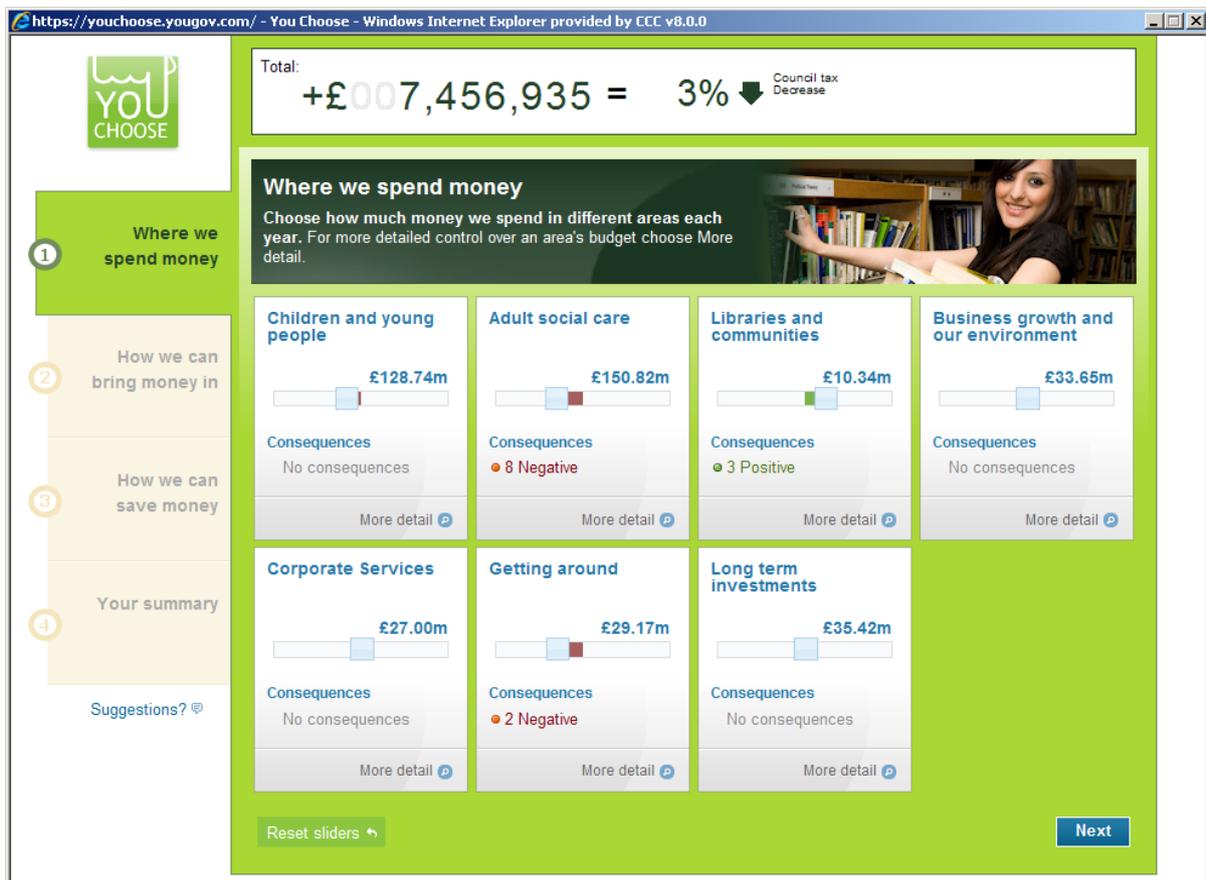


You Choose Budget Consultation

2013-14



https://youchoose.yougov.com/ - You Choose - Windows Internet Explorer provided by CCC v8.0.0

YOU CHOOSE

Total: **+£007,456,935 = 3% ↓** Council tax Decrease

Where we spend money
Choose how much money we spend in different areas each year. For more detailed control over an area's budget choose [More detail](#).

| Area | Amount | Consequences |
|-------------------------------------|----------|-----------------|
| Children and young people | £128.74m | No consequences |
| Adult social care | £150.82m | 8 Negative |
| Libraries and communities | £10.34m | 3 Positive |
| Business growth and our environment | £33.65m | No consequences |
| Corporate Services | £27.00m | No consequences |
| Getting around | £29.17m | 2 Negative |
| Long term investments | £35.42m | No consequences |

Reset sliders ↶

Next

Executive summary and key conclusions

Cambridgeshire County Council ran a budget consultation exercise in September and October 2012, to gather residents' views on what it should prioritise in its budget. The consultation received 618 responses.

Key conclusions are:

- On average, respondents have reduced the budget allocated to each theme, most notably to the budget allocated for Corporate Services (-11%).
- 4 out of 5 respondents reduced the budget for Corporate Services, compared to only 1 out of 2 for the other themes (except it was nearly 2 out of 3 for the Borrowing... theme).
- The most commonly increased theme was Getting Around, with 22% of respondents choosing to increase the budget allocated to this area. However, that is only a few percentage points more than those who chose to increase the budget for Adult Social Care, Children and Young People and Libraries and Communities.
- A majority of respondents were not in favour of increasing Adult Social Care fees.
- A majority of respondents were in favour of both moving more services online and 'smarter business'.
- On average, respondents chose a rise in council tax of 7.9%.
- The most commonly chosen council tax change was 0%, with 11% of all respondents choosing not to change council tax. However, a larger proportion (72%) of all respondents were prepared to accept a rise of any size; and this proportion was much larger than the proportion of respondents who chose a decrease (only 17%).
- The most common subject for people to comment about was the Council's pay and management structures. Comments often said that the Council should look for efficiency savings in getting rid of luxuries, having fewer management meetings, reducing pay, reducing managers and reducing expenses.
- The second most common subject people commented on was the organisation of local government. In these comments, there was a strong view that there are too many tiers of local government and the Council should seek to share support functions to find savings.
- The third most common subject people commented on was public transport. These particularly suggested that it had got worse, and that rural places were becoming isolated and cut off. Amongst library respondents particularly, there was a feeling that the concessionary bus pass was not fair because it bore no relation to a person's income.

Introduction

Background

In October 2012, Cambridgeshire County Council estimated it has to make £37 million in savings in 2013/14 against a backdrop of having saved £40 million last year and a further £42 million this current 2012/13 financial year. These savings have to be made while supporting and investing in services such as adult social care, protecting children, boosting the economy and looking after roads and transport.

In order to inform the changes the County Council wanted to get some input from local residents as to where they thought the council should spend its money. A programme of budget consultation was undertaken, one element of which was a You Choose survey. You Choose¹ is an online budget simulator that encourages members of the public to consider where council budget cuts should fall, where efficiencies might be made, and where income might be generated. The results of the consultation programme will be considered by councillors during budget planning before a final budget is agreed for 2013/14.

You Choose was used in two ways. A representative survey of residents was commissioned, consisting of 1,100 in home interviews with residents across Cambridgeshire using the You Choose tool. The results of that survey are available under separate cover.

A separate but identical instance of the You Choose consultation tool was also made available on the County Council website and promoted to the public. This report gives the results of that survey.

¹ You Choose was first developed by the London Borough of Redbridge and is now hosted by YouGov on behalf of the Local Government Association, for the free use of local councils. See <http://www.local.gov.uk/research-youchoose-tool>.

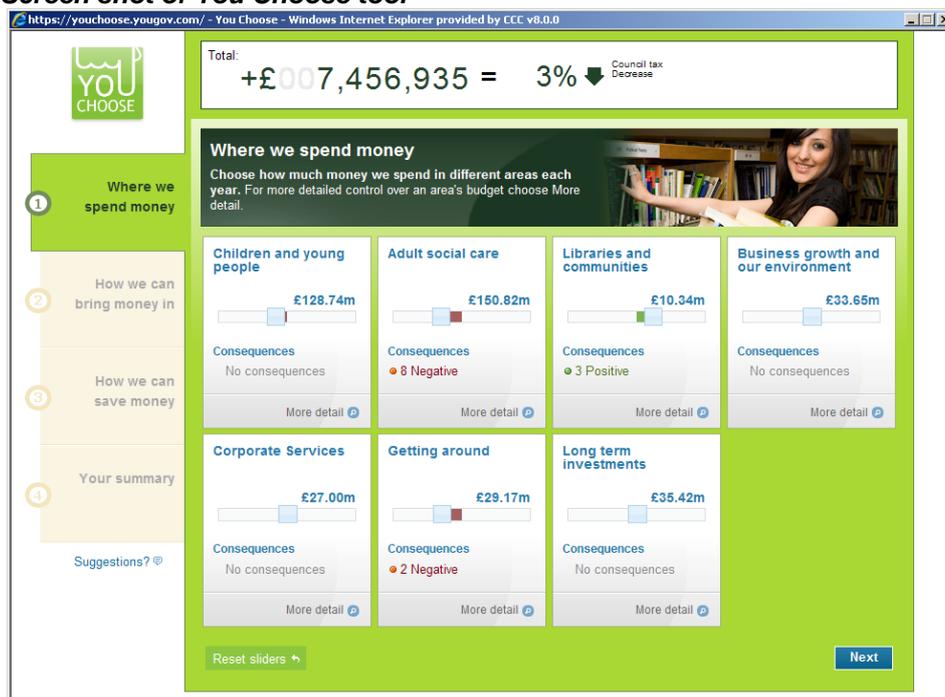
Methodology

The consultation was open to the public from 5 September 2012 to 17 October 2012.

The You Choose tool collected two types of data, quantitative data about respondents' choices for the budget and qualitative data from a free-text 'suggestions' box.

To collect quantitative data, the tool asked respondents to use sliders to set the amount of money allocated to different themes. Respondents were able to look within each theme to see more detail. The possible consequences of their choices were displayed alongside the sliders. The impact of their choices upon council tax was shown at the top of the tool, as a percentage change. The tool started with a 15% rise in council tax, which represented the required rise in tax in order for the status quo to be maintained.

Figure 1: Screen shot of You Choose tool



To collect qualitative data, the tool offered respondents a free text 'suggestions' box they could fill out at any time during completing the tool. Respondents were also invited to submit suggestions immediately prior to submission of their response.

The tool was linked to on the County Council website and on the main pages of publicly accessible computers in the county's libraries. It was also promoted within the Council on the staff intranet. 3 press releases were published by the County Council publicising the survey.

The promotion on the County Council intranet and on the County's library computers is reflected in the origin of the responses to the survey. According to the IP address 256 responses (41%) were received via County Council computers. If a significant number of these are members of staff then this has the potential to introduce a serious bias into the sample.

Road shows in libraries, promoting the consultation, took place from 6 – 12 October. These also included a simplified way of making choices with restricted resources, as a way of engaging with library visitors, and the collection of comments. Those taking part were handed flyers that encouraged them to go on-line and complete the full exercise.

This report presents the findings of the budget choices followed by qualitative analysis of respondents' suggestions. Analysis of the information collected at the library roadshows is included in the qualitative section.

Findings

Top level services

Respondents were presented with seven top level services provided by the County Council and told how much of the County Council's budget is currently allocated to each service area (shown in Table 1 as 'Original Value'). Using a sliding scale to increase or decrease the budget, respondents were asked how much money should be allocated to the service area in the future. The results are presented in Table 1, and indicate the average amount across all respondents ('Average User Value').

The average percentage change between the original and the proposed budget for each top level service is illustrated in the last column in the table.

On average, respondents have reduced the budget allocated to each service area, and most notably to the budget allocated for Corporate Services (-11%) and Borrowing to fund long term investments (-8%).

Table 1: Original and proposed budget allocated to top level services

| Service | Original Value | Average User Value | % of change |
|---|----------------|--------------------|-------------|
| Adult Social Care | £178,758,000 | £173,942,085 | -3% |
| Business Growth and our Environment | £33,656,000 | £31,911,788 | -5% |
| Children and Young People | £140,982,000 | £137,450,866 | -3% |
| Corporate Services | £27,007,000 | £24,080,602 | -11% |
| Getting Around | £34,298,000 | £32,938,767 | -4% |
| Libraries and Communities | £9,285,000 | £8,912,491 | -4% |
| Borrowing to fund long term investments | £35,420,000 | £32,476,077 | -8% |

Further analysis indicates how many respondents increased the original budget allocated to each top level service and the amount the budget was increased, and also the number of people who decreased the budget and by how much. See Table 2 and 3.

Every theme was decreased by at least half of all respondents. Corporate Services was decreased by the most respondents, 4 out of 5 cut funding in this area.

Table 2: Number of respondents who decreased the budget allocated to services and the amount of the decrease

| | No of people decreased the original value | Proportion of sample | Average of decrease |
|---|---|----------------------|---------------------|
| Adult Social Care | 342 | 55% | -£15,346,600 |
| Business Growth and our Environment | 379 | 61% | -£3,967,611 |
| Children and Young People | 330 | 53% | -£12,999,348 |
| Corporate Services | 497 | 80% | -£4,016,902 |
| Getting Around | 315 | 51% | -£4,796,316 |
| Libraries and Communities | 334 | 54% | -£1,300,229 |
| Borrowing to fund long term investments | 376 | 61% | -£5,763,835 |

The Getting Around theme was increased by the most number of people. However, Adult Social Care, Children and Young People and Libraries and Communities were increased by nearly as many people.

Table 3: Number of respondents who increased the budget allocated to services and the amount of the increase

| | No of people increased the original value | Proportion of sample | Average of increase |
|---|--|-----------------------------|----------------------------|
| Adult Social Care | 115 | 19% | £19,759,142 |
| Business Growth and our Environment | 91 | 15% | £4,679,139 |
| Children and Young People | 115 | 19% | £18,326,471 |
| Corporate Services | 37 | 6% | £5,078,006 |
| Getting Around | 135 | 22% | £4,969,139 |
| Libraries and Communities | 121 | 20% | £1,686,496 |
| Borrowing to fund long term investments | 53 | 9% | £6,563,355 |

Individual services

The descriptions of each service that were available to respondents can be found in Appendix B.

Children and young people

Currently the budget allocated to Children and Young People is £140,982,000. On average, respondents chose to reduce this allocation to £137,450,866, a decrease of 3%.

Within the Children and Young People theme, respondents were asked to consider a number of lower level services. Again using a sliding scale to increase or decrease the budget, respondents were asked how much money should be allocated to the each lower level service in the future. The results are presented in Table 4, and indicate the maximum and minimum budget ('Max User Value' and 'Min User Value') allocated to the service area by respondents and the average amount across all respondents ('Average User Value').

Whilst the least amount of money within this service area is currently allocated to transport for children and young people, respondents were most willing to reduce this budget even further (by 4%).

