

Appendix D
Cumbria County Council
Budget Consultation
Feedback Report
January 2015

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Background

As part of the development of its 2015/16 draft budget Cumbria County Council undertook a consultation exercise with the public, staff and key stakeholders. The consultation began on 23 October 2014 and ended on 20 January 2015.

This year the consultation was based on two separate and distinct documents.

The first was aimed at the public. Called 'Securing Your Future' it contained 13 different saving proposals that would affect services that the public receive. It also contained a number of key questions for the public to consider.

The second was aimed at staff. Called 'Reshaping the Council's future' it contained 15 saving proposals that were all about how the council could achieve savings by doing things differently internally. They looked at how the council operates and suggested internal changes that would not have a direct impact on public facing services.

The purpose of this report is to provide a summary of the responses received as a result of this year's budget consultation and an analysis of the quantitative and qualitative data.

This report is based on 624 'Securing your future' survey responses (134 paper and 490 submitted online). In addition a number of e-mail and postal responses have been received, alongside a number of submissions from organisations, and local groups. A variety of consultation activities have taken place since commencement of the budget consultation - including drop-in events and special meetings, all of which have contributed to the qualitative data in this report. The staff budget consultation has generated 70 responses.

Only data where respondents have opted to indicate to what extent they "agree" or "disagree", with specific proposals, have been used to generate the quantitative data in this report.

The consultation **is not** designed to be a statistically representative sample of public opinion in Cumbria but a gauge of the opinions of those people and organisations that have chosen to participate in the process.

This report does not seek to make any recommendations. Its purpose is to help inform decision makers of opinion expressed as part of this consultation. The consultation process conforms to the county council's consultation obligations.

Note that due to rounding some totals in tables and charts may not add up to 100%

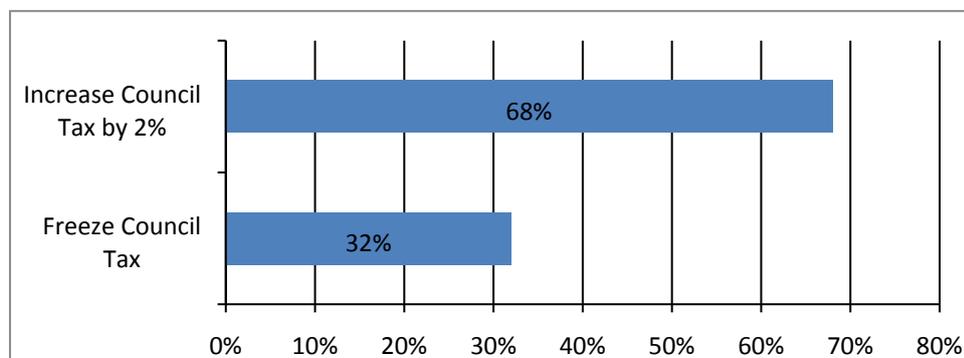
Main budget consultation activity

- Launch of consultation on 23 October with release of both documents (public and staff) including Media Release and extensive media coverage, posted on homepage of internet and intranet.
- Available as a paper copy placed in all libraries and local links. Available as a pdf download and web version to complete online.
- Dedicated multi web-page area created, with details about each proposition and a page dedicated to how the public could share their views (including main document, e-mail, letter, public drop-ins etc).
- Over the period of this consultation there have been 3,391 visits to Cumbria.gov.uk./budgetconsultation webpage.
- Article included in Your Cumbria, delivered to every household with signposting to the main budget consultation channels.
- Approximately 35 public drop-in sessions held around the county at various locations.
- A number of specific engagement meetings with the Third Sector Network.
- Several mail-outs to all schools in Cumbria.
- A budget consultation workshop with disability third sector groups.
- Parish and Town councils were contacted directly via email and through Cumbria Association of Local Councils (CALC).
- The School Forum have been invited to comment on the proposals.
- A number of news releases and 'letters to the editor' were issued over the course of the consultation period to generate awareness and encourage participation.
- Stakeholders were invited to comment on the consultation in October 2014 and again in January 2015. Groups invited to comment included county council supplier/contractors, Trades Unions, the business sector, FE Colleges and secondary schools, NHS organisations, Church groups and CALC.
- Social media was used to generate interest via facebook and twitter and a video was produced to help explain and promote the consultation.
- Workshop for County Council Scrutiny Members was held on 5 November 2014.

