

TRAFFORD COUNCIL

Report to: Executive
Date: 25th March 2015
Report for: Information & Decision
Report author: Executive Member for Transformation & Resources

Report Title

Outcome of the Libraries Budget Consultation for 2015/16 and recommendations.

Purpose of Report

This report provides an overview of the Libraries Budget Consultation 2015/16. It sets out the methodology and the outcomes of the consultations including describing how proposals have changed as a result of consultation. It makes recommendation in relation to the outcome of the Libraries Budget Consultation 2015/16.

Recommendations

That the Executive:

- 1) Note the content of the report
- 2) Approve the recommendations as set out below, having regard to the public sector equality duty (outlined at section 4);
 - (a) **Woodsend Library** - Increasing the use of technology at libraries; specifically Open + technology at Woodsend Library and as a consideration in other Libraries subject to redevelopment.
 - (b) **Coppice Library** - that the Council partner with other organisations and community groups to continue to provide access to library services at Coppice Library, specifically blueSCI.
 - (c) **Timperley Library** – that the Council proceeds with the sale of the land to Park Medical Practice and the redevelopment of the site to include a community focussed facility comprising a new medical centre of c 8,000 sq. ft. linked to a new library of c 2,500 sq. ft. and 28 residential apartments.
 - (d) **Hale Library** – that the Council proceeds to invite formal tenders in

relation to the provision of a library in Hale (together with redevelopment of the former library site) from the bidders who have previously expressed an interest on an informal basis, as set out in paragraph 3.5.4

- (e) **Staff reduction** – Implement back office staff reductions as set out in paragraph 2.7 and 3.6.
- (f) **Book fund** - that the book fund is reduced by £105k.
- (g) **Income generation** - that further areas of opportunity for income generation are explored and implemented where considered appropriate.
- (h) **Bowfell and Davyhulme Libraries** – that Bowfell and Davyhulme Libraries close.
- (i) **Lostock Library** - to maintain a library for the pupils of Lostock College, which will allow continued access to the library and its resources by the community as set out in paragraph 3.8.4.
- (j) **Delamere Toy Library** - that the funding for two part-time staff is withdrawn.

Contact person for access to background papers and further information:

Name:	Joanne Hyde	Sarah Curran
Extension:	4009	2823

Relationship to Policy Framework/Corporate Priorities	Reshaping Trafford
Financial	The full year effect of all the proposals is forecast to save £700k. However there will be a lead-in time to a number of the proposals and therefore it is anticipated that £500k will be saved in the financial year 2015/16, with the balance occurring in the following financial year. The approved budget for 2015/16 assumed savings of £550k and therefore it will be necessary for the balance of £50k to be identified from elsewhere in the Council's budget. The Director of Finance will report on this in the first monitoring report in July 2015
Legal Implications:	The legal implications are as set out in this report
Equality/Diversity Implications	These proposals have been considered in the context of our public sector equality duty and EIA's have been developed for each of the relevant proposals
Sustainability Implications	N/A
Risk Management Implications	N/A
Staffing/E-Government/Asset Management Implications	These proposals will require a reduction in staffing in the region of 22. The Council entered into a period of 30 days consultation with staff and trade unions. Requests for voluntary redundancy/retirement were requested and 'at risk' staff will have access to other vacancies.

Health and Wellbeing Implications	Staffing reduction proposals may impact on health & well being, detailed consultation has taken place with staff to mitigate this and support provided in terms of a range of options.
Health and Safety Implications	N/A

Key Decision

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

Finance Officer Clearance ...ID.....

Legal Officer Clearance **HAK**

CORPORATE DIRECTOR'S SIGNATURE

(electronic)...

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

1. Background

1.1 As part of the Council's savings requirement of £24.3m for 2015/16, Trafford Library and Information Service had an original target saving to be achieved of £700,000, which equated to approximately a third of the overall budget; as a result of the Executive's proposals this was reduced to £550,000 as part of the Council's budget setting process. The Council currently has 14 libraries which collectively issue 800,000 items and have over one million visitors. The Council also supports Delamere Toy Library, an independent charity, with funding for 2 part-time staff, rent free use of the building they occupy and payment of bills for electricity, gas etc.

Under the Public Libraries and Museums Act 1964 it is the statutory duty of the Council, as a library authority, to provide a comprehensive and efficient library service to people who live, work or study in Trafford. 'Comprehensive' has been interpreted by the Courts to mean delivering a service that is accessible by all residents using reasonable means, including digital technologies, and 'efficient' has been interpreted as meaning the service must make the best use of the assets available in order to meet its core objectives and vision, recognising the constraints on Council resources.

2 Approach to Public and Stakeholder Consultation

2.1 The approach to public and stakeholder consultation was to engage in a two stage consultation process. The first stage was an information gathering exercise based on facts and figures about the library service. This ran for six weeks from 3rd November 2014 until the 12th December 2014. The second stage ran for a further six weeks from 19th January 2015 until 27th February 2015 (for staff this was a five week consultation from 19th January 2015 until 20th February 2015). A detailed breakdown of the responses to phase 2 consultations is set out at Appendix 1. The demographic breakdown of those responding is attached at Appendix 2.

2.2 The aim of the first consultation was to gather peoples' views on how the savings could be achieved and also invited ideas and suggestions on options for change and potential criteria. Those options for change included ;

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

The criteria people were asked to consider included;

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

People were also asked to offer any other options or alternatives that they thought were relevant and invited any other comments they wanted to add.

Feedback on the first phase of consultation was presented as part of a general overview of the budget consultation process to the Executive on 26 January 2015.

2.3 From the information gathered in the first stage of consultation, proposals were developed which were then subject to a second phase of consultation.

2.4 The proposals put forward to the second stage of consultation were;

Proposal 1 - Increasing the use of technology at libraries; specifically Open + technology at Woodsend Library.

Proposal 2 - Partnering with other organisations in providing library services; specifically blueSCI at Coppice library.

Proposal 3 - Redeveloping libraries; with a GP at Timperley Library.

Proposal 4 - Redeveloping libraries; three options for Hale Library.

Proposal 5 - Reduction in back office staff and a reduction in the book fund.

Proposal 6 - Income generation opportunities.

Proposal 7 - Closing libraries; specifically Bowfell, Davyhulme and Lostock.

Proposal 8 - Reduction in funding for Delamere Toy Library.

Individuals were also again given a further opportunity to suggest any other alternatives they had.

- 2.5 Due to the amount of savings required and in order to assess the impact those savings could potentially have on the users of the library service; an independent consultancy firm was engaged to ensure independence of the consultation process.

The Campaign Company was appointed after a tender process and brought experience in local authority consultation processes. They are also Consultation Institute Practitioner Partners. Their contribution to the consultation process was;

- Providing advice on the two public consultation documents.
- Attending the public consultation meetings.
- Analysing the feedback from both the first and second stage consultations.
- Providing a report at the end of each stage.

The Councils' overall budget consultation including the libraries consultation was launched through staff briefings, media briefings and a dedicated Budget Consultation section on the Council's website.

2.6 Public consultation

- 2.6.1 Both phases of the public consultation process used a variety of engagement methods to ensure that service users and partner agencies were able to participate. These included;

- An online questionnaire which could be found via the Council's consultation webpages, the library webpages and the 'Say It' webpages.
- This was mirrored with a paper document, available in all libraries, which people could read and then complete with their comments
- There were seven general meetings which took place during the first phase of consultation in the evenings where residents and interested parties could discuss all the Council budget proposals, including the library service budget target.

- There were Library specific meetings where the sole focus was to discuss the proposed library savings. These took place at various times, including evenings and on different days of the week including a Saturday at venues across the borough. In total there were 18 of these meetings across both consultation phases.
- A consultation email address was set up for people who wished to send comments.
- During the first phase of consultation 1,407 responses were received;
 - Neighbourhood Forums 100
 - Online responses 769
 - Reshaping Trafford responses 50
 - Paper surveys 298
 - Library specific consultation meetings 180
 - Letters 10

2.6.2 During the second phase a total of 314 people attended the public consultation meetings and there were 948 responses to the proposals;

- Online surveys 364
- Paper surveys 326
- Comment cards 189
- Letters (from individuals, including staff members) 35
- Letters (from stakeholders) 32
- Petitions (Davyhulme and Townswomen's Guild) 2

The stage 2 consultation feedback report prepared by The Campaign Company can be found at www.trafford.gov.uk/phase2feedback.

2.7 Staff consultation

In line with the original budget proposals, it was anticipated that the total number of staff reductions would be in the region of 22. This required the Council to enter into a period of 30 days consultation with staff and trade unions.

2.7.1 The purpose of the consultation process was:

- to inform staff and trade unions of the detailed proposals.
- to consult with staff and trade unions about the proposed implementation strategy.
- to listen to and consider comments and suggestions from staff and trade unions about the proposed implementation strategy.
- to consider any alternatives put forward that meet the identified objectives.
- to seek to minimise the need for redundancies.

2.7.2 During the consultation process, in order to mitigate the need for compulsory redundancies, staff in “at risk” areas were offered the option of applying for early release on the grounds of redundancy or early retirement. In addition, staff in “at risk” areas were also given support to be redeployed into suitable alternative vacancies. In terms of ‘front line’ staffing reductions, all of these can be achieved by voluntary means and there are a number of vacancies available within the service for any remaining ‘at risk’ staff.

3. Consultation feedback

3.1 During the second stage of consultation respondents were asked to indicate their level of agreement with the proposals whilst still being able to suggest alternatives. The net score subtracts all negative responses from all positive responses leaving an overall level of agreement with the proposals. The ‘don’t know’ and ‘no responses’ were omitted. In the following paragraphs you will find details of the phase 2 proposals, overall nets scores, general consultation responses, a brief outline of some of the other alternatives considered, any mitigation in response to the consultation feedback and a final proposed recommendation.

3.1.2 Overall net score table:

Proposal	Net Score
Overall agreement with proposals	+11
Proposal 1 Woodsend – Technology Development	+2
Proposal 2 Coppice – Partnering with other services	+28
Proposal 3 Timperley - Redevelopment	+16
Proposal 4 Hale - Redevelopment	-7
Proposal 5 - Reduction in back office	0
Proposal 5 - Reduction in book fund	-30
Proposal 6 - Income generation	N/A
Proposal 7 Davyhulme, Lostock and Bowfell – Closures	-4
Proposal 8 Delamere – Reduced funding	+8

3.2 PROPOSAL 1

Increase the use of technology at libraries; specifically Open + technology at Woodsend Library and as a consideration in other Libraries subject to redevelopment.

3.2.1 Consultation feedback

The net score for this proposal was +2. Respondents were attracted to the fact that this technology would enable the library to remain open and available to community groups and individuals to carry on accessing library services.

There was also a welcome response to the use of technology which is seen by some as natural progress and an important step forward for libraries.

However, concerns were raised that certain people might have difficulty in using the technology to access the library, particularly the elderly. There were also some concerns around health and safety aspects such as going into an unstaffed building and theft of the stock.

3.2.2 Other alternatives to proposal 1 that were considered included;

- No change. However this option has to be assessed against the need for the Council to make savings.
- Closing the library and selling the site, this is not deemed a viable option.
- Moving the library to be included in the new development at Woodsend Circle, however, all units have now been filled.
- Moving the library into the new Health Centre, however, plans have already been approved and there was no space for this to happen.

3.2.3 In order to mitigate the concerns raised during the consultation period, there will remain some staff presence at the Library. Staff will be able to assist the elderly and other users, who may be unsure how to use the technology. In addition work has been undertaken to produce robust risk assessments, to mitigate concerns expressed in respect of security of customers and items in the library. The trials taking place in Leeds and Stockport will be monitored and the Council will ensure lessons learnt from these are implemented at Woodsend library.

3.2.4 In addition the use of this technology could be considered in other libraries subject to proposals in this report such as Hale, Timperley and Lostock.

3.2.5 **Recommendation:** – Increase the use of technology at libraries; specifically Open + technology at Woodsend Library and as a consideration in other Libraries subject to redevelopment.

3.2 PROPOSAL 2

Proposal 2 was to partner with other organisations and community groups in providing library services at Coppice Library, specifically blueSCI.

3.3.1 Consultation feedback

The net score for this proposal was +28. There was a positive response to the concept of using a partnership to create a community facility and community hub. As a result there was a view that this proposal would increase accessibility and useable facilities, particularly for sections of the community that are less well off. In addition, blueSCI was mentioned as a positive addition to the facility and a good partnership to save money from the public purse.

People were concerned about the possible degradation of the library service, as a result of the library sharing space with other services. There were concerns about the reduction in staff, in particular a concern that the reduction in staff will mean that the council service currently on offer would deteriorate and that this will have an impact on low income families living nearby. There was also a concern that volunteers will not be trained and supported to provide the services that people have come to expect.

3.3.2 Other alternatives to proposal 2 that were considered included:

- No change. However this option has to be assessed against the need for the Council to make savings.
- Closing the library and realising the value of the site. However, this option is not considered to be viable.
- Re-locating the library to smaller premises. This is not recommended as no suitable premises are available.

3.3.3 In order to mitigate the concerns raised during the consultation period, BlueSCI have been working with the Council and Friends of Coppice Library to produce a robust business case for the continuation of the library service.

There will be additional training for staff and library and blueSCI volunteers to ensure they have knowledge of both services. Additional staff resource has been allocated to Coppice which will result in 2FTE being available, including a Team Manager. This will enable customers to access the range of Council services and have their enquiries dealt with.

3.3.4 **Recommendation:** That the Council partner with other organisations and community groups to continue to provide access to library services at Coppice Library, specifically blueSCI.

3.4 PROPOSAL 3

Redeveloping libraries with a GP at Timperley Library (set out in detail below :)

Park Medical Practice has expressed an interest in acquiring and redeveloping Timperley Library and the adjoining Baker Street car park. The

medical practice is keen to expand to provide an increasing range of services, providing the best health care for patients. The proposal will provide a community focussed facility comprising a new medical centre of c 8,000 sq. ft. linked to a new library of c 2,500 sq. ft. and 28 residential apartments. There would be 18 dedicated car spaces for the medical centre, 45 car spaces for the apartments and 25 car spaces for the library.

The total site area affected by this proposal is approx. 1.13 acres. 120 unrestricted long term public parking spaces will be lost and a waste recycling facility on the car park site will need to re-located. The transaction would be by way of a private treaty transaction granting a long lease of the site to the developer. The proposal is subject to detailed planning consent.

The Council would receive a premium on the grant of the head lease, plus a long leasehold interest of the new library on completion of the development, at a peppercorn rent, which would provide state of the art facilities at the developer's expense. In addition, an overage will be payable by the developer on the achieved sale value of the residential apartments above a base sales price per sq. ft. The cumulative value of these elements represents best value for the site for the Council.

3.4.1 Consultation feedback

The net score for this proposal was +16. There was a view that the new facility will attract more people and increase footfall in the library and that the move to modern facilities would be a beneficial move for the community with some respondents commenting that the new facility will provide a long term community asset.

A petition was received from Timperley Women's Civic Society containing 45 signatures supporting the proposal to redevelop the current library site.

There were concerns over the reduction in size of the library and the impact that it will have on frequently used services such as Rhymetime. There was also a concern on the availability of rooms for hire for local community groups.

Respondents commented on the impact of the proposals on the volume of traffic in Timperley town centre and the lack of car parking. The current car park at the library is seen as busy and any additional car parking that is lost will have an impact on the ability of people to access the facility and the town generally.

3.4.2 Other alternatives to proposal 3 that were considered included:

- No change. However this option has to be assessed against the need for the Council to make savings.

- Closing Timperley as the library is only 1.87miles from Altrincham. The approach from the GP is felt to be a better option than closure.
- Moving the library to another location within Timperley is not considered viable as a suitably sized building is not available. The approach from the GP is felt to be a more favourable option as the library could remain in its current location.

3.4.3 In order to mitigate the concerns raised during the consultation period, the Council considers that this proposal represents best value for the Council. Car parking will be retained for those people using the library as well as the medical centre.

3.4.4 **Recommendation:-** that the Council proceeds with the sale of the land to Park Medical Practice and the redevelopment of the site as set out in paragraph 3.4, to reduce the staffing assignment as appropriate and in addition;

That the Director of Legal and Democratic Services in consultation with the Deputy Chief Executive be authorised to prepare, finalise and enter into all legal agreements and documentation required to implement the proposed sale and redevelopment of Timperley Library, including the Baker Street car park, to Park Medical Practice.

3.5 **PROPOSAL 4**

Redeveloping libraries; three options for Hale Library set out below:

- Option 1 Smaller, replacement library on the existing site with the remainder being developed for residential
- Option 2 – Residential on existing site, smaller replacement library elsewhere in Hale
- Option 3 – Residential on existing site, temporary library for up to 3 years elsewhere in Hale

3.5.1 **Consultation feedback**

The overall net score for this proposal was -7. E-petitions were started but none were sent to the Council by the end of the consultation period. However, since the consultation period closed we have received notification of the following petitions:

- Hale Civic Society e-petition 100 signatures
- Friends of Hale Library 1582 signatures
- Hale community (paper petition) 763 signatures

The principal positive comment on the impact of the options set out was that with at least two proposals there would be a maintained library service in the area housed in a new and modern facility. The addition of housing stock in an area of high demand is welcomed by a number of respondents, as is the generation of income from the sale of the land and the associated reduction in library running costs.

Respondents were concerned over possible disruption both to the library service and to the town itself during any construction period. Respondents also felt that the development of additional housing would impact on the availability of parking for the library and increase congestion generally in and around the library site.

A number were against any closure of Hale Library and wanted to keep it open in its current form as a well-used community asset. Respondents felt that the proposals have many drawbacks such as the proposed move to Altrincham and the size of reported replacements (250 sq. metres).

There was strong interest shown in the range of proposals, with 23 Expressions of Interest submitted. 16 submitted financial offers and 7 requested further time and a more detailed specification to submit a financial offer.

3.5.2 Consultation feedback in respect of the three individual options is as follows:

- **Option 1** – 23% of respondents were in favour of this option.
- **Option 2** – 39% of respondents were in favour of this option.
- **Option 3** – 10% of respondents were in favour of this option.

3.5.3 Other alternatives to proposal 4 that were considered included:

- No change. However this option has to be assessed against the need for the Council to make savings.
- Immediate closure of the Library, this is considered not to be a viable option at this stage.
- Income generation. This is not considered to be a sustainable option giving the voluntary nature of the proposal and in that no firm proposals have been received.
- To see community hub options such as those proposed for Timperley and Coppice explored for Hale. However, no firm proposals have been received in this regard.
- Immediately moving the library to another location within Hale is not considered viable at this time, as a suitable alternative location has not been identified.

- 3.5.4 In considering whether there is any mitigation to the concerns raised during consultation, it is noted that at least two of the options outlined in the consultation proposals would result in the continuing provision of a library within Hale. In the event that one of these options is progressed then this will address a number of the concerns raised.
- 3.5.5 There have been 23 expressions of interest in respect of the three options proposed for Hale Library with differing degrees of support from respondents of the consultation process. However, given the potential value of each option and the need to progress to further and better detail, it is not proposed to rule out any of these options at this stage and tenders will be invited across the range of options.
- 3.5.6 **Recommendation:** - that formal tenders should be invited in relation to the provision of a library in Hale (together with redevelopment of the former library site) from the bidders who have previously expressed an interest on an informal basis.

Following receipt of the formal tenders, a report should be prepared to evaluate the proposals for the provision of a library in Hale (together with redevelopment of the former library site).

Delegate the decision to approve the successful bidder following the evaluation of the proposals for the provision of a library in Hale (together with redevelopment of the former library site) to the Executive Member for Transformation and Resources.

That the Director of Legal and Democratic Services in consultation with the Deputy Chief Executive be authorised to prepare, finalise and enter into all legal agreements and documentation required to implement the proposed sale and redevelopment of Hale Library

This recommendation represents best value for the Council.

3.6 PROPOSAL 5

Reduction in back office staff and a reduction in the book fund.

3.6.1 Consultation feedback

The net score for the reduction of back office staff was 0. The net score for the reduction of the book fund was -30.

Amongst all age groups there was no majority for or against the reduction in staffing, with the remainder of people replying 'Don't know'.

The majority of people across all age groups disagree with the reduction of the book fund proposal, with the highest disagreement amongst the 75+ group (68 per cent), 45-54 (66 per cent) and 65-74 group (65 per cent).

3.6.2 Other alternatives to proposal 5 that were considered included:

- A further reduction in back office staff to offset a reduction in the book fund. This is considered to not be appropriate or viable.
- Reduce front line staff further. This is not considered to be a viable option as it would necessitate the need for further changes across the Library service, which would have a detrimental impact.

In considering any mitigation to support concerns raised during consultation, enough voluntary requests have been received to support the proposed 'front line' staffing reductions, and there are vacancies available within the service for staff considered to be 'at risk'. In addition, if the recommendations are accepted to close and redevelop libraries then the current level of book fund will not be required. As a member of the north-west library purchasing consortium this will further mitigate the impact of reducing the book fund through heavily discounted rates.