Table 4: Original and proposed budget allocated to lower level services within Children and Young People

| Lower level service | Original Value | Max User Value | Min User value | Average user value | % of change |
|--|----------------|----------------|----------------|--------------------|-------------|
| Children's social care | £58,408,000 | £87,612,000 | £29,204,000 | £57,218,014 | -2% |
| Schools and learning | £24,759,000 | £37,138,500 | £12,379,500 | £24,251,381 | -2% |
| Services for more vulnerable children, young people and their families | £21,728,000 | £32,592,000 | £10,864,000 | £21,318,905 | -2% |
| Special educational needs and disability services | £18,055,000 | £27,082,500 | £9,027,500 | £17,750,539 | -2% |
| Transport for children and young people | £18,032,000 | £27,048,000 | £9,016,000 | £17,334,446 | -4% |

Adult social care

Currently the budget allocated to Adult Social Care is £178,758,000. On average, respondents chose to reduce this allocation to £173,942,085, a decrease of 3%.

In common with other themes, within the Adult Social Care theme, respondents were asked to consider a number of lower level services using a sliding scale to increase or decrease the budget. The results are presented in Table 5, using the same schema as above.

On average, respondents chose to make the largest cut to the housing related support area (by 4%).

Table 5: Original and proposed budget allocated to lower level services within Adult Social Care

| Lower level service | Original Value | Max User Value | Min User value | Average user value | % of change |
|-------------------------|----------------|----------------|----------------|--------------------|-------------|
| Carers | £863,000 | £1,294,500 | £431,500 | £854,229 | -1% |
| Equipment | £2,296,000 | £3,444,000 | £1,148,000 | £2,249,938 | -2% |
| Housing related support | £9,664,000 | £14,496,000 | £4,832,000 | £9,299,099 | -4% |
| Other | £5,458,000 | £8,187,000 | £2,729,000 | £5,278,958 | -3% |

| | | | | | |
|---|-------------|--------------|-------------|-------------|-----|
| expenditure | | | | | |
| Services for adults with a learning disability | £61,678,000 | £92,517,000 | £30,839,000 | £59,908,273 | -3% |
| Services for adults with mental health needs | £11,919,000 | £17,878,500 | £5,959,500 | £11,675,872 | -2% |
| Services for adults with physical or sensory disabilities | £16,792,000 | £25,188,000 | £8,396,000 | £16,452,891 | -2% |
| Services for older people (aged 65 or over) | £70,088,000 | £105,132,000 | £35,044,000 | £68,465,713 | -2% |

Libraries and communities

Currently the budget allocated to Libraries and Communities is £9,285,000. On average, respondents chose to reduce this allocation to £8,912,491, a decrease of 4%.

In common with other themes, within the Libraries and Communities theme, respondents were asked to consider a number of lower level services using a sliding scale to increase or decrease the budget. The results are presented in Table 6, using the same schema as above.

On average, respondents chose spread cuts evenly around the lower level services in this area, making cuts of 4% in each one.

Table 6: Original and proposed budget allocated to lower level services within Libraries and Communities

| Lower level service | Original Value | Max User Value | Min User value | Average user value | % of change |
|---------------------------|----------------|----------------|----------------|--------------------|-------------|
| Communities | £1,313,000 | £1,969,500 | £656,500 | £1,259,277 | -4% |
| Libraries and archives | £6,979,000 | £10,468,500 | £3,489,500 | £6,727,894 | -4% |
| Registration and Coroners | £993,000 | £1,489,500 | £496,500 | £953,389 | -4% |

Business growth and our Environment

Currently the budget allocated to Business Growth and our Environment is £33,656,000. On average, respondents chose to reduce this allocation to £31,911,788, a decrease of 5%.

In common with other themes, within the Business Growth and our Environment theme, respondents were asked to consider a number of lower level services using a sliding scale to increase or decrease the budget. The results are presented in Table 7, using the same schema as above.

On average, respondents chose to cut 'Growth and new infrastructure' and 'Trading Standards' by 7%, and cut 'Waste' by 5%.

Table 7: Original and proposed budget allocated to lower level services within Libraries and Communities

| Lower level service | Original Value | Max User Value | Min User value | Average user value | % of change |
|---------------------|----------------|----------------|----------------|--------------------|-------------|
|---------------------|----------------|----------------|----------------|--------------------|-------------|

| | | | | | |
|-------------------------------|-------------|-------------|-------------|-------------|-----|
| Growth and new infrastructure | £2,941,000 | £4,411,500 | £1,470,500 | £2,747,654 | -7% |
| Trading Standards | £1,507,000 | £2,260,500 | £753,500 | £1,406,052 | -7% |
| Waste | £29,208,000 | £43,812,000 | £14,604,000 | £27,806,200 | -5% |

Corporate Services

Currently the budget allocated to Corporate Services is £27,007,000. On average, respondents chose to reduce this allocation to £24,080,602, a decrease of 11%.

In common with other themes, within the Corporate Services theme, respondents were asked to consider a number of lower level services using a sliding scale to increase or decrease the budget. The results are presented in Table 8, using the same schema as above.

On average, respondents chose to cut 'Customer services' slightly more than 'LGSS' or 'Democratic services and emergency planning'.

Table 8: Original and proposed budget allocated to lower level services within Corporate Services

| Lower level service | Original Value | Max User Value | Min User value | Average user value | % of change |
|--|----------------|----------------|----------------|--------------------|-------------|
| Customer services | £3,667,000 | £5,500,500 | £1,833,500 | £3,249,784 | -11% |
| Democratic services and emergency planning | £2,549,000 | £3,823,500 | £1,274,500 | £2,295,191 | -10% |
| LGSS | £20,791,000 | £31,186,500 | £10,395,500 | £18,820,288 | -9% |

Getting Around

Currently the budget allocated to Getting Around is £34,298,000. On average, respondents chose to reduce this allocation to £32,938,767, a decrease of 4%.

In common with other themes, within the Getting Around theme, respondents were asked to consider a number of lower level services using a sliding scale to increase or decrease the budget. The results are presented in Table 9, using the same schema as above.

On average, respondents chose to cut 'Highways' slightly more than 'Public Transport'.

Table 9: Original and proposed budget allocated to lower level services within Getting Around

| Lower level service | Original Value | Max User Value | Min User value | Average user value | % of change |
|---------------------|----------------|----------------|----------------|--------------------|-------------|
| Highways | £25,589,000 | £38,383,500 | £12,794,500 | £24,538,573 | -4% |
| Public transport | £8,709,000 | £13,063,500 | £4,354,500 | £8,504,786 | -2% |

Borrowing to fund long term investments

Currently the budget allocated to Borrowing to fund long term investments is £35,420,000. On average, respondents chose to reduce this allocation to £32,476,077, a decrease of 8%.

There were no lower-level services in this theme.

Table 10: Original and proposed budget allocated to lower level services within Borrowing to fund long term investments

| Lower level service | Original Value | Max User Value | Min User value | Average user value | % of change |
|--|-----------------------|-----------------------|-----------------------|---------------------------|--------------------|
| Repayment of borrowing / interest payments on borrowing undertaken to fund capital programme | £35,420,000 | £53,130,000 | £17,710,000 | £32,646,465 | -8% |

Generating money

There are a number of ways the County Council can generate money, and respondents were asked if they thought the Council should consider these options as a way of bringing money in. The three options presented to respondents were;

- Raise parking charges – this could raise an additional £120,000 which would be spent on traffic improvements in the local area
- Increase rents for tenant farmers – this could raise an additional £270,000 but it might mean some farmers would not be able to carry on farming
- Adult social care fees – this could raise an additional £690,000 but it would mean adult social care users who had been financially assessed would have to pay more towards their fees

A majority of respondents were not in favour of raising Adult Social Care fees. For the other two options, respondents were split evenly.

Table 11: Should the council generate money in the following ways?

| | Yes | | No | |
|-----------------------------------|-------|-----|-------|-----|
| | Count | % | Count | % |
| Raising Parking Charges | 294 | 48% | 324 | 52% |
| Increase rents for tenant farmers | 296 | 48% | 322 | 52% |
| Adult social care fees | 204 | 33% | 414 | 67% |

Making efficiencies

Respondents were presented with two efficiency options and asked if they thought the council should put them in place or not. The options were;

- Moving services online – this could save £120,000 but people would need to access more services online rather than being able to call the county council
- Smarter business – this could save £500,000 by making further efficiencies in the way the council operates its business support services (e.g. payment processing, payroll and IT operations)

A majority of respondents were in favour of both of these – although a smaller number were in favour of moving more services online.

Table 12: Should the council save money in the following ways?

| | Yes | | No | |
|------------------------|-------|-----|-------|-----|
| | Count | % | Count | % |
| Moving services online | 432 | 70% | 186 | 30% |
| Smarter business | 490 | 79% | 128 | 21% |

Overall impact on council tax

This section explores the overall impact on the level of council tax of the changes respondents made to the budget.

Respondents were not willing to make the reductions necessary to keep the change in council tax at 0%.

The average (mean) impact of respondents' choices on council tax was a rise of 7.9%. Respondents were offered a rise of 15% at the beginning of the survey, in order to maintain current levels of investment. The average of a 7.9% rise therefore represents a compromise on the level of investment in services.

However, it is important to recognise that this does not necessarily mean there is broad support for a rise of 7.9%. The distribution of respondents' choices is shown in the graph below:

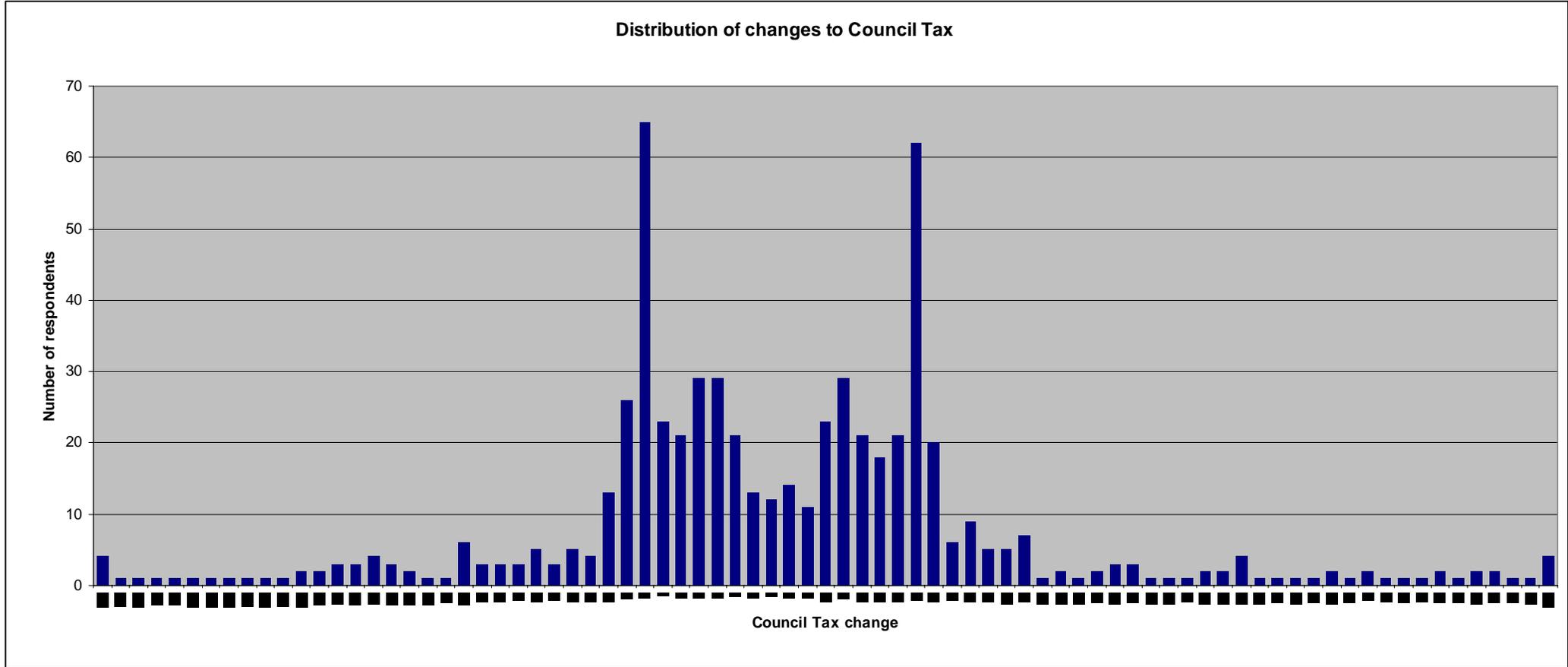


Chart 1: Distribution of respondents' preferred changes in Council Tax

The most commonly chosen council tax change was 0%, with 11% of all respondents choosing not to change council tax. However, a larger proportion (72%) of all respondents were prepared to accept a rise of any size; and this proportion was much larger than the proportion of respondents who chose a decrease (only 17%).

In relation to the mean value of 7.9% rise, around 48% of people chose a rise of 8% or over, suggesting that a council tax rise of the mean amount would be unacceptable to half of respondents.

The graph shows a peak at 0% and a smaller peak around 15%. It is possible that the peak at 15% is because the tool defaulted to a 15% rise in council tax if the sliders were not changed at all. A significant number of respondents (40 out of 62 whose choices implied a rise of 15% in council tax) appeared to simply click through the tool without making any changes at all.

Whilst all demographic groups have accepted a rise in council tax, on average, the amount varies according to demographics as shown in the tables below.

Table 13: Average rise in council tax by gender

| Gender | Average council tax change (%) | Proportion of sample |
|---------------|---------------------------------------|-----------------------------|
| Female | 9.1 | 46% |
| Male | 5.9 | 43% |
| Not stated | 10.3 | 11% |

On average, female respondents chose a higher council tax rise than male respondents to this survey.

Table 14: Average rise in council tax by age

| Age | Average council tax change (%) | Proportion of sample |
|------------|---------------------------------------|-----------------------------|
| Not stated | 10.3 | 11% |
| Under 18 | 23.3 | 1% |
| 18-24 | 2.1 | 4% |
| 25-34 | 8 | 19% |
| 35-44 | 6.9 | 20% |
| 45-54 | 7.8 | 21% |
| 55-64 | 7.9 | 17% |
| 65 or over | 8.4 | 8% |

On average, under 18s chose a high council tax rise compared to other age groups. However, the number of under 18s was very small (only 4 amongst those who stated their age). People aged 35-44 seemed, on average, to prefer a lower council tax rise than people in other age groups.

Table 15: Average rise in council tax by ethnic origin

| Ethnicity | Average council tax change (%) | Proportion of sample |
|------------------|---------------------------------------|-----------------------------|
| Non-white | 12.4 | 3% |
| White | 7.8 | 83% |
| Other | 7.3 | 14% |

On average, non-white people chose a higher council tax rise. However, the proportion of non-white people responding to the sample amongst those who stated their ethnicity was very small. Here, 'other' includes the category 'other' selected by respondents and all those who did not state their ethnicity. A detailed breakdown of the sample is in Appendix A.