Public Consultation - Securing Your Future

1. Views on Council Tax increases

More than two thirds of respondents support a 2% increase in Council Tax.



A summary of comments provide by respondents in relation to this question is provided below:

- Majority of comments agree with increasing council tax in order to protect services, a number of different services including those for children, the elderly, general services that support the most vulnerable, highways, waste services, libraries, public transport and tourism were singled out for protection. There were some commentaries that the increase should be more than 2% to protect more services.
- Acknowledgement that Council Tax has been frozen for four years, and some commentary that services need to be paid for, so a small rise is fair.
- Commentary that council tax on second homes should be increased.
- Concern that taxes are being raised at the same time as services are being cut.
- A few comments indicating the rise should be linked to inflation/CPI/RPI.
- Some commentary that there should be more housing bands so that those in more expensive properties could be charged more, in addition there should be higher percentage increases for those in higher bands.
- Issue raised that there should be better enforcement of collection of council tax before any rises.
- A number of vulnerable and low income groups such as pensioners contending they would find it difficult to pay for the rise. Concern that disposable incomes will be squeezed and damage the local economy.
- Commentary that rural communities get less for their council tax so a further increase would not be fair. Some commentary that there is a belief that council tax in Cumbria is high compared to other parts of the country.
- Commentary that taxes should be spent where they are raised.

2. Views on specific external budget proposals

Thirteen separate proposals were put forward in the consultation document. Table 1 below shows the level of support or opposition to each proposal.

No.	Proposal	% support	% neutral	% oppose
1.	Developing Extra Care housing	78	16	7
2.	Improve the way we commission sexual health services	54	33	13
3.	Improve the support available to people who misuse drugs and alcohol	50	28	22
4.	Bring together a number of services and contracts to better support the health and well-being of children in Cumbria.	79	15	6
5.	Establish a new lifestyle and well-being service for Cumbria	45	27	28
6.	Work with health to improve the way that we offer services that support people's independence and well-being.	80	14	6
7.	Focus on some of our key roads so that we can reduce the amount of money we spend on repairs and routine maintenance.	57	17	25
8.	Reduce the highways revenue budget by 15 per cent	30	20	50
9.	Reduce the grant to the Lake District National Park Authority	63	15	22
10.	Reshape the commissioning of advocacy services to allow us to refocus the money where we have the greatest demand in the future	56	34	10
11.	Change the way we support tourism in the county and remove grant funding to a range of specific organisations	53	16	30
12.	Replace recycling credit payments to third parties and introduce a community waste prevention fund	65	26	9
13.	Reshape the way waste services are managed throughout the county by working with the district councils	77	18	5

Below provides a summary of the comments that were made by respondents in relation to each proposal.

No.	Proposal	Summary of comments
1.	Developing extra care housing	<p>Some commentary generally supporting this proposal. Concern that extra care housing may be unaffordable for some. Some commentary that staff providing care should get the living wage and be properly trained. Concern that this may lead to closures of nursing and/or care homes.</p> <p>A few respondents noted concern that extra care housing will not provide sufficient care for some people and will lead to extra hospital admissions as not everyone can live with minimal support.</p> <p>Query whether costings include investment required and any associated admin costs.</p> <p>A number of comments received in general support of this proposal.</p> <p>Commentary supporting a more expansive rollout of extra care homes.</p> <p>Noted that if elderly people needing support were closer together this should help make domiciliary services more efficient.</p>
2.	Improve the way we commission sexual health services	<p>A number of comments that this is about lifestyle choices and the council should not fund this type of service. Commentary that this is the sort of service that could be supported by the voluntary sector. Limited commentary that these services should be better integrated. Comment that Cumbria County Council need to ensure the service is available locally. Contended that there needs to be a proper monitoring of services to ensure they are effective.</p>
3.	Improve the support available to people who misuse drugs and alcohol	<p>A call to ensure proper monitoring of services to ensure they are effective. Argued that more of these services could be provided as part of the wellbeing service. A number of comments that state that the council should not be providing services for this group. Conversely there is some commentary stating support for these groups is important. Commentary that these services could be provided by charities. Some concern about impact of reducing funding to these services. A general call for these services to be better integrated.</p>