3.6.3 **Recommendation** - Implement back office staff reduction and agree that the book fund is reduced by £105k.

3.7 PROPOSAL 6

Consider income generation options

3.7.1 **Consultation feedback**

Net score – not applicable for this option

3.7.2 Option suggested for consideration under proposal 6 included:

- Increasing the variety and price of products sold in libraries
- Introducing an Amazon collection point into some libraries
- Looking for sponsorship from businesses
- Increasing council tax

- Renting e-books
- Increasing late fines
- Increasing charges for photocopier/computer use
- Working with schools
- Sharing space with other council run services
- Selling library sites to spend on the remaining libraries

The Council will continue to exploit opportunities for additional income, although it is estimated that any potential income opportunities would not be sufficient to mitigate other proposals. In addition the Council has already as part of its budget setting process agreed to freeze Council Tax for 15/16.

3.7.4 **Recommendation:** - that further areas of opportunity for income generation are explored.

3.8 **Proposal 7**

Closing libraries; specifically Bowfell, Davyhulme and Lostock

3.8.1 **Consultation feedback**

The net score for this proposal was -4. In cases where respondents support the proposal, there was a consensus that the closures would have minimal impact or no impact at all, occasionally respondents specified that this was because there are other library sites very close by.

Most respondents who agreed with the closures supported the reasoning that this has been decided due to these libraries' low usage.

Many respondents commented that the closure of these libraries would have a negative impact on those members of the community that lived close by, reducing accessibility and the convenience of being able to walk to a local library. Respondents expressed particular concern about the impact these closures might have on the elderly as well as children. A petition containing over 900 signatures was received in respect of Davyhulme Library.

3.8.2 Other alternatives to proposal 7 that were considered included:

- Keeping the libraries open but reducing their opening hours. However this option has to be assessed against the need for the Council to make savings and the impact across the whole Library service.
- Keeping the libraries open but reducing staffing and using volunteers. However this option has to be assessed against the need for the Council

to make savings and the impact of continued running costs across the library service as is considered to not be viable.

- Working with other organisations such as schools or businesses to keep the libraries open. This is considered not to be viable as no firm proposals have been received in this regard.

3.8.3 In mitigation of the concerns raised during consultation an approach was made by the Head of Lostock College to maintain a library for the pupils of Lostock College, which will allow continued access to the library and its resources by the community

Bowfell Library and Davyhulme Library are a short distance away from Urmston Library and can be accessed by good public transport links. Feedback from the first consultation showed that 41% of people thought that 10 minutes was an acceptable travelling time to another library. Both Bowfell and Davyhulme are within this time frame from Urmston Library, with Bowfell being 0.91 miles away and Davyhulme being 0.76 miles away.

80% of Bowfell customers already use another library and 71% of Davyhulme so customers are already using different libraries. Extra Rhyme times and Story times will be introduced at Urmston to cope with the additional numbers that will transfer from Davyhulme. The Home Library Service will be offered as an option for those elderly people who might find it difficult to get to Urmston Library.

3.8.4 **Proposal for Lostock:**

This proposal has developed as the College wish to maintain a library for the pupils of Lostock College. In maintaining this library provision there is a desire for the community to have continued access to the library and its resources.

The Council will ensure that all book stock, fixtures and furnishings will be retained in the library for the College to use. This will include the self-service machine that customer can use to issue, return and renew books. It will also include the People's Network computers so customers can still access the internet.

The College will provide a member of staff who will be on hand to assist people with library related queries and to signpost customers who may have Council enquires to either Urmston or Stretford Libraries which are both under two miles away. As only 87 council enquiries were dealt with in 2014/15 this should not unduly inconvenience existing customers.

Customers will still be able to access the library for books and as a meeting place for the community groups that currently use the library. The Open + technology will be considered as part of finalising these arrangements.

3.8.5 Recommendation:

- i. that Bowfell and Davyhulme Libraries should close.
- ii. that the management and day to day running of Lostock Library transfers to Lostock College and that the detail of this is developed.

3.9 PROPOSAL 8

Reduction in funding for Delamere Toy Library

3.9.1 Consultation feedback

The net score for this proposal was +8. Some respondents commented that the impact of the proposal would be minimal with a handful of respondents supporting the proposal because it saved costs. A few respondents felt that the toy library was a service that should not be funded from the council's library budget.

Respondents who oppose this proposal were primarily concerned about the impact of the proposals on the families that use the service. There was a sense that this proposal targeted and impacted those users who were most disadvantaged, namely families on low incomes and families with disabled children.

Respondents were also concerned that the proposal would result in a reduction of the quality of the service: fewer toys as well as a lower standard of staffing if the library were to be run by volunteers alone.

3.9.2 Other alternatives to proposal 8 that were considered included:

- No change. However this option has to be assessed against the need for the Council to make savings
- Income generation. No firm proposals have been received in this regard.

3.9.3 In considering any mitigation in relation to concerns raised during consultation the Council will continue to support Delamere Toy Library by providing the building rent free, approximately £4kp.a and continuing to pay the running costs, approximately £5.6kp.a. In addition the Council will continue to work with Delamere Toy Library Committee to source other areas of funding/income and in this regard some additional funding has already been identified. It will continue to assist the Committee to explore the other ideas mentioned above ensuring that the Toy Library remains open and thus able to provide the same level of service as it does currently.

3.9.4 **Recommendation:** - that the funding for two part-time staff at Delamere Toy Library should be withdrawn.

3.10 The full year effect of all the proposals is forecast to save £700k. However there will be a lead-in time to a number of the proposals and therefore it is anticipated that £500k will be saved in the financial year 2015/16, with the balance occurring in the following financial year. The approved budget for 2015/16 assumed savings of £550k and therefore it will be necessary for the balance of £50k to be identified from elsewhere in the Council's budget. The Director of Finance will report on this in the first monitoring report in July 2015.

The cost of the Open + technology will be met from the capital programme. Furthermore, the Council will still comply with its statutory duty under the Public Libraries and Museums Act 1964 to provide a comprehensive and efficient service

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 library services concerned are considered to provide justification for the measures proposed.

The E.I.A.s can be found in Appendix 3, EIA's are not required in relation to Hale Library (at this stage), the book fund and the income generation proposals.

5 Next Steps

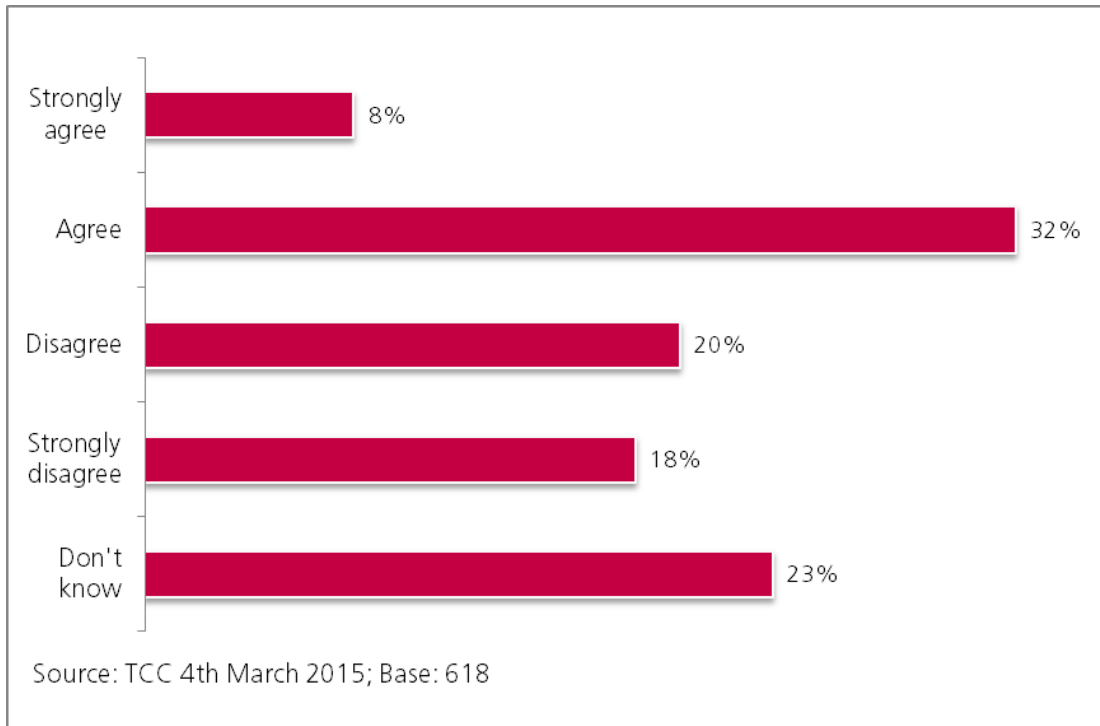
An action plan will be developed for the progression of the proposals

Appendix 1 – Consultation feedback on service proposals

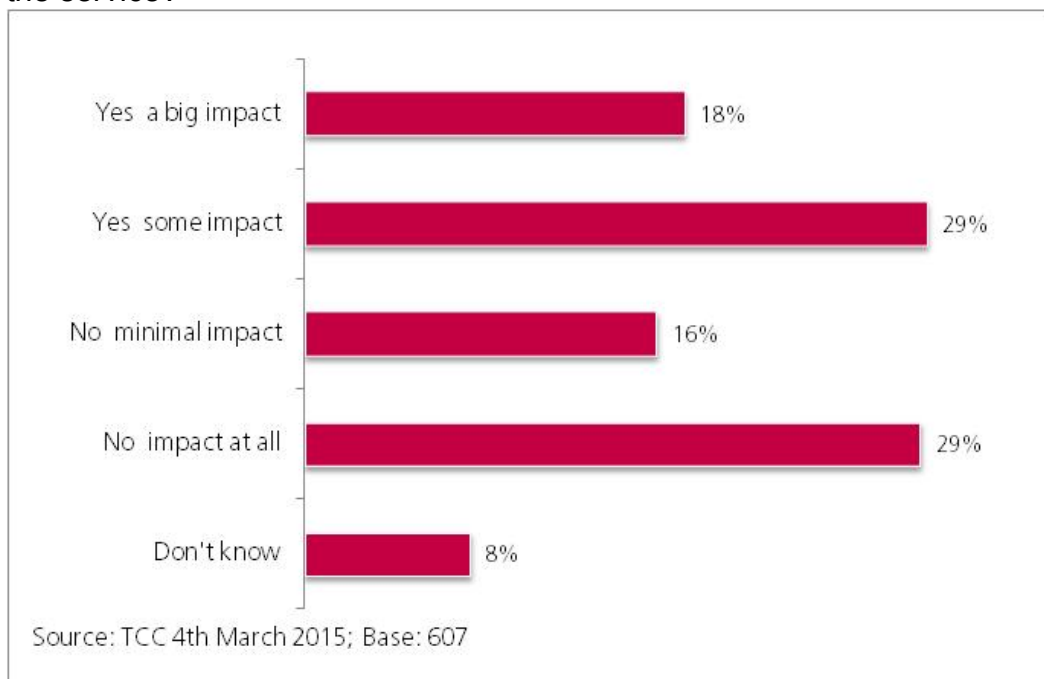
The following feedback has been received as part of the consultation.

Proposal 1 - Increasing use of technology at libraries; specifically Open + technology at Woodsend Library.

Do you agree with the proposal to increase the use of technology and reduction of staff at Woodsend?

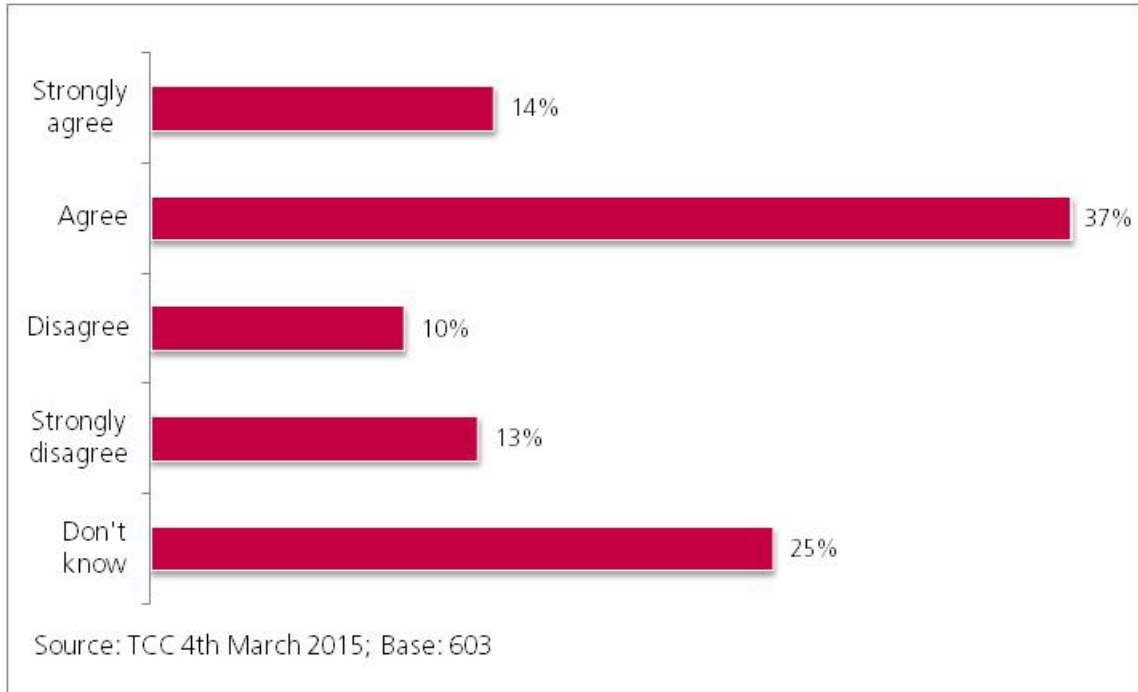


Do you think that these proposals will impact on you and your family's use of the service?

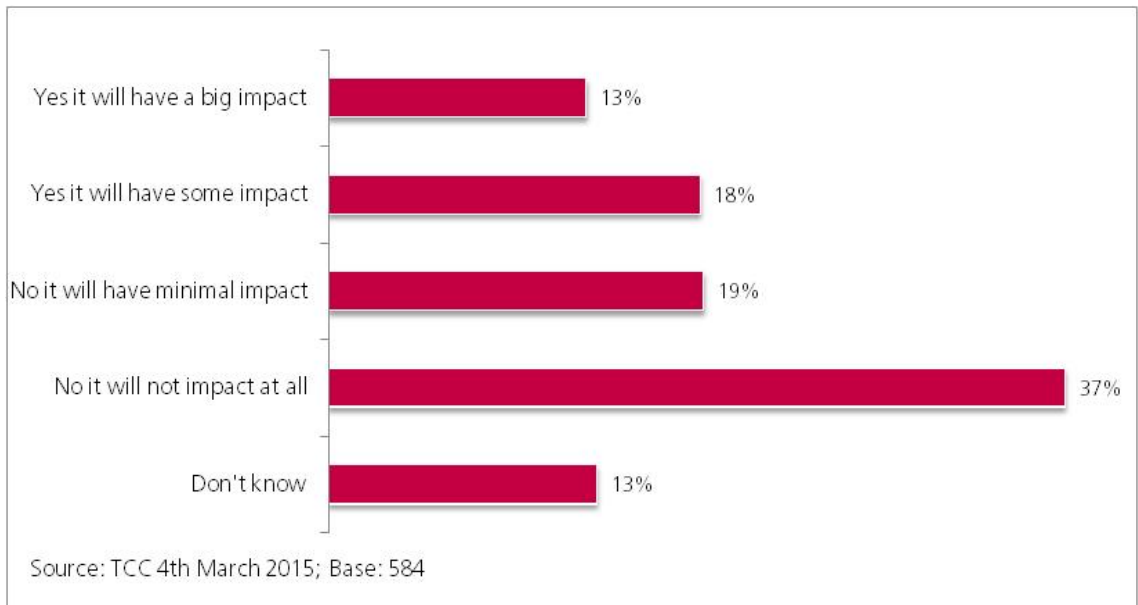


Proposal 2 - Partnering with other organisations in providing library services; specifically blueSCI at Coppice library.

Do you agree with the proposal to establish Coppice Library as a community hub with reduced staff and more volunteers and run with health and wellbeing and other services delivered from the same site?

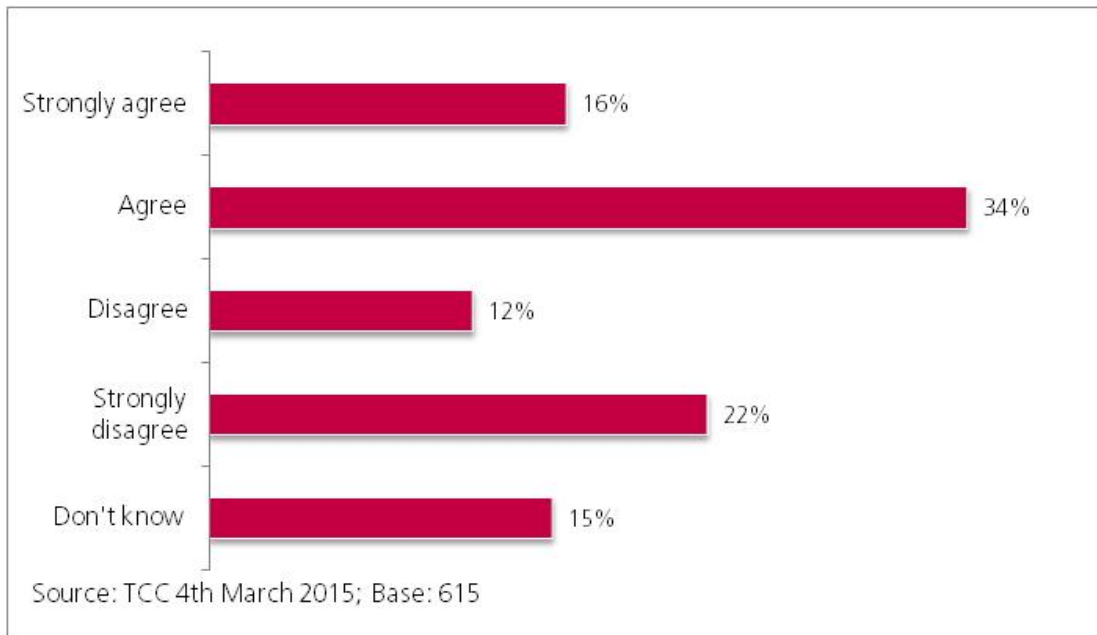


Do you think that these proposals will impact on you and your family's use of the service?

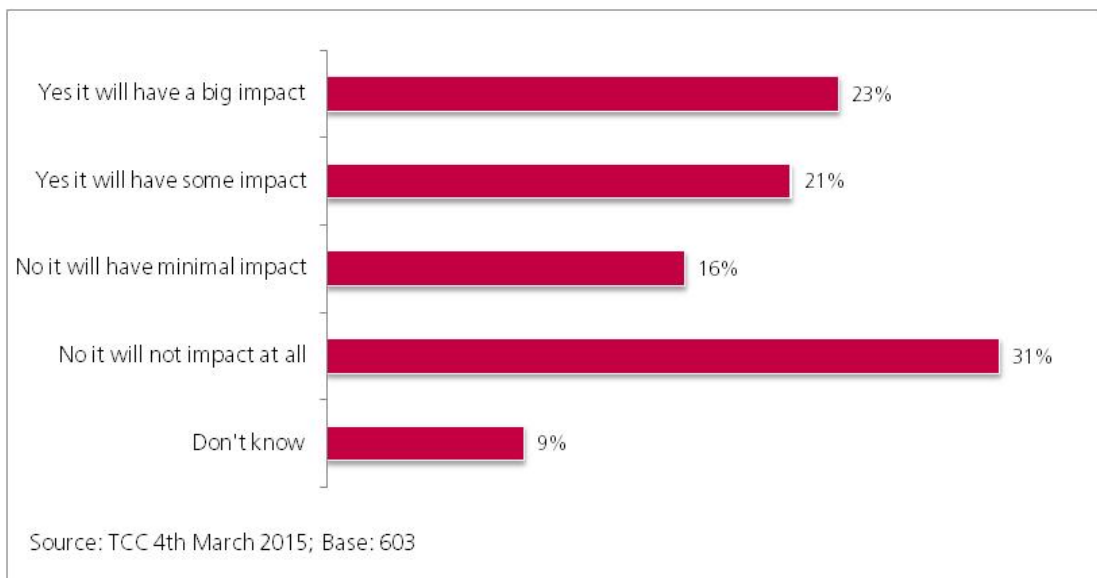


Proposal 3 - Redeveloping libraries; with a GP at Timperley Library.

Do you agree with the proposal to develop Timperley's library to incorporate a GP surgery and a residential development?