Table 16: Average rise in council tax by disability

| Disability | Average council tax change (%) | Proportion of sample |
|-------------------|---------------------------------------|-----------------------------|
| Not stated | 10.3 | 11% |
| No | 7.6 | 78% |
| Yes | 7.1 | 11% |

On average, people with a disability chose a higher council tax rise. However, the proportion of people responding to the sample who stated they had a disability was relatively small (n=69).

Table 17: Average rise in council tax by IP address

| IP address | Average council tax change (%) | Proportion of sample |
|--------------------|---------------------------------------|-----------------------------|
| CCC IP address | 7.1 | 41% |
| Non-CCC IP address | 8.4 | 59% |

A significant part of the sample (41%) was completed from County Council computers. On average, respondents completing the survey from County Council computers chose a slightly lower council tax rise than people completing the survey from other computers.

Qualitative analysis of comments and suggestions

The YouChoose online survey and the library road shows collected comments from the public. The comments have been combined for this analysis.

A total of 241 comments were received. They have been categorised in two stages. Firstly, all comments were tagged according to the subjects that they referred to. Comments could get more than one tag. Secondly, comments were grouped by tag and tagged again, to see if there were any particular themes within that subject.

In what follows, examples of comments that reflect the general feeling particularly well have been chosen.

The subjects that these comments discussed are below. They do not add to 241 because sometimes people talked about more than one subject in their comment.

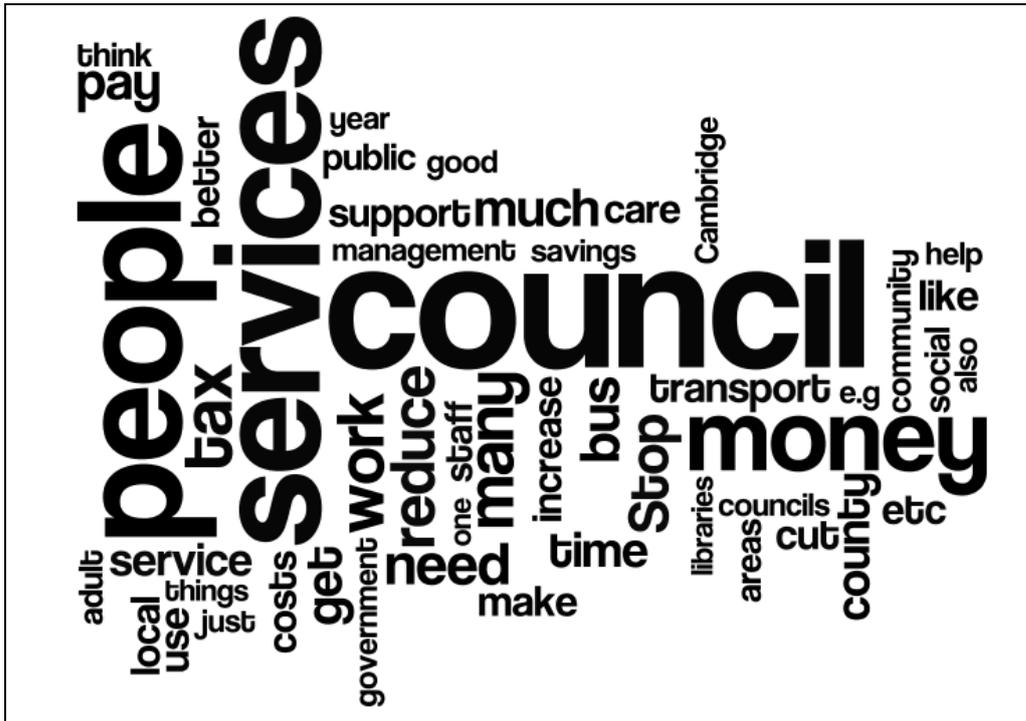
Table 18: Subjects discussed in comments

| Subject | Number of comments |
|--|---------------------------|
| Corporate Services, pay and management | 80 |
| Council tax and government | 38 |
| Public transport | 28 |
| Highways and parking | 20 |
| Adult Social Care | 16 |
| Libraries | 14 |
| Feedback on survey | 13 |
| Economy | 11 |
| Children's Services | 11 |
| Community engagement | 10 |
| Environment, leisure, heritage, place | 10 |
| Skills and employment | 9 |
| Communications and website | 8 |
| Benefits | 7 |
| Recycling and waste | 5 |
| Housing | 4 |

All of the comments are presented in Appendix C.

Chart 3 shows the top 50 most commonly used words in the comments (with the most common English words like 'the' and 'have' removed). It is useful for getting an overview of the words people used in their comments.

Figure 2: 50 most commonly used words in comments and suggestions



Pay and management

'Pay and management' was the most commonly mentioned area. In this area, one of the most common subjects respondents talked about was efficiency savings (through better or more streamlined service processes, cutting back on waste, reducing corporate induction events, reducing paperwork, choosing cheaper offices). Respondents also discussed ways of auditing Council spend in order to identify waste. One respondent commented:

"Review thoroughly all expenditure with a view to getting better value to reduce costs. All non-essential spending to be curtailed with resultant savings to be possibly available to be used for front line services. Reduce terms & conditions of council staff to reflect those seen in the private sector. Examples are reduce pensions, reduce holidays, better manage sickness, retirement age to be raised. Aim is to provide a value driven first class service for tax payers & not to win employment awards."

This comment also clearly identified another theme, cutting back on pay and management. One respondent said:

"There are too many senior management posts and too many management meetings which don't serve a real purpose or achieve very much and given they don't provide any front line services they should be reduced as much as possible."

Reducing the number of tiers of management, the pay of senior managers and the pay and expenses of councillors were very much dominant themes amongst people who commented about pay and management.

There were also comparisons made with the private sector, for example in pay practice. One respondent said:

“Reduce staffing costs by enabling full time staff to work reduced hours if they wish - i.e. some could move to a 4 or 3 day working week, as happens in the private sector.”

Another relatively common theme was improving the way that we manage our buildings. One respondent linked property management to other areas of spend:

“Sell some council property to pay off the loans!”

Council tax and government

The second most commonly mentioned area was ‘Council tax and government’. Within this area, re-organising local government to reduce the number of authorities was a strong theme. Respondents felt that this would save money and reduce duplication. One respondent commented:

“Make Cambridgeshire a unitary authority where districts would be merged into one organisation - this would deliver considerable savings in property, salaries and other efficiencies as well as delivering a more seamless and consistent service to residents.”

Respondents’ opinion on council tax has also been included in this subject area. Of the respondents that supported a council tax increase, they did so reluctantly, saying the services were too important to make compromises on. One respondent said:

“Council tax will need to rise in order to try and maintain some services.”

Some respondents did not support a council tax increase, citing the Government’s support for councils to freeze council tax. One respondent said:

“Last year you raised the council tax by nearly 3% instead of taking a government grant. Many councils did not raise their tax at all. Therefore, in my view, you should not increase council tax this year. Fat chance of that happening, since you always increase this tax to just under the point where it is capped by the government. Times are hard for many of us, and we could do without yet another council tax increase...”

Public Transport

‘Public transport’ also emerged as a common theme. The most commonly mentioned area was bus services, particularly in rural areas. With some exceptions, bus services were perceived to have ‘deteriorated’, particularly in rural areas. One reason offered by a few respondents was changes to the location of bus stops. One respondent said:

“Half of the village cut off by change in bus services.”

People also sought better information about the buses at bus stops and in leaflets.

The concessionary bus pass was also relatively frequently discussed, with the balance of opinion being that it should be means-tested as current arrangements were not fair. One respondent said:

“Most older people could afford to pay a small amount to go on bus.”

Highways and parking

The most common comments in this area focused on a perception that the Council has the wrong priorities in relation to highways, for example replacing streetlights or doing short-term repairs that cost more when they break down again. One respondent commented:

“Stop wasting money replacing perfectly functioning street lights. Stop wasting so much money painting road markings and cycle ways.”

There were also comments about the state of the roads, for example one respondent said, “Roads in city centre in poor repair.”

Adult Social Care

The most common area that was referred to in this area was reforming Adult Social Care, in a variety of different ways. There were slightly more comments discussing better targeting of people with critical needs and assessing clients’ ability to pay. One respondent said:

“More assessment of people's means so that care and services can be better targeted to those most in need.”

Libraries

Comments in this area were often about protecting the library service, with two comments about protecting the mobile library service particularly. There were also comments about using volunteer and community support to maintain library services too. One respondent linked these two points of view:

“As much as libraries are important, we should dramatically reduce their staffing budgets by following the example of Book Cafes (see Bassingbourn for an example of a model that works brilliantly). By funding them differently (with volunteers, parish council funding and fundraising), money can be focused on priorities such as education, transport infrastructure, etc.”

Economy and Skills and Employment

A common response in this area was to exhort the Council to focus on the long-term planning for people in the county. One respondent said:

“I think there should be more investment in things which will make more long term savings for the economy, such as green energy, public transport etc. As for social care I feel similar, that there should be more investment in preventive services, and that the results of this could be felt within a few years.”

The YouChoose tool also asked people about whether they felt the County Council should increase the funding for adult education. 9 people said they thought that funding should be increased, particularly to support the development of skills in the north of the county.

Community engagement

The majority of comments categorised in this area supported the involvement of residents in local services. The main reason cited in support of this was that it meant that the services would be provided but the pressure on Council funding would also be recognised. One respondent said:

“Have people to volunteer to clean the streets, parks etc, set up groups to take back control. The number of people who will give their time for free to live in a safer cleaner environment is amazing. Never underestimate the power of those who are bored, retired, have children and those who care, they do exist. Those with children want Cambridge to be a lovely place to grow up in, thank you :)”

Children's Services

Comments in this area were broadly spread. Support for schools was most commonly mentioned, particularly because of the long-term effect of supporting schools and good education reducing demands on other public services in the future. One respondent said:

"While the national government seems to lose a bit sight of it, Cambridge should remember that the foundation of social stability, thus of any future real growth, progress, is in education, in the schools and libraries. This obviously clashes with consumerism, and the council needs to make a choice: do we need more Grand Arcades or more money for schools?"

Environment, heritage, leisure

Comments in this category were spread widely in terms of subject. A relatively common response, although with one exception, was about the need to reduce spending on 'luxury' items like flower baskets in town centres and arts and leisure facilities.

Communications and website

Generally, respondents in this area were keen to see services moved online in order to save money. However, there was almost an equal balance of comments saying that online services were not suitable for everyone. One respondent captured it as follows:

"I'm in support of moving more services online, as long as non-computer based options are still available for people without internet access."

Benefits and housing

Benefits and welfare are not County Council services, but four comments were received encouraging the County Council / local government to reduce benefit fraud, across a range of benefits.

A small number of comments were received relating to housing provision, arguing that there is a lack of smaller-sized housing for single people and the elderly, and that it is important that new developments have community facilities like doctors' surgeries.

Recycling and waste

Four out of five comments received that mentioned recycling or waste were supportive of recycling and wished to see it increase.

Feedback on survey

On balance, feedback was more positive than negative. The positive view is well captured by one respondent:

"Giving people this opportunity is terrific, I just hope people take it up and learn from it."

Some of the positive feedback suggested that it would have been good to have more detail, so respondents could pick out particular projects or services. Another respondent suggested that focusing just on the budget was limiting:

“It’s not sufficient to simply debate increases or decreases in budget amounts. The way the money is spent, on what and by whom, is also relevant.”

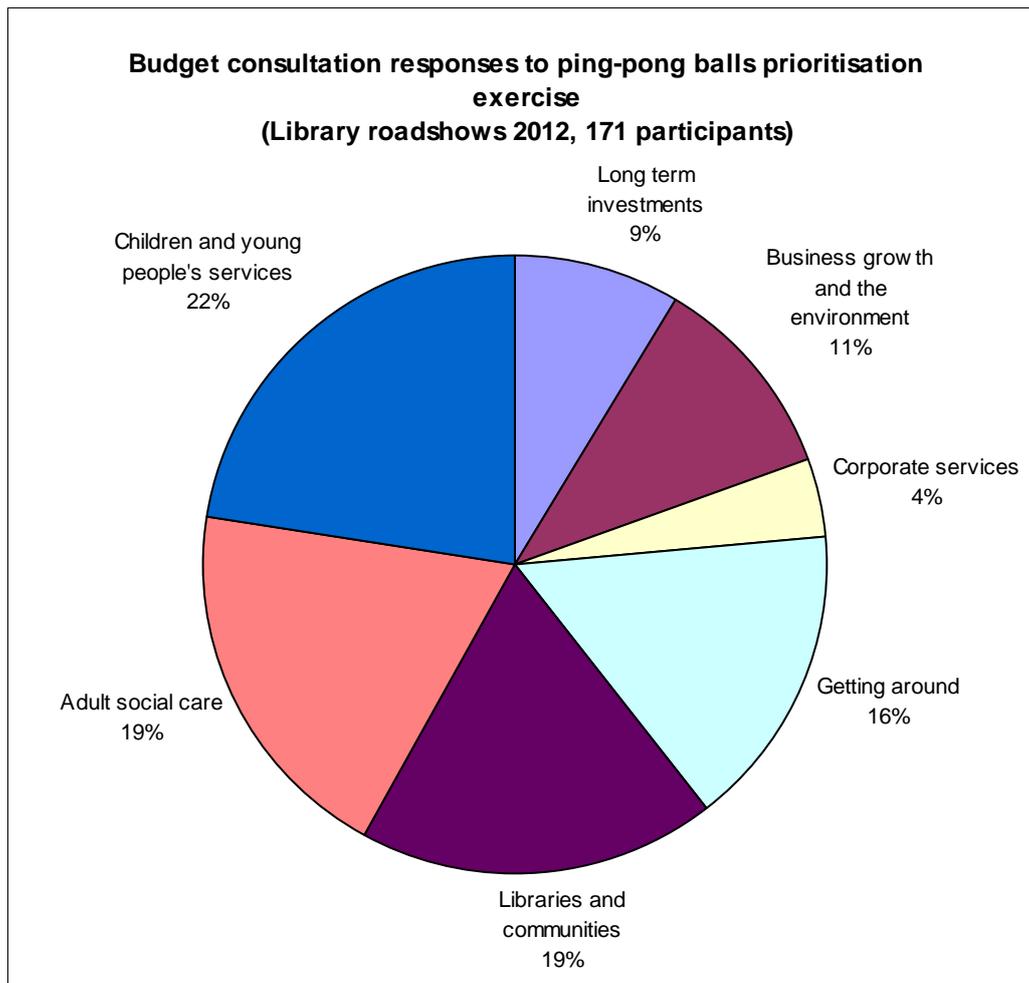
Some responses were negative, people complained that the survey was ‘designed to give closed answers’ and had ‘a lack of detail with options’.