No.	Proposal	Summary of comments
4.	Bring together a number of services and contracts to better support the health and well-being of children in Cumbria.	<p>Some commentary citing the need to protect services supporting children. The need to ensure staff are properly trained noted. Some concern about how this might affect families.</p> <p>Some commentary that these services need to work in a integrated way with other support services for children and their families.</p>
5.	Establish a new lifestyle and well-being service for Cumbria	<p>Comment that funding to improve peoples' lifestyle is not always effective and should have an evaluation of the effectiveness of the service. A few comments that there is already enough information for people to access. Comment that this service could be provided by charity groups. Call for better integration of these services.</p> <p>There is some commentary in support for this proposal and some commentary that it could reduce need of more expensive services.</p>
6.	Work with health to improve the way that we offer services that support people's independence and well-being.	<p>Comment that this should free up hospital beds on keep people in their own homes. Some support for more integrated working with health and other partners. Some concern about reduced funding for supporting older people.</p> <p>A number of general comments in support of this proposal.</p>
7.	Focus on some of our key roads so that we can reduce the amount of money we spend on repairs and routine maintenance.	<p>A significant number of comments received regarding this proposal. A number of comments indicating concern that rural roads will not be seen as key roads and will not be properly maintained. Some support for investing in key roads. A number of calls to increase spend in this area. Comment that any third part work should be properly held to account. Commentary that there is waste in highways such as ordering plant that is not needed.</p> <p>Contended that proper maintenance of roads is important to the economy of Cumbria.</p>
8.	Reduce the highways revenue budget by 15 per cent	<p>A significant number of comments received regarding this proposal, the overwhelming majority of which were against the proposal. A number of comments that reduced repairs will mean greater danger to drivers and concern that there will be increased claims made against the council. A number of comments that that this will store up more expensive problems in the future. Concern</p>

No.	Proposal	Summary of comments
		<p>that winter maintenance would be cut in rural areas and noted that roads are vital to rural communities. Commentary that roads are already bad for cyclists and this may cause more accidents. Some commentary that this will lead to greater repair and maintenance costs for drivers. Also contended that well maintained roads are vital to the Cumbrian economy.</p>
9.	Reduce the grant to the Lake District National Park Authority	<p>The majority of comments supported the proposal. Commentary included revenue from tourism should fund the LDNPA and money should be spent on services that support people. Conversely there was some commentary stating protecting rights of way was important to supporting tourism in Cumbria. Comment that there could be a wellbeing impact.</p>
10.	Reshape the commissioning of advocacy services to allow us to refocus the money where we have the greatest demand in the future	<p>Commentary that service needs to be protected for those that need it.</p> <p>Note that belief that current advocacy services are not efficient or well managed. Some commentary that there needs to be improved performance monitoring.</p> <p>Concern noted about self-advocacy and vulnerable people will not be able to represent themselves.</p> <p>Noted that there is increasing demand for these services and the requirements of the Care Act 2014 extends the duty to provide advocacy services.</p>
11.	Change the way we support tourism in the county and remove grant funding to a range of specific organisations	<p>A significant number of comments received regarding this proposal, currently the majority are against the removal of funding, specifically to Cumbria Tourism, many noting how important the industry is to Cumbria and its economy.</p> <p>Noted that the County and District councils in Cumbria make one of the lowest contributions to the visitor economy in England.</p> <p>Comment that the industry is not just about people visiting Cumbria but also about the lifestyle patterns of residents too. As a result contended that the proposal could also harm the quality of life and wellbeing of residents.</p> <p>Concern that it could lead to a loss in business</p>

No.	Proposal	Summary of comments
		<p>rates and higher unemployment. Noted by a number of respondents that the industry supports tens of thousands of jobs. Noting that tourism supports other trades such as, food retailers, accountants and laundry businesses.</p> <p>Noted that Cumbria Tourism provides training, networking and other support for businesses. In addition provides support to move away from the need to use online travel agents which commission is paid ensuring more money remains in the local economy.</p> <p>Some commentary that support for tourism outside the Lake District in Cumbria is poor and there should be help to diversify tourism from central lakeland.</p> <p>Concern about how much revenue the Tour of Britain will raise for Cumbria and as a single event it is volatile as it can be affected by circumstances such as the weather.</p> <p>There are however also a significant number but minority of comments that support the proposal with a number arguing the tourism industry should support Cumbria Tourism. Noted that not all towns benefit from tourism so money saved should be spent on towns like Whitehaven and Workington. Hadrian's wall should be protected as a Unesco site.</p> <p>Some commentary that social enterprises support vulnerable and disadvantage groups within Cumbria and this would be put at risk by a withdrawal of funding.</p> <p>Social enterprise services such as food banks noted, their importance in running assets transferred from the public sector and how the grant is used for match funding.</p>
12.	Replace recycling credit payments to third parties and introduce a community waste prevention fund	<p>Some commentary in agreement with proposal as people are more recycled minded now as long as there is somewhere to recycle.</p> <p>Conversely some commentary that recycling should be supported.</p>

