

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 20 February 2017
Council – 3 March 2017

Subject: Budget Consultation Outcomes – Phase 3

Report of: City Solicitor, City Treasurer and Head of Strategic Communications

Summary

This report presents the responses to Phase 3 of the budget consultation, specifically on the proposed budget. This final phase ran from 3 January until 10 February 2017.

Recommendations

That the Committee and Council considers and takes into account the responses to the consultation on the Executive's budget proposals as summarised in this report.

Contact Officers:

Name: Carol Culley
Position: City Treasurer
Telephone: 0161 234 3406
E-mail: c.culley@manchester.gov.uk

Name: Liz Treacy
Position: City Solicitor
Telephone: 0161 234 3339
E-mail: l.treacy@manchester.gov.uk

Name: Jennifer Green
Position: Head of Strategic Communications
Telephone: 0161 234 4420
E-mail: j.green1@manchester.gov.uk

Background Documents

Public Consultations Open Text Responses

1. Introduction

1.1 This year the Council has taken a more participatory and strengths based approach – an Our Manchester approach - to budget engagement, which has significantly extended the period and reach for engagement and formal consultation. In setting a three year budget there was a clear requirement for the communication and engagement approach, and the number of people engaged, to grow in line with the scale of the decisions being made. To do this the approach needed to be innovative and fundamentally different to set the different tone in line the Council's Our Manchester way of working.

1.2 To enable this approach the consultation process was split into three distinct phases:

1.	21 July – 16 September	Our Budget Conversation: early engagement with a strengths based conversation
2.	3 November – 15 November	Budget Options consultation – have your say on the options developed by Officers
3.	3 January – 10 February 17	Budget Consultation – have your say on the proposed budget

1.3 The first phase – Our Budget Conversation - was conversational and more informal: encouraging conversations to take place across a number of channels, that people want to use, rather than on a particular set of questions. The eight week budget conversation provided a clear understanding about what services and places are valuable to Manchester people. Many people also gave their views about what they and their communities could do to support and improve their city. Over 2,000 people responded to the questionnaire, on line or postal paper copies, with thousands more sharing their views through social media and at local events. The outcome of the budget conversation was reported to Council Officers and to the Executive and Scrutiny Committees, and was taken into account by Officers when developing budget options.

1.4 The second phase asked people for their opinions on the wide range of budget options developed by Officers. This approach was designed to provide a clear understanding of the views from all stakeholders on which of the options should be developed into budget proposals. The Executive's draft budget proposals were informed by responses to these first two phases of consultation, including comments and feedback from each of the six Scrutiny Committees.

1.5 The final phase shared the detail of the Executive's draft proposed budget, outlining the views captured during the second phase and detailing how the options were considered and developed into the proposed draft budget and offered people the opportunity to share their views for the final time.

1.6 The agreed objectives of the budget consultation engagement for all phases are:

To deliver broad awareness of:

- The shared vision for the city as outlined in the Our Manchester Strategy
- The benefits of working together to deliver the city's shared ambitions and meet the challenges using an Our Manchester approach
- How the Council is funded
- How the Council's budget is currently spent
- The scale of the budget challenge faced by the Council – both in increasing demand and decreasing resources
- The breadth of services the Council provides
- The emerging budget strategy and options

To provide opportunities for residents, businesses and other stakeholders to:

- Talk about the services and things the Council does that they value
- Provide ideas about what the Council could do differently
- Provide ideas about what they, their community, their neighbourhood, local businesses or other public services could do differently to support the services they value

1.7 Furthermore the Council consults with business representatives about budget proposals. This year's process set out to achieve a wide range of responses that reflect the demographic make-up of the city, including businesses.

1.8 Following the final phase, the outcomes of the budget consultation exercise will be communicated using a range of channels, taking a 'you said we're doing' approach. This will detail the outcomes and impact of the consultation process, reflecting back on what was heard, as well as thanking people for participating in the Council's budget process. Work is also underway to develop a communications and engagement strategy to continue engaging with residents on Our Manchester, the budget and priorities over the next three years.

2. Background – phase 1 and 2 methodology and engagement

2.1 Each phase has taken a slightly different approach, informed by both the evaluation from the previous phase and the slightly different requirements for consultation throughout the engagement period. Furthermore, given the length of this budget consultation process, the opportunity to iterate and improve as the conversation progressed has led to different engagement mechanisms.

2.2 The Council now possesses a range of standard consultation channels. They includes an online and paper questionnaire supported by web content and a social media campaign across a number of platforms using a mix of organic, boosted and paid-for targeted posts, supported by engaging digital content. These channels have been used in each of the phases.

2.3 The table below summarises the approach taken for phase 1 and 2 – the Budget Conversation and Budget Options Consultation - response or engagement rates.

Activity	Engagement	
	Phase 1	Phase 2
Website content - unique visitors	15,132	17,446
Online questionnaire - unique visitors	4,828	6,457
Online questionnaire forms completed	2,023	1,400
Online questionnaire completion rate	43%	21.6%
Printed questionnaires distributed	950	8,000
Printed questionnaires returned	59	306
Printed questionnaires response rate	6.2%	3.8%
Targeted media for specific demographics or communities	Targeted social media	Editorial in Asian Leader – 10,500 homes. All FM and Asian Sounds and targeted social media
Social media posts	148	114
Social media interactions (Like, shares, Retweets, click throughs etc)	70,742	67,498
Budget animation and talking head views	44,157	67,485
Twitter Q&A	600 interactions 33k impressions	Twitter Q&A wasn't held in this phase
Facebook Live interview with the MEN	Interview not held in this phase	Watched by 24.2k people 151 reactions
Total social media comments	337	313
Total response rate	2,082	1,706

2.4 In phase one, to support the informal budget conversation, the communications approach was user-driven, sharing the comments, films and photographs of Manchester's businesses and residents about what they value and care about and what they could do to contribute. In addition:

- A series of face to face engagement sessions designed to gather views of residents for user-generated social media and blog posts were held across the city, targeted in areas where the response rate was lower.
- A printed questionnaire using a typologies approach to target 950 people in an underrepresented area in the north of the city (Higher Blackley. The questionnaire was distributed in this area as it has a higher proportion of older residents (who were less likely to engage with digital approaches).
- To support the greater visibility of Executive Members and senior officers, in line with the Our Manchester approach, a series of films and blog posts were produced.

2.5 The top three services that respondents value remained consistent throughout the engagement period. These were education, services for vulnerable people and bins, waste disposal and street cleaning. The top three things people value

most about their neighbourhood also remained consistent. These were peace and safety, good neighbours and cleanliness and tidiness. Other issues people raised consistently included transport, community safety and policing and youth and family services.