Library Road shows

To promote the consultation, a series of road shows were held in libraries, during 6 – 12 October. As an engagement exercise, visitors to the library were asked to contribute their views by selecting which areas they would prioritise. The areas for prioritising were the same seven headings as used in the You Choose online tool.

Each participant was given 4 ping-pong balls to distribute between the seven areas however they chose. The percentages on the graphs below show the number of balls in each area as a percentage of the total number of balls in all areas.

Chart 2: Budget consultation responses to ping-pong balls prioritisation exercise



These results present a similar message, that Children and Young People, Adult Social Care, Libraries and Communities and Getting Around are the top priorities, with Corporate Services the least important priority. Observations of people undertaking the exercise suggest that people taking part were thoughtful and took time over their answers, and for the most part, were keen to discuss the options. One thing many people emphasised was how difficult it was to prioritise, a very common comment was “but they’re all important”.

Appendix A: Demographics of You Choose submissions

There were 618 responses in total. There was a section immediately prior to submission of a response requesting demographic information. If the respondent did not fill this in, then the information was still submitted.

| Gender | Number |
|---------------|---------------|
| Male | 266 |
| Female | 283 |
| Not stated | 69 |

| Age | Number |
|------------|---------------|
| Under 18 | 4 |
| 18-24 | 26 |
| 25-34 | 115 |
| 35-44 | 121 |
| 45-54 | 128 |
| 55-64 | 107 |
| 65 or over | 48 |
| Not stated | 69 |

| EthnicOrigin | Number |
|---------------------|---------------|
| AsianBangladeshi | 5 |
| AsianIndian | 3 |
| AsianOther | 1 |
| BlackAfrican | 2 |
| Chinese | 1 |
| MixedOther | 1 |
| MixedWhiteAsian | 3 |
| MixedWhiteCaribbean | 2 |
| Other | 15 |
| WhiteBritish | 480 |
| WhiteIrish | 7 |
| WhiteOther | 29 |
| Not stated | 69 |

| Disabled | Number |
|-----------------|---------------|
| Yes | 69 |
| No | 480 |
| Not stated | 69 |

| CCC or other | Number |
|---------------------|---------------|
| CCC IP address | 256 |
| Other IP address | 362 |

Appendix B: Descriptions of services used in the You Choose tool

ITEM: Adult social care (£179m)

Description: The Council provides a wide range of services for vulnerable adults and those who care for them, including older people over the age of 65, disabled people, and people with mental health problems. We work closely with health services provided through the NHS.

Factor: Housing related support (£9.7m)

Description: The Council provides housing related support services to help vulnerable people, including older people, homeless families, young people at risk, victims of domestic abuse, and people with social care needs (including learning difficulties, mental health needs, physical disabilities and sensory impairments) to live independently in their homes, preventing the need for more expensive care from the Council, health services or district councils.

Factor: Older people (£70.1m)

Description: The Council provides services for people over 65, who have problems coping alone at home, have been ill or in hospital, are confused or have mental health needs, or have problems with mobility, sight or hearing. We help people to live independently in their own home, and when this is no longer possible, assist them in moving to residential care. We provide support to around 8,000 older people each year.

Factor: Learning disability (£61.7m)

Description: Learning disabilities are disabilities which make it difficult for people to cope independently, understand new or complex information and learn new skills. The Council provides services to approximately 1,500 people living in Cambridgeshire with a learning disability to help them to lead as full and independent life as possible. This includes supported living, day care, advocacy, and home and community support.

Factor: Mental health (£11.9m)

Description: The Council provides services through a partnership agreement with the Cambridgeshire and Peterborough NHS Foundation Trust to assess and provide support for people with mental health problems. Whilst mental health problems are very common, the Council only provides support to those with the highest levels of need – around 400 people. The Council also commissions supported living, day care, advocacy, and home and community support.

Factor: Carers (£863k)

Description: In the 2001 Census, there were around 51,000 people in Cambridgeshire who had cared for a relative or friend on a regular basis. The Council provides support for around 3,000 carers, including short breaks and support from other carers.

Factor: Equipment (£2.3m)

Description: The Council provides a range of specially designed equipment and home adaptations to help make life easier for people who have problems at home with daily tasks. Following an occupational therapy assessment, approximately 3,000 people are supported with equipment and adaptations to their home by the Council each year.

Factor: Physical disability (£16.8m)

Description: The Council provides support for around 1,000 adults with physical disability to help them lead as full and independent life as possible. Service users include people with acquired brain injuries, people left with disabilities following an accident, people with a degenerative illness, people with significant visual and hearing impairments and people who have had a physical disability since birth.

Factor: Other expenditure (£5.5m)

Description: The Council has a number of other responsibilities in relation to Adult Social Care. These include investing in preventative services to help people stay independent for longer, changing services so they are more responsive to each individual person's needs, making sure vulnerable adults are safe, making sure that people working in social care have the skills to deliver high quality care and managing other organisations that provide care and support.

ITEM: Children and young people's services (£141m)

Description: The Council provides a wide range of services to support children, young people and their families. These range from support to help schools improve to looking after children who are suffering neglect or abuse.

Factor: Schools and learning (£20.9m)

Description: The Council provides support for schools and early years providers such as nurseries and child minders to ensure that all children and young people receive a good quality education and achieve their learning potential. Funding is also provided for alternative education for young people who cannot remain in school. The Council also supports the development of new schools to make sure that there are enough school places for all of the children in the county. We have not included funding for schools day-to-day work in this consultation as this money is restricted to a particular area by Government.

Factor: Transport for children and young people (£18m)

Description: The Council provides free and subsidised home to school transport for children and young people, including those from low income families, those who do not live within a reasonable walking distance from their home, those who are in care (Looked After Children) and children and young people with special educational needs and/or disabilities.

Factor: Special Educational Needs and Disability Services (£16.9m)

Description: The Council provides a range of services to support the learning and development of children with higher levels of special educational needs (SEN). This includes: support for younger children with complex needs and/or a disability before they reach school, Specialist Teachers who work with schools to support individual needs, services to support children and young people with visual and hearing impairments and services to support young people with learning difficulties and or disabilities to access education, employment and training. Funding is also provided to assess and support children with a statement of special educational need and enable those with very complex special educational needs to attend specialist schools.

Factor: Services for more vulnerable children, young people and families (£21.2m)

Description: The Council provides support services for more vulnerable children, young people and families through local teams of staff. This includes advice and support for parents who need help with parenting, support for students who have behavioural problems and help to ensure children attend school regularly. Targeted support is also provided to help more vulnerable young people access education and employment and support their transition to adulthood. The teams also include Children's Centres, which provide a range of community based services and activities for families with children under 5.

Factor: Children's social care (£57.6m)

Description: The Council provides support for vulnerable children who are at risk of harm. This includes work to keep children safe and provide them with a safe place to live, as well as running fostering and adoption services and making sure that all agencies work together to protect children.

ITEM: Business growth and our environment (£33.7m)

Description: The Council provides services to manage and deliver the growth and development of sustainable communities and enhance the natural environment. It also disposes of the County's waste.

Factor: Waste (£29.2m)

Description: The Council pays for the disposal of the county's waste, through recycling, composting and landfill. The Council also provides funding for services to recycle the county's waste (although the district councils collect waste). The Council has to pay tax on waste it disposes of, and has to pay more tax on waste that is sent to landfill than waste that is recycled.

Factor: Growth and new infrastructure (£2.9m)

Description: The Council supports economic growth by planning and delivering new infrastructure, for example Cambridge Science Park Station, superfast broadband and Ely Crossing. It also supports major new developments like Northstowe by negotiating funding for new community facilities from developers. The Council also works with businesses to promote jobs and economic growth, for example with the Local Enterprise Partnership.

Factor: Trading Standards (£1.5m)

Description: Trading Standards supports good business practice and fair trading by supporting business to comply with legislation. It also tackles rogue traders that cause harm to residents and businesses.

Factor: Adult learning and skills (£no net budget implication)

Description: The Council provides adult learning and skills development courses to help get people back to work, as well as adult careers guidance. Each year around 20,000 learners attend one of our courses or sessions.

The current spend on this service is nearly £3m. This is fully funded by central Government, so a cut on the spend in this service area would not help the County Council save money.

However, the County Council could 'top up' the money from central Government with its own funding. If we increased it by 50% (nearly £1.5m), then we would be able to provide around 50% more learning and skills courses for adults, enabling around 10,000 more learners to participate in learning. If we increased it by around 10% (around £300k), we would be able to provide around 10% more learning and skills courses for adults, enabling nearly 2,000 more learners to participate in learning.

If you think that the Council should spend more money in this area, please use the 'suggestions' link at the side of this page. This won't be added to your total above, but we would have to find the money elsewhere if you chose to submit this suggestion.

ITEM: Getting around (£41m)

Description: The Council provides services to maintain the county's highways network and to ensure people can get around the county using public transport.

Factor: Highways (£25.6m)

Description: The Council manages and maintains the county's highways and public rights of way network, including repair and basic maintenance of roads, footpaths, bridges and cycle routes as well as streetlights, street signs and traffic lights. The Council also provides traffic management services, road safety projects, and parking schemes. Bigger, longer term projects, such as the resurfacing of a long stretch of road, putting in a new roundabout or changing a junction, are not included in this budget.

Factor: Public transport (£8.7m)

Description: The Council manages Cambridge Park & Ride and Busway services, and subsidises 20% of bus services in the county because they cannot be run commercially but are needed to help people get around who don't have other options. It also supports the bus pass scheme which allows older people to use bus services for free. The Council also encourages the development of Community Transport Schemes.

ITEM: Libraries and communities (£9.3m)

Description: The Council provides library services, both in libraries and mobile services. It also provides community development and arts and culture services. It also has statutory responsibilities around maintaining a register of births and deaths in the county, and registering marriages and civil partnerships.

Factor: Communities (£1.3m)

Description: The Council provides projects to make services more locally accessible, support for voluntary organisations in Cambridgeshire, and information through community websites such as Cambridgeshire.net and ShapeYourPlace.org. It also provides advice and support to community arts organisations, museums and community sports organisations, to help them reach as many people in the county as possible.

Factor: Libraries and archives (£7m)

Description: The Council provides library and archive services in Cambridgeshire to lend books and other items, encourage reading and literacy, provide information and promote lifelong learning, and keep and make available the historical records of the County. There are 32 libraries in the county, 10 Library Access Points, 4 mobile libraries, 2 archive offices and 1 local museum.

Factor: Registration and Coroners (£993k)

Description: The Council registers birth and deaths, conducts marriage, civil partnership and citizenship ceremonies, and supports independent Coroners to investigate any sudden or unexplained death. These are all statutorily required services.

ITEM: Corporate Services (£28.5m)

Description: The Council has a number of services that help it to manage work efficiently and effectively. These include governance services, human resources, property management, financial management and advice, customer services, IT services and legal advice.

Factor: Democratic services and emergency planning (£2.6m)

Description: The Council provides services that support the democracy and governance of the county, including the Chief Executive as head of paid service, and the management of elections, civic events, and the committees of the Council. It also provides emergency planning and management services.

Factor: Customer Services (£3.7m)

Description: The Council operates a number of customer contact channels, including the call centre, website and face to face offices, to enable residents to contact services they need quickly and easily. The call centre is currently open 8am – 6pm Monday – Friday, and 9am – 1pm on Saturday. This area also includes work to make the Council more customer focused in designing and delivering services more efficiently.

Factor: LGSS (£21.3m)

Description: LGSS is a shared service providing business support services in partnership with Northamptonshire County Council. LGSS provides both the Councils and other partners with Human Resources, Legal, Finance, IT and Property services, including professional advice as well as day to day processing (such as making payments) and record-keeping. LGSS also manages some budgets and projects on behalf of the Council. LGSS has large savings targets built into its business case, and now in the second full year of operation, it is on target to achieve these savings and over-achieved its savings target in 2011/12.

ITEM: Borrowing to fund long-term investments (£35.4m)**Factor: Repayment of borrowing / interest payments on borrowing undertaken to fund capital programme (£35.4m)**

Description: As well as spending on day-to-day items like staffing and services, (which we call 'revenue' spend) the Council also invests in assets that have a life of many years, like new roads, bridges or schools (which we call 'capital' spend). We receive funding for these investments from Government and other sources, but we also borrow money to top-up the amount of money we can use. Like a business, we have to pay back the money we borrow, as well as pay interest on that borrowing. We pay back our borrowing as part of our day-to-day 'revenue' spend, and it is a significant part of our overall annual budget.

Our total capital spend in 2013-14 is forecast to be £115 million, mostly split between investment in school buildings, highways maintenance, improvements to waste recycling centres, and new developments like Ely Crossing and Cambridge Science Park Station. We have planned to borrow money to pay for some of these investments, however a large part of our long-term investments budget actually relates to repayments/interest charges for money that we have borrowed in previous years.

Ways we can raise income

Raise parking charges – The Council collects income from residents' parking permits, on-street parking meters and penalty notices for illegal parking. This set of charges could be raised. If it was raised by 10%, this could raise an additional £120k, which must be spent on traffic improvements local to the area where the money is collected.

Increase rent on our farm estate – The Council rents land to tenant farmers. If we increased rents on average by 10% we could raise £270k.

Increase adult social care fees – The Council could increase adult social care clients' contribution towards their social care costs on average by 3%. This could mean adult social care clients that had been financially assessed paying more for services like help around the house, special equipment or transport. This could raise £690k.

Ways we can save money

Move more services online – The Council provides services and information through our website because it can be easier and more convenient for people as well as reducing the cost of service for the Council. If we moved 20% of the phonecalls to the Contact Centre to the website, by focusing our website on answering the main questions people call us with, we could save £120k.

Smarter business – we can make further efficiencies in the way we operate our business support services, like payment processing, payroll and IT operations. This could save us £500k.