No.	Proposal	Summary of comments
		<p>Contended that bulk waste disposal costs high and this proposal could have the impact of increasing fly-tipping.</p> <p>Concern that social enterprises such as those who recycle waste furniture would become unviable.</p>
13.	Reshape the way waste services are managed throughout the county by working with the district councils	<p>Some comments agreeing with working in partnership with other councils. Some concern about potential impact on quality of service/loss of services. Some commentary supporting local recycling.</p> <p>Commentary concerned with the legality of the saving proposal.</p>

Feedback from organisations and groups on these proposals are set out on pages 24-47.

3. Responses to open ended questions

Respondents were asked three further open ended questions:

- Would it be better to change the quality or delivery of our services rather than lose them altogether?
- Would you support the idea of more of our services being provided by voluntary organisations, your community or different providers?
- Given a choice, are there services that you would protect at all costs?

A short summary of responses to each of these questions is included below.

A. would it be better to change the quality or delivery of our services rather than losing them altogether:

- A large number of comments received regarding this question. Very mixed views with relatively equal numbers contending that it would be better to have fewer high quality services with others contending better to have something rather than nothing at all. A number argued the council should focus only on essential/statutory services and provide those to a high standard. Some concern that resources would be too thinly spread so need to focus only on critical services.
- Some commentary that it would be better to commission out to third sector and private organisations or involve community groups to save money and protect services rather than losing them. However others raised concern that reliance on volunteers may impact on quality of service.

- Contention that more detailed options of what this would look like should be put to communities so they can make an informed choice about service provision.
- A number of specific services argued should not see a reduction in quality such as, support for vulnerable children, highways, public health, those in care and libraries.
- Some concern that reducing quality of services now will lead to higher costs later.
- Comment there is a risk that a consultation can demonstrate support for services which are used by significant numbers of people, but the council needs to protect important services that are needed by the few.
- Comment that consideration should be given to reducing the opening times of council services.

B. Would you support the idea of more of our services being provided by voluntary organisations, your community or different providers?

- A significant number of comments regarding this question. Generally mixed views as to whether this was seen as a positive solution or not.
- A numbers of services suggested as being suitable for being provided this way, including: libraries (some comments specifying they did not want libraries run by volunteers), call centre functions within the council, footpath maintenance, transport support, visiting housebound residents, supporting elderly people, alcohol and other public health services, highways (Devon example), family centres, youth services and care services.
- A number of comments concerned about governance and the importance of proper QA procedures to ensure quality services are being delivered. Concern this would lead to loss of expertise and professionalism and general concern whether community organisations would have the appropriate skills to deliver services. Contended that there should be put in place proper support for volunteers such as training and supervision.
- Commentary that organisations would need to be suitably resourced and supported by the council to succeed. Some concern that capacity would be an issue as voluntary groups struggle to maintain membership and interest. Suggestion that reduction in grant funding and reduced support to social enterprises makes this option more difficult. Concern that voluntary organisations struggle to maintain continuous services. Concern that this may lead to higher risk of litigation of services are being provided by not suitably qualified people

- Comment suggesting that there may be a greater pool of volunteers due to people living longer healthier lives and more varied working arrangements.
- Some commentary suggesting this would be a cost effective way of delivering services and an effective way of protecting services.
- Commentary the proper and improved support for volunteers should be put in place.
- Volunteer services need to include a feedback and review process.
- Concern about remuneration and conditions of employees of these groups.
- Contention that community based and lead services will help build stronger communities.
- A few comments suggesting there should be better use of community assets.

C. Given a choice, are there services that you would protect at all cost?

- A large number of services listed by respondents in response to this question. The services that were most often listed as needing to be protected were services for the elderly and services that supported children. This includes services such as care homes, support in the community, services that support children at risk and children's centres. This was also a significant call to support services that were needed by the most vulnerable generally. There were also a significant number of respondents asking for highways services to be protected.
- There were also less but notable calls to protect services that supported education, those with disabilities, public health services, waste/recycling, the environment, public transport, tourism, libraries, fire and rescue services, services that support rural communities, advocacy and cultural services.