- 2.6 Many respondents offered ideas for things they or their communities could do to contribute to improving the city. These included keeping neighbourhoods clean and litter free, tackling and reporting crime, addressing anti-social behaviour, getting to know and helping neighbours and sharing skills and resources. Although respondents stated that they care about health and well-being services when asked what is important, responses indicate that they are much more likely to offer to volunteer or support their physical environment above health and wellbeing.
- 2.7 In phase two – the Budget Options Consultation – a printed questionnaire using a typologies approach to target over 8,000 people in areas with higher percentages of BME, older residents or where there had previously been a low response rate was distributed straight to households in nine wards. The response rate was 3.8%, lower than the 6.2% response rate in phase one, however, this approach did elicit a larger number of responses from older people. Additional targeted media and broadcast coverage was also undertaken with an editorial featured in the Asian Leader, a free paper distributing 10,500 copies in areas with high numbers of BME residents and coverage with All FM and Asian Sound radio to include live reads and associated social and digital media coverage across their networks.
- 2.8 Throughout the phase two options consultation, respondents' choices largely remained the same. Respondents tended to support those options which realised efficiency savings rather than those that those affecting frontline service delivery. The options which respondents most strongly disagreed or disagreed with tended to be those that impacted on vulnerable people most or those that impacted on the services they care about, such as place based services. This correlated with the responses received in phase one.

3. Methodology and engagement - phase 3

- 3.1 The standard channels outlined in section 2 above formed the foundation of the communications approach for phase three.
- 3.2 To supplement this approach for this phase, focus groups were set up with demographically representative groups of people to explore their views about the Council's budget. The sessions were split into three discussion topics: People – services and budgets that support people, Place – services and budgets that support the neighbourhoods and the Council – budgets that keep the Council running. Over 90 people registered to express interest in attending these sessions. In addition a budget specific session was held with the Manchester Youth Council, over 20 young people discussed their views about how the budget is allocated, what they consider to be the priorities and their views on the proposed budget.

Activity	Engagement Phase 3
Website content - unique visitors	21,874
Online questionnaire forms completed	810
Ebulletin visits to online questionnaire	6,017
Printed questionnaires printed	1,035
Printed questionnaires returned	5
Social media posts organic and paid	125
Social media interactions (Like, shares, RTs, click throughs etc)	4,009
Social Media comments	866
Talking head film views	225
Leader MEN Facebook live views	27,800
Leader MEN Facebook live reactions	216
Leader MEN Facebook live comments	480
Focus Group attendees	23
Number of Questionnaires returned	838

3.3 **Web content and engagement** - responses were gathered via an online questionnaire on the Council's website and via social media. This was promoted using offline channels including media coverage and print, including posters in key council locations such as libraries. Stakeholders were signposted to a range of online content including:

- An overview of each option and the response received from the second phase of the consultation, outlining whether the option will be taken forward, removed or adapted in the proposed budget
- Talking head films explaining the process and latest information on the size of the budget gap
- Simple infographics explaining some of the key facts and figures
- A summary of what we heard through the first phase – the budget conversation.

3.4 21,874 unique visitors were driven to the budget web content. The most successful channels for driving web traffic were the Council's e-bulletin, with over 100,000 subscribers. This resulted in 6,017 visits to the questionnaire, which was then completed by 810 people.

3.5 **Social Media** – The consultation was promoted on Facebook, Twitter, LinkedIn and Instagram inviting people to leave their comments and signposting them to the online survey. Posts include a mix of content (infographics, images and talking head films). Across all social media channels 119 organic (free messages using corporate channels) budget messages were posted with a resulting 1,249 interactions (comments, likes, favourites, shares, reactions or video views).

- 3.6 The talking head films were watched 225 times. The Leader also participated in a Facebook Live interview with the Manchester Evening News, over 27,800 people watched the film, with 480 comments and 216 reactions. This is an increase in engagement from the previous Facebook Live MEN interview, which was watched by 24,200 people with 151 reactions.
- 3.7 A small amount of targeted, paid-for social media activity also took place. Six messages were posted with an overall reach (i.e. the number of times it appeared in people's social media feed) of over 50k. This resulted in a further 472 comments and 2,760 interactions. The targeted activity was largely focused on specific demographics or locations to support response rates in areas which were not as well represented through other channels.
- 3.8 Facebook has again been the most successful social channel for driving reactions, comments and shares. There has been less conversation in the social media comments in this phase compared to last two and in general feedback from social media was more driven by the topic of the first person commenting – for example if the first commenter mentioned bins then it was likely that the remaining comments were also about bins.
- 3.9 In total 866 comments, from both organic and targeted activity, were made. The list below outlines the most mentioned topics:
- Council salaries, pay cuts and member expenses
 - Consultation and transparency of decisions
 - Waste collection and street cleaning
 - Council Tax rises and how budgets are spent
- 3.10 **Printed questionnaires** – five printed questionnaires completed and returned.
- 3.11 **Focus groups** – A briefing was held with Executive Members and the Council's partners when draft proposals were published. In addition, 23 people attended three focus groups held at different times of the day to offer the opportunity for a diverse range of people to attend. The Council's e-bulletin was the most successful channel to secure attendees. In addition over 20 young people attended a budget specific Manchester Youth Council session hosted by the Executive Member for Culture and Leisure.
- 3.12 A range of other channels were used to consult directly with businesses. Some of the contacts asked to share budget messages include Business Enterprise Network, Marketing Manchester, CityCo, MIDAS, Business in the Community, Federation of Small Businesses, GM Chamber as well as LinkedIn. There were over 220 engagements using LinkedIn.
- 3.13 **Staff engagement** – in line with the launch of phase three, staff briefing events were held across the organisation. Heads of Service held sessions with staff using a summary presentation outlining the impact for them. Listening in Action sessions have also covered the budget process with a call to action for staff to engage in the consultation. Over 340 staff attended these sessions. Staff were

also encouraged to participate via broadcast messages and news items on the intranet.

- 3.14 A press release was also produced and to target specific communities, radio advertising was commissioned. In particular All FM was used, which also enabled access to their social media channels. In addition, the Council liaised with MACC and other organisations such as Henshaws for the Blind and the Manchester Deaf Centre. Targeted social media activity has also been completed for groups which were underrepresented during the first two phases of the consultation.
- 3.15 838 people responded to this final phase of the consultation. Whilst this is a lower response rate compared to the previous phases, unlike previous budget consultations people have been given the opportunity to shape the budget since July 2016 and so response rates have inevitably been lower for this reason,. Furthermore, feedback from respondents has been that the nuance of the message for the final phase – that we are checking back for one final time – did not resonate with some people as demonstrated in the social media posts. Instead, some people believed they were being asked for their opinions again and had not been listened to the first time, rather than that this was the last stage of a three phase process.