Appendix C: Comments and suggestions received via You Choose and the library roadshows

These comments have been edited to remove typos and to ensure they are anonymous, but are otherwise reproduced exactly as they were entered into the system.

| Description | Date Created |
|--|-------------------|
| <p>More training and employment opportunities should be made available for the over-24s. There are schemes available for young people, e.g. apprenticeships, but very little for the over 24s. Also, what is available is aimed at people with lower IQs. Not everyone in the area has learning difficulties! I have level 4 qualifications and have been unemployed for almost a year, not helped by having disabilities. The JobCentre is not helpful. I want to work, but need a fair break. Also, the council tend to ignore Wisbech. In my lifetime (I'm 44) I have seen many amenities taken from Wisbech and moved to other towns (mostly King's Lynn and March). Enough is enough! Stop taking the p*** out of Wisbech and give us back a decent town to live and work in.</p> | <p>You Choose</p> |
| <p>Solar panels on council owned buildings i.e. March library.</p> <p>Councillors and staff using new technology like Skype for meetings saving on business mileage.</p> <p>Television type screens in public buildings where businesses could advertise their services. Estate agents could possible display houses for rent and sale. Employers could advertise job vacancies.</p> | <p>You Choose</p> |
| <p>Great to have this opportunity. Not happy but willing to pay more council tax in order to offset cuts to services. Good to see initiatives in smarter working.</p> <p>Don't rely on Website for all communication: vulnerable people don't use it nearly as much as those with resources and departments not using it as much as they could to communicate well with public anyway!</p> <p>Get departments within CCC to work more closely with one another, it would save money and create efficiencies. Organisation needs kaizen and understanding of each areas work and interlocking areas... will then see streamlining/reduced waste coming from ground up.</p> | <p>You Choose</p> |
| <p>Cut waste in schools' transport, e.g. a dedicated "taxi" service is provided for about 12 local traveller children, when there is capacity on coaches provided for other children. The dedicated taxi is wasteful, generates resentment and does not help with integration!</p> <p>The library service is much needed in smaller rural villages. I think mobile vans are the future for all areas outside of the main libraries. There must be scope for cuts here.</p> | <p>You Choose</p> |
| <p>consider mergers with other local councils</p> | <p>You Choose</p> |
| <p>Need to provide job and housing for people on DSS and to help the government to move forward with their benefits plans.</p> | <p>You Choose</p> |

| | |
|--|-------------------|
| <p>Simplification of procurement processes. Many hours of officer time are lost to sourcing things through ESPO and corporate contracts which are often not competitive.</p> <p>Look at where services can be delivered from the same building, and review the needs for services which are not well used/ not being used / run as they should be.</p> <p>Encourage officers to review which meetings they attend, to ensure they are all relevant and free up time.</p> <p>Greater use of the prolific/vexatious complainants policy- much time spent responding to people who have no real interest in particular issues, but continue to take up officer time responding to queries and complaints.</p> <p>Maintenance contractors- extortionate rates charged by external contractors who are arranged through facilities management- invoices need to be questioned where charges are disproportionate.</p> <p>Increased investment in universal services for CYP will have a significant effect in reducing expenditure in the long term.</p> <p>Thorough consultation to ensure that the investment in community services is made in such a way that it meets the needs of the community and doesn't just 'tick the boxes'.</p> | <p>You Choose</p> |
| <p>Councillors should not have expected increase in expense payment as they did last year. Good to have seen a remuneration panel put in place.</p> <p>Reduce salary at top level?</p> <p>Do we need to invite consultant companies to deliver events such as development of workforce skills?</p> <p>Could we have better online systems?</p> | <p>You Choose</p> |
| <p>Spend more on adult and children's social services, less on parking, business. Make efficiency savings. Cut pay of top salary earners in the council</p> | <p>You Choose</p> |
| <p>Just as long as things are run efficiently and staff appraisals show people are working to their best ability. Some cuts are counterproductive.</p> | <p>You Choose</p> |
| <p>Better Planning on spending rather than panic spending at the end of the financial year. Consider selling of land owned by CCC.</p> | <p>You Choose</p> |
| <p>There are too many senior management posts and too many management meetings which don't serve a real purpose or achieve very much and given they don't provide any front line services they should be reduced as much as possible.</p> | <p>You Choose</p> |
| <p>We could save a lot of money, and improve the County's productivity, by reducing the load on our roads, which would save everyone's time, allow better access by essential services, reduce maintenance costs, and reduce capital expenditure subsidising new roads. This can be achieved by improving Cambridge's cycling links to the villages, and encouraging good cycle parking practice at major destinations.</p> <p>Especially now we're coming into Winter, it's time to consider what will happen if we have heavy snow. Spending a little money on increasing the gritter coverage of our cycle network would allow people to stay on their bikes who have previously been forced into their cars in snowy weather. This would consequently allow us to reduce the expenditure on clearing and gritting the road network, without compromising public safety.</p> | <p>You Choose</p> |
| <p>Reduce tiers of Senior Management</p> <p>Reduce allowances paid to councillors</p> | <p>You Choose</p> |
| <p>Library services are very important to the community, especially the mobile library service. I am disabled and use the facility on every available visit as do my elderly, disabled and very young friends, who are not mobile. The mobile library service is such an important part of our lives.</p> | <p>You Choose</p> |

| | |
|--|-------------------|
| <p>Ensure that works carried out are done efficiently and properly. e.g. Many road build/repairs have a bonus for finishing early. This sometimes results in quick slapdash work that has to be repeated within a year.</p> | <p>You Choose</p> |
| <p>I might be wrong, but I thought that the Bus Pass scheme was funded by central government, based on numbers of journeys. If there is still a bias against Cambridge (being a target destination), could the scheme be made more equitable in the way supposedly intended originally?</p> <p>Adult education: since the government removed funding for adult learners with existing qualifications, some centres have actively discouraged such people from enrolling, e.g. graduate who wants to learn a new foreign language. Since such learners would be charged more, why is this market not universally exploited, both for educational and for financial reasons?</p> | <p>You Choose</p> |
| <p>Lobby Government for more cash, Push Dilnot onto NHS and refuse Public Health responsibility.....</p> <p>BUT you won't as you are conservative led and have no backbone and waste cash on stupid projects like the mis guided bus...</p> | <p>You Choose</p> |
| <p>Having worked through the survey, there appears to be two main drivers of council policy in its approach to budgetary issues, the avoidance of council tax increases and ensuring that creditors are paid. I applaud the council for providing this forum for discussion and consideration of budgetary issues and hope that the council will listen to its inhabitants. I would suggest that when faced with the stark choice between a reduction in services and a raise in council tax most people will (when pressed) accept that council services are essential. If the argument is presented properly I expect that many people would be willing to accept council tax increases to ensure that essential services are unaffected. I would suggest that the risk of defaulting on debts as a result of borrowing should not be a driver of council policy. A private enterprise would simply present a stark choice to its creditors - accept a renegotiated arrangement or face the prospect of receiving nothing (or very little). The primary focus of the council should be on the maintenance of the most vulnerable in the community. The services afforded to those less well off, the elderly, the disabled etc should not be open to negotiation. I speak as somebody who does not access these services (thankfully). I would not however like to live in a county that values the maintenance of roads and the payment of monies to banks over the provision of social services.</p> | <p>You Choose</p> |
| <p>Less money for admin and more to on the ground workers - e.g. in libraries less management and more front desk properly paid and qualified librarians</p> | <p>You Choose</p> |
| <p>Look at middle management are these posts necessary.</p> | <p>You Choose</p> |
| <p>Don't budget for team building/moral boosting "away days". Look at courses staff book themselves on quite unnecessarily. Look at stationery costs in all areas. Look at telephone bill account for all areas. Look at mileage claims from staff - these are often unjustified. Most of your offices are too hot - look at your heating costs.</p> | <p>You Choose</p> |
| <p>reduce advertising fees, charge staff for parking on site, reduce postage costs, reduce numbers of buildings, relocate shire hall from Cambridge</p> | <p>You Choose</p> |
| <p>I think this consultation tool was flawed. The main problem was that the budgets under consideration were such different sizes. It would be better to disaggregate the budgetary areas so that they are of comparable size.</p> <p>It would also be good to have a further button to press for even more information as on some very large budgets there was little background.</p> <p>I also have the suspicion that some things could be done more efficiently.</p> <p>It was also very difficult to work out how to allow for more council tax. I would prefer more services and to pay more council tax.</p> | <p>You Choose</p> |

| | |
|--|------------|
| I gather the recycling rate is stagnating which really isn't good enough. You can't wave a magic wand but everybody needs to be educated about the importance of this, and the eventual saving in landfill costs. Why not target a few streets and check what's in the black bins and what should instead go into the blue bins? And then pop specific but friendly reminders through letter boxes. You are now accepting so many more items for recycling and people maybe haven't kept up with the changes. | You Choose |
| Adult learning and skills are important and will be even more important when the economic climate improves again. So spending somewhat more (£100k?) now will enable people to make a better contribution in the near future, both to society and eventually tax revenues. | You Choose |
| Stop allowing development on a huge scale in Cambridge. This would reduce the need for costly infrastructure developments. Cambridge is being destroyed. | You Choose |
| I have no other suggestions. I would prefer to see Council tax increase a bit to avoid reducing essential services and would like to be able to rely on the council to spend taxpayers' money wisely and not wastefully. | You Choose |
| <p>Enlist more community help, e.g.: encourage the formation of residents' groups, and support them in assuming responsibilities and linking them directly to appropriate council departments, e.g.:</p> <ul style="list-style-type: none"> - monitoring and reporting problems with lighting, roads and pavements (in particular to inspect repairs after contractors have been at work: often the repairs are sub-standard leading to problems later), litter, recycling, public gardens and amenities, vandalism, graffiti and other antisocial behaviour, examining planning applications ... - encouraging people to take responsibility for clearing litter from the pavements and other land around their property. - creating community gardening teams to maintain public green spaces. - monitoring resident parking: rather than paying people to wander the streets looking for offenders, have residents monitor and report offences by phone; an enforcement officer can then go and verify each report and issue a ticket where appropriate, making much more efficient use of their time. <p>The case is simply put: if people don't want to pay the council to do these things, then they need to organize themselves to do it.</p> | You Choose |
| <p>The Council should investigate the application of zero budget. In this case, nobody gets any money at the outset, and have to justify any allocation of funds to them. This might very well act to flush out waste.</p> <p>We have many 'professional politician' in our area who sit on multiple councils and committees, each costing the taxpayer money. To me, it is clearly undemocratic for a person to be on (say) both the Town Council and the District Council, not to say the County Council as well. Get rid of these spongers and improve local democracy by doing so.</p> | You Choose |
| Consider sharing chief executive and other senior posts with other authorities. | You Choose |
| <p>Renegotiate public sector pensions.</p> <p>Claw back some Reserves (i.e. savings) into community activities and Young People's activities and Adult Social care.</p> <p>Better public transport.</p> | You Choose |
| <p>1) Reduction of councillor expenses</p> <p>2) Adult Social care to be delivered by "one master" rather than two (i.e. PCT & LA)! Social care is far too reliant on market led provision which is NOT sustainable & disproportionate with demand outstripping supply, causing independent commerce led power & ultimately controlling the delivery of services</p> <p>In addition the provision of social care via both PCT & LA results in huge admin, bureaucracy, duplication & inefficient targeting of resources</p> | You Choose |
| Raise Council Tax for rich people living in large, expensive properties. (Better still replace it with a realistic property tax.) | You Choose |
| There seems to be too many layers of council within a relatively small area - county, district, town & parish. Should be looking to streamline service provision with either the unitary model or more combined arrangements like LGSS. | You Choose |

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| Give more to the voluntary sector who plug gaps in the health service and in council services. | You Choose |
| More investment in better treatment and longer term therapies for people with mental health problems. CBT is not a one fits all solution. | You Choose |
| Have people to volunteer to clean the streets, parks ect. set up groups to take back control. The number of people who will give their time for free to live in a safer cleaner environment is amazing. Never underestimate the power of those who are bored, retired, have children and those who care, they do exist. Those with children want Cambridge to be a lovely place to grow up in, thank you :) | You Choose |
| While it is nice to see, having street sweepers covering small side roads, and undertaking sweeping on main roads during rush hour appears to be a service that could be reviewed (either route and time management, or in the case of side streets, whether this is the best use of resources at this point in time. While i do not know of the practices at this council, i wonder whether there are efficiencies with reductions in printing costs (especially around the areas of democracy, and whether documents for large scale meetings can be emailed to delegates, or placed onto a central location to be accessed. This may already be being done. | You Choose |
| Cut out the bureaucracy, and allow a more creative way of working | You Choose |
| Just have the courage to make the difficult choices and not be political. | You Choose |
| Bring all adult social care back into the council - this will stop bureaucratic wranglings and ca then lead to streamlining of services. This would be for people over 65 and with mental health problems so that adult social care can be run through generic teams not the many different specialist teams currently in place and utilise the expertise of the staff you have invested in. It will also be better for customers/service users as there will be a single contact for meeting their needs. This could also lead to savings on buildings and management costs focusing services on the front line. Raise the eligibility criteria for ASC from substantial to critical. Revisit your life your choice so it gives an accurate reflection of the budget situation as when people chose may not be what they are eligible for. Admit that SDS was a good idea but reverting to traditional costing could help - also focus on what we will provide i.e. personal care, meal preparation, safety etc. Scrap the transitions service move this into ASC and it be part of their role. Roads - turn off every other street light after say 11.30 at night? | You Choose |
| There are too many layers of local government. Petition central government to absorb District Councils into County Councils to create unitary authorities and generate economies of scale. | You Choose |
| I know of people who have a disability car and they can walk as well as me. Carers...There are payments being made to two people in one household. i.e. a pensioner claiming for her husband and visa versa in one instance a registered blind person was caring for her husband he was caring for her. Disability payments really need scrutiny. Everybody knows the criteria to get these payments and not everybody is honest. | You Choose |
| There is a considerable waste of money in both the County and City Councils, due to inefficient working practices, and expensive computer programmes that are not suitable for the work undertaken by departments. There are also cheaper options available to the council, such as using home workers for data inputting, updating of records and other basic computer work, than paying for temps every day for over a year. | You Choose |
| Consider social housing as an investment | You Choose |