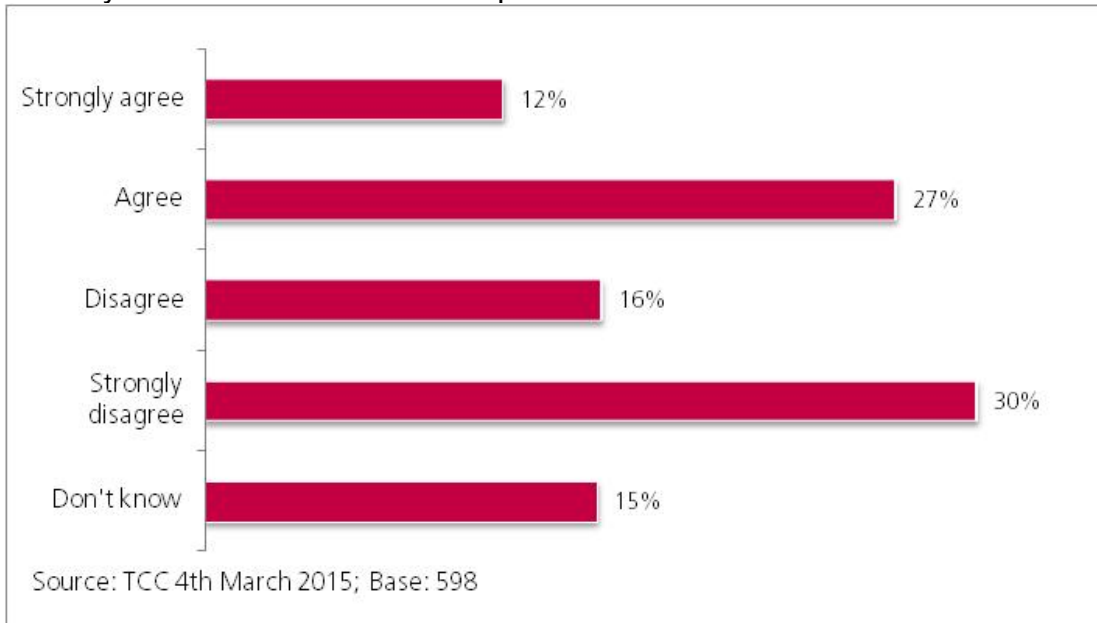


Do you think that these proposals will impact on you and your family's use of the service?



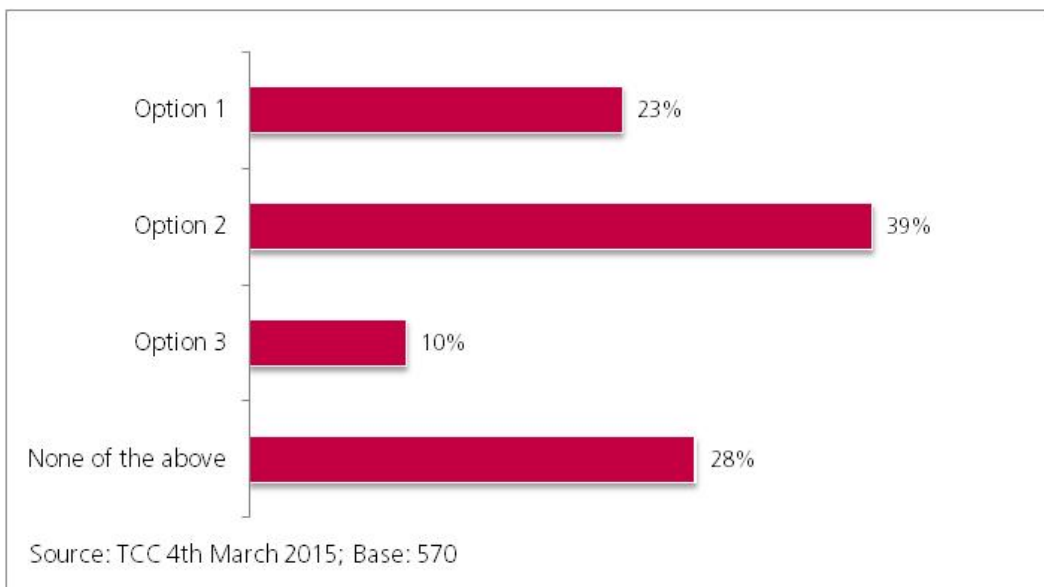
Proposal 4 - Redeveloping libraries; three options for Hale Library.

Do you agree with the proposal to sell the site at Hale Library on condition that a library be maintained or redeveloped until at least 2017?

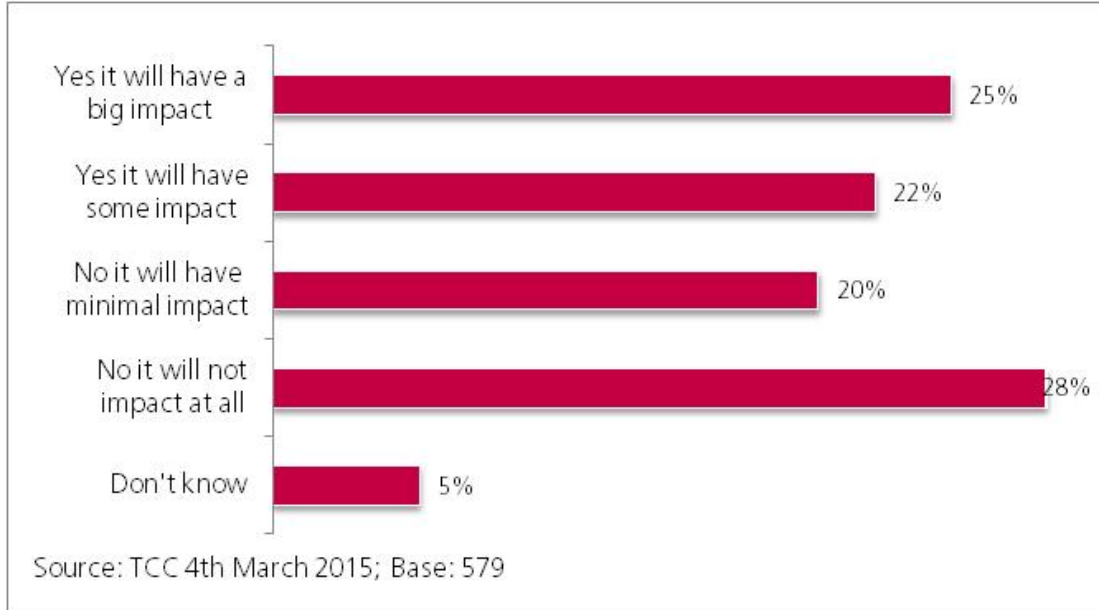


There are three potential options for the redevelopment of Hale Library. Please indicate which option you prefer.

- Sale of the current site with a requirement for a smaller library to be built on the existing site with residential homes on the remainder.
- Sale of the current library site with a requirement to provide a new permanent library to be built at no cost to the Council within Hale village.
- Sale of the current library site with a requirement to provide a temporary library for the period up to mid-2017 (by which time it is envisaged that Altrincham's new library will have been built and opened in the market quarter). The temporary library would then close.

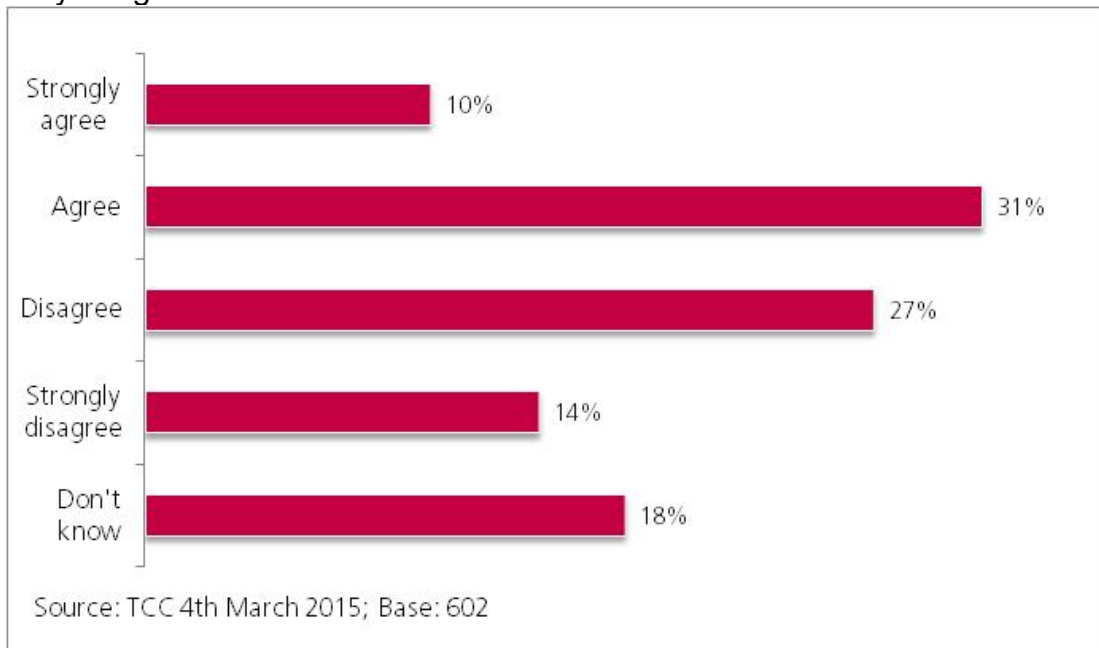


Do you think that these proposals will impact on you and your family's use of the service?

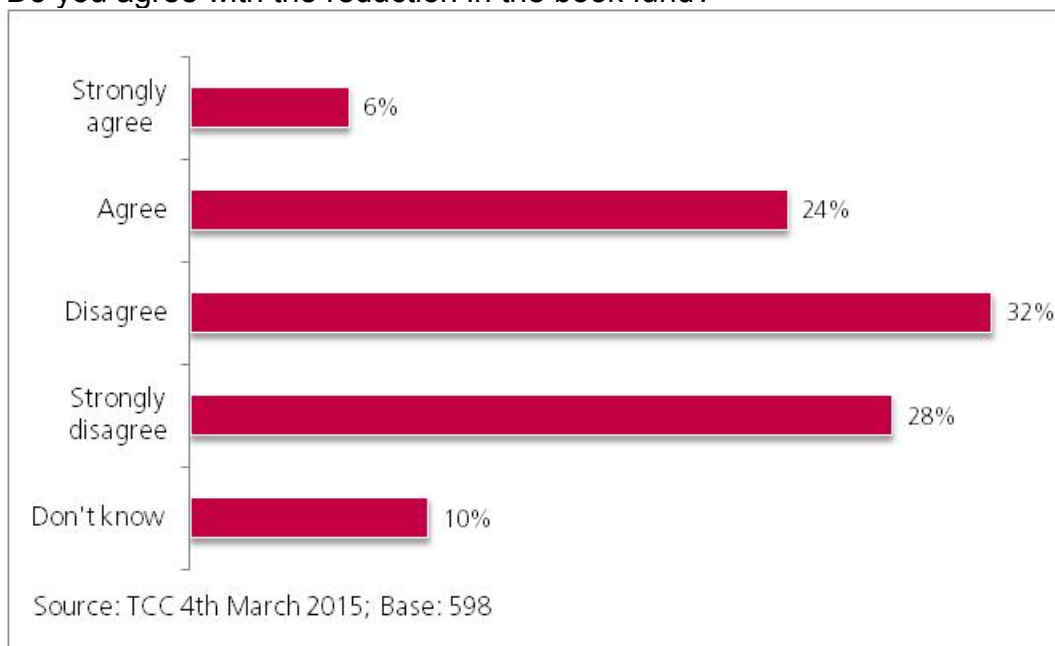


Proposal 5 - Reduction in back office staff and a reduction in the book fund.

Do you agree with the reduction in back office staff?



Do you agree with the reduction in the book fund?



Proposal 6 - Income generation.

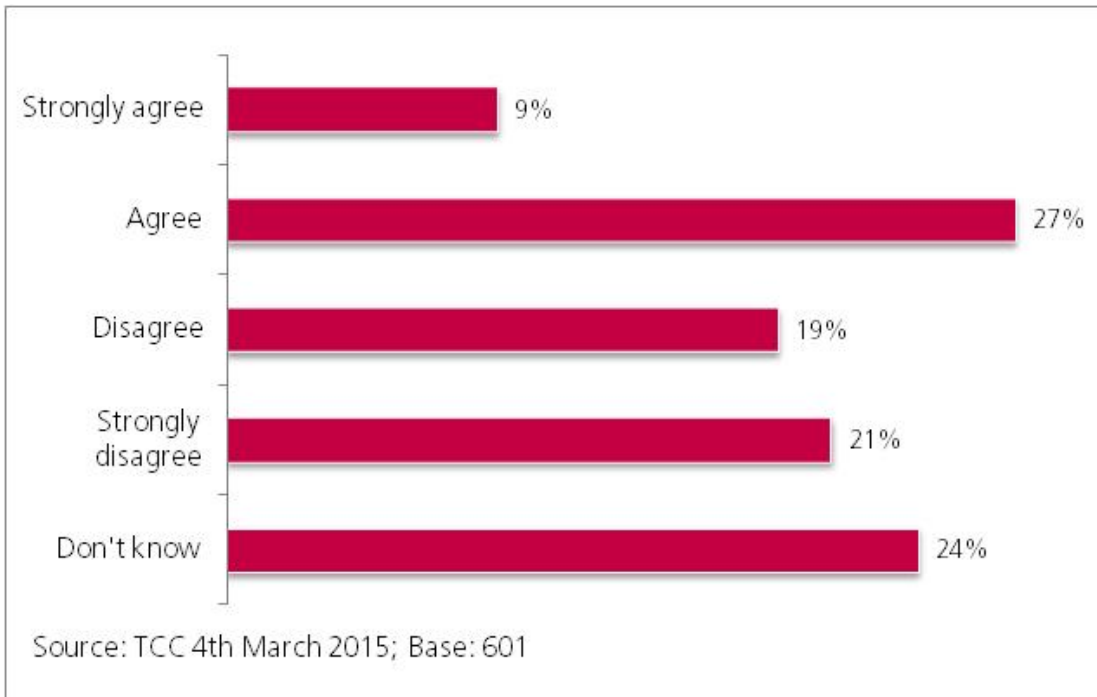
Respondents were asked to provide ideas for where extra income could be generated;

- Increasing the variety and price of products sold in libraries
- Introducing an Amazon collection point into some libraries
- Looking for sponsorship from businesses
- Increasing council tax
- Renting e-books
- Increasing late fines
- Increasing charges for photocopier/computer use
- Working with schools

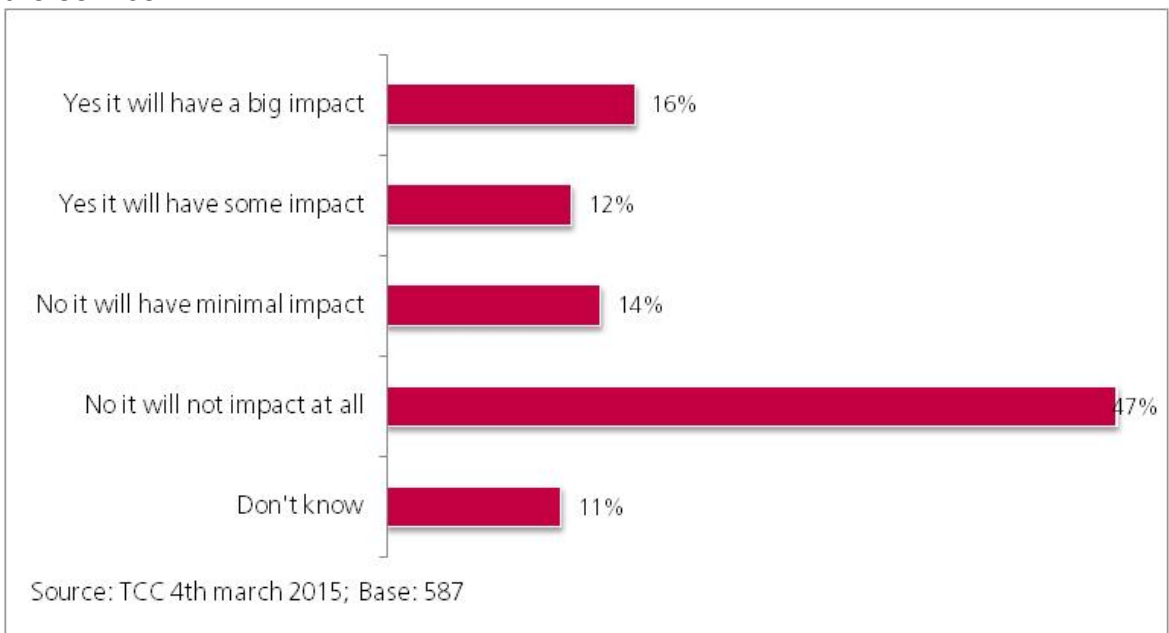
Work is taking place to trial a self-serving Costa coffee machine at Urmston Library. This should be self-financing and require little input from library staff.

Proposal 7 - Closing libraries; specifically Bowfell, Davyhulme and Lostock.

Do you agree with the proposed closure of these three libraries?

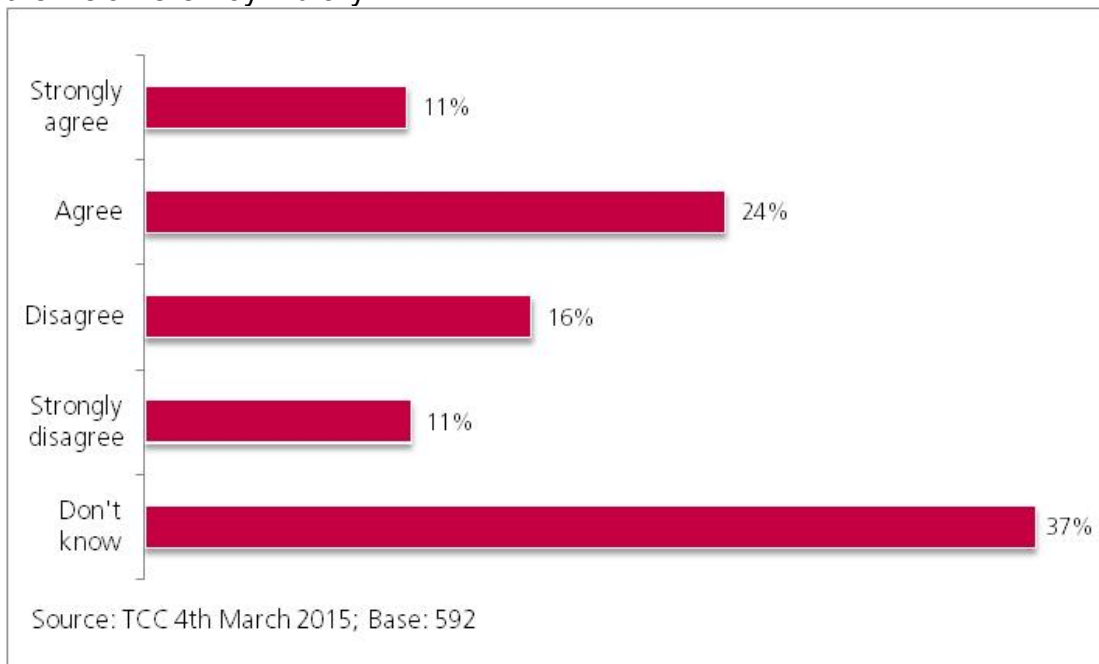


Do you think that these proposals will impact on you and your family's use of the service?

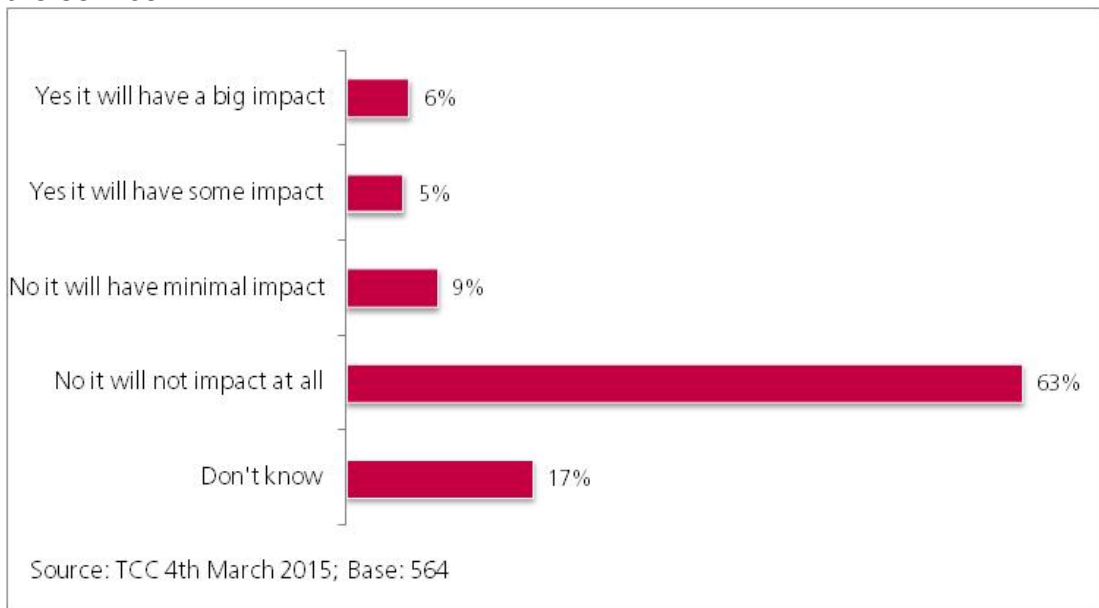


Proposal 8 - Reduction in funding for Delamere Toy Library.