4. Views on a unitary in Cumbria

Respondents were asked whether they supported the idea of replacing all current councils in Cumbria with either one or two unitary authorities. Three quarters of respondents (75%) supported the idea, with the remainder opposed. Just over one third (36%) of all respondents answered positively when if asked if they would write to Eric Pickles MP in support of a unitary solution for Cumbria.

Below is a summary of comments made in relation to this proposal:

- A significant number of comments supporting this with a number stating that it would be more efficient and would help protect services. Differing opinions on the number of unitary authorities, some calling for one, others for two or more.
- Some commentary suggesting one unitary would not serve the whole county well is it would be to Carlisle or Kendal focused. Some calling for Cumberland, Westmorland boundaries, others suggesting an east/west divide plus various other combinations.

- Some commentary that the National Park Authorities should also be incorporated.
- Commentary contending that a single unitary authority would have better scales of economies and be able to take on more significant functions.
- Most support for unitary authorities was based on financial savings, such as fewer staff, fewer senior posts, fewer councillors and fewer buildings. There was however some support for unitary authorities on the grounds it would be less confusing for the public with a single provider of services.
- Commentary that councils should be able to integrate better without the need to go to unitary, with suggestions of shared senior posts, shared HR and other back office services to save money and protect frontline services.
- Limited but mixed commentary on the outsourcing of services. Some commentary contending that services are better delivered in-house, more efficient, previous examples in Cumbria where outsourcing has not worked and wrong that private companies should make a profit from delivering public services. Conversely commentary that outsourcing leads to services being provided more efficiently.

Other comments (summary)

- A call for more integrated provision of services, sharing of back office functions and senior posts with partners such as health, emergency services and district councils. Additional comment that improved partnership working should include housing associations.
- Commentary calling to reassess council tax bands and business rates.
- Importance of effective public transport for Cumbria highlighted.
- Call to reduce retirement packages and general remuneration of those in senior posts and look to reduce the wage bill of the council in general.
- Commentary that councillors pay and expenses should be reduced.
- Issued raised regarding arrangements of third party lighting fixtures on Electric North West poles. Concern that the structure of responsibility needs to be simplified to save money and have clarity.
- A general call for more information to be made available about budget proposals and the council's financial strategy.
- Contended that over the next budget period data connectivity within Cumbria will be greatly improved providing a number of opportunities for the council. Cited that online services can be delivered at 1/20th of the cost compared to telephone services and 1/50th of the cost of face to face services. In addition services that are provided online locally can also be provided nationally giving opportunity to provide services for other councils and organisations. It can also support enhanced home and mobile working.

- Commentary that restricting services to buy from prescribed suppliers through contracts does not always deliver the best value for money.
- Commentary how compartmentalised budgets can lead to departments spending more than they need to protect their budget.
- Noted that Blackpool Council raised £25k by selling items that had been disposed of at waste centres.
- Some commentary calling for library services to be protected. A commentary suggesting opening hours could be reduced to save money.
- Query with health transport could be brought to together County Council transport for better utilisation.
- A number of comments calling for the reinstatement of bus subsidies.
- Suggested that working hours of county council employees could be cut to reduce redundancies.
- Call to support more people to find work and improve job prospects
- Call to increase revenues/contributions from major industries such as tourism/Sellafield.
- Suggested that holiday let properties should pay a business rate for waste removal
- Contended that there should be a small tourist tax scheme to help pay for tourist facilities.
- Contended there should be a review of performance measures for those who are contracted to provide services which include public surveys that are published online.
- A few comments contending that day care services for older adults need to be improved especially for those who have dementia.
- Some commentary that the council could do more to generate income for itself
- Commentary by some that they would be willing to see the frequency of their waste collections reduced to save money and protect services, equal numbers contending that waste service provision should be protected as it is.