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| <p>1. I've cut waste a lot, but feel the saving should be made by cutting waste collection and encouraging people to actually waste less. I don't think the saving should be made by reducing recycling services.</p> <p>2. I'm in support of moving more services online, as long as non-computer based options are still available for people without internet access.</p> <p>3. Many of the options preclude the saving options I would actually make; for instance the waste issue above.</p> <p>4. I have not chosen to increase services for children and young people as much as I initially felt inclined to do because I feel that the efficiency of these services is drastically compromised by wider social inequality brought about by issues such as benefit cuts. Increasing this spending is a bit of a drop in the ocean.</p> <p>5. Council call centre services are already poor, and would not in my opinion be made significantly worse by reduced opening hours.</p> <p>6. The day council tax bills are allocated on a sliding scale according to actual income of the household, I will support spending on luxury items such as business support and better roads. Poorer households can't afford to run cars or use buses with any regularity, and they therefore should not be made to pay for them.</p> | <p>You Choose</p> |
| <p>There are a number of suggestions that significant companies operating in the UK such as Amazon & Vodafone are not paying taxes to contribute to society. The Council campaign to ensure they do and not use any services from them until they do.</p> <p>The Council Tax is not an effective way of even partially funding local Government, there is too little ability to have fair contributions from those with wealth.</p> <p>Under the localism agenda local Councils should have the power to raise up to 80% of their spending locally.</p> | <p>You Choose</p> |
| <p>You need to stop the final salary pensions as they are not sustainable - most of the private companies realised this years ago. If you don't stop them then basically services will need to be cut year on year just to pay the pensions.</p> | <p>You Choose</p> |
| <p>Fewer meetings = less expenses.</p> <p>more meetings to be conducted via telephone/internet conferencing facilities</p> | <p>You Choose</p> |
| <p>Poorly developed survey + lack of detail with options. What a waste of time it must have been for officers!</p> | <p>You Choose</p> |
| <p>Make the financial assessment for assessing those requiring care more stringent. I am fully aware of people playing the system, moving money from bank accounts to prove poverty. Full credit and bank account checks should be required and spouses finances taken into account. This is where the council is losing money as I know lots of people doing this. Stop local teams giving away waivers on people who blow their money and get themselves into debt.</p> <p>Finally a place where you can report the service user for fraudulently claiming services and benefits. There is a direct gov fraud line but this is never checked so one just for Cambs CC would be helpful.</p> | <p>You Choose</p> |
| <p>Sell some council property to pay off the loans!</p> | <p>You Choose</p> |
| <p>Increase traffic park control officers as park is a big problem in parts of the town</p> | <p>You Choose</p> |
| <p>It's not sufficient to simply debate increases or decreases in budget amounts. The way the money is spent, on what and by whom, is also relevant.</p> | <p>You Choose</p> |
| <p>Redevelop SH site and move to centre of county. New site should be on a strategic public transport corridor, which would also reduce congestion.</p> | <p>You Choose</p> |
| <p>i think by using the money that you have to improve the things you already have for roads and transport the same and not building things we don't need and the things that are already there should be looked into and by taken transport away from villages who rely on the transport to get to a to b is unfair as a lot of people have no other means of travel</p> | <p>You Choose</p> |

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| increase funding for adult training and skills | You Choose |
| I BELIEVE IT IS TIME WE EXAMINED THE NEED FOR SO MANY TIERS OF LOCAL GOVERNMENT. DECISIONS SHOULD BE TAKEN MORE NEARER TO THE GROUND AND I BELIEVE LOCAL PEOPLE WOULD BE MORE LIKELY TO ACCEPT CHANGES - AND INCREASED COSTS IF THEY BELIEVED THEY REALLY HAD A SAY IN DETERMINING PRIORITIES | You Choose |
| More assessment of people's means so that care and services can be better targeted to those most in need. | You Choose |
| We live on the foxglove estate where the east and west end are treated differently hedges grass cutting roundabouts should all be maintained together hedges cut along airport way but not down gazelle way make sure our rates are for our estates maintenance if rates are increased then our environment should be protected as stated in the south Cambs magazine show us where the extortionate money you are charging at least some of it goes on our own environment | You Choose |
| Get rid of District Councils. Just have Cambs County Council, Cambs City Council, and 6 or 7 outbases of CCC in the county's towns, such as Ely, March, Wisbech and Chatteris etc. Whittlesey should be transferred to Peterborough Council. | You Choose |
| To provide a better service for children on the autistic spectrum. My son is educated out of county costing the tax payer a scandalous amount of money. I would be happy to discuss our situation of being let down by the local authority. All because services are underfunded for children on the autistic spectrum. | You Choose |
| Government making acceptable and true to life changes not personal to themselves and their world. | You Choose |
| Bring in a person that has setup and run a business with plenty of experience. They will know how to cut costs efficiently. Cambridge has many business owners. | You Choose |
| Freeze the pay of the top council employees say those over £50,000 for ten years. Then reinvest the money saved for the good of the county lets say the workers on the shop floor. Instead of making them the scapegoats and shedding their jobs before the over paid top brass. Or let's look at it another way for every 10 shop floor workers loose one top brass / over paid expense account bearing executives. | You Choose |
| Charge people for using library PCs beyond 1 hour. A small charge is common in other authorities. This would help pay for other library expenses and to keep the technology up to date. Freeze councillors' expenses. | You Choose |
| Last year you raised the council tax by nearly 3% instead of taking a government grant. Many councils did not raise their tax at all. Therefore, in my view, you should not increase council tax this year. Fat chance of that happening, since you always increase this tax to just under the point where it is capped by the government. Times are hard for many of us, and we could do without yet another council tax increase. I won't be voting for any of the present incumbents at the next election because of the unnecessary increase last year and your policy of maximum increases every year. | You Choose |
| Cutting number of layers of management. | You Choose |
| I would like to see infrastructure investment focussed on decent cycle way provision, rather than car-travel infrastructure - there was no option on the slider thing to distinguish between those. Otherwise, a great tool, thank you: very informative and good to get an overview of the whole of what Council spends its budgets on. | You Choose |
| Reduce discretionary spending on leisure/sports facilities (with the exception of children's swimming, which is a safety issue) | You Choose |

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| <p>Encourage innovative design, save on bio files, stop intensive agricultural farming, stop importing so much food, budget on air transport, NO WIND FARMS close to rural housing, stop duplication of services i.e. PCT in hospitals as last got rid of. Support the arts...for all genders. Encourage development of arts services for men (many artists seem t be women? Stop monopolies of services by same groups> Rotate provisions and developments in the way that Waitrose leave choices to people within certain groups. Make Map's more at we can lobby. Who replaced Jonathan Djangoly for example.</p> <p>And much more...if you were offering a job based on my offerings. ch</p> | You Choose |
| <p>How about asking contract holders how they can save in existing contracts and review / extend contracts accordingly</p> <p>If a service provider feels confident in retaining a service contract they will be more inclined to make real time savings - retendering is risky and expensive - if service is functioning why change at a time when we all need to save - the team I work in all took a 20% salary and time cut - so efficiencies could be made without significant impact to client services and no job loses.</p> | You Choose |
| <p>Keep moving from paper to electronic processes and reduce property estate.</p> | You Choose |
| <p>As much as libraries are important, we should dramatically reduce their staffing budgets by following the example of Book Cafes (see Bassingbourn for an example of a model that works brilliantly). By funding them differently (with volunteers, parish council funding and fundraising), money can be focused on priorities such as education, transport infrastructure, etc.</p> | You Choose |
| <p>Thank You for letting me have a say.</p> | You Choose |
| <p>Social care and children's services must make the biggest savings. I suggest you reduce the salaries of council workers by 20% rather than reducing services. You don't consider radical alternatives, only that everything you do has to be at the cost it is or must be cut. Do the same things but pay less for them by finding ways of doing them cheaper.</p> | You Choose |
| <p>Cut number of councillors, cut administration, cut expenses, cut management. Stop putting publications through people's doors that they don't read. Stop being twinned with ANYONE ITS ONLY EXCUSE FOR TRIPS ON EXPENSES =FOR COUNCILLORS. NO TRIPS WHATSOEVER ON EXPENSES FOR COUNCILLORS.</p> | You Choose |
| <p>I work in private industry and am always amazed at the levels of management you have in the council. Keep front line staff. Delegate responsibility downwards. Get rid of whole tiers of management which serve no useful purpose. No private company would survive if they managed things like councils do..... And finally, concentrate on the services people actually want the council to provide, not on what councils think should be provided.</p> | You Choose |
| <p>reduce pay of top executives working for the council</p> | You Choose |
| <p>My choices were selected to help the majority of the community rather than a minority that already in my opinion get a good service from the County Council. They also help promote growth, investment and transport to help people get back to work, which will help the wider economy. This is a budget for the future not the here and now.</p> | You Choose |
| <p>This form has been designed to give closed answers. Most of the savings can come from streamlining staff, reducing Managers and being more effective. It does not need cuts in service levels or increases in costs.</p> | You Choose |
| <p>I have suggesting cuts on Adult Social Care, not because I think older people should receive less support, but because I think the service could be far better managed. Get rid of the middle-officers doing admin work and pass it onto the managers. Also, be more efficient on the way you promote and provide your services.</p> <p>The central government strategy is to be 'digital by default'. When will CCC adopt the same philosophy and provide efficient ways of performing transactions, engaging, and finding information, online? You need people with proper skills and proper training. It's all about the strategy and not so much the technology.</p> | You Choose |

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| <p>I think that some community projects could/should be funded/partly funded by the communities which would benefit.</p> <p>Could space in libraries be "rented" out to a chain coffee shop with the money going back into the library.</p> <p>Have more resident parking schemes around Addenbrookes which would resolve parking issues with surplus income going towards improved cycle lanes.</p> <p>Does the council own buildings with car parks which could become Pay and Display car parks during the weekends/evenings.</p> <p>Have more surveys like this and allow the people to decide where some cuts should be implemented for example repair pot holes or improve cycle ways, but surveys like this need to be well advertised maybe a link on all local newspapers.</p> <p>Balance the books before any more expensive projects which requires borrowing large sums of money get the go ahead,</p> | <p>You Choose</p> |
| <p>Reduce money spent on libraries and community education.</p> | <p>You Choose</p> |
| <p>HIGHWAYS ARE SPENDING MILLIONS ON PUTTING IN DISABLED ZEBRA CROSSINGS AND DOTTED PAVING IN AREAS WHERE THEY ARE UNLIKELY TO BE USED. THIS SHOULD BE CONCENTRATED ON HIGH THROUPTUT ROUTES OR KNOWN AREAS ONLY.</p> <p>STOP RAISING BUS STOPS PAVING, THE BUSSES IN THE REST OF THE WORLD HAVE BEEN ADAPTED TO LOWER THEIR SUSPENSION OR AUTOMATIC RAMP RATHER THAN WASTING MILLIONS OF TAXPAYERS MONEY ON HELPING BUS COMPANIES.</p> <p>STOP REPLACING GOOD LAMPOSTS WITH NEWER ONES, EVERYWHERE I LOOK HAS DOUBLE LAMPOSTS, AND THE WOST BIT IS THE ONES THEY ARE REPLACING ONLY NEED AT MOST A NEW HEAD OF THE LAMPOST NOT THE WHOLE THING. TOTAL UTTER WASTE OF MILLIONS. SPEND THE SAVINGS ON REPLACING LAMPOSTS THAT NEED TO REPLACING NOT ONES THAT DONT. AN ALU LAMPOST SHOULD LAST INDEFINETLY.</p> | <p>You Choose</p> |
| <p>Less bureaucracy within the council.</p> <p>getting agencies to work more proactively together to meet complex need which costs the public purse dearly in the long run</p> <p>overall of social care to ensure the needs of children are met early in their lives before the damage is done</p> <p>harness the positives within people - asset based capital, rather than on what people are bad at.</p> | <p>You Choose</p> |
| <p>More targeted use of the money available - strict boundaries on appropriate spending and no automatic entitlements created by the lazy and ill-conceived automated assessment and resource allocation systems</p> | <p>You Choose</p> |

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| <p>IF THE RAIL AND BUS NETWORK WORK PROPERLY IT MEANS MORE GENUINE PEOPLE HAVE THE ABILITY TO GO FURTHER TO SEEK WORK. IF TRANSPORT SYSTEMS ARE NOT INPLACE AND FUEL IS HIGH IT LIMITS PARTICULARLY PEOPLE IN RURAL/OUTLYING AREAS TO GET TO WORK, ESPECIALLY YOUNG PEOPLE AGED 16 -25. YOUNG PEOPLE NEED TO BE ENCOURAGED AND HELPED TO FIND SUITABLE WORK, THIS TAKES PRESSURE OFF THE MORE VULNERABLE.</p> <p>PUTTING THINGS ONLINE FOR THE PUBLIC TO USE IS NOT SUITABLE FOR EVERYONE. MANY PEOPLE WANT TO SEE AND OR SPEAK TO SOMEONE NOT AN AUTOMATED SYSTEM. RECEPTION AREAS CAN BE USED MORE EFFECTIVELY TO OFFER A VARIETY OF SUPPORT ACROSS THE BOARD, AS WITH HELPING CUSTOMERS TO COMPLETE FORMS EASILY AND CORRECTLY AND THEN MAILING THEM OFF INTERNALLY THROUGH COURIER POST. WE SHOULD BE LOOKING MORE AT SERVICES THAT ARE AVAILABLE AS FREE SERVICES SUCH AS SODEXO WHO OFFER FREE COURIER SERVICE ACROSS THE WHOLE OF CAMBRIDGESHIRE. THIS WILL CUT DOWN ON UNNECESSARY POSTAGE/FRANKING ETC.</p> <p>MANY OF THE CUTS ARE IN THE WRONG AREAS. FRONTLINE SERVICES SHOULD BE MAINTAINED AND</p> | <p>You Choose</p> |
| <p>Shared office space with District Councils. Shared phone networks with district councils.</p> <p>It would be great to see the department specific sliders without having to trigger a consequence first.</p> | <p>You Choose</p> |
| <p>Use the left over £2m to meet the statutory requirements as missing by cutting funding to other budgets.</p> | <p>You Choose</p> |
| <p>I think there should be more investment in things which will make more long term savings for the economy, such as green energy, public transport etc. As for social care I feel similar, that there should be more investment in preventive services, and that the results of this could be felt within a few years.</p> | <p>You Choose</p> |
| <p>Make Cambridgeshire a unitary authority where districts would be merged into one organisation - this would deliver considerable savings in property, salaries and other efficiencies as well as delivering a more seamless and consistent service to residents.</p> | <p>You Choose</p> |
| <p>Within CCC, get rid of the daily briefings! These are full of information that could be sent out 1x per week (Friday?) and summarize the information. There are too many of these going out every day and the information is not ever really read due to the frequency and the irrelevance of the information to most employees! Save the money by getting rid of the post that supplies these...it is not essential or necessary for CCC funding!</p> | <p>You Choose</p> |
| <p>With an ever increasing demand on adult services, due to people living longer etc. it is impossible and unfair that adult services should decrease their support in the community. The same with children's services. However, corporate services, although HR and Recruitment are important, could and should be decreased. Investments, such as developing new initiatives, need to be put on hold as we just don't have the money to invest. This money is a gamble on whether or not the initiative would produce more money for the council should go towards the definite until a time when the council is out of debt and able to then reinvest. Nationally I believe that banks should start to repay the money we've invested in them and they should put an end to bonus' as it's a disgrace that vital local services should be decreased and a banker can still go out and buy a Lamborghini with their bonus.</p> | <p>You Choose</p> |
| <p>Reduce staffing costs by enabling full time staff to work reduced hours if they wish - i.e. some could move to a 4 or 3 day working week, as happens in the private sector.</p> | <p>You Choose</p> |
| <p>Remove some layers of middle management.</p> | <p>You Choose</p> |