Do you agree with the proposal to reduce funding for the provision of staff to the Delamere Toy Library?



Do you think that these proposals will impact on you and your family's use of the service?



Appendix 2 – Demographics of those who responded

	Percentage	Count
An organisation	1%	8
A local resident	94%	598
A member of staff	2%	12
A volunteer	3%	19
Total		637

Gender	Percentage	Count
Male	34%	219
Female	64%	410
Prefer not to say	2%	11
Total		640

Age	Percentage	Count
24 or below	2%	11
25-34	8%	51
35-44	15%	99
45-54	18%	113
55-64	21%	133
65-74	24%	151
75+	13%	81

Total		639
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Disability	Percentage	Count
Yes	11%	72
No	86%	544
Don't know/can't say	2%	13
Total		629

Ethnicity	Percentage	Count
White British	90%	571
White Irish	1%	7
Other White	2%	11
Indian	1%	7
Pakistani	1%	7
Bangladeshi	0%	0
Other Asian	0%	1
Black African	0%	1
Black Caribbean	0%	0
Other Black	0%	0
White Asian	0%	0
White and Black African	0%	0
White and Black	0%	1
Caribbean	0%	0
Other mixed	0%	3
Chinese	1%	5
Other	3%	17
Total		631

Appendix 3 – Equality Impact Assessments

EQUALITY IMPACT ASSESSMENT - TRAFFORD COUNCIL

A. Summary Details		
1	Title of EIA:	Reshaping Trafford Library Service – Woodsend Library Self-Service Access
2	Person responsible for the assessment:	Sarah Curran – Head of Customer Services
3	Contact details:	Tel: 0161 912 2328
4	Section & Directorate:	Transformation and Resources > Access Trafford
5	Name and roles of other officers involved in the EIA, if applicable:	Waseem Tahir – Business Change Analyst Craig Holt – Business Change Support Officer

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> N Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	<p>Trafford Council faces significant financial challenges over the next few years with a further £50m identified to be saved. Trafford are unable to continue operating in the same way with the financial pressures that exist and so must 're-shape' to adapt to the increasing financial pressures and demands on our services.</p> <p>This includes changing how the Council delivers its library services within the borough to ensure that it is delivering efficient and relevant services to residents. To achieve this, the Council utilised a two phase public consultation model, to identify possible options in order to deliver £700,000 in savings over the next financial year. Following the feedback from the first phase of the consultation, a number of proposals are currently being considered and consulted on as part of the second phase of the libraries consultation.</p>

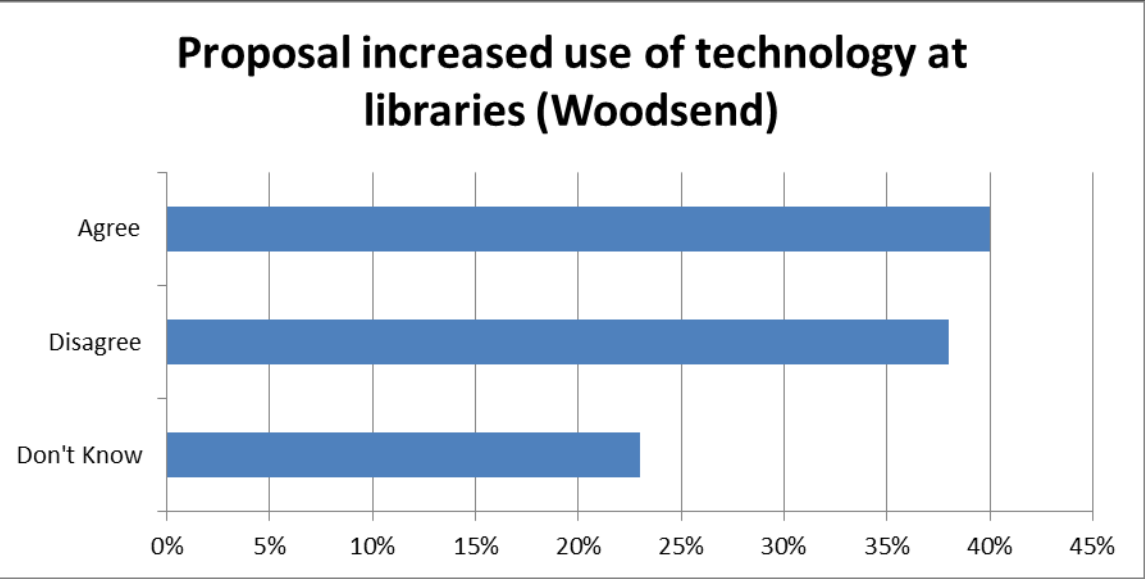
		<p>This EIA specifically relates to the proposed use of technology at Woodsend Library to facilitate a self-service access model for library users.</p> <p>Separate EIAs have been carried out for other library proposals. These are detailed below:</p> <ul style="list-style-type: none"> • Implementing a Community Hub at Coppice Library with a third sector partner • Redeveloping the Timperley and Hale Library sites. • Reducing the number of Library and back office staff • Reducing the book fund • Closing Bowfell, Davyhulme and Lostock Libraries • Withdrawing funding for the Toy Library Advisor at Delamere Toy Library <p>Woodsend Library is currently staffed part time, which limits the opening hours of the library. We are proposing to introduce technology at Woodsend Library that will enable customers to access the library using their library card and PIN number. This will switch on the library building including the lights, heating and the monitored CCTV cameras. Customers will also be able to access the People's Network computers.</p> <p>The flexibility offered by the technology will help us to create a self-service model which will create the option for opening hours to be extended for longer than at present. It will also enable the Council to reduce staffing costs at the site, generating estimated savings of £54,000.</p> <p>Some staff resource will be maintained so that the library is not unstaffed all the time. The libraries team will work with current users to help them transition to new ways of using the service. We will train volunteers to be experts in using the system and to be an additional source of support.</p>
4	Is the policy/function associated with any other policies of the Authority?	Reshaping Trafford Council
5	Do any written procedures exist to enable delivery of this policy/function?	<p>Yes:</p> <ul style="list-style-type: none"> • Redeployment Policy • Establishment and Organisational Change Framework
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	No
7	Who are the main stakeholders of the policy? How are	The Council - The new approach will help to create sustainable value for money library services

	they expected to benefit?	<p>while achieving the required savings target</p> <p>Staff – The aim of the new approach is to help create sustainable services and development opportunities for staff. In the long-term, this has the potential to ensure secure employment for Council employees.</p> <p>Library customers – The new approach will ensure that the Council will still be able to offer a relevant, comprehensive and efficient library service for customers, while achieving the required savings target.</p>
8	How will the policy/function (or change/Improvement), be implemented?	<p>The public have been consulted on the proposals and encouraged to feedback with their views and ideas. The consultation period ended on 27th February 2015.</p> <p>The following activities in the implementation plan are currently underway:</p> <p>27th February onwards</p> <ul style="list-style-type: none"> • Consider feedback from public consultation • Review proposals in light of feedback • Prepare outcome of consultation report <p>25th March</p> <ul style="list-style-type: none"> • Executive approve or amend proposals <p>26th March onwards</p> <ul style="list-style-type: none"> • Customers will be notified of the outcome from the Executive meeting • Work will continue with to implement the technology and communicate with customers
9	What factors could contribute or detract from achieving these outcomes for service users?	<p>The factors that could contribute to achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • A detailed knowledge of the make-up of Trafford Borough and library usage • Well established internal and external customer relationships <p>The factors that could detract from achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • Resistance to change • Objections from members of the community

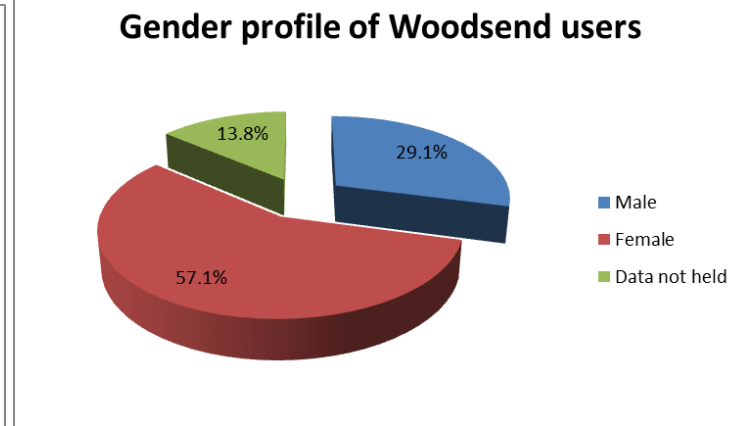
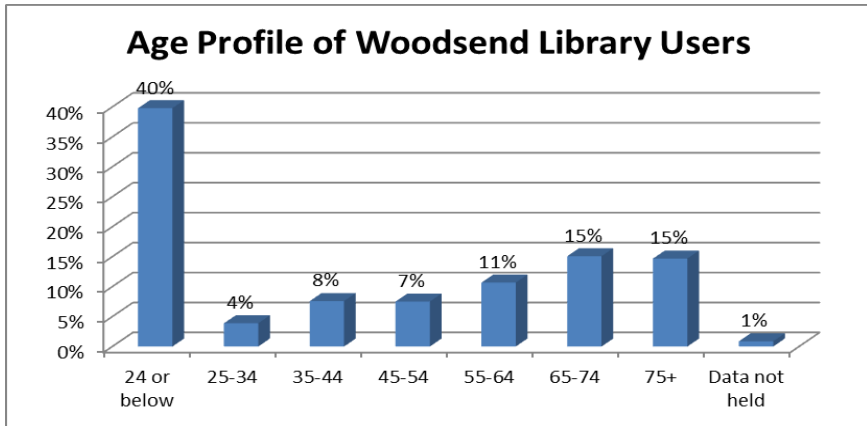
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	No
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C. Data Collection		
1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	Monitoring data has been gathered from the 2011 census and 2013/14 local data in relation to Library usage.
2	Please specify monitoring information you have available and attach relevant information*	<ul style="list-style-type: none"> • Age Profile • Ethnic Origin • Disability • Gender All information is displayed in section E below.
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	N/A

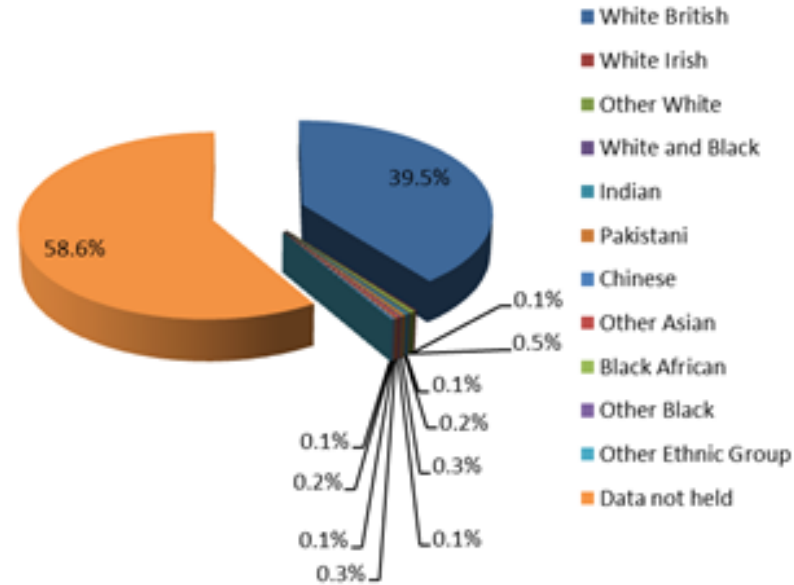
D. Consultation & Involvement																
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	<p>An initial Public Consultation in November 2014 helped shape the proposed changes to the service. This can be found at: Trafford Libraries Phase One Consultation Feedback Report</p> <p>Reviewing previous EIAs undertaken by the Council</p>														
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	<p>A full public consultation was carried out in conjunction with The Campaign Company. The consultation ran from 16th January to 27th February 2015. In order to be able to maximise responses and enable as many people as possible to put forward their views on the proposals the following lines of communication were established:</p> <ul style="list-style-type: none"> • A dedicated web page with information about the proposals • A booklet containing information about the proposals. This was made available at all libraries across the borough • A questionnaire to obtain the public's views on the proposals. This was available online and a paper version was contained in the booklet • An email address was made available for the public to submit their views on all of the proposals • Dedicated public consultation sessions were facilitated at libraries across the borough. These offered the chance for the public to discuss the proposals and express their views in detail. Comments were collated by The Campaign Company and formed part of the overall consultation feedback. <p>At the end of the consultation there had been the following responses:</p> <table border="1"> <thead> <tr> <th>Response channel</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>Online surveys</td> <td>364</td> </tr> <tr> <td>Paper surveys</td> <td>326</td> </tr> <tr> <td>Comment cards</td> <td>189</td> </tr> <tr> <td>Letters (from individuals, including staff members)</td> <td>35</td> </tr> <tr> <td>Letters (from stakeholders)</td> <td>32</td> </tr> <tr> <td>Petitions</td> <td>2</td> </tr> </tbody> </table>	Response channel	Number	Online surveys	364	Paper surveys	326	Comment cards	189	Letters (from individuals, including staff members)	35	Letters (from stakeholders)	32	Petitions	2
Response channel	Number															
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		<p style="text-align: center;">Proposal increased use of technology at libraries (Woodsend)</p>  <table border="1" data-bbox="869 194 2011 775"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Agree</td> <td>40%</td> </tr> <tr> <td>Disagree</td> <td>38%</td> </tr> <tr> <td>Don't Know</td> <td>22%</td> </tr> </tbody> </table> <p>The feedback from the 2nd phase of the public consultations has highlighted the positive and negative impacts of the proposal.</p> <p>The positive impacts include the continuing presence of a library in Woodsend, the use of technology to be able to access the library and the increased provision of library services in the local area through longer opening hours.</p> <p>The negative impacts include the possibility of certain people experiencing difficulty in using the technology to access the library, particularly older people. Concerns about the health and safety aspects such as going into an unstaffed building and theft of the stock, and diminution of the library service.</p> <p>We will mitigate these concerns by providing:</p> <ul style="list-style-type: none"> • Well trained staff and volunteers to support local people to offer support to regular users through training sessions. These should particularly cater for vulnerable groups. • A phased introduction of the proposed changes, supported by staff and volunteers 	Response	Percentage	Agree	40%	Disagree	38%	Don't Know	22%
Response	Percentage									
Agree	40%									
Disagree	38%									
Don't Know	22%									
3	<p>**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?</p>	<p>As above. In order to reduce any barriers to effective consultation, a number of different communication channels were made available throughout.</p>								

E – Equalities Data



Ethnicity profile of Woodsend users



Four out of ten library users in the local area below 24 years old. Similarly four out of ten library users are people over the age of 55 years. Almost six out of ten (57%) of library users are female. The majority of the library users identify themselves as White British. Woodsend Library falls under the Davyhulme West ward. Data based on disability benefits claimant highlights that 9.34% of people in the ward have declared a disability.

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

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

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;			✓	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Pregnant women & women on maternity leave			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Gender Reassignment			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Marriage & Civil Partnership			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group. We have mitigated against the impacts in specific ways for those groups where the proposals will impact and in a general way for those where the information limited
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Disability – physical, sensory & mental impairments		✓ Low		Detailed information relating to disabilities is not available from the data held on library customers. For the purpose of this EIA, 2011 census data relating to people in receipt of a disability related benefit (Disability Living Allowance, Incapacity Benefit and Attendance Allowance) has been used.

				<p>Less than 10% of people that live in the wards where the libraries are located are in receipt of a disability related benefit.</p> <p>Disabled library users may need assistance in accessing the library. We will mitigate this by providing secure and well-designed access for disabled library users.</p>
Age Group - specify eg; older, younger etc)		✓ Low		<p>Older and younger people may need assistance in using the services and assurances that the library will remain a safe and welcoming environment.</p> <p>We will mitigate this by providing information guides, well trained staff and volunteers to support local people to use the technology.</p> <p>The building will be monitored by CCTV cameras and we will communicate this clearly to all library users, so that they act as on-going deterrent.</p>
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Religious/Faith groups (specify)			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.

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

High

Medium

Low

F. Could you minimise or remove any negative potential impact? If yes, explain how.		
Race:		
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership		
Disability:		Disabled library users may need assistance in accessing the library. We will mitigate this by providing secure and well-designed access for disabled library users.
Age:		<p>We will mitigate this by providing information guides, well trained staff and volunteers to support local people to use the technology.</p> <p>The building will be monitored by CCTV cameras and we will communicate this clearly to all library users, so that they act as on-going deterrent.</p>
Sexual Orientation:		
Religious/Faith groups:		
Also consider the following:		
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	N/A
2	Could the policy have an adverse impact on relations between different groups?	No
3	If there is no evidence that the policy <i>promotes</i>	N/A

equal opportunity, could it be adapted so that it does? If yes, how?	
----------------------------------------------------------------------	--

G. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans	Progress milestones	Progress
Complete public consultation	Review submissions from the public	March 2015	The Campaign Company			
Communicate to staff and customers	Continue to work to implement the technology	April 15 onwards	Sarah Curran	Implementation Plan	Timescales announced	

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

Signed
Lead Officer
Date

Signed
Service Head
Date

EQUALITY IMPACT ASSESSMENT - TRAFFORD COUNCIL

A. Summary Details		
1	Title of EIA:	Reshaping Trafford Library Service – Coppice Library Partnership Arrangement
2	Person responsible for the assessment:	Sarah Curran – Head of Customer Services
3	Contact details:	Tel: 0161 912 2328
4	Section & Directorate:	Transformation and Resources > Access Trafford
5	Name and roles of other officers involved in the EIA, if applicable:	Waseem Tahir – Business Change Analyst Craig Holt – Business Change Support Officer

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> N Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	<p>Trafford Council faces significant financial challenges over the next few years with a further £50m identified to be saved. Trafford are unable to continue operating in the same way with the financial pressures that exist and so must 're-shape' to adapt to the increasing financial pressures and demands on our services.</p> <p>This includes changing how the Council delivers its library services within the borough to ensure that it is delivering efficient and relevant services to residents. To achieve this, the Council utilised a two phase public consultation model, to identify possible options in order to deliver £700,000 in savings over the next financial year. Following the feedback from the first phase of the consultation, a number of proposals are currently being considered and consulted on as part of the second phase of the libraries consultation.</p> <p>This EIA specifically relates to the implementation of a Community Hub at Coppice Library with a third sector partner.</p>

		<p>Separate EIAs have been carried out for other library proposals. These are detailed below:</p> <ul style="list-style-type: none"> • Introducing technology at Woodsend Library to facilitate a self-service access model for library users. • Redeveloping the Timperley and Hale Library sites. • Reducing the number of Library and back office staff • Reducing the book fund • Closing Bowfell, Davyhulme and Lostock Libraries • Withdrawing funding for the Toy Library Advisor at Delamere Toy Library <p>We can reduce costs by partnering with other organisations. This not only saves money but helps to further embed the libraries as part of the community over the long term and make them sustainable. We think that there is an opportunity at Coppice library to achieve this.</p> <p>We have been approached by a third sector organisation, BlueSCI with a vision to establish a community hub at Coppice Library. As well as providing library services, the building will be used to provide health and wellbeing services and will be available to provide additional community facilities. We will work with this provider and the Friends of Coppice Library group to develop a sustainable model for the future.</p> <p>We will make greater use of volunteers so that current opening hours will be maintained. We will also evaluate whether it would be feasible to introduce technology at Coppice Library that will enable customers to access the library using their library card and PIN number, thereby providing the option of extended opening hours.</p> <p>By partnering with another organisation and increasing the use of volunteers, we estimate that we will generate estimated savings of £120,900. This approach will also help to Create a multiuse community hub which will increase the centrality of the library in community life and ensure there are facilities available for a wide range of groups/organisations.</p>
4	Is the policy/function associated with any other policies of the Authority?	Reshaping Trafford Council
5	Do any written procedures exist to enable delivery of this policy/function?	<p>Yes:</p> <ul style="list-style-type: none"> • Redeployment Policy