4. Complaints, Petitions and other Correspondence

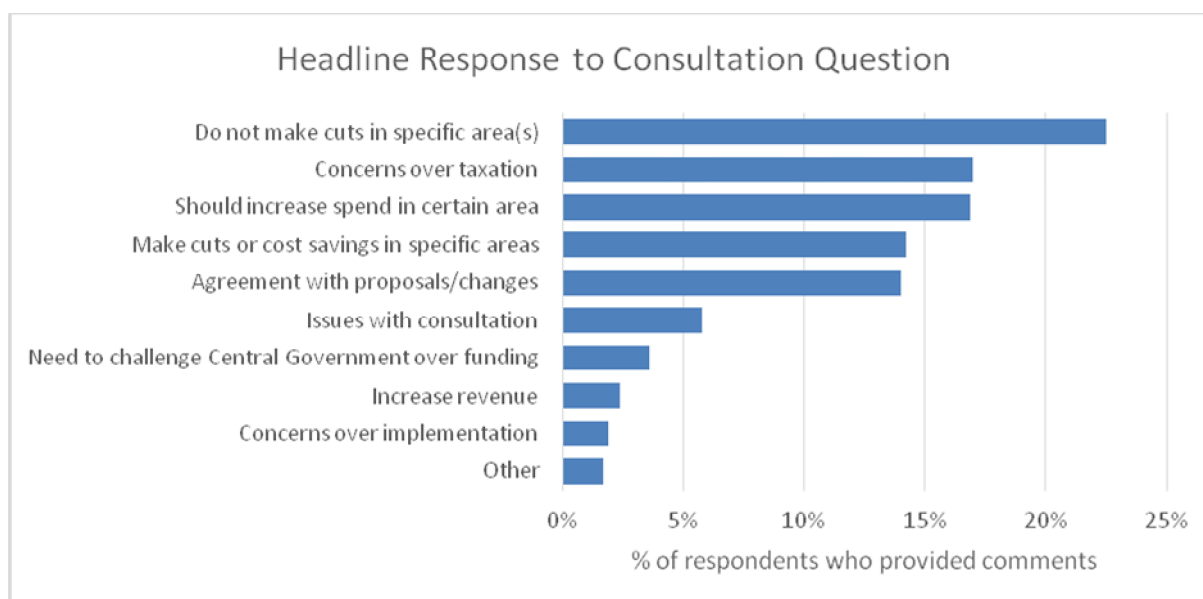
- 4.1 In addition to formal responses to the budget consultation, petitions and other correspondence relating to the budget options have been monitored. Two petitions have been received. One petition, with 139 signatures, related to the school crossing patrol at Broom Lane. Based on feedback during the consultation, the Council is proposing to invest in highways improvements to make school crossings as safe as possible. Following this investment risk assessments for school crossings will be reviewed to inform the provision of patrols. Patrols will be maintained for sites with an amber or red risk. The other petition, with 67 signatures, related to the Sure Start Children's Centre in Brooklands. The confirmed budget proposals, set out in the Children's Services and Education Budget and Business Plan report to Executive on 8 February, include the de-designation of 8 of the 38 designated Sure Start Children's Centres, including the centre in Brooklands. A consultation has taken place on the proposed de-designations, which led to 536 responses. Full details of the issues raised during the consultation and the responses are attached to this report at Annex A.
- 4.2 There has been one enquiry from an MP on behalf of their constituent regarding the proposal to increase Council Tax.
- 4.3 The Age-Friendly Manchester Older People's Board also provided detailed written feedback (see appendix 1). In summary, the response focused on the following areas:
- Recycling - supporting the focus to promote and increase take up of recycling and suggesting ways this could be done

- Leisure – noting that parks are important to older people and expressing concerns about the proposals for bowling green maintenance
- Christmas markets and neighbourhoods – strongly supporting the Christmas markets and questioning if profits from these markets could be reinvested in neighbourhood markets
- Children services - agree with investing in support for families and children and a focus on prevention
- Schools and school crossing patrols – agree with the proposal for the reuse of school sites, but questioned the school crossing patrol proposal and suggested additional ways to make crossings safer
- Adult social care and health – stated that they felt it is a good proposal to focus on joining up services and for teams to work together
- Council offices and buildings – agreed with the proposal for offices, but sked that wellbeing is considered in any consideration of work spaces
- Budgets that keep the Council running – agreed with the proposals for ICT and procurement
- Council Tax - agreed with the Council tax increase, but stated that this must be ring-fenced for social care.

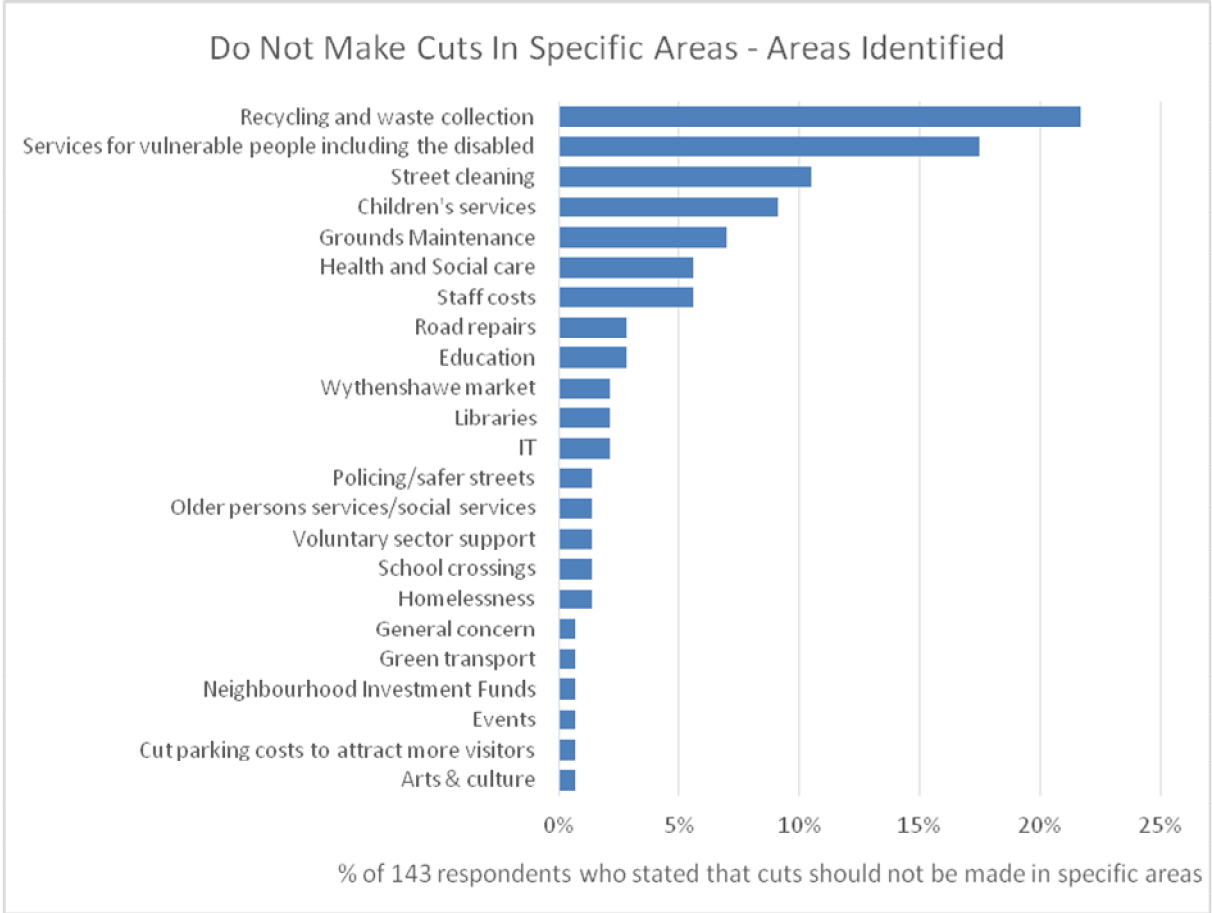
5. Questionnaire analysis

5.1 The budget consultation questionnaire included one question “Please give any final views and comments about the proposed budget” in addition to the demographic questions. 838 people responded to the questionnaire and 203 of those people (24%) did not provide comments on this question. A full breakdown of responses is included in appendix two and a file containing the verbatim comments from respondents will be available to be viewed on request in the committee.

