living model is the assessed need to review their Ordinary residence status. A review of high cost Care Packages, using the Just Enough Support approach will be undertaken to release efficiencies. Trafford will cease spend against the Learning Disability Development Fund. In order to avoid attributing spend against voids a greater emphasis will developed on the use of these placements, where voids are not fit for purpose, negotiations will take place with Housing Associations to restructure rents. The Council will negotiate with the CCG in relation to their contribution in relation to their contribution to the Pooled Budget.

## Appendix D: Early Help Proposed Service Offer

The diagram below illustrates how Early Help will be delivered in the new model. It categorises interventions based on a universal, targeted and specialist provision in order that those most in need will receive the support they need.

The building blocks at the top of the diagram illustrate provision within the 0-11 hub and target at the bottom identifies services within the 11-18 hub. Services listed on the diagram are indicative of the type of provision that may be available but it should be noted that these will be subject to prioritisation based on our needs analysis.



The hubs provide the focus for targeted and specialist service delivery with universal provision being co-ordinated across a range of community providers and partner organisation.

For 0-11 year olds in addition to the hubs based at Stretford and Partington Children's Centres commissioned services will deliver on an outreach model from community buildings or direct to family homes across Trafford. Commissioned services will be targeted to ensure equality of access based on geographical localities and cultural diversity as well our most vulnerable children and families.

For 11-18 year olds borough wide targeted services will operate from Sale Talkshop. Clear pathways will be established that will ensure open access services can refer young people appropriately to these services to manage safeguarding risks and escalation of need.

The proposal establishes a partnership and community led model for Early Help services in the future that will ensure sustainability and with less reliance on LA funding that will reduce further over the next 3 years. It relies on effective partnership working to meet need and the diagram below show's how a range of services in addition to the Early Help Hubs will support the offer.

Early Help partnership agencies	0-5 years	5-11 years	11-13 years	13-18 years
School nurse		x	x	x
Health visitors	x			
Community Nursery Nurses	x			
Private Child-minders	x			
Midwife	x			
Infant feeding coordinator	x			
Young Parents coordinator				x
Schools		x	x	x
College				x
Leisure Trust	x	x	x	x
Senior Family Support Practitioners		x	x	x
Area family support teams	x	x	x	x
Speech and language therapists	x	x		
Trafford Housing Trust		x	x	x
Trafford Sexual Health Services			x	x
Phoenix Futures – Drugs and Alcohol Services			x	x
SEN advisory service	x	x	x	x
TEDS	x			
The Fuse		x	x	x
Voluntary and community groups/providers	x	x	x	x
Community safety			x	x
Police			x	x
Domestic Violence commissioned services	x	x	x	x
YOS prevention				x
Trafford Service Directory	x	x	x	x
Family Information Service	x			
HOST – Accommodation Advice			x	x
Libraries	x	x		
Volunteers	x	x	x	x

There has been particularly constructive engagement through the consultation process on how future universal Youth Provision can be sustained in Trafford. There is clear evidence of this partnership approach to deliver Early Help to young people aged 11-18 years through the proposal to create a *Youth Trust*. This is being developed with a number of agencies and community leaders with an initial event led by the Stronger Communities Board held at Old Trafford on 30<sup>th</sup> January.

The *Youth Trust* will look at what young people and communities have told us is important to them during the consultation process and build on that further. Regardless of the activity, outreach into communities beyond where the hubs are based was something that respondents said was the main priority and something that the Trust will need to consider in how it commissions provision for the future. A key aspect of this work has been the Youth Service mapping exercise which will enable us to help co-ordinate and harness the huge breadth of youth activities in place across Trafford. Alongside this work options to sustain existing youth centre activities are being progressed as described in the table under 2.22.1.1 on pages 23.

## **Appendix E: Equality Impact Assessments**

### Children, Families and Wellbeing (CFW) Directorate

#### Adult Services

- i) Reshaping Social Care
- ii) Supported Accommodation
- iii) Building Based Day Services

#### Children's Services

- iv) Early Help Delivery Model
- v) Early Years and Childcare

### Economic Growth, Infrastructure and Environment (EGEI) Directorate

- vi) School Crossing Patrols (staff)
- vii) School Crossing Patrols (stakeholders)
- viii) Car Parking Fees

## Appendix F – School Crossing Patrol Points Proposed to be Dis-established

Point N°	Schools served by SCP	Location of Crossing Point	Category
101	St. Hilda's Primary	Rye Bank Rd/Warwick Road South Stretford	C
105	Seymour Park Pri./Kings Rd/St. Hilda's/Stretford High	Seymour Grove/Ayres Rd Old Trafford	ATS
111	Gorse Hill Pri./Stretford High	Talbot Rd/Milton Rd Stretford	ATS
116	St. Ann's RC Primary./Victoria Park Infant & Junior.	Chester Rd/Sydney St. Stretford	ATS
118	St. Matthews/St. Ann's/Victoria Park/Stretford Grammar/St. Anthony's/Lostock College	Chester Rd/Opposite Stretford Precinct	ATS
119	Stretford Grammar/St. Matthews	Barton Rd/Sandy Lane Stretford	C
120	Moss Park Infts. & Jnrs.	Moss Park Rd/Manor Rd Stretford	C
121	Lostock College/Barton Clough/St. Hugh of Lincoln	Barton Rd/Curzon Rd Stretford	ATS
122	Barton Clough/St. Hugh of Lincoln	Barton Rd/Moss Vale Cres Stretford	ATS
126	Kingsway /Lostock College	Lostock Rd/Kingsway Park, Davyhulme	ATS
134	Flixton Girls High/Flixton Jnrs.	Flixton Rd/Brook Rd/Bowfell Rd Flixton	ATS
140	Moss Park Infts. & Jnrs.	Derbyshire Lane West/Addison Rd Stretford	B
143	Moss Park Infts. & Jnrs.	Bradfield Rd/Outside Park Gate Stretford	C
144	St. Ann's Pri./Victoria Park Infts./Jnrs.	Moss Rd/Grange Rd/Radstock Rd Stretford	C
149	St. Matthews	Chester Rd/Barton Rd Old Cock Pub Stretford	ATS
209	Holy Family, Templemoor, Moorlands, Sale High	Northenden Rd/Hampson St. Sale Moor	B
214	Brooklands Primary	Brooklands Rd/Woodbourne Rd Sale	ATS
216	Heyes Lane Primary	Woodhouse Lane East, Timperley	C
220	Partington Primary	Moss Lane/Hardwick Rd, Footway Partington	C
221	Partington Primary	Warburton Lane/Central Rd Partington	ATS
222	Broadoak High	Warburton Lane/Outside Broadoak High Pa	ATS
223	Park Rd Primary, Timperley	Park Road/Frieston Road Timperley	ATS
229	Navigation Primary	Navigation Rd/Hawarden Rd Broadheath Alt	B
236	Stamford Park Junior/Infants	Bancroft Rd/Moss Lane/Grove Lane Hale	C
243	Wellfield Junior/Infants, All Saints	Buckfast Rd/Buck Lane/Green Lane A-on-M	C
247	St Margaret Ward	Cherry Lane/Ryefield Rd Sale	B