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| THE COUNCIL SHOULD HAVE TO PUBLISH DETAILS OF ALL MONEY WASTING PROJECTS AND INITIATIVES THAT HAVE OCCURED DURING EACH YEAR AND TAKE ACCOUNT FOR THIS WASTE. THIS WOULD INCLUDE CONSULTATION FEES BUILING MAINTENANCE ETC IE BUILDINGS THAT ARE HEATED AND HAVE WINDOWS THAT ARE ILL FITTING OR NOT PROPERLY INSULATED SO HEATING IS WASTED. BUILDING PROJECTS WHERE SYSTEMS IE WINDOWS HEATING, AIR CONDITIONING ARE INSTALLED BUT DO NOT WORK PROPERLY AND THOUSANDS OF POUNDS ARE SPENT CALLING OUT MAINTENACE MEN. THIS SORT OF THING IS PROLIFIC IN THE COUNCIL AND SHOULD BE ACCOUNTABLE | You Choose |
| Reduce funding for arts and leisure and concentrate on the essentials - in these straitened financial times the arts are a luxury - let those who can afford to pay, pay. | You Choose |
| Efficiency savings should be made before any cuts to older people's care | You Choose |
| While the national government seems to lose a bit sight of it, Cambridge should remember that the foundation of social stability, thus of any future real growth, progress, is in education, in the schools and libraries. This obviously clashes with consumerism, and the council needs to make a choice: do we need more Grand Arcades or more money for schools? | You Choose |
| Use your powers to fine more people who are doing things wrong, I don't know if it is the council who are in charge of dealing with fly tippers etc but all to often you hear (mostly on T.V it has to said) that when the culprit is found they are let off with a warning. I presume it is expensive to find people like this so you would have thought they would definitely be fined to help recover costs. It seems it is always the innocent that pay for budget reduction. | You Choose |
| Public transport is a definite priority, especially expanding public transport access for families with limited income or with children making demanding journeys in order to get to sixth form colleges, etc. Go Whippet services are expensive and relatively a poor quality service. | You Choose |
| Increase co-production and deliver services in equal partnership with voluntary sector providers and community groups. This would increase local influence and accountability and take the pressure of public sector to deliver everything to everyone. | You Choose |
| Might reduce frequency of some rubbish collections e.g. black bins | You Choose |
| Council tax will need to rise in order to try and maintain some services | You Choose |
| too many managers and not enough front line workers | You Choose |
| Cut out whole levels of management within the council. No private company would ever consider having so many tiers. Empower people lower down to make decisions on running front line services | You Choose |
| In Cottenham the pavements are lethal. I suspect that if a cost/benefit analysis comparing the cost of improving the pavements against the medical costs of treating injuries caused by falls etc there would be a strong incentive to carry out improvements. But I suppose the money comes from different pockets | You Choose |
| I believe that some projects are very poor value for money, although I appreciate plans change which can have a negative effect on money already spent (i.e. The cancellation of the A14 upgrade has a massive negative effect on the area). I understand that ~300k is possibly going to be spent on a cycle way running parallel to the Hartford road. Although this money will (I assume) come from various pots, is this really value for money. How many cyclists currently use this route, how many more would be likely to and how much does that work out at each? Personally I would not object to an increase in council tax but would want to be assured that the money is spent wisely. Local government pensions seems to be a large expense and although we can do very little (if anything) to reduce the bill over the next generation, I feel this area should be looked at. It must be increasingly difficult to find savings on top of savings combined with the legal limitations from central government and I hope our councillors will do the best they can. | You Choose |

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| Stop messing around and pretending that you can keep things together without raising council tax! Every year you freeze council tax, services have to be slashed, and it is harder to recover from that later with a big increase. If you maintained a policy of increasing a little every year you would not have such a big hole in the budget now. | You Choose |
| The whole country is now having to balance budgets, last year the council tax was increased on the understanding that it would not increase next year. The council has to balance its budget. Benefit fraud need to be more aggressively pursued since the prosecution rates are currently unbelievably low. | You Choose |
| I think you should spend a bit more (£0.5m) on adult learning/skills | You Choose |
| What a good idea this is, IF it is actually taken into consideration. | You Choose |
| I trust the suggestions I put in the box to the left of the budget screens have been submitted with my main response! | You Choose |
| Cut Councillors exorbitant expenses | You Choose |
| Stop wasting money replacing perfectly functioning street lights. Stop wasting so much money painting road markings and cycle ways. | You Choose |
| Not indulging in high cost, low benefit grand projects like the Guided Bus would be a start - a train would have been cheaper, and connected St Ives etc with London and beyond. A train would run later, and carry more passengers. Get rid of the free bus pass for over 69's except for those who really need it. I am over 60 and have not applied for a bus pass on principle. Do all you can to encourage local businesses, not chains. Local businesspeople spend locally, chains do not. | You Choose |
| I suggest the claimers of 'unemployment monies' (i.e. money taken from us tax=payers) is not just given. They should be put to work for their monies like the rest of us. To be utilised by the Council i.e. sweep the streets, clear rubbish from disused sites, mow grass in cemeteries, clean up graffiti, help at day care centres and so on. This should then reduce your (ergo our) bills and help us poorer householders have less to pay in council tax. It would also give the unemployed a sense of worth too (hopefully). | You Choose |
| It would save money to provide concessionary bus passes to persons over 65 not working and on pension credits. | You Choose |
| Ensure your H&S systems are strong, so you don't have to pay for accidents / fires like the one in the Sawston library. | You Choose |
| More 1 bedroom housing suitable for young people and the elderly - far too many people are being supported in housing which is too large for their needs. People in towns have services which people in villages don't but everyone pays the same basic council tax plus the parish/village precept. | You Choose |
| Less bureaucracy within services, the systems are choked with unnecessary paperwork that all has to be processed by someone and gets passed backwards and forwards between teams. Let's get back to the days when managers managed and we didn't have quality control teams checking what should be checked by managers. The systems are top heavy. Make sure that all Council buildings are fitted with solar panels or other means to save on heating etc. Renting old buildings with poor and wasteful heating (e.g. Toft) needs to be reconsidered. | You Choose |
| Stop wasting money on small groups of people, get rid of overpaid executives | You Choose |
| Suggest to the government that they stop cutting local services, go for more growth and stop the Trident nuclear sub programme. | You Choose |
| General efficiency savings in council offices would surely save money, the bureaucracy, courses, needless paperwork and plush offices could surely be reduced. If council offices were run like private offices where everyone was accountable for every penny they spend and work ethic was improved surely a huge amount of money could be saved. | You Choose |

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| While I understand the concern about not raising council tax, I believe that the consequences of not doing so are very damaging. There are many affluent people, in S. Cambs especially who can certainly afford increases. However the politics focuses on those who are not able to afford increases. Relief should be given to those who are struggling to pay, while those who can afford to pay should do so in order to provide the services we require. Services such as care and libraries are very important and should not be subjected to inappropriate cuts. | You Choose |
| Cut councillors expenses and freebie excursions. | You Choose |
| Support and NO/Few reductions in lowering library funding is important as services here increase the capacity of Cambridgeshire people - youth, adult, unemployed etc to increase their contribution to the shire through gaining productive work and reducing unemployment, hence adding to revenues for the Council. | You Choose |
| Review thoroughly all expenditure with a view to getting better value to reduce costs. All non-essential spending to be curtailed with resultant savings to be possibly available to be used for front line services. Reduce terms & conditions of council staff to reflect those seen in the private sector. Examples are reduce pensions, reduce holidays, better manage sickness, retirement age to be raised. Aim is to provide a value driven first class service for tax payers & not to win employment awards. | You Choose |
| Reduce duplication between levels of Councils - District and County | You Choose |
| more on people, more online, more access to internet and more reliable and inexpensive transport as this is a rural isolated area and NOT posh south Cambridgeshire | You Choose |
| Cut salaries of all staff over 50k, scrap salaries (or whatever you call them) and expenses for councillors and do NOT buy ridiculous new technology like i-pads for everyone. Scrap the pointless Ely southern bypass to save £32m and share more back-office services with other LAs. Scrap most meetings of senior staff and communicate by email or Skype conference instead. Work towards a unitary authority and scrap the ridiculous overlaps with city district and parish councils. Drop the ridiculous court action over the mis-guided bus fiasco. | You Choose |
| One thing that must be considered is the cost of transport vs. the cost of provision of services. For example, if there are cuts in rural transport, this is likely to increase the cost of the social (and health) care provided to adults over 65 as they will become housebound due to lack of transport, resulting in them needing an increased input at home for social care. A useful scheme in community transport / rural areas may include e.g. a weekly delivery from one of the main supermarkets for older people. This could reduce the rural travel costs. | You Choose |
| I have worked with young people with learning disabilities that receive housing support. I have seen how this support doesn't improve their lives, but just transform them into dependant people who apparently lead an independent life, but they actually don't. If families can't have them living with them I would support shared accommodation, instead of individual flats. | You Choose |
| Cut pay for top execs and allowances for councillors. Slash spending on 'entertainment' and away days for staff. Ensure services e.g. water, gas etc, repair the roads properly when they have dug them up. Press the government to provide more money for education - child and adult. Put all forms and council documents on line. Increase rents on council houses to a realistic market level. | You Choose |
| any council staff earning over a certain amount get a pay freeze, close some of the many building that the council own but do not use, have a toll road in Cambridge | You Choose |
| Tax Cambridge University more | You Choose |

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| Smarter working within the Council offices, this also means terms of pay and pensions (How much is spent on council pensions) | |
| How much is spent each year on translating items for non English speakers, if I were to live abroad I would have to pay for my own translations or even learn the language!!! | You Choose |
| Why are the above items not included in this survey, are we not allowed to reduce them? | |
| Increase involvement of volunteers in real partnerships. | You Choose |
| I have only completed this form to provide a suggestion. The suggestion is that you should make much more of Cambridge's place in history to raise more money from tourism. Cambridge - and the castle in particular - was at the heart of the Eastern Association during the English Civil War. The Eastern Association was the local Parliamentarian defence force and acted decisively to win the war by moving outside of its boundaries to participate in the Battle of Marston Moor 1644. There was also a clash between Oliver Cromwell based at the castle and the Royalists based at Kings college at the start of the war. I'm sure one of the Sealed Knot regiments - the Earl of Manchester's Regiment in particular - would be happy to put something on at the castle. The Earl of Manchester (lived at Kimbolton Castle) commanded the Eastern Association and later purged the university of its ungodly (Royalist) members. | You Choose |
| A budget should be set for adult learning. The literacy and skills levels particularly in the north of the county need to be improved. | You Choose |
| Stop all the annual customer surveys which public-facing offices have. | You Choose |
| Reduce salaries for all employees over a certain figure (?£60,000 / ?£80,000) by (?)1%, i.e. that includes head-teachers. At that salary scale they should be able to absorb the cuts & still able to pay mortgages, etc. | You Choose |
| This isn't that hard, folks. Put money into young people, adult education, the economy and the environment and you will see a return. Stop wasting money on care, instead harnessing the power of volunteers and the third sector, and make your savings. Peace and Love xxx | You Choose |
| The council will do exactly what it chooses to do despite this survey!!!!!!!!!!!!!!!!!!!!!! | You Choose |
| Not wasting money on developing these survey web sites would be a good idea. This survey is biased and does not consider the real issues of proper budgeting. The hierarchy of Cambridgeshire is ridiculous. All council tax should be allocated for frontline services. Not to pay for the nice houses nice cars and nice holidays of senior and middle managers screwing the system for whatever they can get out of it. Who says that the highest earners should earn 20 times the salary of the lowest workers? The red tape and general everyday processes related to running services are ridiculous and long winded and wasteful. Ridiculous amounts of money are spent on insane initiatives. Energy and resources are wasted in buildings because staff are too lazy to do anything about it and managers do not insist strict measures are taken. Travel expenses are paid for journeys that should never be taken. I run my household budget on a very low wage I have no debts loans or credit. I exist on what I have and that is my reality. How much debt does this council have and how on earth was this allowed to occur in the first place. Change should always be evidence based, for the better, not for the sake of change to give a manager something to do or for the worse. Cut out all wastage and then tell me you have to cut front line services. It is ridiculous, what a mess you have got yourselves into try earning your wage by getting yourselves out of it!!!!!!!!!!!!!!!!!!!!!! | You Choose |
| Increase contributions from those who have the most in the county | You Choose |

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| <p>Why have 5 separate district Councils and a County Council too? As far as the public are concerned they deal with 'the Council' and it makes no difference whether its district or County, in fact most of the time it's confusing to them which one does what. If they were to be brought together there are teams that would work much better together, for example Trading Standards and Licensing. There must be huge cost savings to be made by having certain teams working together and avoiding duplication, as well as staff costs especially those at the top.</p> | <p>You Choose</p> |
| <p>HAVE COMMERCIAL REFRESHMENT COMPANIES RENT SPACE IN COMMUNITY AREAS TO PROVIDE REFRESHMENTS EG COSTA, STABUCKS, GREGGS TO GENERATE INCOME. LOOK AT OTHER RETAIL RENTAL OPPORTUNITIES IN SMALL AREAS OF OPEN BUILDINGS. 'TROLLEY' ISLAND VENDING UNITS FOR HANDBAGS, PHONE ACCESORIES, SWEETS</p> | <p>You Choose</p> |
| <p>Giving people this opportunity is terrific, I just hope people take it up and learn from it.</p> | <p>You Choose</p> |
| <p>Stop destroying villages and keep to building new homes on land that has already been set aside for that purpose.</p> <p>Reduce the numbers of middle managers who merely act as go between's. Many have been 'promoted' and do not have the skills for the job. Invest in your front line staff who actually know how things work. Ask them about the best way to monitor the benefits of their work. Setting unrealistic targets for staff has only resulted in more people being on long term sick leave with stress/depression linked illnesses. If you looked after them better you would save money in the longer term.</p> <p>Consult with residents in person, at different times of day so you reach more 'real' people. Note: Look up the definition of 'consult' prior to interacting with your communities.</p> <p>Encourage young people to get more involved, think of initiatives where young can learn from older people; e.g.. Driving practise in safe environments.</p> <p>Stop wasting money on different 'systems' and getting people in to tell you about your processes and what doesn't work. Ask your staff what they think would work!</p> | <p>You Choose</p> |
| <p>Working within the council I am very aware of the amount of money wasted within the council itself. Too many managers on very high salaries attending too many time wasting meetings and not doing the day job.</p> <p>Wastage on materials.</p> <p>Too many managers who manage their personnel very poorly again on over inflated wages.</p> <p>No management of hours worked, overtime, flexi time, holidays, time off in lieu, across the board.</p> <p>Working from home just for management.....</p> <p>No control of time wasting by usage of computers for Facebook, shopping etc throughout the day.</p> | <p>You Choose</p> |
| <p>This survey is well constructed and simple to use. Would be good to have the option to insert a number though, as the sliders can be very difficult to "stop" on the number in mind.</p> <p>If serious about cost reductions long term why not sell Shire Hall site for a hotel or something and move elsewhere.</p> <p>Much more should be made of electronic systems (from diaries to customer services on-line and electronic rotas /pay claims / expenses / recruitment.) It should be much simpler for services to carry out such projects when service specific.</p> <p>Stop the corporate induction events, if you work out fully loaded costs (attendees (including time away from desk), cover for them, all those taking part, travel, fm costs etc plus NI / pension etc they are such a waste of money). Services should do their own inductions properly (we do!) and then these are not needed. In the past two years every single person from our service who has attended has come back bemoaning the complete waste of time these events are - so they assume they are purely a "tick box" exercise.</p> | <p>You Choose</p> |