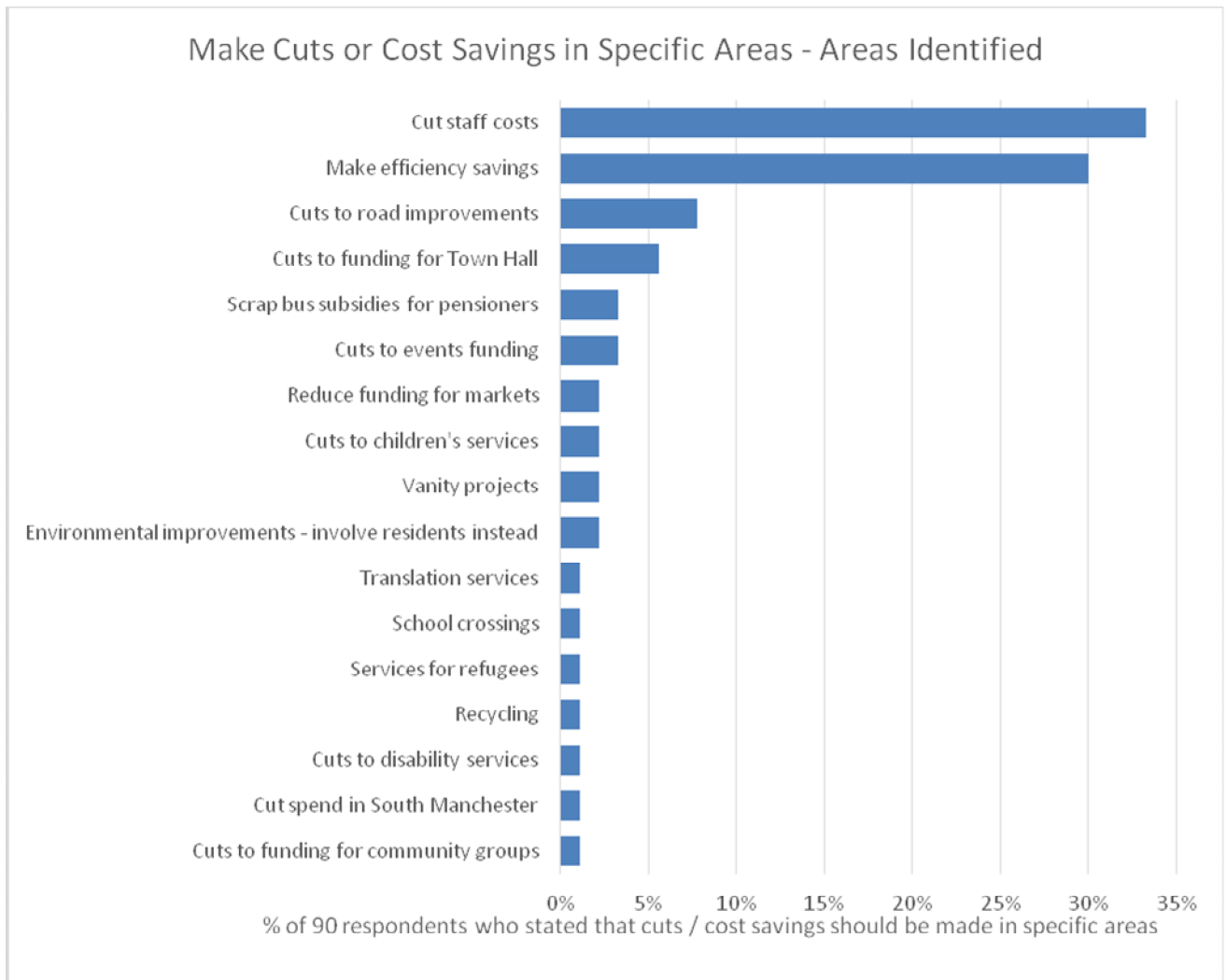
5.2 The chart below shows the type of comments respondents made to the question.



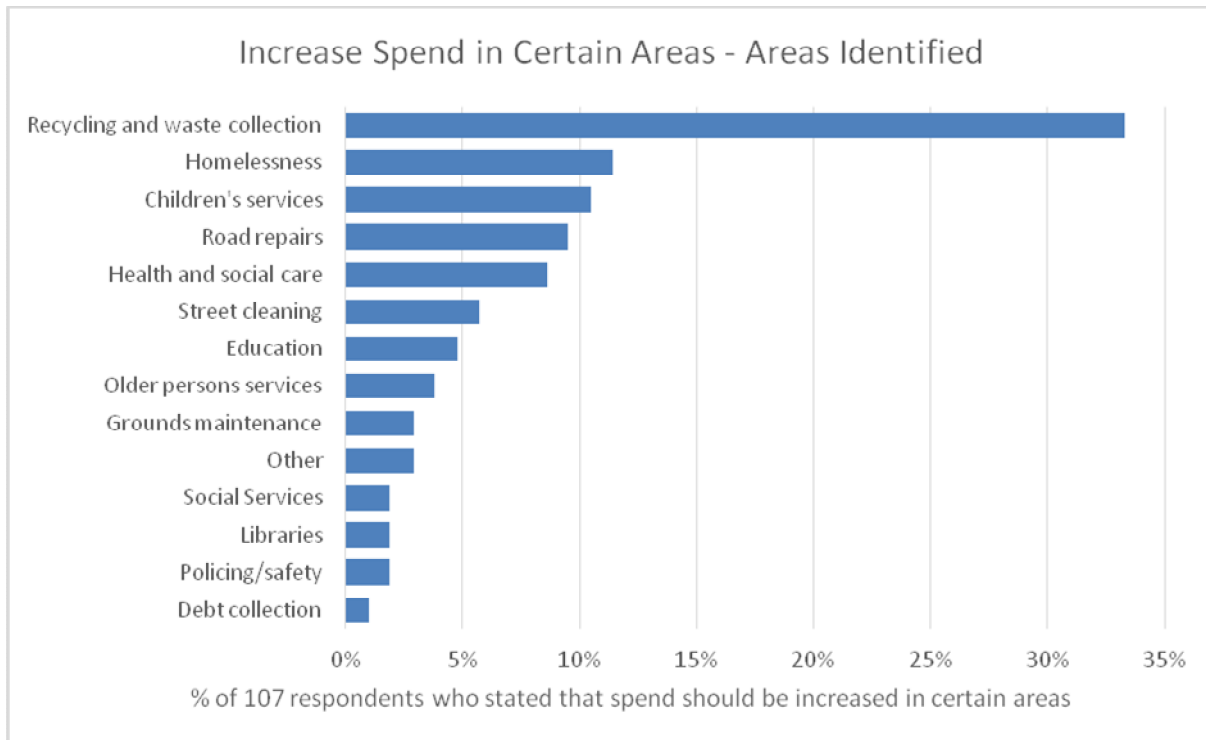
5.3 143 people (22.5% of the respondents who commented) said that cuts should not be made in specific areas. Recycling and waste collection (21.7%), services for vulnerable people including the disabled (17.5%), street cleaning (10.5%) and Children’s Services (9.1%) were the areas most commonly identified. The specific areas mentioned are shown in the chart below shows as a % of the 143 responses.