Staff Consultation - Reshaping the Council's future

Below is a summary of the current responses to the staff consultation

No.	Proposal	Summary of comments
A.	Further reduction in management costs across the council	<p>Majority of comments support this proposal but some commentary stating that there needs to be sufficient managers to make sure services run effectively and staff have appropriate contact time with managers.</p> <p>Note that if there are to be fewer managers the organisation will need to make sure that the training and effectiveness of those who remain will need to be strong. Suggestion that an improved mentoring scheme for managers could be used.</p> <p>Also concern that communication lines will become poorer.</p> <p>Commentary that more senior posts should be included in this proposal.</p> <p>Contended that management reductions could go further to reflect the reduced number of staff.</p> <p>Suggested actions to support this proposal include that more management functions done online such as online appraisals, electronic demonstration of tasks being on target. Suggestion that meetings could be more staff lead with rotating chairs.</p> <p>Concern that this may lead to reduced efficiency and reduced scrutiny of work being done some staff becoming over stretched.</p> <p>Argument that more efficient ways of working can be achieved with leaner management structures.</p> <p>Contended that delivery of this will send an important message that all council employees are in this together.</p> <p>A call to review how managers operate as part of this proposal to ensure there is enough time to effectively communicate with staff and manage their teams.</p>
B.	Further management reduction in Children's	<p>There was some agreement with this proposal with agreement that district based model would achieve best outcomes. Some concern whether they will be truly district based or be Carlisle centric.</p>

No.	Proposal	Summary of comments
	Services and developing district based services	<p>Contended that area based managers would allow for more contact time. The importance of maintaining an effective management support structure was also noted.</p> <p>Support that the District based model would help the forging of relationships with other professionals from other service areas.</p> <p>Concern (especially if proposal A also includes Children's Services) that this could leave Children's Services very vulnerable with consideration to improvements that need to be made in this directorate.</p> <p>Query how caseloads from those who manage countywide work would be transferred to suit district based working.</p> <p>Concern that previous changes in management models in Children's Services has led to more Consultancy and acting up roles to fill gaps. Structure has been in constant flux and needs a period of stability.</p> <p>Concern that this may lead to reduced efficiency and reduced scrutiny of work being done and general reduction in operational effectiveness.</p>
C.	Reshaping Resources	<p>Some support for this proposal. Noted that operational advice is also given alongside strategic advice.</p> <p>Comment that centralising strategic policy advice will help the strategic direction of the whole authority.</p> <p>Concern about the impact on the quality service.</p> <p>Comment that a decentralised service would be more effective as some functions require specific knowledge of service areas.</p> <p>Comment that improved HR training for all managers would reduce workload for HR.</p> <p>A note querying the possibility of amalgamating HR services with other local authorities and query whether HR services could be offered at a cost to other organisations.</p> <p>Concern about impact on staff and increased workloads.</p>
D.	Reshaping the council's Economic Development function	<p>Some support for this proposal.</p> <p>Concern that skills and experience may be lost as part of this proposal.</p> <p>Contention that other parts of the council should look to provide income such as back office functions offered out to other organisations for a fee.</p>

No.	Proposal	Summary of comments
		<p>Comment that encouraged that changes will support businesses.</p> <p>Contended there are different organisations that deliver similar functions in this area and they need to be streamlined.</p> <p>Comment that improved working with LEP could lead to better planning with fund bids and bring more revenue to the council.</p>
E.	Reshaping Regulatory services	<p>Felt that income should be increased to protect jobs.</p> <p>Concern that fewer staff will lead to reduced flexibility.</p> <p>Call for fewer managers and more staff on the ground.</p> <p>Concern about losing skills and expertise</p>
F.	Reshaping the Highways Strategic Asset Management	<p>Comment not supporting further cuts to this service.</p> <p>Some concern that this area seems under resourced already.</p> <p>Commentary about reviewing how highways inspections are carried out and how expectations of what staff can delivery needs to be reassessed following any further reductions in staff numbers.</p> <p>Concern that expertise and skills have already been lost.</p> <p>Concerned raised about wellbeing of staff. Such as stress due to previous restructures and potential workloads after a further restructure.</p> <p>Some concern that staffing levels have impeded the ability to train new staff.</p> <p>Retaining technical knowledge is important because new streams of funding have become available and the goo knowledge will be needed to develop successful bids.</p>
G.	Joined up community engagement	<p>A few comments supporting this proposal.</p> <p>Comment that this should be extended to include other councils.</p> <p>Concern that area led planning may lose focus of county wide strategy and national policies. Query whether planning should be service led rather than area led.</p> <p>Concern that a workloads will be difficult and some functions will end back with service areas.</p>