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| <p>Much less should be spent on supporting members etc, as far too much is wasted on pandering to things they could / should do themselves just like employees have to! (arranging meetings, some minutes and agendas etc - it would show they too can share the load with employees, who are doing far more and without any pay rise for so many years)</p> <p>Stop wasting valuable resources (staff time) on some of the various service / directorate newsletters produced - most employees would much rather the costs were spent on something far more useful (why not simply add a new bulletin board where everyone can post news / updates etc and IF people want to read it they can?)</p> <p>Stop the long service events and awards - do we really think that after X years such events do much for morale etc or make people feel more valued (if we do then I would suggest their line managers are not fulfilling their role). Why not simply leave to services, as most do something anyway.</p> <p>Deal with poor performance much more swiftly and effectively, so we can be more effective.</p> | |
| <p>The choices given in this survey are too limited. A for instance would be an even greater increase in parking charges, and a move away from a Cambridge City centric budget.</p> <p>The survey just forces respondents to agree or disagree with existing thoughts without being able to suggest other measures.</p> | You Choose |
| <p>I would rather close the larger libraries and keep the smaller community ones open.</p> | You Choose |
| <p>there is so little "ownership" of the job - stationery ordered expensively, not particularly smart ways of working - perhaps a bit of senior management looking at what they manage - so many emails sent out not enough looking at the job</p> | You Choose |
| <p>I think home to school transport should be gradually reduced to zero because parents should be responsible for getting their young or disabled children to school.</p> | You Choose |
| <p>Ability to submit a higher level of detail as to what it is that I value would have been good.</p> <p>For example, I value projects that will have a positive impact on the natural environment. There was no way of giving priority to specific areas such as this.</p> | You Choose |
| <p>1) Rationalise property more severely by selling Shire Hall and Castle Court. Although Member like the ceremonial element to Shire Hall, it is unnecessary.</p> <p>2) Undertake an organisation wide business support review to move to a support hub model rather than each team or each senior person having dedicated support</p> <p>3) Charge for parking - especially on the Shire Hall site. It is amazing that we still provide free parking in a city centre location. Many of our peer authorities have already effectively tackled this. The current views on rationalising car park access are a good start but do not go nearly far enough. I believe the Members car park should also be taken into account in this, especially if their working patterns change.</p> <p>4) Think about elements that are statutory versus 'good to do'. For example, the broadband project and many of the economic development work that goes on is obviously good for the County - but not what we are here to provide. Be far more realistic and brave when deciding to stop services due to lack of money rather than continually believing that the same services can be provided for less to appease electorate. Running the county is not all about pot holes and libraries!</p> | You Choose |

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| <p>I would be interested to know how the benefits derived from LGSS for Cambridgeshire tax payers are quantified and how members scrutinise the costs and benefits of LGSS.</p> <p>I understand the principle of a shared services arrangement and can see that this has led to the sharing of some senior manager posts which has reduced obvious costs of duplicated systems and positions (which is an easily quantifiable saving). However I would be interested to know if day to day/strategic decision making processes are more complex given that there are a number of organisations involved and if these now take more time (with an associated cost that would be much less easy to quantify). Is the balance of output/benefit proportionate across Cambridgeshire and Northamptonshire. I would be very interested to know if there any teams of Cambridgeshire employees that are predominately doing work for Northamptonshire County Council or whose work has a benefit to Northamptonshire Tax payers rather than Cambridgeshire tax payers.</p> <p>I have the impression looking in from the outside that some of the savings that are attributed to the LGSS shared service approach may have been realised by Cambridgeshire in other ways - e.g. through implementing more online systems or efficient business processes.</p> | You Choose |
| Charge for use of staff car parks. Invest in community transport alternatives. Boris-bikes type scheme. | You Choose |
| Prioritise front line services. Cut back on unnecessary waste. Make sure the best price is always negotiated for services, contractors and equipment. | You Choose |
| Close CPDC during the summer holidays - there's barely anyone ever there. | You Choose |
| Stop doing anything considered as cultural (sorry libraries), we will have to accept poorer infrastructure (roads etc), and do as many transactions as possible on line. | You Choose |
| Growth is essential for a health economy ensure that this is supported. Smarter use and consistency in planning | You Choose |
| remove the double district, county councillors tiers all together and replace by one Cllr for group of parishes, e consult with parish councils for true localism and remove wasteful duplication and conflicting party interests from local govt. | You Choose |
| No comments other than to say that cuts should be shared more equally. | You Choose |
| Adult Learning and Skills should be funded | You Choose |
| Reduce the number of councillors Merge District and County Council | You Choose |
| Since gave verbal replies to this in dark to your subcontractor's laptop after 'working hours', heard this week Government is imposing budget freeze on council tax! Last year County Council decided to disobey free: - PLEASE AGREE TO FREEZE HOWEVER UNCOMFORTABLE as our access to funds to pay is frozen. | Written submission to County Council |
| <p>Couldn't find anywhere that listed salaries of councillors and officers, and so could not propose what I wanted to propose which was: let councillors and others take financial cuts, to allow for: far far more bus services, especially for instance to villages in the evening, for e.g. Harston, cannot get back from there after 5.30 or so, which makes life v v difficult. Just one example. Do something to help people who come to the spanking new bus stops at the railways station but find they have to walk a big distance to the station entrance, which means that they have to allow yet more time for trains; that if it is raining or they have trouble walking (I do), they have a miserable experience, perhaps getting soaked before they get to the railway station entrance, and finally if they are bringing luggage, which people generally do to the train station, they have to carry it or somehow get it from the furthest bus stop to the station. My idea would be to install supermarket type trolleys with coins to release them at the beginning and the end of that long stretch of pavement, (not perfect but work with it), and also to put up some kind of temporary but effective rain shelter all the way long by the fence against the railway, so people can stay fairly dry. It's as if the old and infirm as being totally ignored at present. Get public transport truly prioritised and working well, and much else, including car hassles will improve. Break down those enormous budgets, didn't have time to double check, but could not really get to what was really making the figures come out as they did. Help the elderly to get about and keep fit, most of all, so transport and walking and Pilates-type initiatives. Make the police work for their money</p> | Written submission to County Council |

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| - I have had such bad experience of the police on Smithy Fen. I own and pay full council tax on two properties, one in S Cambs and the other in Cambridge. The South Cambs one is derelict more or less because attacks from who knows who have continued to make it difficult to bring it back into use, and the S Cambs council now raises full council tax on all out of use dwellings and buildings, as far as I know. So I am paying two lots of county council tax, including the police and other such things, and I am by no means safe in my cottage in Cottenham, because the police seem to be afraid of acting against the local criminals. I suspect they need some support there, but that is not really my business. My gripe is with those who still take large salaries out of public monies when they could certainly do with much less and there are others who are freezing these months because they cant afford heating bills. It isn't just the bankers who should take a cut in income. | |
| Please try to think of all of the children in our schools - if we are to help them please help us. | Huntingdon Library Roadshow |
| Question the money spent on visits to towns and countries that villages and towns are twinned with. Is this necessary when cutting services? How much does this cost? Is it just an excuse for a free holiday... for the chosen few | Wisbech Library Roadshow |
| If on a budget, don't have fancy things like flower baskets or replacing flowers. Focus on the basics. | Wisbech Library Roadshow |
| Like to know what is happening with Council Tax benefit as soon as possible. | Wisbech Library Roadshow |
| 1/2 CYPS, 2 x Adult Social Care, 1 x Libraries and Communities, 1/2 Growth and Environment | Wisbech Library Roadshow |
| Bus passes should be valid in county only - not nationwide for tourists | Cambourne Library Roadshow |
| Bus costs too high! | Cambourne Library Roadshow |
| Need to make sure that services like doctors are built with new developments | Cambourne Library Roadshow |
| More investment in IT systems in libraries | Cambourne Library Roadshow |
| Double yellow lines on School Lane, Cambourne. Zebra crossing outside new school | Cambourne Library Roadshow |
| Get rid of luxuries. Reduce spend on technology in Council offices. | Cambridge Library Roadshow |
| Most older people could afford to pay a small amount to go on bus | Cambridge Library Roadshow |
| If you have a car you shouldn't have a free bus pass | Cambridge Library Roadshow |
| Save money in areas of biggest spend (ASC and CYPS) | Cambridge Library Roadshow |
| Don't move Citi 1 and 2 from Bridge Street. Chesterton to University of the Third Age will cost 4 bus trips, not 2. | Cambridge Library Roadshow |
| Close the Guided Bus. Revert to railway. Use any money saved to improve other bus services. | Cambridge Library Roadshow |
| Can councils use land they own and the social rented sector / residents to encourage green start-ups e.g. solar energy. Multiple benefits. | Cambridge Library Roadshow |
| Make it easy for entrepreneurs to sell to the public in Cambridge, especially peddlers. | Cambridge Library Roadshow |
| Libraries and Communities. Maybe there are too many little beaks waiting for the 'Council' to feed 'me'. We the community need to actively support the libraries and the communities whenever we can. | Cambridge Library Roadshow |
| Expand nature reserves!! | Cambridge Library Roadshow |
| Making building houses in Cambridge easier, so our green belt is encroached upon even faster, is a disgrace! The lack of broadband and mobile phone signals in the villages should be addressed. | Cambridge Library Roadshow |
| Highways - wrong priorities. Too many jobs to keep people employed - rather than doing priority jobs. | Cambridge Library Roadshow |
| Use technology better in libraries e.g. e-books. Link with companies like Amazon. | Cambridge Library Roadshow |

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| Scrapping the taxi rank?? Poor idea - this is an essential service / option for people (elderly) who do not have mobiles to order on demand. | Cambridge Library Roadshow |
| I think Cambridge fail to support single parents and disabled children - I would like to see more support in these areas. | Cambridge Library Roadshow |
| I am disappointed by your allocation of funds to SureStart centres. I feel you should allow the individual centres more control on where they direct their funds, as they are better equipped to judge which areas of their communities off support and value to their members. | Cambridge Library Roadshow |
| I think it is very important to help control local city rents and allow a mix of people with different incomes to be able to live in the city of Cambridge without crippling them. | Cambridge Library Roadshow |
| Universities should not be allowed to buy up property in Cambridgeshire. | Cambridge Library Roadshow |
| (In response) I object this very gross idea! Cambridge University is known worldwide - what a laughing stock the County Council would become if this became law! | Cambridge Library Roadshow |
| Getting around | Cambridge Library Roadshow |
| I think there should be more help for disabled people to live in their own flat if they want to live in Cambridge due to the opportunities available rather than just whether they have a link to the town. | Cambridge Library Roadshow |
| Too difficult to decide what is a priority - we need a Council Tax increase! | Cambridge Library Roadshow |
| Involve and teach young people about how the local authority works. | Ely Library Roadshow |
| Half of the village cut off by change in bus services | Ely Library Roadshow |
| Better information about request bus stops in a leaflet | Ely Library Roadshow |
| Willingham / Chatteris / Somersham to Earith - poor quality road, spending unnecessary in other areas. | Ely Library Roadshow |
| In libraries, updating computers means there is less interaction and opportunities for advice. | Ely Library Roadshow |
| Integrate bus timetables with train timetables. | Ely Library Roadshow |
| Bus timetables must be updated on the bus stops | Ely Library Roadshow |
| Public transport good (x2) | Ely Library Roadshow |
| Maintain Dial-a-Ride (x3) | Ely Library Roadshow |
| Lower rates for small shops in city centres | Ely Library Roadshow |
| Inefficient use of highways workers | Ely Library Roadshow |
| Work with voluntary sector in social care | Ely Library Roadshow |
| Weigh and frequency of heavy vehicles is damaging road and causing flooding (Ely, Prickwillow Road especially) (only temporary repairs and need stronger base), so should review maintenance contracts | Ely Library Roadshow |
| Business growth should be more about employment than about businesses earning money | Ely Library Roadshow |
| Council Tax increase is justifiable | Ely Library Roadshow |
| Corporate Services will look after itself | Ely Library Roadshow |
| Isle of Ely Council Mayor said his Council was not consulted, even on community hubs | Ely Library Roadshow |
| Make sure information is presented early about who will be affected by cuts | Ramsey Library Roadshow |
| Better information about bus services at bus stops | Ramsey Library Roadshow |
| Bus services in Ramsey have deteriorated | Ramsey Library Roadshow |
| Reduce layers of management, reduce use of consultants, consistency of support workers in care is important | Ramsey Library Roadshow |
| Why duplicate between district and county councils? Could we bring it together? E.g. director of St Neots. Non-profit. Savings from support staff. | St Neots Library Roadshow |
| Abolish the free bus pass for over 65s - means test it. Spend more on highways maintenance than bus passes. | St Neots Library Roadshow |
| Are there fewer books in this library? | St Neots Library Roadshow |

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| Well served by CCC. | St Neots Library Roadshow |
| Recycling collections should be more accessible and consistent across the whole county - like South Cambs. | St Neots Library Roadshow |
| Bus passes should only apply in your local area (county). | St Neots Library Roadshow |
| St Neots - issues of community cohesion between 3 communities - original / London overspill / 80s developments. | St Neots Library Roadshow |
| Need to make it easier for people to come into St Neots - traffic problems. | St Neots Library Roadshow |
| Need to support elderly people who don't have anyone to visit them. | St Neots Library Roadshow |
| Ask people who use public transport about what would be best, e.g. X5 full - could have put a double-decker on | St Neots Library Roadshow |
| Disagree strongly with cutting! | Bar Hill Library Roadshow |
| Roads in city centre in poor repair | Bar Hill Library Roadshow |
| Access to libraries very important | Bar Hill Library Roadshow |
| Can we get contributions from big business locally (like Tesco)!!! | Bar Hill Library Roadshow |
| The A14 needs improving x 5 | Bar Hill Library Roadshow |

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About the Cambridgeshire County Council Research and Performance Team

The Research and Performance Team is the central research and information section of Cambridgeshire County Council. We use a variety of information about the people and economy of Cambridgeshire to help plan services for the county. The Research and Performance Team also supports a range of other partner agencies and partnerships.

Subjects covered by the Research and Performance Team include:

- Consultations and Surveys
- Crime and Community Safety
- Current Staff Consultations
- Data visualization
- Economy and The Labour Market
- Health
- Housing
- Mapping and Geographic Information Systems (GIS)
- Population
- Pupil Forecasting

For more details please see our website:

www.cambridgeshire.gov.uk/business/research