5.4 Conversely, 90 people (14.2% of respondents who commented) said that cuts should be made in specific areas. Reducing staff costs (33.3%) and making efficiency savings (30%) were the areas most commonly identified. The specific areas mentioned are shown in the chart below shows as a percentage of the 90 responses.



5.5 107 people (16.9% of respondents) said that the Council should increase spend in certain areas. Recycling and waste collection (33.3%), homelessness (11.4%), Children's Services (10.5%), road repairs (9.5%) and health and social care (8.6%) were the areas identified most commonly. The areas identified are shown in the graph below as a % of the 107 responses.



5.6 89 people (14% of commenting respondents) agreed with the budget proposals. 108 people (17% of respondents) raised matters relating to taxation; of these 108 67 people said that Council Tax was unaffordable or should not be raised, 28 said that Council Tax should be increased, 10 said that Council Tax was unfair or that it should be reformed and 3 said that Council Tax should be reduced.

6. Focus group analysis

6.1 23 people attended the Focus Groups discussing the Council's budget proposals. A representative sample was established to attract a range of participants which reflected the demographics of the city as a whole. The table below shows the extent to which the participants were reflective of the city's overall composition.

Characteristic	Representative Sample	Registrations	Participants
Male	15	13	10
Female	15	17	13
16-24	7	3	1
25-44	12	16	12
45-64	7	7	7
65+	4	4	3
White	20	19	15
Asian	5	5	4
Mixed	2	3	1
Black	3	3	3
North Manchester	6	3	2
New East Manchester	5	3	1
City Centre	1	3	3
Central Manchester	5	3	3
South Manchester	9	10	8
Wythenshawe	4	2	1

6.2 Participants raised a number of matters regarding the budget proposals including:

- the impact that budget reductions would have on the most vulnerable people living in the city
- the long term effect of reducing funding for projects where the impact cannot easily be quantified, e.g. work and skills programmes
- sharing buildings to realise savings was a popular option
- investment in a healthy population and the city centre, although not to the detriment of other areas, was seen as being of particular importance.

6.3 Full details of the feedback from the focus groups is included at appendix 3.

6.4 In addition to the focus groups, a session was held at a Manchester Youth Council Hive meeting. The group discussed how the budget was allocated, how they would allocate it and the Executive's draft budget proposals.

6.5 The group expressed surprise at how the budget is allocated, particularly the difference in spend for the services that protect the most vulnerable compared to neighbourhood based services. They stated that capital investment in neighbourhoods, for example in highways, is important and that funding invested in the physical infrastructure in neighbourhoods would have an impact on the lives of young people. They were also interested in how saving money in recycling could in turn fund other services that they believe are important, such

as leisure and library services. It was agreed that ideas about how to improve recycling will be discussed at a future meeting as part of their C4Life campaign.

7. Demographic and equality data

- 7.1 The demographic characteristics of the respondents to the survey were compared to those of the population using data from the Census combined with Mid Year Population Estimates for 2015 from the Office of National Statistics.
- 7.2 The analysis shows that the consultation was over represented by respondents from South Manchester (not including Wythenshawe). 40% of respondents were from wards in the south, which make up 29% of the city's total population. However, this over-representation was to a lesser extent than the consultation in 2015 (43%), and to a similar extent to the 2016 consultation (39%). Engagement in the consultation in Wythenshawe has grown year on year (9% of respondents in 2015 to 13% in 2017 (Wythenshawe represents 14% of the city's total population). The City Centre (3%) and Central area (10%) continue to be underrepresented in budget consultation responses,. The City Centre and Central area represent 5% and 17% of the city's population respectively.
- 7.3 Respondents aged 40–64 and 65-74 were over represented in the consultation, as has been the case in previous years, whilst those aged 16-25 are very significantly underrepresented. 54% of respondents who provided their age were aged 40-64 and 17% were aged 65-74, whereas these age brackets represent 30% and 7% of the city's total population respectively. 3% of respondents who provided their age were aged 16-25, whereas this age bracket represents 26% of the population.
- 7.4 14% of respondents who advised whether they considered themselves to be a disabled person did consider themselves to be disabled which compares to 18% of the city's overall population.
- 7.5 As regards ethnicity White British respondents were over represented (78% of respondents to phase three compared to 62% of the population) whilst Black or Black British – Caribbean (0% compared to 2%) and African (2% compared to 4%) and Asian or Asian British – Pakistani (2% compared to 7%), Indian (1% compared to 2%) and Chinese (0% compared to 3%) and Arab (0% compared to 2%) respondents continue to be underrepresented. A full demographic analysis is included in appendix four.

8. Next steps

- 8.1 The end of this phase of consultation brings to a close the longest and most engaged process regarding the budget that the Council has run. Lasting over 20 weeks, 4,641 people have participated across the three phases. This compares to a response rate of 50 to the 2014 Budget Consultation. Using the Our Manchester approach, the Council has a better view about what matters to people and the places and services most valued in the city and these contributions helped to shape the proposed budget. There is also a greater

understanding about where people feel they are able to offer contribute to support the places and services they care about.

- 8.2 Executive Members have previously indicated that they wished to continue the conversation about budgets and spending, particularly given the greater understanding about what matters and what is valued. A communications strategy to support this is under development which will again take an Our Manchester approach to continually engage people in the budget process outcomes. In the first instance the strategy will explain what is planned in response to the consultation – ‘you said, we’re doing’, then ongoing engagement as those activities progress and finally encouraging greater awareness and participation. The strategy will then explain in more detail about how money is spent, across both the Council’s capital investments and day to day (revenue) activity for all Council services. The strategy will cover the next three years in line with the budget process, recognising that it will need to develop over time as the Our Manchester approach becomes more established with staff, partners and within communities.

Appendix 1 – Age Friendly Manchester Older People’s Board Response



MANCHESTER
CITY COUNCIL

Friday 3 February 2017

Age-friendly Manchester Older People’s Board budget consultation submission

The Age-Friendly Manchester Older People’s Board oversees progress on the Manchester Ageing Strategy¹, Age-Friendly Manchester programme², and works to address issues affecting the quality of life of older residents living in Manchester. The Board was created in 2004 and comprises members who are either elected by Manchester’s Older People’s Forum, co-opted or nominated representatives of partner organisations.

Members of the Age-Friendly Manchester Older People’s Board have provided feedback at different stages of the budget consultation as part of formal meetings and individually.

This response to the latest stage of the budget consultation has been developed by a working group of members from the Board.

Recycling

We support the focus to promote and increase take up of recycling. We feel there is an opportunity to run more high profile campaigns on recycling options and how to request collections. This includes promoting other organisations and charities that do this work. For example, the Council should make available and publicise a list of charities who would collect larger items such as beds and any charges associated. We also feel that the Council’s website should be improved to promote recycling.