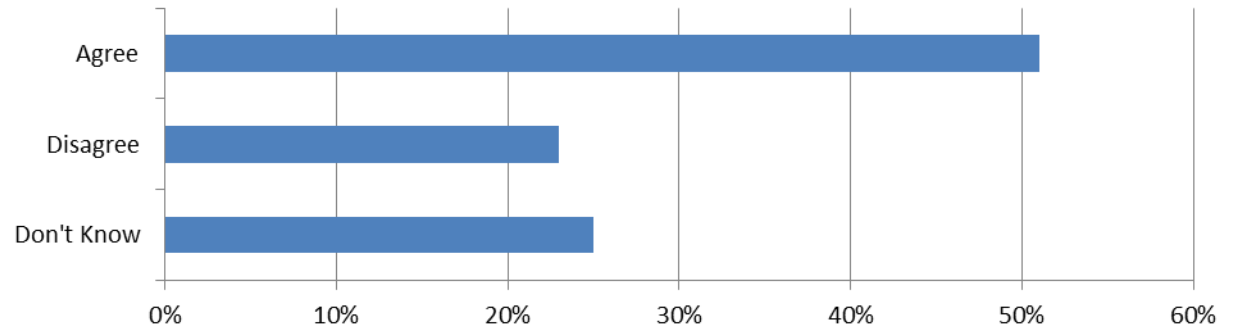
		<ul style="list-style-type: none"> Establishment and Organisational Change Framework
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	No
7	Who are the main stakeholders of the policy? How are they expected to benefit?	<p>The Council - The new approach will help to create sustainable value for money library services while achieving the required savings target</p> <p>Staff – The aim of the new approach is to help create sustainable services and development opportunities for staff. In the long-term; this has the potential to ensure secure employment for Council employees.</p> <p>Library customers – The new approach will ensure that the Council will still be able to offer a relevant, comprehensive and efficient library service for customers, while achieving the required savings target.</p>
8	How will the policy/function (or change/Improvement), be implemented?	<p>The public have been consulted on the proposals and encouraged to feedback with their views and ideas. The consultation period ended on 27th February 2015.</p> <p>The following activities in the implementation plan are currently underway:</p> <p>27th February onwards</p> <ul style="list-style-type: none"> Consider feedback from public consultation Review proposals in light of feedback Prepare outcome of consultation report <p>25th March</p> <ul style="list-style-type: none"> Executive approve or amend proposals <p>26th March onwards</p> <ul style="list-style-type: none"> Customers will be notified of the outcome from the Executive meeting Work will continue with blueSCI to develop the proposal
9	What factors could contribute or detract from achieving these outcomes for service users?	<p>The factors that could contribute to achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> A detailed knowledge of the make-up of Trafford Borough and library usage Well established internal and external customer relationships

		The factors that could detract from achieving the outcomes for service users include: <ul style="list-style-type: none"> • Resistance to change • Objections from members of the community
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	No

C. Data Collection		
1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	Monitoring data has been gathered from the 2011 census and 2013/14 local data in relation to Library usage.
2	Please specify monitoring information you have available and attach relevant information*	<ul style="list-style-type: none"> • Age Profile • Ethnic Origin • Disability • Gender All information is displayed in section E below.
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	N/A

D. Consultation & Involvement																
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	<p>An initial Public Consultation in November 2014 helped shape the proposed changes to the service. This can be found at: Trafford Libraries Phase One Consultation Feedback Report</p> <p>Reviewing previous EIAs undertaken by the Council</p>														
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	<p>A full public consultation was carried out in conjunction with The Campaign Company. The consultation ran from 16th January to 27th February 2015. In order to be able to maximise responses and enable as many people as possible to put forward their views on the proposals the following lines of communication were established:</p> <ul style="list-style-type: none"> • A dedicated web page with information about the proposals • A booklet containing information about the proposals. This was made available at all libraries across the borough • A questionnaire to obtain the public's views on the proposals. This was available online and a paper version was contained in the booklet • An email address was made available for the public to submit their views on all of the proposals • Dedicated public consultation sessions were facilitated at libraries across the borough. These offered the chance for the public to discuss the proposals and express their views in detail. Comments were collated by The Campaign Company and formed part of the overall consultation feedback. <p>At the end of the consultation there had been the following responses:</p> <table border="1"> <thead> <tr> <th>Response channel</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>Online surveys</td> <td>364</td> </tr> <tr> <td>Paper surveys</td> <td>326</td> </tr> <tr> <td>Comment cards</td> <td>189</td> </tr> <tr> <td>Letters (from individuals, including staff members)</td> <td>35</td> </tr> <tr> <td>Letters (from stakeholders)</td> <td>32</td> </tr> <tr> <td>Petitions</td> <td>2</td> </tr> </tbody> </table>	Response channel	Number	Online surveys	364	Paper surveys	326	Comment cards	189	Letters (from individuals, including staff members)	35	Letters (from stakeholders)	32	Petitions	2
Response channel	Number															
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Petitions	2															

Do you agree with the proposal for the Community Hub



The feedback from the 2nd phase of the public consultations has highlighted the positive and negative impacts of the proposal.

The positive impacts include a positive response to the concept of using a partnership to create a community facility and community hub, a view that this proposal will increase accessibility and useable facilities particularly for sections of the community that are less well off, blueSCI considered as a positive addition to the facility and a good partnership to save money from the public purse.

The negative impacts include concerns about the degradation of the library service as a result of the library sharing space with other services. There are also concerns about the reduction in staff, in particular a concern that the reduction in staff will mean that the extensive council service currently on offer will deteriorate and that this will have an impact on low income families living nearby. Concerns also exist about the possibility of volunteers not being trained and supported to provide the services that people have come to expect.

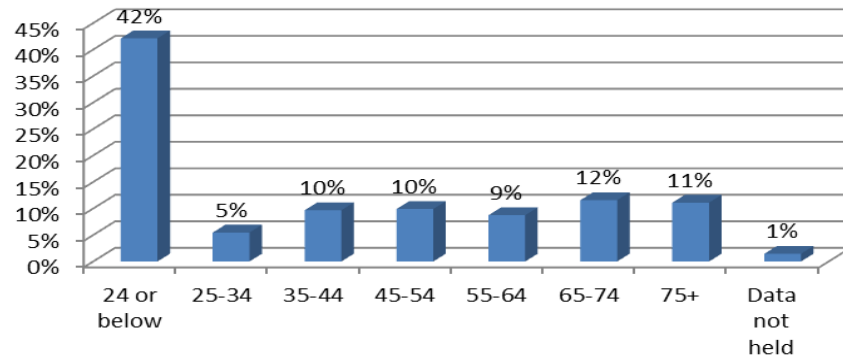
We will mitigate these concerns by:

- Having staff available to support vulnerable users to make use of the facility
- Focusing on the layout of the library to ensure enough space is retained for the library service
- Ensuring there is good communication with users on how the library services will change
- Ensuring that there are adequately trained volunteers

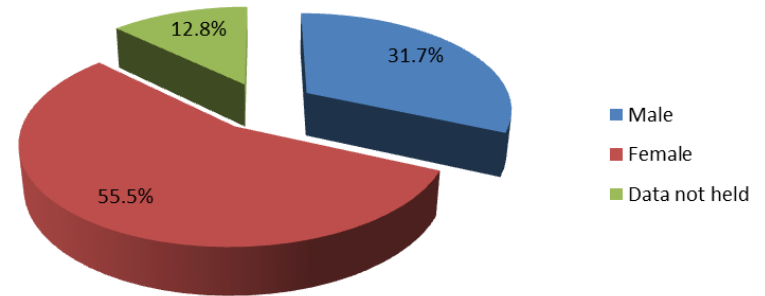
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	As above. In order to reduce any barriers to effective consultation, a number of different communication channels were made available throughout.
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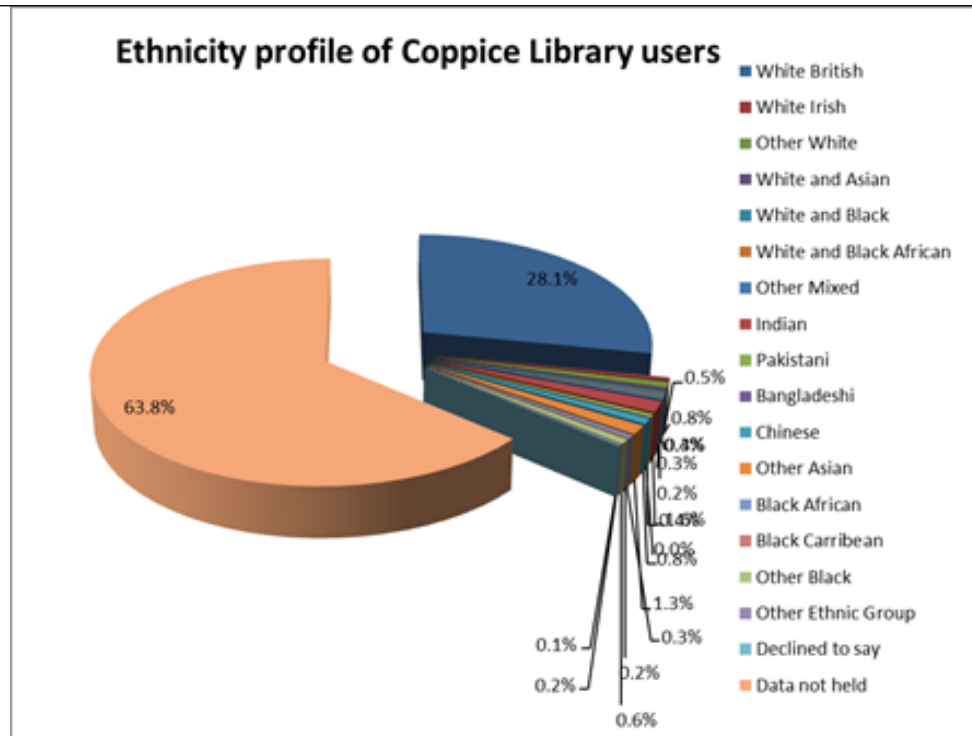
E – Equalities Data

Age Profile of Coppice Library Users



Gender profile of Coppice Library users





Four out of ten library users in the local area below 24 years old. Similarly three out of ten library users are people over the age of 55 years. Over half (56%) of library users are female. The majority of the library users identify themselves as White British. Coppice Library falls under the Sale Moor ward. Data based on disability benefits claimant highlights that 8.84% of people in the ward have declared a disability.

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

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

	Positive	Negative (please specify if	Neutral	Reason
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		High, Medium or Low)		
Gender – both men and women, and transgender;			✓	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Pregnant women & women on maternity leave			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Gender Reassignment			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Marriage & Civil Partnership			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group. We have mitigated against the impacts in specific ways for those groups where the proposals will impact and in a general way for those where the information limited
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Disability – physical, sensory & mental impairments		LOW		Detailed information relating to disabilities is not available from the data held on library customers. For the purpose of this EIA, 2011 census data relating to people in receipt of a disability related benefit (Disability Living Allowance, Incapacity Benefit and Attendance Allowance) has been used. Less than 10% of people that live in the wards where the libraries are located are in receipt of a disability related benefit. Coppice has a high number of Council enquiries.
Age Group - specify eg; older, younger etc)		✓ Low		Coppice has a high proportion of users who are under 24.

Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Religious/Faith groups (specify)			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.

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

High

Medium

Low

F. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	N/A
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	N/A
Disability:	We will ensure that this service is maintained by trained staff who will be retained at the library, supported by a Manager. blueSCI will work with the Council to ensure staff and volunteers receive training on the Five Ways to Wellbeing
Age:	Young people using Coppice Library We will ensure that the services they currently receive will continue and look to also expand using the experience of blueSCI
Sexual Orientation:	N/A

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

H. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans	Progress milestones	Progress
Complete public consultation	Review submissions from the public	March 2015	The Campaign Company			

Communicate to staff and customers	Timescales would be announced for the closure of Bowfell and Davyhulme	April 15	Sarah Curran	Implementation Plan	Timescales announced	
Communicate to staff and customers	Continue to work with blueSCI to develop the proposal, ensuring the points in this EIA are included	April 15	Sarah Curran	Implementation Plan	Timescales announced	

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

Signed
Lead Officer
Date

Signed
Service Head
Date

EQUALITY IMPACT ASSESSMENT - TRAFFORD COUNCIL

A. Summary Details		
1	Title of EIA:	Reshaping Trafford Library Service – Timperley Library
2	Person responsible for the assessment:	Sarah Curran – Head of Customer Services
3	Contact details:	Tel: 0161 912 2328
4	Section & Directorate:	Transformation and Resources > Access Trafford
5	Name and roles of other officers involved in the EIA, if applicable:	Waseem Tahir – Business Change Analyst Craig Holt – Business Change Support Officer

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> N Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	<p>Trafford Council faces significant financial challenges over the next few years with a further £50m identified to be saved. Trafford are unable to continue operating in the same way with the financial pressures that exist and so must 're-shape' to adapt to the increasing financial pressures and demands on our services.</p> <p>This includes changing how the Council delivers its library services within the borough to ensure that it is delivering efficient and relevant services to residents. To achieve this, the Council utilised a two phase public consultation model, to identify possible options in order to deliver £700,000 in savings over the next financial year. Following the feedback from the first phase of the consultation, a number of proposals are currently being considered and consulted on as part of the second phase of the libraries consultation.</p> <p>This EIA specifically relates to the implementation of a Community Hub at Coppice Library with a third sector partner.</p>

		<p>Separate EIAs have been carried out for other library proposals. These are detailed below:</p> <ul style="list-style-type: none"> • Introducing technology at Woodsend Library to facilitate a self-service access model for library users. • Redeveloping the Timperley and Hale Library sites. • Reducing the number of Library and back office staff • Reducing the book fund • Closing Bowfell, Davyhulme and Lostock Libraries • Withdrawing funding for the Toy Library Advisor at Delamere Toy Library <p>We can reduce costs by redeveloping libraries and the sites they occupy. This not only saves money but helps to further embed the libraries as part of the community over the long term and make them sustainable. We think that there is an opportunity at Timperley library to achieve this. Park Medical Practice has expressed an interest in acquiring and redeveloping Timperley Library and the adjoining Baker Street car park. The medical practice is keen to expand to provide an increasing range of services, providing the best health care for patients. The proposal will provide a community focussed facility comprising a new medical centre of c 8,000 sq. ft. linked to a new library of c 2,500 sq. ft. and 28 residential apartments. There would be 18 dedicated car spaces for the medical centre, 45 car spaces for the apartments and 25 car spaces for the library</p>
4	Is the policy/function associated with any other policies of the Authority?	Reshaping Trafford Council
5	Do any written procedures exist to enable delivery of this policy/function?	<p>Yes:</p> <ul style="list-style-type: none"> • Redeployment Policy • Establishment and Organisational Change Framework
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	No
7	Who are the main stakeholders of the policy? How are they expected to benefit?	<p>The Council - The new approach will help to create sustainable value for money library services while achieving the required savings target</p> <p>Staff – The aim of the new approach is to help create sustainable services and development opportunities for staff. In the long-term; this has the potential to ensure secure employment for Council employees.</p>

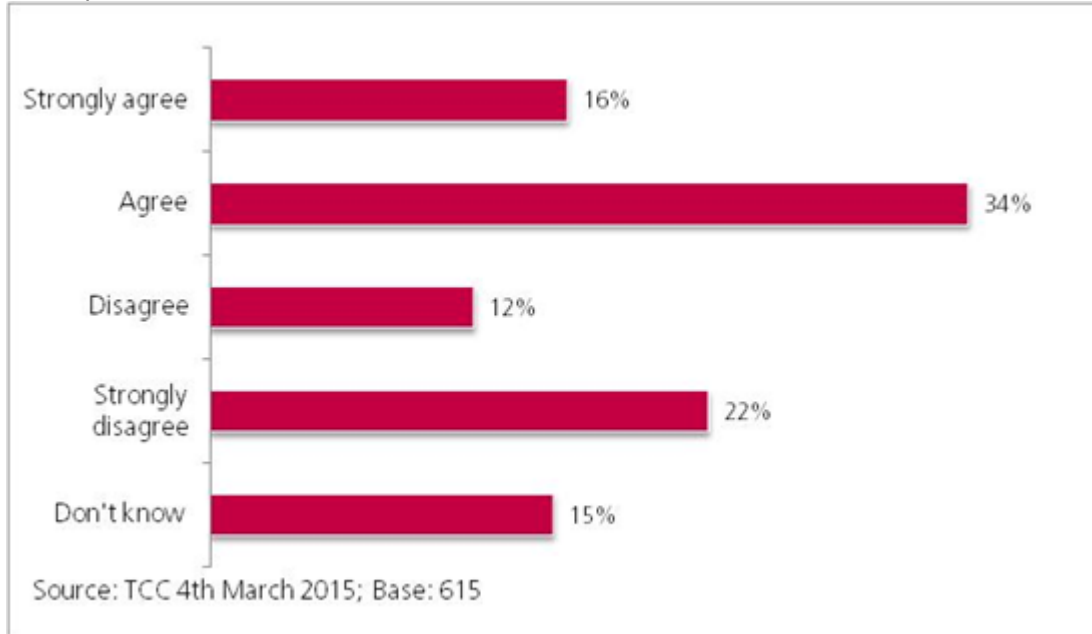
		Library customers – The new approach will ensure that the Council will still be able to offer a relevant, comprehensive and efficient library service for customers, while achieving the required savings target.
8	How will the policy/function (or change/Improvement), be implemented?	<p>The public have been consulted on the proposals and encouraged to feedback with their views and ideas. The consultation period ended on 27th February 2015.</p> <p>The following activities in the implementation plan are currently underway:</p> <p>27th February onwards</p> <ul style="list-style-type: none"> • Consider feedback from public consultation • Review proposals in light of feedback • Prepare outcome of consultation report <p>25th March</p> <ul style="list-style-type: none"> • Executive approve or amend budget proposals <p>26th March onwards</p> <ul style="list-style-type: none"> • Customers and staff will be notified of the outcome from the Executive meeting • A timescale will be drawn up to redevelop the site
9	What factors could contribute or detract from achieving these outcomes for service users?	<p>The factors that could contribute to achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • A detailed knowledge of the make-up of Trafford Borough and library usage • Well established internal and external customer relationships <p>The factors that could detract from achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • Resistance to change • Objections from members of the community
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	No

C. Data Collection

1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	Monitoring data has been gathered from the 2011 census and 2013/14 local data in relation to Library usage.
2	Please specify monitoring information you have available and attach relevant information*	<ul style="list-style-type: none"> • Age Profile • Ethnic Origin • Disability • Gender All information is displayed in section E below.
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	N/A

D. Consultation & Involvement																
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	<p>An initial Public Consultation in November 2014 helped shape the proposed changes to the service. This can be found at: Trafford Libraries Phase One Consultation Feedback Report</p> <p>Reviewing previous EIAs undertaken by the Council</p>														
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	<p>A full public consultation was carried out in conjunction with The Campaign Company. The consultation ran from 16th January to 27th February 2015. In order to be able to maximise responses and enable as many people as possible to put forward their views on the proposals the following lines of communication were established:</p> <ul style="list-style-type: none"> • A dedicated web page with information about the proposals • A booklet containing information about the proposals. This was made available at all libraries across the borough • A questionnaire to obtain the public's views on the proposals. This was available online and a paper version was contained in the booklet • An email address was made available for the public to submit their views on all of the proposals • Dedicated public consultation sessions were facilitated at libraries across the borough. These offered the chance for the public to discuss the proposals and express their views in detail. Comments were collated by The Campaign Company and formed part of the overall consultation feedback. <p>At the end of the consultation there had been the following responses:</p> <table border="1"> <thead> <tr> <th>Response channel</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>Online surveys</td> <td>364</td> </tr> <tr> <td>Paper surveys</td> <td>326</td> </tr> <tr> <td>Comment cards</td> <td>189</td> </tr> <tr> <td>Letters (from individuals, including staff members)</td> <td>35</td> </tr> <tr> <td>Letters (from stakeholders)</td> <td>32</td> </tr> <tr> <td>Petitions</td> <td>2</td> </tr> </tbody> </table> <p>Do you agree with the proposal to develop Timperley's library to incorporate a GP surgery and a residential</p>	Response channel	Number	Online surveys	364	Paper surveys	326	Comment cards	189	Letters (from individuals, including staff members)	35	Letters (from stakeholders)	32	Petitions	2
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development?



The feedback from the 2nd phase of the public consultations has highlighted the positive and negative impacts of the proposal.

The positive impacts include the view that a new facility will attract more people and increase footfall in the library and that the move to modern facilities would be a beneficial move for the community with some respondents commenting that the new facility will provide a long term community asset.

A petition was received from Timperley Women's Civic Society containing 45 signatures supporting the proposal to redevelop the current library site

The negative impacts concerned the reduction in size of the library and the impact that it will have on frequently used services such as Rhymetime. There was also a concern on the availability of rooms for hire for local community groups.

Respondents persistently commented on the impact of the proposals on the volume of traffic in Timperley town centre and the lack of car parking. The current car park at the library is seen as busy and any

		<p>additional car parking that is lost will have an impact on the ability of people to access the facility and the town generally</p> <p>We will mitigate these concerns by:</p> <ul style="list-style-type: none"> • Ensuring that there will be car parking specifically for library customers • providing additional staffing resource to support the library activities • Ensuring there is good communication with users on how the library service will change • Ensuring that there are adequately trained volunteers to support staff
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	As above. In order to reduce any barriers to effective consultation, a number of different communication channels were made available throughout.