Leisure

For older people, parks are very important. We are pleased to see that ground maintenance cuts are proposed to be £25,000 (down from £75,000), but we do feel that ground maintenance should not be cut at all. We are concerned about plans to

¹ http://www.manchester.gov.uk/site/scripts/download_info.php?downloadID=3596

² http://www.manchester.gov.uk/info/200091/older_people/7116/our_age-friendly_work

build on green belt and feel that community engagement work should be improved around this area when such proposals are explored. We feel that where such development happens on green belt, that it should focus on developing social housing. We also feel that it is important that Bowling Greens are supported and maintained as these are used a lot by older people and help with not just physical health, but also emotional wellbeing. Indeed, there could be connections made here with schools and young people to take up Lawn Bowls with older people. Finally in terms of longer term thinking we feel there is scope to develop equipment in parks for older people's exercise and investing further in park wardens to help with safety.

Christmas markets/neighbourhoods

We strongly support the investment into the Christmas markets in the city centre. While we understand that markets need to make a profit, we hope that there is scope to keep markets at a neighbourhood level. We hope there is scope to keep and maintain markets at a neighbourhood level. Possibly there could be a ring fence of city centre markets profits to invest and develop neighbourhood markets?

Children's Services

We agree with investing in support for families and children, but that this money must not be taken from other budgets. We also agree that the prevention focus is vital.

Schools and school crossings

We feel that it is a good option to reuse school sites and to focus on school crossings that are really needed. However we feel that it is a folly to reduce school crossings and crossing wardens as they play such an important role in the community. It would be ideal if the Council and partners could work on traffic enforcement regarding car drivers, for example fines on mobile phone use when driving outside schools.

Adult social care and health

It is a good proposal to focus on joining up services and for teams to work together.

Council offices and buildings

It is a good proposal to share officers, but it's important to remember officer wellbeing in the quality and space of their work environment. There is an important social role of working space and influence on the well-being of workers, whatever age they may be, but increasingly important for people working longer and retiring later.

Budgets that keep the Council running

Making savings on IT procurement and through cutting waste and increasing recycling is important. So too is maintaining existing systems and taking opportunities for recycling older IT equipment.

Council tax

We agree with the Council tax increase, but this must be ring-fenced for social care. Reducing subsidies where fair is also appropriate.

To conclude, Age-friendly Manchester enables the Council and partners to work effectively with older people across the city. This covers areas such as the Age-friendly parks and streets programmes, to good urban design, to structures for participation and engagement. The Age-friendly Manchester Older People's Board are happy to help with future budget consultations, to shape engagement work

(especially ways of communicating and writing) and to work with Council staff who are tasked with a hard job.

Yours sincerely

Elaine Unegbu
Chair, Age-friendly Manchester Older People's Board

Appendix 2 – Questionnaire Analysis Full Results

Headline table - Resident views and comments

	Count	%
Do not make cuts in specific area(s)	143	22.5%
Concerns over taxation	108	17.0%
Should increase spend in certain area	107	16.9%
Make cuts or cost savings in specific areas	90	14.2%
Agreement with proposals/changes	89	14.0%
Issues with consultation	37	5.8%
Need to challenge Central Government over funding	23	3.6%
Increase revenue	15	2.4%
Concerns over implementation	12	1.9%
Other	11	1.7%
Total responses	635	100%
Comment unconnected to the budget consultation	4	-
No comment	199	-

Breakdown:

Concerns over cuts

	Count	%
Recycling and waste collection	31	21.7%
Services for vulnerable people including the disabled	25	17.5%
Street cleaning	15	10.5%
Children's services	13	9.1%
Grounds maintenance	10	7.0%
Staff costs	8	5.6%
Education	4	2.8%
Road repairs	4	2.8%
IT	3	2.1%
Libraries	3	2.1%
Health and Social care	8	5.6%
Homelessness	2	1.4%
School crossings	2	1.4%
Voluntary sector support	2	1.4%
Wythenshawe market	3	2.1%
Arts & culture	1	0.7%
Cut parking costs to attract more visitors	1	0.7%
Events	1	0.7%
Older persons services/social services	2	1.4%
Policing/safer streets	2	1.4%
Neighbourhood Investment Funds	1	0.7%
Green transport	1	0.7%
General concern	1	0.7%
Total responses	143	100.0%

Make cuts or cost savings

	Count	%
Cut staff costs	30	33.3%
Make efficiency savings	27	30.0%
Cuts to road improvements	7	7.8%
Cuts to funding for Town Hall	5	5.6%
Cuts to events funding	3	3.3%
Scrap bus subsidies for pensioners	3	3.3%
Environmental improvements - involve residents instead	2	2.2%
Vanity projects	2	2.2%
Cuts to children's services	2	2.2%
Reduce funding for markets	2	2.2%
Cuts to funding for community groups	1	1.1%
Cut spend in South Manchester	1	1.1%
Cuts to disability services	1	1.1%
Recycling	1	1.1%
Services for refugees	1	1.1%
School crossings	1	1.1%
Translation services	1	1.1%
Total responses	90	100.0%

Areas in which spend should be increased

	Count	%
Recycling and waste collection	35	33.3%
Homelessness	12	11.4%
Children's services	11	10.5%
Road repairs	10	9.5%
Health and social care	9	8.6%
Street cleaning	6	5.7%
Education	5	4.8%
Older persons services	4	3.8%
Grounds maintenance	3	2.9%
Policing/safety	2	1.9%
Libraries	2	1.9%
Social Services	2	1.9%
Other	3	2.9%
Debt collection	1	1.0%
Total responses	105	100%

Concerns over Council Tax

	Count	%
Council Tax unaffordable/do not increase CT	67	10.6%
Should increase Council tax	28	4.4%
Reform Council Tax/Council Tax is unfair	10	1.6%
Should reduce Council Tax	3	0.5%
Total responses	108	17.0%

Appendix 3 – Focus Group Analysis

Communication and level of Information

Respondents in all groups overwhelmingly wanted more detail on the options. They said it was very hard to make informed decisions about the options (whilst completing the online survey and participating in the focus groups) without putting them into context. For example, they wanted to know what the actual proposed changes would be in detail, the budget for the overall service and for the specific section within the service in question, the proportion of staff affected and the expected impact. Respondents were also keen to learn what senior staff would recommend, based on their professional experience.

Concern about the long term impact

There was significant concern regarding the long term impact of budget cuts on the community and individuals. Respondents talked about how difficult it was to quantify the impact of some options. For example, it was easy to see the impact of investing in solar panels or heat & energy systems as leisure centres and how much energy cost would be saved. However, if there was reduction in funding for local work and skills projects, respondents were concerned what the knock-on long term affect would be as fewer people would receive support to improve skills and there could be less support for apprenticeships.

Accountability of Council Members and senior staff

Respondents believed there was a lack of accountability of Council Members and senior staff in the way services were run and budgets managed. Some believed that reductions in budgets were already decided and there wasn't the need for a consultation.

The community and the most vulnerable are being affected the most

There was significant concern that a lot of the options had direct impacts on the most vulnerable and the wider community in general. Respondents did not like that there would be reduced support for vulnerable residents and felt that the Manchester City Council needed to look after its residents more.

Some options should not be options – they should just be done ('no-brainers')

Respondents were surprised that several options were being proposed and were not already being adopted. For example, sharing office and management costs of sports and leisure facilities saving £150,000 over three years or review the use of Council offices and buildings, saving £250,000 in 2018/19.

A desire to know where money is spent

Respondents wanted to see the larger overall picture of budget expenditure and the income (existing and future) that will be received. Some respondents, even after reading the consultation and listening to explanations of budget cuts, still believed that money saved in any budget cuts would be spent elsewhere.

Proposals usually only saved small amounts but have a significant impact

Respondents often commented that some options only proposed small amounts of savings but had a significant impact on the community (short term and long term) and should, therefore, not be an option.

The long term health of the community is important

Any reductions in budgets to anything health related services, direct or indirect (leisure centres, health related education programs etc) should not be considered as a healthy population is extremely important. If the health of the population is not looked after, respondents were very mindful that the NHS would then have to 'pick up the bill' years later.

Investment in Manchester city centre and other areas within the city is important

Manchester City Council should pro-actively be investing in the city centre and other areas to not only bring in people to spend money but also bring in new companies and other investment. It was also noted that the focus on investment should not always be on Manchester city centre, but also other areas within Manchester, as it was felt these are often over-looked.

Community involvement in running services

Respondents in all groups positively discussed members of the community running certain services such as libraries and maintaining parks. Some provided examples of where this had successfully happened and generally respondents believed this was something that needed to be explored further as they would much rather see the community run certain services rather than lose them altogether through budget cuts.

Appendix 4 – Full Demographic Analysis

General Budget Consultation - Phase 3

3rd January until 10th February 2017

Tell us about yourself

	Compared to Mcr's popn	Number of responses	Percentage of responses
Which of these best describes you?			
Member of the public	N/A	737	88%
Part of a business	N/A	13	2%
A partner organisation	N/A	6	1%
A voluntary or community group	N/A	29	3%
Other	N/A	46	5%
No response	N/A	7	1%
Total		838	100%

Location of residence/organisation (based on postcode)	Mcr's popn over 16, MYE 2015		
North Manchester	19%	111	13%
East Manchester	16%	91	11%
City Centre	5%	20	2%
Central Manchester	17%	58	7%
South Manchester	29%	235	28%
Wythenshawe	14%	76	9%
Not recognised/outside of Manchester	N/A	137	16%
No response	N/A	110	13%

	Mcr's popn over 16, MYE 2015		
What is your gender?			
Male	51%	382	46%
Female	49%	353	42%
Prefer not to say	N/A	30	4%
No response	N/A	73	9%
Total	100%	838	100%

Do you identify with the gender you were assigned at birth?			
Yes	N/A	714	85%
No	N/A	6	1%
Prefer not to say	N/A	40	5%
No response	N/A	78	9%
Total	N/A	838	100%

What is your age?	Mcr's popn over 16, MYE 2015		
16 to 25	26%	22	3%
26 to 39	32%	168	20%
40 to 64	30%	394	47%
65 to 74	7%	123	15%
75+	5%	29	3%
Prefer not to say	N/A	26	3%
No response	N/A	76	9%
Total	100%	838	

I would describe my ethnic origin as?	Based on Mcr's popn aged 16 and over, Census 2011		
Arab	2%	0	0%
Asian or Asian British – Bangladeshi	1%	1	0%
Asian or Asian British – Chinese	3%	2	0%
Asian or Asian British – Indian	2%	7	1%
Asian or Asian British – Pakistani	7%	15	2%
Black or Black British – African	4%	13	2%
Black or Black British – Caribbean	2%	3	0%
Mixed – Other (please specify)	1%	3	0%
Mixed – White and Asian	1%	5	1%
Mixed – White and Black African	1%	6	1%
Mixed – White and Black Caribbean	1%	6	1%
Other (please specify)	1%	11	1%
Other Asian (please specify)	2%	2	0%
Other Black (please specify)	1%	20	2%
Prefer not to say	N/A	56	7%
White – British/English/Welsh/Scottish/Northern Irish	62%	512	61%
White – Gypsy or Irish Traveller	0%	0	0%
White – Other (please specify)	5%	35	4%
White Irish	3%	16	2%
No response	N/A	125	15%
Total	100%	838	100%

Do you consider yourself to be a disabled person?	Census 2011			
Yes	17.8%		103	12%
No	82.2%		612	73%
Prefer not to say	N/A		39	5%
No response	N/A		84	10%
Total			838	100%

Q20. I would describe my sexuality as...?				
Heterosexual/straight	N/A		589	70%
Gay	N/A		35	4%
Lesbian	N/A		8	1%
Bisexual	N/A		8	1%
Other	N/A		5	1%
Prefer not to say	N/A		106	13%
No response	N/A		87	10%
Total	N/A		838	

Do you identify with any religion or belief?				
Yes	N/A		336	40%
No	N/A		320	38%
Prefer not to say	N/A		87	10%
No response	N/A		95	11%
Total	N/A		838	100%

If yes to Q21 - Religion/Belief?				
Christian (including Church of England, Roman Catholic, Protestant and all other Christian denominations)	N/A		286	34%
Buddhist	N/A		7	1%
Jewish	N/A		7	1%
Muslim	N/A		28	3%
Hindu	N/A		1	0%
Sikh	N/A		1	0%
Prefer not to say	N/A		56	7%
Other (please specify)	N/A		11	1%
No response	N/A		441	53%
Total	N/A		838	100%

What is your relationship status?.				
Single	N/A		228	27%
Married	N/A		341	41%
Life partner	N/A		73	9%
Civil partnership	N/A		8	1%
Prefer not to say	N/A		67	8%
Other (please specify)	N/A		34	4%
No response	N/A		87	10%
Total	N/A		838	100%

Do you have caring responsibilities?				
None			408	49%
Primary carer of child/children (under 18)			136	16%
Primary carer of disabled adult (18 and over)			29	3%
Primary carer of older person(s) (65 and over)			43	5%
Primary carer of disabled child/children			5	1%
Secondary carer (carer but not the primary carer)			41	5%
Prefer not to say			51	6%
No response			143	17%

Annex A

Sure Start Children's Centres Consultation Summary

The Council's proposals for the future of Sure Start Children's Centres (SSCC) were subject to statutory consultation between November 2016 and January 2017. In addition to the completion of written or on-line questionnaire responses, 12 face to face consultation events were held in centres across the City.

The Council consulted on the following proposals:

- To focus Children's Centre services where they are most needed and to look at removing services where there is a nearby alternative.
- To reduce the overall number of designated SSCC by 8.

This focusing of services involves regrouping the 38 SSCC into 12 new areas to reflect the way local health and social care services are organised.

The rationale for this proposal is that a re grouping of SSCC into integrated neighbourhood teams, aligned with health, social care and Early Help provision, will strengthen connections and joint working between community health, GPs, social care teams and Sure Start across neighbourhood areas. The rationale would enable a targeted approach to service provision based on identified need. Within neighbourhood areas one centre will act as a hub, managing the work across the local area. Schools will take a more central and leading role in these groupings. The details of the role of schools will be agreed during the transition period to the new arrangements.

The 8 Sure Start Children's Centres identified for de-designation where the full Sure Start service would no longer be provided are:

Cheetham Park Children's Centre
Broadhurst Park Children's Centre
St Clement's Children's Centre
Chorlton (Nell Lane) Children's Centre
Claremont Children's Centre
Didsbury Park (East) Children's Centre
Didsbury West Children's Centre
Brooklands Children's Centre

These SSCC were identified as either being in areas where there is less disadvantage or in areas where there are other SSCC within an accessible distance. The buildings selected all have potential to retain activities for young children whilst being managed by other providers including, for example, by the co-located or local school; use as a community asset by community groups; use by childcare providers; or use by other service providers.