E – Equalities Data

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

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

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;			✓	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Pregnant women & women on maternity leave			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Gender Reassignment			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Marriage & Civil Partnership			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group. We have mitigated against the impacts in specific ways for those groups where the proposals will impact and in a general way for those where the information limited
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Disability – physical, sensory & mental impairments		LOW		Detailed information relating to disabilities is not available from the data held on library customers. For the purpose of this EIA, 2011 census data relating to people in receipt of a disability

				related benefit (Disability Living Allowance, Incapacity Benefit and Attendance Allowance) has been used. Less than 10% of people that live in these wards are in receipt of a disability related benefit. Timperley deals with blue badge applications. Car parking
Age Group - specify eg; older, younger etc)		✓ Low		Timperley has a high proportion of users who are under 24.
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Religious/Faith groups (specify)			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.

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

High Medium Low

F. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	N/A
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	N/A
Disability:	We will ensure that there are staff retained at the library to support blue badge applications.

		We will ensure that there will be car parking specifically for library customers and those with disabilities.
Age:		Younger people We will ensure that staff and volunteers continue to provide storytimes and Rhymetimes for Under 5s
Sexual Orientation:		N/A
Religious/Faith groups:		N/A
Also consider the following:		
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?	N/A
2	Could the policy have an adverse impact on relations between different groups?	No
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?	N/A

I. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans	Progress milestones	Progress
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Complete public consultation	Review submissions from the public	March 2015	The Campaign Company			Completed
Communicate to staff and customers	Timescales would be announced for the development of the site	May 15 onwards	Sarah Curran	Implementation Plan	Timescales announced	
Communicate to staff and customer	A detailed implementation plan will be developed	June 15 onwards	Sarah Curran		Detailed Implementation Plan available	

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

Signed
Lead Officer
Date

Signed
Service Head
Date

EQUALITY IMPACT ASSESSMENT - TRAFFORD COUNCIL

A. Summary Details		
1	Title of EIA:	Reshaping Trafford Library Service – Affected Staff
2	Person responsible for the assessment:	Sarah Curran – Head of Customer Services
3	Contact details:	Tel: 0161 912 2328
4	Section & Directorate:	Transformation and Resources > Access Trafford
5	Name and roles of other officers involved in the EIA, if applicable:	Waseem Tahir – Business Change Analyst Craig Holt – Business Change Support Officer

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> N Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	<p>Trafford Council faces significant financial challenges over the next few years with a further £50m identified to be saved. Trafford are unable to continue operating in the same way with the financial pressures that exist and so must 're-shape' to adapt to the increasing financial pressures and demands on our services.</p> <p>This includes changing how the Council delivers its library services within the borough to ensure that it is delivering efficient and relevant services to residents. To achieve this, the Council utilised a two phase public consultation model, to identify possible options in order to deliver £700,000 in savings over the next financial year. Following the feedback from the first phase of the consultation, a number of proposals are currently being considered and consulted on as part of the second phase of the libraries consultation. This EIA specifically relates to the staff affected by these proposals. Separate EIAs have been carried out for each proposal detailed below:</p> <ul style="list-style-type: none"> • Implement Open + technology at Woodsend Library and reduce staffing at the site. • Implement a Community Hub at Coppice Library with a third sector partner, reducing staffing at the library • Redevelopment of Timperley Library site. Rebuild on the current site to provide a GP surgery and smaller integrated library and reduce staffing at the site. Advisors to provide Council services • Hale Library – consider the following three possible options: <ul style="list-style-type: none"> ○ sell the site and build a smaller library on the existing site with residential on the remainder ○ sell the site and build a permanent library within the Hale area at no cost to the council ○ sell the site and provide a temporary library until 2017 when the new Altrincham Library opens • Reduce the number of back office staff by 2 full time equivalents (FTE). This includes a reduction of 1 FTE Training and Systems Officer and 1FTE Performance Analyst • As a result of the above proposals the book fund will be reduced by £82,000. In addition it will be reduced by a further £23,000 across the remaining libraries. This will result in a total reduction of £105,000

		<ul style="list-style-type: none"> • The closure of Bowfell, Davyhulme and Lostock Libraries • Withdraw funding for Toy Library Advisor from Delamere Toy Library <p>The impact of these proposed changes will result in an overall staffing reduction of 14.89 FTE posts across the library service. This equates to almost 25% of the current staff.</p>
4	Is the policy/function associated with any other policies of the Authority?	Reshaping Trafford Council
5	Do any written procedures exist to enable delivery of this policy/function?	Yes: <ul style="list-style-type: none"> • Redeployment Policy • Establishment and Organisational Change Framework
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	No
7	Who are the main stakeholders of the policy? How are they expected to benefit?	<p>The Council - The new approach will help to create sustainable value for money library services while achieving the required savings target</p> <p>Staff – The aim of the new approach is to help create sustainable services and development opportunities for staff. In the long-term, this has the potential to ensure more secure employment for Council employees.</p> <p>Library customers – The new approach will ensure that the Council will still be able to offer a relevant, comprehensive and efficient library service for customers, while achieving the required savings target.</p>
8	How will the policy/function (or change/improvement), be implemented?	<p>Staff have been consulted on the proposals and encouraged to feedback with their views and ideas. The consultation period ended on 20th February 2015.</p> <p>Due to the number of requests for voluntary redundancy received from staff, there is no longer the need to consider compulsory redundancies for Customer Service Advisors.</p> <p>However a redundancy selection matrix may need to be applied for other affected posts and staff selected using this process.</p> <p>The implementation plan is as follows:</p> <p>Consideration of feedback on proposals (20th February 2015 onwards)</p> <ul style="list-style-type: none"> • Consider feedback from staff and trade unions • Consider voluntary options • Review proposals in light of feedback • Prepare outcome of consultation report

		<p>27th February onwards</p> <ul style="list-style-type: none"> • Consider feedback from public consultation • Review proposals in light of feedback • Prepare outcome of consultation report <p>16th March</p> <ul style="list-style-type: none"> • Head of Customer Service to formally brief TUs on the outcome of consultation • Managers to brief staff at a local level on the proposals which will be submitted to the Executive for approval <p>25th March</p> <ul style="list-style-type: none"> • Executive approve or amend proposals <p>26th March onwards</p> <ul style="list-style-type: none"> • Head of Customer Service to brief TUs on the formal outcome of consultation • Managers to brief staff and commence implementation strategy • Hold individual meetings with those staff who requested redundancy and inform them if their requests have been accepted • Meet with any staff identified as redundant as part of the redundancy selection matrix • Ensure robust support processes are in place for displaced staff (e.g. outplacement and redeployment support, time off to seek alternative employment, etc.)
9	What factors could contribute or detract from achieving these outcomes for service users?	<p>The factors that could contribute to achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • A detailed knowledge of the make-up of the Trafford Borough and library usage • Well established internal and external customer relationships <p>The factors that could detract from achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • Resistance to change • Objections from members of the community
10	Is the responsibility for the proposed policy or function shared with another department or authority or	No

organisation? If so, please state?	
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C. Data Collection		
1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	HR equalities data – analysed for all staff directly affected and also all staff working within Access Trafford that are indirectly affected.
2	Please specify monitoring information you have available and attach relevant information*	<ul style="list-style-type: none"> • Age Profile • Religion • Sexual Orientation • Ethnic Origin • Disability • Gender <p>There is currently a significant proportion of staff where information regarding different equality groups is not known. However the information that is shown within Section E, is from the data available as at 5 February 2015.</p>
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	N/A

D. Communication & Involvement		
1	Are you using information from any previous communications/consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	<p>An initial Public Consultation in November 2014 helped shape the proposed changes to the service. This can be found at: Trafford Libraries Phase One Consultation Feedback Report</p> <p>Reviewing previous EIAs undertaken by the Council</p>
2	Please list communications planned, methods used and groups you plan to target.	<p>Consultation sessions were held with all directly and indirectly affected staff as follows;</p> <ul style="list-style-type: none"> • An initial briefing with staff and trade unions on the budget proposals; • Service/team level meetings with staff and trade union officials, with the facility for staff and trade unions to provide verbal, written and electronic feedback on service specific proposals; • Individual meetings with affected staff and the relevant trade union representative (where appropriate), with the facility for staff to provide verbal, written and electronic feedback on the proposals • Two group meetings, which all staff could attend, took place, one at Altrincham Library and one at Urmston Library
3	**What barriers, if any, exist to effective communication with these groups and how will you overcome them?	<p>As the service is a front line service it is difficult to get all staff together in one place during core hours. This has been mitigated by holding a number of consultation sessions for staff at different locations outside of normal working hours as detailed above.</p> <p>Staff without access to the intranet or email have been issued with printed versions of the consultation document.</p> <p>Feedback has been submitted via paper based methods, electronically and face to face with managers.</p>

E. Equalities Profile

Profile of staff in scope directly affected

Profile of staff within wider Access Trafford service

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

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

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;			✓	<p>The staff affected are made up of 17.1% male and 82.9% female. This is almost the same split as staff within the wider service.</p> <p>The disestablished roles are ring-fenced to existing staff members which presents an equal opportunity for appointment regardless of gender.</p> <p>As in previous restructures all staff will be asked to provide 3 preferred working locations.</p>
Pregnant women & women on maternity leave			✓	<p>It is not expected that the proposed changes will have a negative or positive impact.</p>

				Currently there is one member of staff who is pregnant, however they are a Customer Service Advisor and as such will not be subject to redundancy selection.
Gender Reassignment			✓	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Marriage & Civil Partnership			✓	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Race- include race, nationality & ethnicity (NB: the experiences may be different for different groups)			✓	It is not expected that the proposed changes will have a negative or positive impact based on ethnic origin. Again, the directly affected group make-up is relatively in line with the wider service.
Disability – physical, sensory & mental impairments		✓ Low		The data available highlights that there are relatively low numbers of disabled staff (9%) in the Service that are directly affected. Consideration will need to be made around where these staff will be located in the new structure. Ensuring access requirements are addressed as required and any reasonable adjustments made.
Age Group - specify eg; older, younger etc)			✓	It is not expected that the proposed changes will have a negative or positive impact on staff based on their age. Nearly 65% of the affective staff are over 45. This again is in line with the make-up of the wider service.
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			✓	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Religious/Faith groups (specify)			✓	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.

				As in previous restructures all staff will be asked to provide 3 preferred working locations.
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* In line with best practice, if certain equality groups contain a small number of people they are rounded together so as not to potentially identify individuals.

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

High Medium Low

G. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	N/A
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	N/A
Disability:	All Trafford libraries are compliant with access requirements under the Equality Act. As part of the implementation of the new structure all staff will be asked their preference of working location. Reasonable adjustments will be made where appropriate. This should help mitigate any risk of negative impact in this area.
Age:	N/A
Sexual Orientation:	N/A
Religious/Faith groups:	N/A
Also consider the following:	
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?
	N/A
2	Could the policy have an adverse impact on relations between different groups?
	No
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?
	N/A

J. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans	Progress milestones	Progress
Complete staff consultation	Review submissions from staff	January 15 – February 15	Sarah Curran			Completed
Prepare consultation report	Include staff feedback	February 15	Sarah Curran	Implementation plan		
Communicate final decisions to staff	Inform of timescales for implementation	March 15	Sarah Curran	Implementation plan		
Interview staff for ring-fenced positions		March 15	Sarah Curran	Implementation plan		
Reduce headcount across the service	Redundancy process. Redeployment register.	March 15	Sarah Curran	Implementation plan. Redundancy process. Redeployment process.		

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

Signed
Lead Officer
Date

Signed
Service Head
Date

EQUALITY IMPACT ASSESSMENT - TRAFFORD COUNCIL

A. Summary Details		
1	Title of EIA:	Reshaping Trafford Library Service – Proposed closure of Bowfell and Davyhulme Libraries
2	Person responsible for the assessment:	Sarah Curran – Head of Customer Services

3	Contact details:	Tel: 0161 912 2328
4	Section & Directorate:	Transformation and Resources > Access Trafford
5	Name and roles of other officers involved in the EIA, if applicable:	Waseem Tahir – Business Change Analyst Craig Holt – Business Change Support Officer

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> N Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	<p>Trafford Council faces significant financial challenges over the next few years with a further £50m identified to be saved. Trafford are unable to continue operating in the same way with the financial pressures that exist and so must 're-shape' to adapt to the increasing financial pressures and demands on our services.</p> <p>This includes changing how the Council delivers its library services within the borough to ensure that it is delivering efficient and relevant services to residents. To achieve this, the Council utilised a two phase public consultation model, to identify possible options in order to deliver £700,000 in savings over the next financial year. Following the feedback from the first phase of the consultation, a number of proposals are currently being considered and consulted on as part of the second phase of the libraries consultation.</p> <p>This EIA specifically relates to the proposed closure of Bowfell and Davyhulme libraries.</p> <p>Separate EIAs have been carried out for each proposal detailed below:</p> <ul style="list-style-type: none"> • Implement Open + technology at Woodsend Library and reduce staffing at the site.

		<ul style="list-style-type: none"> • Implement a Community Hub at Coppice Library with a third sector partner, reducing staffing at the library • Redevelopment of Timperley Library site. Rebuild on the current site to provide a GP surgery and smaller integrated library and reduce staffing at the site. Advisors to provide Council services • Hale Library – consider the following three possible options: <ul style="list-style-type: none"> ○ sell the site and build a smaller library on the existing site with residential on the remainder ○ sell the site and build a permanent library within the Hale area at no cost to the council ○ sell the site and provide a temporary library until 2017 when the new Altrincham Library opens • Reduce the number of back office staff by 2 full time equivalents (FTE). This includes a reduction of 1 FTE Training and Systems Officer and 1FTE Performance Analyst • As a result of the above proposals the book fund will be reduced by £82,000. In addition it will be reduced by a further £23,000 across the remaining libraries. This will result in a total reduction of £105,000 • The closure of Bowfell, Davyhulme and Lostock Libraries • Withdraw funding for Toy Library Advisor from Delamere Toy Library
4	Is the policy/function associated with any other policies of the Authority?	Reshaping Trafford Council
5	Do any written procedures exist to enable delivery of this policy/function?	Yes: <ul style="list-style-type: none"> • Redeployment Policy • Establishment and Organisational Change Framework
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	No
7	Who are the main stakeholders of the policy? How are they expected to benefit?	<p>The Council - The new approach will help to create sustainable value for money library services while achieving the required savings target</p> <p>Staff – The aim of the new approach is to help create sustainable services and development opportunities for staff. In the long-term, this has the potential to ensure secure employment for Council employees.</p>

		Library customers – The new approach will ensure that the Council will still be able to offer a relevant, comprehensive and efficient library service for customers, while achieving the required savings target.
8	How will the policy/function (or change/Improvement), be implemented?	<p>The public have been consulted on the proposals and encouraged to feedback with their views and ideas. The consultation period ended on 27th February 2015.</p> <p>The implementation plan is as follows:</p> <p>27th February onwards</p> <ul style="list-style-type: none"> • Consider feedback from public consultation • Review proposals in light of feedback • Prepare outcome of consultation report <p>25th March</p> <ul style="list-style-type: none"> • Executive approve or amend budget proposals <p>26th March onwards</p> <ul style="list-style-type: none"> • Customers will be notified of the outcome from the Executive meeting • Timescales would be announced for the closure of Bowfell and Davyhulme • Any customers wishing to use the Home library Service or Talking Books Service would be referred to those services • Extra Storytimes and Rhymetimes would commence at Urmston Library
9	What factors could contribute or detract from achieving these outcomes for service users?	<p>The factors that could contribute to achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • A detailed knowledge of the make-up of Trafford Borough and library usage • Well established internal and external customer relationships <p>The factors that could detract from achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • Resistance to change • Objections from members of the community
10	Is the responsibility for the proposed policy or function shared with another	No

	department or authority or organisation? If so, please state?	
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C. Data Collection

1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	Monitoring data has been gathered from the 2011 census and 2013/14 local data in relation to Library usage.
2	Please specify monitoring information you have available and attach relevant information*	<ul style="list-style-type: none"> • Age Profile • Ethnic Origin • Disability • Gender • Number of books loaned per Library • Number of people who use another library <p>All information is displayed in section E below.</p>
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	N/A

D. Consultation & Involvement

1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	<p>An initial Public Consultation in November 2014 helped shape the proposed changes to the service. This can be found at: Trafford Libraries Phase One Consultation Feedback Report</p> <p>Reviewing previous EIAs undertaken by the Council</p>
2	Please list any consultations	A full public consultation was carried out in conjunction with The Campaign Company. The consultation ran

planned, methods used and groups you plan to target. (If applicable)

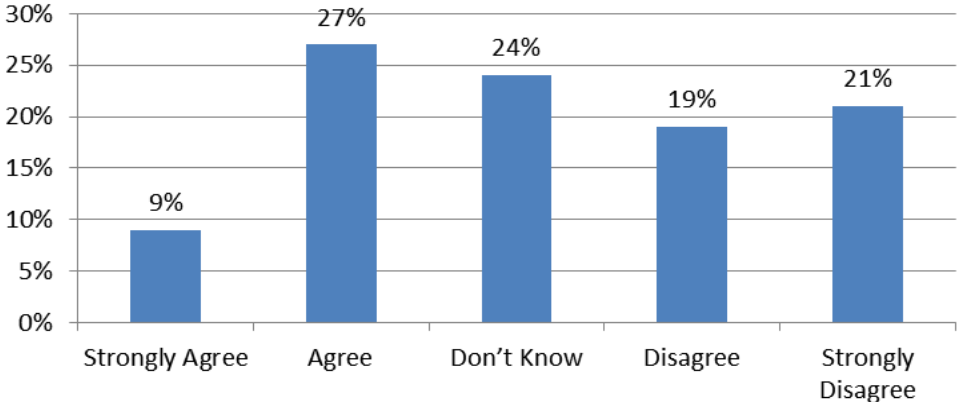
from 19th January to 27th February 2015. In order to be able to maximise responses and enable as many people as possible to put forward their views on the proposals the following lines of communication were established:

- A dedicated web page with information about the proposals
- A booklet containing information about the proposals. This was made available at all libraries across the borough
- A questionnaire to obtain the public's views on the proposals. This was available online and a paper version was contained in the booklet
- An email address was made available for the public to submit their views on all of the proposals
- Dedicated public consultation sessions were facilitated at libraries across the borough. These offered the chance for the public to discuss the proposals and express their views in detail. Comments were collated by The Campaign Company and formed part of the overall consultation feedback.
- The public consultation sessions were held on different days of the week, including at the weekend and at different times of the day. This enabled all sections of the community to engage.
- The total number of people who attended the public meetings was 308
- The number of responses to the consultation was 948 as detailed below

Response channel	Number
Online surveys	364
Paper surveys	326
Comment cards	189
Letters (from individuals, including staff members)	35
Letters (from stakeholders)	32
Petitions	2

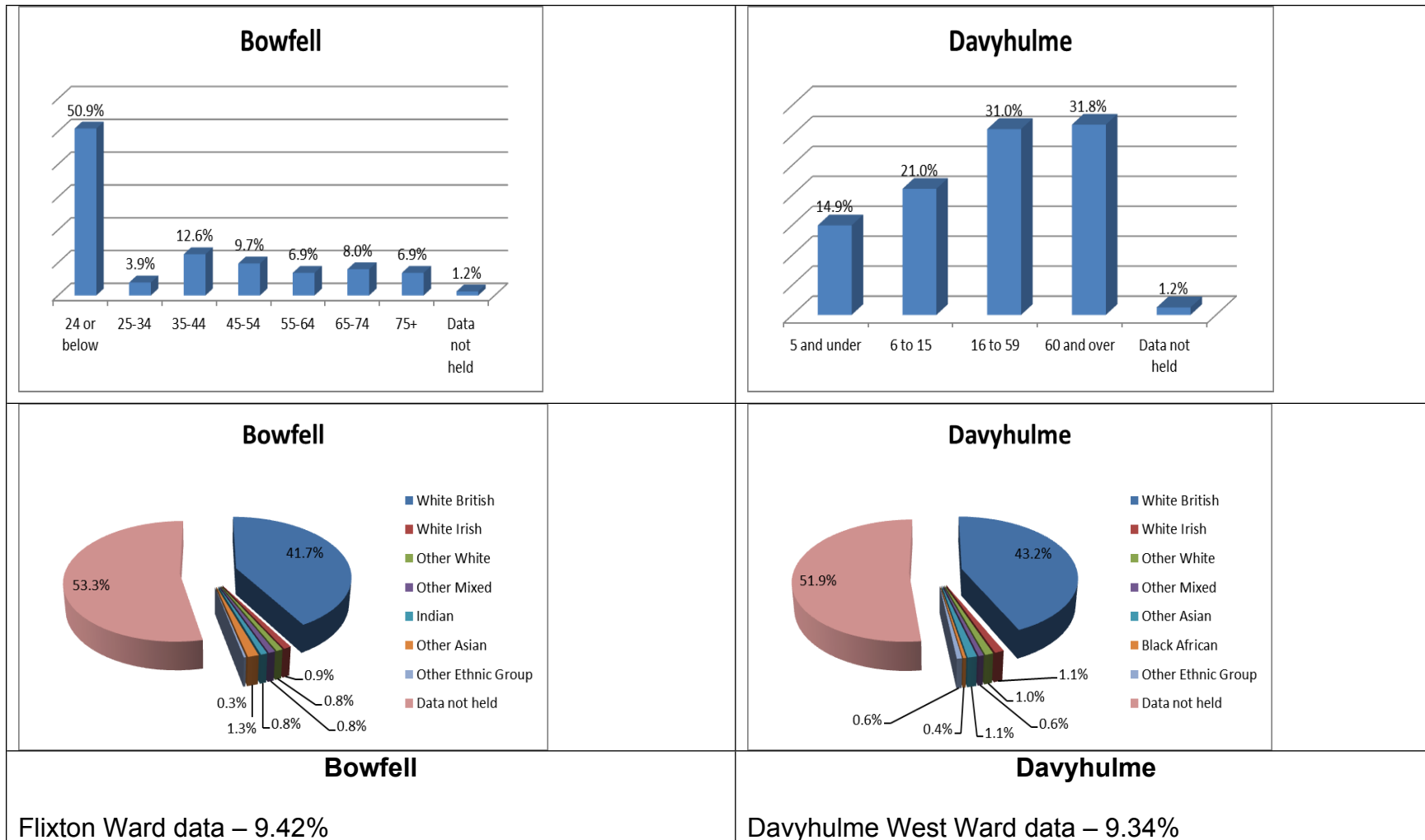
Responses to the questions around closing libraries were as follows:

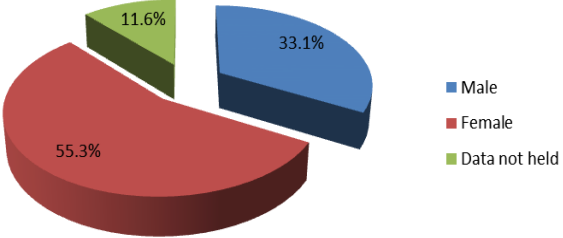
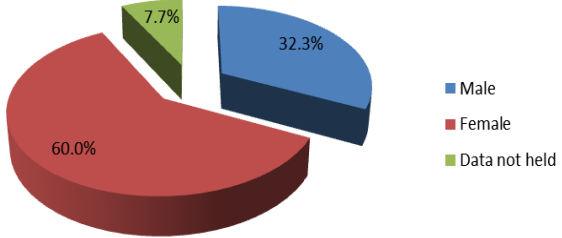
Do you agree with the proposed closure of these three library sites?



		<p style="text-align: center;">Do you think that these will impact on you and your families use of the service?</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yes it will have a big impact</td> <td>16%</td> </tr> <tr> <td>Yes it will have some impact</td> <td>12%</td> </tr> <tr> <td>Don't know</td> <td>11%</td> </tr> <tr> <td>No it will have minimal impact</td> <td>14%</td> </tr> <tr> <td>No it will have no impact at all</td> <td>47%</td> </tr> </tbody> </table>	Response	Percentage	Yes it will have a big impact	16%	Yes it will have some impact	12%	Don't know	11%	No it will have minimal impact	14%	No it will have no impact at all	47%
Response	Percentage													
Yes it will have a big impact	16%													
Yes it will have some impact	12%													
Don't know	11%													
No it will have minimal impact	14%													
No it will have no impact at all	47%													
3	<p>**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?</p>	<p>As above. In order to reduce any barriers to effective consultation, a number of different communication channels were made available throughout.</p>												

E – Equalities Data



<p style="text-align: center;">Bowfell</p>  <table border="1"> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>33.1%</td> </tr> <tr> <td>Female</td> <td>55.3%</td> </tr> <tr> <td>Data not held</td> <td>11.6%</td> </tr> </tbody> </table>	Gender	Percentage	Male	33.1%	Female	55.3%	Data not held	11.6%	<p style="text-align: center;">Davyhulme</p>  <table border="1"> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>32.3%</td> </tr> <tr> <td>Female</td> <td>60.0%</td> </tr> <tr> <td>Data not held</td> <td>7.7%</td> </tr> </tbody> </table>	Gender	Percentage	Male	32.3%	Female	60.0%	Data not held	7.7%
Gender	Percentage																
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Female	60.0%																
Data not held	7.7%																
<p>Library Stats</p>																	
<p style="text-align: center;">Bowfell</p> <p>Number of 'active' customers in the last 12 months* – 741</p> <p>% of borrowers who use another Trafford library – 88%</p>	<p style="text-align: center;">Davyhulme</p> <p>Number of 'active' customers in the last 12 months* – 803</p> <p>% of borrowers who use another Trafford library – 75%</p>																

**Active customers are defined as those who have borrowed at least 1 item during the last 12 months*

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

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

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;			√	
Pregnant women & women on maternity leave		Low		Customers would need to travel to Urmston for their nearest library if Bowfell and Davyhulme libraries close. Urmston is located on the first floor, above Sainsbury's supermarket.
Gender Reassignment			√	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Marriage & Civil Partnership			√	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Race - include race, nationality & ethnicity (NB: the experiences may be different for different groups)			√	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Disability – physical, sensory & mental impairments		Low		Detailed information relating to disability is not available from the data held on library customers. For the purpose of this EIA, 2011 census data relating to people in receipt of a disability related benefit (Disability Living Allowance, Incapacity Benefit

				and Attendance Allowance) has been used. Less than 10% of people that live in the wards where the libraries are located are in receipt of a disability related benefit. Customers would need to travel to Urmston for their nearest library if Bowfell and Davyhulme libraries close. Urmston is located on the first floor, above Sainsbury's supermarket.
Age Group - specify eg; older, younger etc)		Low		Customers would need to travel to Urmston for their nearest library if Bowfell and Davyhulme libraries close. Urmston is located on the first floor, above Sainsbury's supermarket.
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			√	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Religious/Faith groups (specify)			√	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.

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

High

Medium

Low

F. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	N/A

<p>Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership</p>	<p>Bowfell – Of those customers where data is available, 55% of customers using Bowfell are women and 33% men. This is reflected across the library service generally.</p> <p>Davyhulme – Of those customers where data is available, 60% of customers using Davyhulme are women and 32% men. This is reflected across the library service generally. Urmston Library is within 10 minutes of both Bowfell and Davyhulme Libraries and has ample ground floor free parking at the adjacent Sainsbury’s supermarket. Urmston Library is also on several bus routes.</p> <p>Feedback from the first consultation showed that 41% of people thought 10 minutes was an acceptable travelling time to another library. Both Bowfell and Davyhulme are within this time frame from Urmston Library.</p> <p>80% of Bowfell customers already use another library and 71% of Davyhulme so people are already making use of other libraries. There are currently Storytimes and Rhymetimes at Davyhulme Library on Tuesday and Friday mornings. Plans are in place to hold extra Storytimes and Rhymetimes at Urmston Library on the same days. Urmston Library also hosts Chatterbooks Reading groups for 7-11 year olds so children will be able to transfer from the Davyhulme group. Lifts and escalators are available at Urmston Library therefore access will not be negatively impacted.</p>
<p>Disability:</p>	<p>Lifts and escalators are available at Urmston Library therefore access will not be negatively impacted. Urmston Library is within 10 minutes of both Bowfell and Davyhulme Libraries and has ample ground floor free parking at the adjacent Sainsbury’s supermarket. Feedback from the first consultation showed that 41% of people thought 10 minutes was an acceptable travelling time to another library. Both Bowfell and Davyhulme are within this time frame from Urmston Library.</p> <p>If customers find it difficult to access Urmston Library then the Home Library Service can be offered to them. This service delivers books to people in their own homes.</p> <p>In addition the Talking Book Service is available to those with a visual impairment. Talking books are posted free of charge to customers’ homes.</p> <p>Customers can also access online resources including the ability to renew and reserve</p>

	books and download e-books and e-audio books.
Age:	<p>Older People Where data is available it shows that 15% of customers using Bowfell are over 60. For Davyhulme the figure is 32%. Urmston Library is within 10 minutes of both Bowfell and Davyhulme Libraries and has ample ground floor free parking at the adjacent Sainsbury's supermarket. Urmston Library is also on several bus routes.</p> <p>Feedback from the first consultation showed that 41% of people thought 10 minutes was an acceptable travelling time to another library. Both Bowfell and Davyhulme are within this time frame from Urmston Library.</p> <p>If customers find it difficult to access Urmston Library then the Home Library Service can be offered to them. This service delivers books to people in their own homes.</p> <p>In addition, customers can access online resources including the ability to renew and reserve books and download e-books and e-audio books.</p> <p>There are several reading groups at Urmston that members of the Davyhulme reading group can transfer to. These take place during the day and in the evening. Urmston also holds a Knitting and sewing group, coffee mornings, a Writing Group.</p> <p>Urmston is open for 2 late nights during the week and all day on Saturday so customers will be able to access the library for longer than is the case at Davyhulme.</p> <p>Bowfell, located in Urmston Leisure Centre, is open in the evenings and all weekend. However no library staff are based therefore no access to the council enquiry service or additional library activities is available.</p> <p>Younger People 15% of Davyhulme customers are under 5. As mentioned above, extra Storytimes and Rhymetimes will be held at Urmston on the same days that they take place at Davyhulme.</p>
Sexual Orientation:	N/A
Religious/Faith groups:	N/A

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

K. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans	Progress milestones	Progress
Communicate to customers	Customers will be notified of the outcome from the Executive meeting	March 15	Sarah Curran	Implementation Plan	Customers notified	
Communicate to customers	Timescales will be announced for the closure of Bowfell and Davyhulme	April 15	Sarah Curran	Implementation Plan	Timescales announced	

Communicate to customers	Any customers wishing to use the Home library Service or Talking Books Service will be referred	April 15	Sarah Curran	Implementation Plan	Age UK notified for those wishing to use the Home Library Service	
Communicate to customers	Extra Storytimes and Rhymetimes to commence at Urmston Library	April 15	Sarah Curran	Implementation Plan	Extra activities start	
Communicate to customers	Closure of Bowfell	April 15	Sarah Curran	Implementation Plan	Library closed	
Communicate to customers	Closure of Davyhulme	May 15	Sarah Curran	Implementation Plan	Library closed	

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

Signed
Lead Officer
Date

Signed
Service Head
Date

EQUALITY IMPACT ASSESSMENT - TRAFFORD COUNCIL

A. Summary Details		
1	Title of EIA:	Reshaping Trafford Library Service – Lostock Library
2	Person responsible for the assessment:	Sarah Curran – Head of Customer Services
3	Contact details:	Tel: 0161 912 2328
4	Section & Directorate:	Transformation and Resources > Access Trafford
5	Name and roles of other officers involved in the EIA, if applicable:	Waseem Tahir – Business Change Analyst Craig Holt – Business Change Support Officer

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> N Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	Trafford Council faces significant financial challenges over the next few years with a further £50m identified to be saved. Trafford are unable to continue operating in the same way with the financial pressures that exist and so must 're-shape' to adapt to the increasing financial pressures and demands on our services. This includes changing how the Council delivers its library services within the borough to ensure that it is delivering efficient and relevant services to residents. To achieve this, the Council utilised a two phase public consultation model, to

		<p>identify possible options in order to deliver £700,000 in savings over the next financial year. Following the feedback from the first phase of the consultation, a number of proposals are currently being considered and consulted on as part of the second phase of the libraries consultation.</p> <p>This EIA specifically relates to the proposed closure of Bowfell and Davyhulme libraries.</p> <p>Separate EIAs have been carried out for each proposal detailed below:</p> <ul style="list-style-type: none"> • Implement Open + technology at Woodsend Library and reduce staffing at the site. • Implement a Community Hub at Coppice Library with a third sector partner, reducing staffing at the library • Redevelopment of Timperley Library site. Rebuild on the current site to provide a GP surgery and smaller integrated library and reduce staffing at the site. Advisors to provide Council services • Hale Library – consider the following three possible options: <ul style="list-style-type: none"> ○ sell the site and build a smaller library on the existing site with residential on the remainder ○ sell the site and build a permanent library within the Hale area at no cost to the council ○ sell the site and provide a temporary library until 2017 when the new Altrincham Library opens • Reduce the number of back office staff by 2 full time equivalents (FTE). This includes a reduction of 1 FTE Training and Systems Officer and 1FTE Performance Analyst • As a result of the above proposals the book fund will be reduced by £82,000. In addition it will be reduced by a further £23,000 across the remaining libraries. This will result in a total reduction of £105,000 • The closure of Bowfell, Davyhulme and Lostock Libraries • Withdraw funding for Toy Library Advisor from Delamere Toy Library
4	Is the policy/function associated with any other policies of the Authority?	Reshaping Trafford Council
5	Do any written procedures exist to enable delivery of this policy/function?	<p>Yes:</p> <ul style="list-style-type: none"> • Redeployment Policy • Establishment and Organisational Change Framework

6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	No
7	Who are the main stakeholders of the policy? How are they expected to benefit?	<p>The Council - The new approach will help to create sustainable value for money library services while achieving the required savings target</p> <p>Staff – The aim of the new approach is to help create sustainable services and development opportunities for staff. In the long-term, this has the potential to ensure secure employment for Council employees.</p> <p>Library customers – The new approach will ensure that the Council will still be able to offer a relevant, comprehensive and efficient library service for customers, while achieving the required savings target.</p>
8	How will the policy/function (or change/Improvement), be implemented?	<p>The public have been consulted on the proposals and encouraged to feedback with their views and ideas. The consultation period ended on 27th February 2015.</p> <p>The implementation plan is as follows:</p> <p>27th February onwards</p> <ul style="list-style-type: none"> • Consider feedback from public consultation • Review proposals in light of feedback • Prepare outcome of consultation report <p>25th March</p> <ul style="list-style-type: none"> • Executive approve or amend proposals <p>26th March onwards</p> <ul style="list-style-type: none"> • Customers will be notified of the outcome from the Executive meeting • Timescales would be announced for the transfer of Lostock Library to the College • Changes made to the building to allow Open + technology
9	What factors could contribute or detract from achieving these outcomes for service users?	<p>The factors that could contribute to achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • A detailed knowledge of the make-up of Trafford Borough and library usage • Well established internal and external customer relationships

		<p>The factors that could detract from achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • Resistance to change • Objections from members of the community
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	No

C. Data Collection

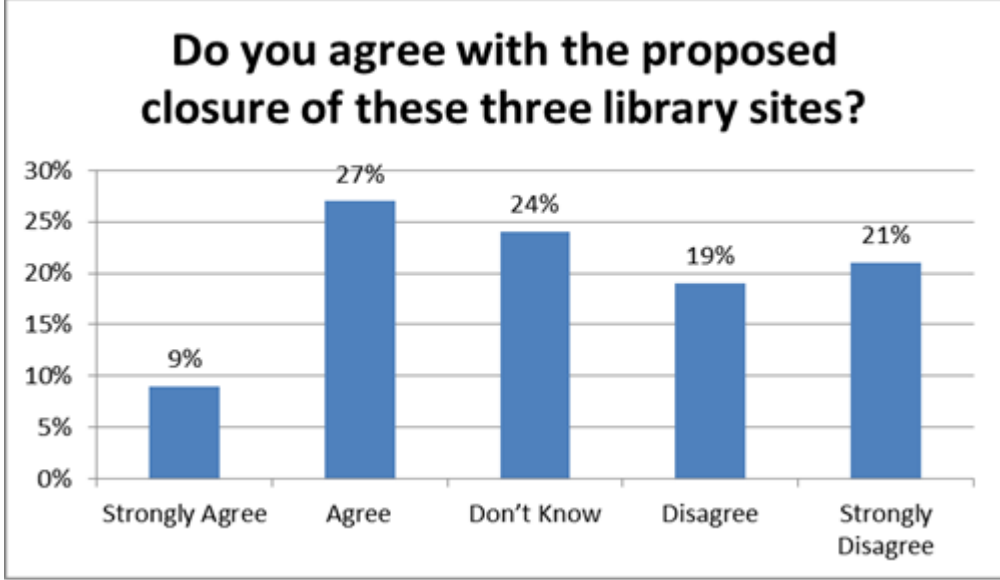
1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	Monitoring data has been gathered from the 2011 census and 2013/14 local data in relation to Library usage.
2	Please specify monitoring information you have available and attach relevant information*	<ul style="list-style-type: none"> • Age Profile • Ethnic Origin • Disability • Gender • Number of books loaned per Library • Number of people who use another library <p>All information is displayed in section E below.</p>
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	N/A

D. Consultation & Involvement

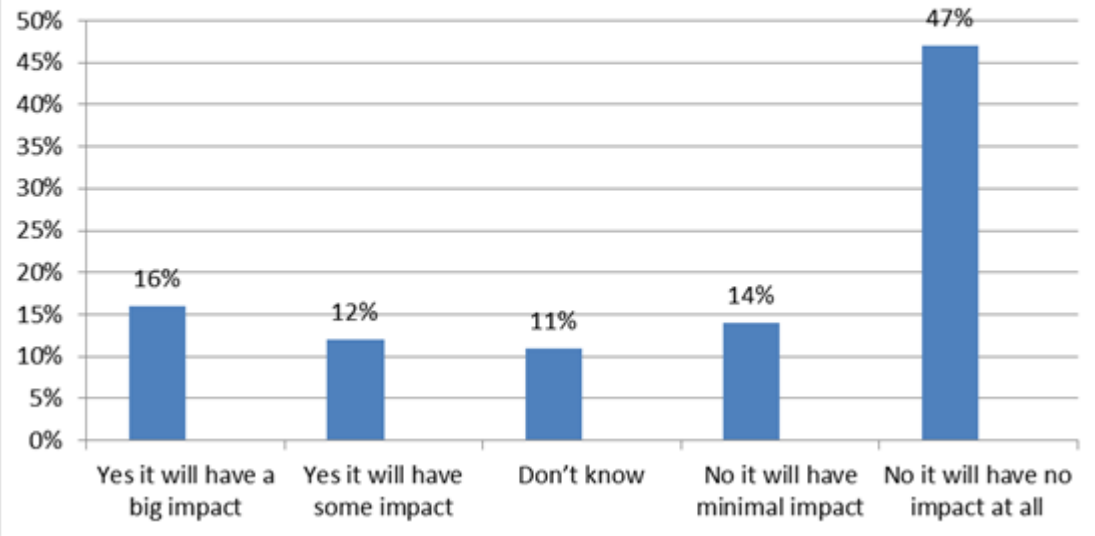
1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	<p>An initial Public Consultation in November and December 2014 helped shape the proposed changes to the service. This can be found at: Trafford Libraries Phase One Consultation Feedback Report</p> <p>Reviewing previous EIAs undertaken by the Council</p>										
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	<p>A full public consultation was carried out in conjunction with The Campaign Company. The consultation ran from 19th January to 27th February 2015. In order to be able to maximise responses and enable as many people as possible to put forward their views on the proposals the following lines of communication were established:</p> <ul style="list-style-type: none"> • A dedicated web page with information about the proposals • A booklet containing information about the proposals. This was made available at all libraries across the borough • A questionnaire to obtain the public's views on the proposals. This was available online and a paper version was contained in the booklet • An email address was made available for the public to submit their views on all of the proposals • Dedicated public consultation sessions were facilitated at libraries across the borough. These offered the chance for the public to discuss the proposals and express their views in detail. Comments were collated by The Campaign Company and formed part of the overall consultation feedback. • The public consultation sessions were held on different days of the week, including at the weekend and at different times of the day. This enabled all sections of the community to engage. • The total number of people who attended the public meetings was 308 • The number of responses to the consultation was 948 as detailed below <table border="1" data-bbox="864 1086 2130 1347"> <thead> <tr> <th>Response channel</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>Online surveys</td> <td>364</td> </tr> <tr> <td>Paper surveys</td> <td>326</td> </tr> <tr> <td>Comment cards</td> <td>189</td> </tr> <tr> <td>Letters (from individuals, including staff members)</td> <td>35</td> </tr> </tbody> </table>	Response channel	Number	Online surveys	364	Paper surveys	326	Comment cards	189	Letters (from individuals, including staff members)	35
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Paper surveys	326											
Comment cards	189											
Letters (from individuals, including staff members)	35											

Letters (from stakeholders)	32
Petitions	2

Responses to the question around closing libraries were as follows;



Do you think that these will impact on you and your families use of the service?