Responses to the consultation

Demographic characteristics of respondents

A total of 536 responses were received and of these 87% of respondents were female. The age profile of respondents clustered within the 26-39 age band (65.9%) and 64% of respondents were White British. Over two thirds of respondents currently use SSCC and a further 13% had used them in the past. In addition 77% of respondents were the primary carer of a child/children under 18. The figures for respondents with children under 5 are shown below:

Age	Count	% of those with children under 5
0 to 11 months	153	37.0%
1 to 2 years	104	25.2%
2 to 3 years	118	26.8%
3 to 5 years	117	41.2%
Total	545	-

50% of respondents were located in the South area of the city.

Geographical location	Count	%
South	268	50.1%
East	86	16.1%
City Centre	3	0.6%
North	72	13.5%
Not recognised or outside of Manchester	60	11.2%
Wythenshawe	45	8.4%
Total	536	100%

The SSCC most commonly used by respondents was Didsbury Park (East) with 19% of respondents using this centre. The next highest figure in this category (7%) was recorded for use of centres in Chorlton and Brooklands.

71% of respondents reported that they walk to the SSCC, with Didsbury Park (East) users being more likely to walk (93% respondents).

Respondents' views on the proposals

Residents were asked if they agreed with the proposal to 'focus Children's Centre services where they are most needed and look at removing services where there is a nearby alternative'.

Two thirds (66%) of respondents **strongly disagreed or disagreed** with the proposal. A quarter (25%) agreed or strongly agreed. Current users were the most likely group to disagree with the proposal with 73% expressing disagreement.

17 percent of current users agreed with the proposal. Representatives of organisations linked to a Sure Start Children's Centre, and respondents identifying as 'other', were most likely to agree, with 43% and 49% of this group agreeing respectively.

Themes emerging from the consultation responses:

There were 7 main reasons for disagreeing or disagreeing strongly with the proposal:

	Count	%
Children's Centres provide a very important service	139	46.6%
Need to ensure good access/local centre is vital	82	27.5%
Early intervention vital	28	9.4%
Proposals will result in services which are too busy	15	5.0%
This service is needed in all areas including those which are more affluent	13	4.4%
Lack of information/decision making process	12	4.0%
All Centres offer different services	9	3.0%
Total	298	100%
Unknown/no comment	44	-

Comments made included the following:

'The city council already made lots of cuts to Sure Start last time round and now they want to close more. Sure Start has been a life line to me, my outreach worker has helped me sort my benefits out and with housing. Without Sure Start I don't know what I would have done. There will be people everywhere that need this help at a point in there lives.' (Female, 26-39, 1 child aged 0-11 months, Harpurhey user)

'Lots of families only have 1 car so mum's and children generally walk to the sure start centre. Not all Sure Start Centres are in good transport places so getting to an alternative one that is further a field will put families off. By taking some away, you will be taking away community links and possible new friendship groups that are invaluable for some people. Being a new parent can be very isolating. Sure start centre are a life line where you meet new parents who live near by' (Female, 26-39, 1 child aged 0-11 months, Levenshulme user)

'Although the centres may offer the same services there are still differences. Each centre has a different 'feel' to it. I know that some people would rather do without the service than go to another centre and that means that some people will miss out. These may be the people that actually benefit the most from the services' (Female, 26-39, 1 child aged 1-2, 1 child aged 3-5, previous user)

'It's wrong to assume that the sure start centres are not as 'needed' in Didsbury Park as they are in other areas. As a new Mum I felt isolated at home with my

baby all the time. I made friends with other new Mums at various sessions at the sure start which no doubt saved me from sinking into a depression... I understand that lower socio-economic areas need their Sure Start centres. But Didsbury desperately needs one too. It's the centre of the community for parents of babies and young children. Please don't take it away' (Female, 26-39, 1 child aged 2-3, Didsbury Park East user)

Those agreeing with the proposals cited the need to integrate more fully with Early Help; ensuring resources are focused on need; securing greater efficiency or value for money and improved provision resulting from the changes.

Council response to the themes from the consultation responses:

Children's Centres provide a very important service:

30 SSCC will continue to be maintained as a result of the proposal. Nationally the focus of SSCC is to target service provision in areas of highest need and to integrate services to maximise resources and impact. There will be no reduction in the numbers of outreach workers who will maintain their outreach focus across a neighbourhood area and work with colleagues from health, social care and Early Help. In addition the universal Healthy Child Programme will continue to be provided. Children's Centre services are not about specific buildings and can be provided from a range of buildings including harnessing resources already in the community.

Need to ensure good access/local centre is vital:

Designated SSCC will remain in each of the neighbourhood areas and within travelling distance by car or public transport. The Council will seek to work with local schools and other providers to retain access to activities for young children and families in the buildings it is ceasing to manage.

Early Intervention is vital:

The early intervention provided through the Early Years Delivery Model will continue. This includes the role of health visitors and the use of evidence based interventions commissioned for speech and language and parenting support. The proposal seeks to strengthen integrated working to support early intervention and targeting identified need.

Proposals will result in services that are too busy:

The proposal seeks to maximise use of the 30 remaining SSCC buildings each day of the week. Currently a number of centres have more limited activity at some points in the week. Activities can also be provided in other places or be developed through the Council's work with local schools and other providers to retain access to some activities for young children and families in the buildings it is ceasing to manage.

The service is needed in all areas including those which are more affluent:

Universal service provision will remain available to all residents. Sure Start services are increasingly targeted according to need. Families in need will still be identified through Early Help, the Early Years Delivery Model, outreach and other integrated services.

Lack of information:

Information was provided via a range of channels to enable respondents to comment including written and on-line responses and face to face meetings in each neighbourhood.

All Centres offer different services:

SSCC offer a similar range of services linked to their core purpose.

Respondents' views on proposals to stop delivering services from eight current children's centres

Residents were asked if they agreed with the proposal to stop delivering services from eight selected Children's Centres. Levels of disagreement were similar across all the selected Centres. Residents were most likely to disagree with the closure of Didsbury Park East with 66 percent in disagreement. Residents were least likely to disagree with the closure of Claremont with 60 percent in disagreement.

Residents' views on the closure of selected Children's Centres

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Total known	Unknown
Broadhurst Park	5%	6%	29%	23%	37%	342	121
Brooklands	5%	6%	25%	24%	39%	347	106
Cheetham Park	4%	7%	27%	26%	36%	344	110
Chorlton Nell Lane	6%	8%	21%	27%	38%	378	87
Claremont	5%	5%	28%	25%	36%	337	119
Didsbury Park East	8%	8%	17%	21%	45%	385	82
Didsbury Park West	7%	10%	20%	21%	41%	377	80
St Clements	4%	6%	27%	22%	41%	344	122
Total	6%	7%	24%	24%	39%	2854	81

Source: GM online survey

For these centres comments echoed the reasons identified above. In all cases the Council has agreed that it will seek to work with local schools and other providers to

retain access to activities for young children and families in the buildings it is ceasing to manage.