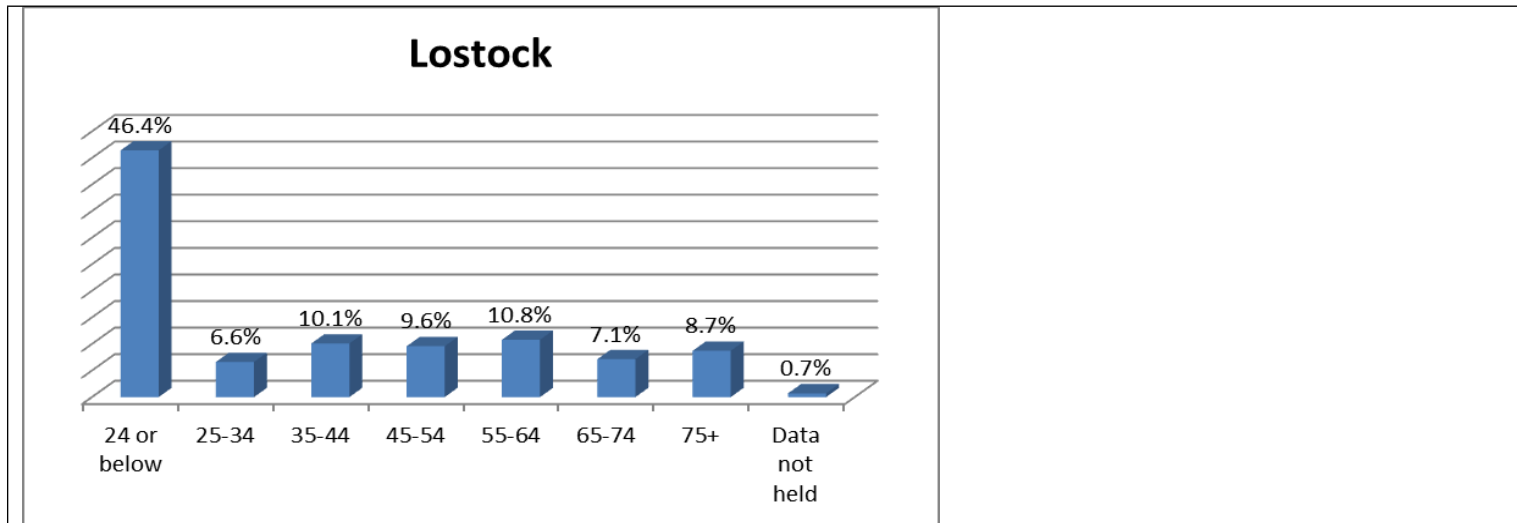
The original proposal around Lostock Library was closure. However during the second stage of consultation an approach was made by Lostock College which would enable the library to remain open. The College intend to take on the running of the library, primarily as a school library but also maintaining access for the community to use. The College will provide a member of staff who will be on hand to assist people with library related queries and to signpost customers who may have Council enquires to either Urmston or Stretford Libraries which are both under two miles away. As only 87 council enquiries were dealt with in 2014/15 this should not unduly inconvenience existing customers.

Customers will still be able to access the library for books and as a meeting place for the community groups that currently use the library. The Council will ensure that all book stock, fixtures and furnishings will be retained in the library for the College to use. This will include the self-service machine that customer can use to issue, return and renew books. It will also include the People's Network computers so customers can still access the internet.

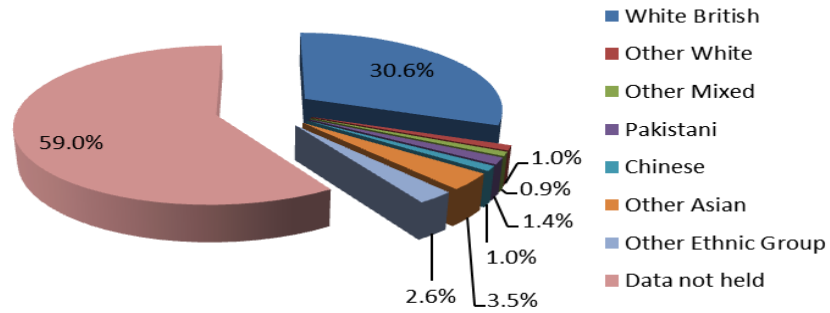
There will be changes to the hours when staff are present. The library will have a member of Lostock

		College staff available during term time but in school holidays the library will be unstaffed. However, the Open + technology can be installed so that customers can still access the library during these periods. If the recommendation is approved, work will continue with the College to ensure a smooth transition.
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	As above. In order to reduce any barriers to effective consultation, a number of different communication channels were made available throughout.

E – Equalities Data



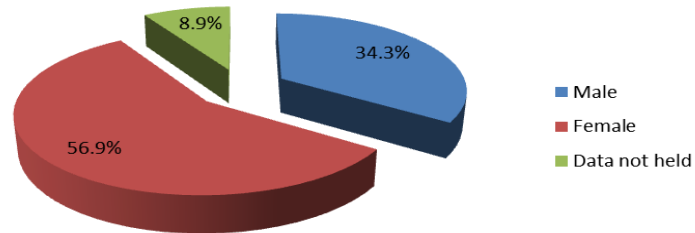
Lostock



Lostock

Davyhulme East data – 8.48%

Lostock



Lostock

Number of 'active' customers in the last 12 months* – 575

% of borrowers who use another Trafford library – 51%

**Active customers are defined as those who have borrowed at least 1 item during the last 12 months*

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

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

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;			√	
Pregnant women & women on maternity leave		Low		Customers will still be able to access Lostock Library. If customers needed to access the Council enquiry service they could phone the Contact Centre or would need to travel to Urmston or Stretford Libraries.
Gender Reassignment			√	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Marriage & Civil Partnership			√	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Race- include race, nationality & ethnicity (NB: the experiences may be different for different groups)			√	It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.
Disability – physical, sensory & mental		Low		Detailed information relating to disability is not available from the data held on library customers. For the purpose of this EIA, 2011 census data

impairments				<p>relating to people in receipt of a disability related benefit (Disability Living Allowance, Incapacity Benefit and Attendance Allowance) has been used. Less than 10% of people that live in the wards where the libraries are located are in receipt of a disability related benefit.</p> <p>Customers will still be able to access Lostock Library. If disabled customers needed to access the Council enquiry service they could phone or email the Contact Centre or would need to travel to Urmston or Stretford Libraries.</p>
Age Group - specify e.g. older, younger etc.)		Low		<p>Customers will still be able to access Lostock Library. If customers needed to access the Council enquiry service they could phone the Contact Centre or travel to Urmston or Stretford Libraries.</p>
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			√	<p>It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.</p>
Religious/Faith groups (specify)			√	<p>It is not expected that the proposed changes will have a negative or positive impact upon the equality target group.</p>

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

High

Medium

Low

F. Could you minimise or remove any negative potential impact? If yes, explain how.

Race:	N/A
Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	<p>Of those customers where we have data available, 57% of customers using Bowfell are women and 34% men. This is reflected across the library service generally.</p> <p>If customers needed to access the Council enquiry service they could phone the Contact Centre Centre or could travel to Urmston or Stretford Libraries, both less than 2 miles away. As only 87 council enquiries were dealt with in 2014/15 this should not unduly inconvenience existing customers.</p> <p>Feedback from the first consultation showed that 41% of people thought 10 minutes was an acceptable travelling time to another library. Both Urmston and Stretford are within this time frame from Lostock Library. Urmston is located on the first floor, above Sainsbury's supermarket. Stretford is located opposite Stretford Mall. There is ample ground floor free parking in Urmston at the adjacent Sainsbury's supermarket. Stretford Library is located on the ground floor and has on-street parking available in the vicinity of the library.</p> <p>There are currently Storytimes on Thursday afternoons at Lostock Library for under 5s. It is envisaged that these can continue being offered with Lostock College staff and/or Volunteers running the sessions.</p>
Disability:	<p>In some circumstances Lostock customers might need to travel to Urmston or Stretford libraries. Lifts and escalators are available at Urmston Library therefore suitable access is available. There is also ample ground floor free parking at the adjacent Sainsbury's supermarket.</p> <p>Stretford Library is located on the ground floor and has disabled parking available immediately outside the library.</p> <p>Customers can also access online resources including the ability to renew and reserve books and download e-books and e-audio books.</p>
Age:	<p>Older People Where data is available it shows that 16% of customers using Lostock Library are over</p>

	60. There are various craft activities that take place at Lostock Library and the College have given assurance that these groups will be able to continue to meet in the library. Council surgeries take place in the library on a Thursday afternoon. The Head of Customer Service will liaise with the local councillors to ensure they can still access the library to hold their sessions. Younger People As mentioned above, Storytimes will continue to be held at Lostock.
Sexual Orientation:	N/A
Religious/Faith groups:	N/A
Also consider the following:	
1	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason? N/A
2	Could the policy have an adverse impact on relations between different groups? No
3	If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how? N/A

L. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans	Progress milestones	Progress

Communicate to customers	Customers will be notified of the outcome from the Executive meeting	March 15	Sarah Curran	Implementation Plan	Customers notified	
Communicate to customers	Timescales to be announced for the transfer of the library to Lostock College	April 15	Sarah Curran	Implementation Plan	Timescales announced	
Communicate to customers	Timescale will be developed to train the Lostock College member of staff	April 15	Sarah Curran	Implementation Plan	Training completed	
Communicate to customers	Installation of Open + Technology	April 15	Sarah Curran	Implementation Plan	Open + installed and working	

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

Signed
Lead Officer
Date

Signed
Service Head
Date

EQUALITY IMPACT ASSESSMENT - TRAFFORD COUNCIL

A. Summary Details		
1	Title of EIA:	Reshaping Trafford Library Service – Delamere Toy Library Reduced Funding
2	Person responsible for the assessment:	Sarah Curran – Head of Customer Services
3	Contact details:	Tel: 0161 912 2328
4	Section & Directorate:	Transformation and Resources > Access Trafford
5	Name and roles of other officers involved in the EIA, if applicable:	Waseem Tahir – Business Change Analyst Craig Holt – Business Change Support Officer

B. Policy or Function		
1	Is this EIA for a policy or function?	Policy <input type="checkbox"/> N Function <input checked="" type="checkbox"/>
2	Is this EIA for a new or existing policy or function?	New <input type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/>
3	What is the main purpose of the policy/function?	Trafford Council faces significant financial challenges over the next few years with a further £50m identified to be saved. Trafford are unable to continue operating in the same way with the financial pressures that exist and so must 're-shape' to adapt to the increasing financial pressures and demands on our services. This includes changing how the Council delivers its library services within the borough to ensure that it is delivering efficient and relevant services to residents. To achieve this, the Council utilised a two phase public consultation model, to identify possible options in order to deliver £700,000 in savings over the next financial year. Following the feedback from the first phase of the consultation, a

number of proposals are currently being considered and consulted on as part of the second phase of the libraries consultation.

This EIA specifically relates to the withdrawal of funding for the Toy Library Advisor at Delamere Toy Library.

Separate EIAs have been carried out for other library proposals. These are detailed below:

- Introducing technology at Woodsend Library to facilitate a self-service access model for library users.
- Redeveloping the Timperley and Hale Library sites.
- Reducing the number of Library and back office staff
- Reducing the book fund
- Closing Bowfell, Davyhulme and Lostock Libraries
- Implementing a Community Hub at Coppice Library with a third sector partner

We are proposing to withdraw the funding that provides 2 part time members of staff at Delamere Toy Library. Withdrawing this support is estimated to save £29,000.

Delamere Toy Library is a registered charity separate from the Council and is not a service that we are legally required to provide. However, we recognise the importance of the service and will continue to support and help the registered charity to thrive. This will include:

- Continuing to provide the premises for Delamere Toy Library rent free (c.£4,000 per annum) and supporting the charity with running costs to the sum of c.£5,600 per year.
- Working with the charity to identify alternative income streams including opportunities for crowd funding and assistance with grants applications and increasing the volunteer base.

		<ul style="list-style-type: none"> • Ensuring that Delamere Toy Library has access to expertise from Thrive, Trafford Council's partner in achieving our vision of a thriving Third Sector. • Providing assistance in enhancing the website of Delamere Toy Library to enable donations to be made via the site.
4	Is the policy/function associated with any other policies of the Authority?	Reshaping Trafford Council
5	Do any written procedures exist to enable delivery of this policy/function?	Yes: <ul style="list-style-type: none"> • Redeployment Policy • Establishment and Organisational Change Framework
6	Are there elements of common practice not clearly defined within the written procedures? If yes, please state.	No
7	Who are the main stakeholders of the policy? How are they expected to benefit?	<p>The Council - The new approach will help to create sustainable value for money library services while achieving the required savings target</p> <p>Staff – The aim of the new approach is to help create sustainable services and development opportunities for staff. In the long-term, this has the potential to ensure secure employment for Council employees.</p> <p>Library customers – The new approach will ensure that the Council will still be able to offer a relevant, comprehensive and efficient library service for customers, while achieving the required savings target.</p>
8	How will the policy/function (or change/ improvement), be implemented?	<p>The public have been consulted on the proposals and encouraged to feedback with their views and ideas. The consultation period ended on 27th February 2015.</p> <p>The following activities in the implementation plan are currently underway:</p> <p>27th February onwards</p> <ul style="list-style-type: none"> • Consider feedback from public consultation • Review proposals in light of feedback

		<ul style="list-style-type: none"> • Prepare outcome of consultation report <p>25th March</p> <ul style="list-style-type: none"> • Executive approve or amend proposals <p>26th March onwards</p> <ul style="list-style-type: none"> •
9	What factors could contribute or detract from achieving these outcomes for service users?	<p>The factors that could contribute to achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • A detailed knowledge of the make-up of the Trafford Borough and library usage • Well established internal and external customer relationships <p>The factors that could detract from achieving the outcomes for service users include:</p> <ul style="list-style-type: none"> • Resistance to change • Objections from members of the community
10	Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state?	No

C. Data Collection

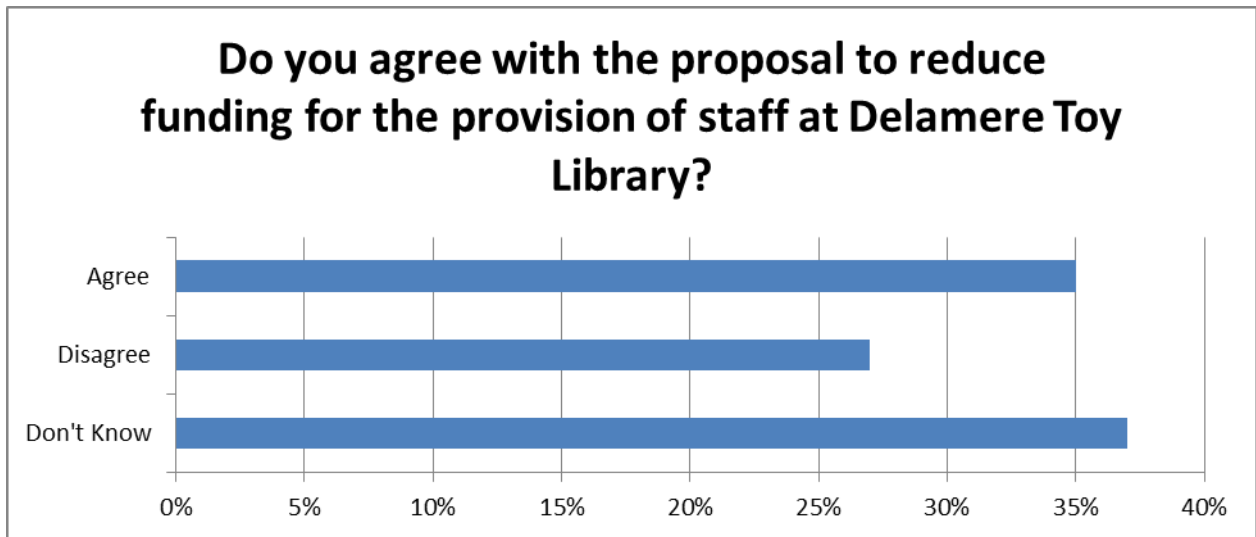
1	What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ function?	Monitoring data has been gathered from the 2011 census and 2013/14 local data in relation to Library usage.
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2	Please specify monitoring information you have available and attach relevant information*	Due to the operating arrangements of the toy library there is limited monitoring information available
3	If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data?	N/A

D. Consultation & Involvement

1	Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA?	<p>An initial Public Consultation in November 2014 helped shape the proposed changes to the service. This can be found at: Trafford Libraries Phase One Consultation Feedback Report</p> <p>Reviewing previous EIAs undertaken by the Council</p>								
2	Please list any consultations planned, methods used and groups you plan to target. (If applicable)	<p>A full public consultation was carried out in conjunction with The Campaign Company. The consultation ran from 16th January to 27th February 2015. In order to be able to maximise responses and enable as many people as possible to put forward their views on the proposals the following lines of communication were established:</p> <ul style="list-style-type: none"> • A dedicated web page with information about the proposals • A booklet containing information about the proposals. This was made available at all libraries across the borough • A questionnaire to obtain the public's views on the proposals. This was available online and a paper version was contained in the booklet • An email address was made available for the public to submit their views on all of the proposals • Dedicated public consultation sessions were facilitated at libraries across the borough. These offered the chance for the public to discuss the proposals and express their views in detail. Comments were collated by The Campaign Company and formed part of the overall consultation feedback. <p>At the end of the consultation there had been the following responses:</p> <table border="1" data-bbox="862 1169 2145 1362"> <thead> <tr> <th>Response channel</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>Online surveys</td> <td>364</td> </tr> <tr> <td>Paper surveys</td> <td>326</td> </tr> <tr> <td>Comment cards</td> <td>189</td> </tr> </tbody> </table>	Response channel	Number	Online surveys	364	Paper surveys	326	Comment cards	189
Response channel	Number									
Online surveys	364									
Paper surveys	326									
Comment cards	189									

Letters (from individuals, including staff members)	35
Letters (from stakeholders)	32
Petitions	2



The feedback from the 2nd phase of the public consultations has highlighted the positive and negative impacts of the proposal.

The positive impacts include some respondents commenting that the impact of the proposal will be minimal with a handful of respondents supporting the proposal because it saves costs. A few respondents feel that the toy library is a service that should not be funded from the council's library budget.

The negative impacts include concerns about the impact of the proposals on the families that use the service. There is a sense that this proposal targets and impacts those users

		<p>who are most disadvantaged and that are being hit the hardest, namely families on low incomes and families with disabled children. There are also concerns that the proposal will result in a reduction of the quality of the service: fewer toys as well as a lower standard of staffing if the library were to be run by volunteers alone.</p> <p>We will mitigate these concerns by:</p> <ul style="list-style-type: none"> • Working with the charity to generate ideas for recruiting volunteers for example parents whose children use the library, schools or the Women’s Institute • Training volunteers well • Generating income through increased charges • Supporting applications for other external funding • Publicising the library’s services more widely • Working with the charity for the development of other ideas for increasing income
3	**What barriers, if any, exist to effective consultation with these groups and how will you overcome them?	As above. In order to reduce any barriers to effective consultation, a number of different communication channels were made available throughout.

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

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

	Positive	Negative (please specify if High, Medium or Low)	Neutral	Reason
Gender – both men and women, and transgender;			✓	It is not expected that the proposed changes will have a negative or

				positive impact upon the equality target group.
Pregnant women & women on maternity leave			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Gender Reassignment			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Marriage & Civil Partnership			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group. We have mitigated against the impacts in specific ways for those groups where the proposals will impact and in a general way for those where the information limited
Race- include race, nationality & ethnicity (NB: the experiences may be different for different groups)			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Disability – physical, sensory & mental impairments		✓ Low		Detailed information relating to disabilities is not available from the data held on library customers. For the purpose of this EIA, 2011 census data relating to people in receipt of a disability related benefit (Disability Living Allowance, Incapacity Benefit and Attendance Allowance) has been used.

				<p>Less than 10% of people that live in the wards where the libraries are located are in receipt of a disability related benefit.</p> <p>The majority of the customers at Delamere are disabled children and their families</p>
Age Group - specify eg; older, younger etc)		✓ Low		<p>The majority of customers at Delamere are children and their families</p> <p>Delamere Toy Library provides a service for children</p>
Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.
Religious/Faith groups (specify)			✓	We have considered the nature of the proposals but it is not considered that there will be any impact on people in this group.

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

High **Medium** **Low** ✓

F. Could you minimise or remove any negative potential impact? If yes, explain how.	
Race:	N/A

Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership	N/A
Disability:	<p>Disabled children</p> <p>A significant proportion of Delamere's service users are disabled children and their families. The Council is continuing to work with Delamere Toy Library Committee to ensure alternative sources of funding can be sourced and there has been some success to date.</p> <p>Thrive and blueSCI, both charities that work in partnership with the Council, have been approached to assist Delamere and are providing advice.</p> <p>This should ensure that the charity continues to function and strengthen its funding base</p>
Age:	<p>Younger</p> <p>Delamere Toy Library provides a service for younger children. The Council is continuing to work with Delamere Toy Library Committee to ensure alternative sources of funding can be sourced and there has been some success to date.</p> <p>Thrive and blueSCI, both charities that work in partnership with the Council, have been approached to assist Delamere and are providing advice.</p> <p>This should ensure that the charity continues to function and strengthen its funding base</p>
Sexual Orientation:	N/A
Religious/Faith groups:	N/A

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

M. EIA Action Plan

Recommendation	Key activity	When	Officer Responsible	Links to other Plans	Progress milestones	Progress
Complete public consultation	Review submissions from the public	March 2015	The Campaign Company			
Communicate to staff and customers	Inform of the decision after Exec meeting	March 15	Sarah Curran			

Transition phase	Continue to work with Delamere Committee to ensure smooth transition	April 15 onwards	Sarah Curran			
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Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed
Lead Officer
Date

Signed
Service Head
Date