No.	Proposal	Summary of comments
H.	Business support review	<p>Detailed comment about specific BS5S posts suggesting they manage a small number of staff and could easily be reduced. Suggest that some BS functions could be done by professionals. Contend that workloads among BS staff is not equitable and having larger teams being managed by a single person would help that.</p> <p>General commentary about current workload issues.</p> <p>Concern there is already a lack of business support and a lack of admin skills amongst managers. Commentary that business support provided is not equitable across teams or individuals.</p> <p>Call to involve those who deliver this service as part of the full review.</p> <p>Argued that higher paid staff are already completing business support functions and this will increase that workload.</p> <p>Commentary that centralising BS functions is not the best option as many task are specific to service areas and require training.</p> <p>Some examples of how reliance on BS can be reduced such as managers imputing appraisals onto templates during the appraisal rather than relying on BS to do this afterwards.</p> <p>Comments detailing potential savings could be made if systems such as direct payments were reviewed.</p>
I.	Staff reductions in family centres	<p>Some concern that this may lead to reduced support for vulnerable children and families.</p> <p>Further concern this may lead to reduced opening hours and reduced access.</p> <p>Argued that vulnerable families are already being affected elsewhere.</p> <p>Noted that reduction in staff may put additional work pressure on social workers.</p> <p>Call to review what is needed in the service to determine what changes can be made.</p>
J.	Reducing Local Committee bureaucracy	<p>Some general commentary in support.</p> <p>Suggestion that further savings can be made by capping member expenses and ceasing ward budgets and focusing on area planning.</p> <p>Support if area support teams take on additional</p>

No.	Proposal	Summary of comments
		<p>responsibilities.</p> <p>Commentary about reduction in councillors as well as staff.</p>
K.	Change to night time fire service crewing arrangements	<p>Queried if lower demand included non-emergency services. Concern if there was a potential impact on pensions and reference to a proposed top up scheme that would be charged to councils and fire services.</p> <p>Issues also raised about impact on work life balance of firefighters. Comment in support if no increased risk to life.</p> <p>Issues raised how this might impact on the retention of staff. Note to review which fire stations are required to provide a safe service.</p>
L.	Change on-call payment arrangements in the fire service	<p>Limited mixed commentary. General comments that reductions should not be made to the fire service that were not specific to the detail to the proposal itself.</p>
M.	Changes to Disclosure and Barring Service checking process	<p>Mixed views on this proposal. Some feel it is unfair that staff should pay for their own CRB/DBS check. Specific concern about those staff on low pay being affected, care staff, midday supervisors , escorts etc. Comment described as a pay cut. Suggested that only staff who earn above a specified threshold should pay. Concern about how it will be enforced and CQC implications.</p> <p>Some commentary suggesting they felt proposal was fair and if it meant protecting jobs it was worth it. Commentary suggesting a review of who requires a DBS may reduce the number requiring which may mean the council could still afford to pay for it.</p>
N.	Streamlining how we review care needs	<p>Commentary supporting this proposal if staff are appropriately trained. Felt that service may feel more comfortable if being supported by someone less 'official'. Note there needs to be clarity about which roles need to be legally completed by a social worker. Suggestion that this should be piloted first. Comment that a reduction in social workers would not want to be seen. Comment that social workers should assess needs then the allocation of care provider and subsequent paperwork could be done by others on different grades. Noted that should be done in-house and not outsourced. Concern this may dilute expertise. Commentary that assessment, planning and reviewing are essential to improved services for customers. Noted that the Care Act 2014 will place more strain on</p>

No.	Proposal	Summary of comments
		social workers as there will be requirement to carry out more assessments. Call to extend review into payment and charging systems to achieve savings.
O.	Introducing technology to streamline Business Support in homecare	<p>Some support for this proposal if frontline staff not affected and process is not more complicated.</p> <p>Call to make sure staff are consulted on changes.</p> <p>Some concern about cost of new system plus costs of training staff.</p> <p>Suggestion that rosters could be emailed to staff to save on paper costs.</p>

Other Comments (summary)

- A number of comments suggesting reducing the hours of people contracts (different sized reductions put forward) to save money and reduce the total number job cuts. One example suggested that if all staff reduced their contracted hours by 2 per week a saving of over £6 million could be achieved.
- A number of comments calling for Cumbria County Council to develop a collaborative approach with other public bodies in delivering services and back off functions, such as HR, payroll, accounts payable/receivable, health and safety, procurement and the sharing of buildings to protect frontline services.
- Call for clear direction on how the council will manage downsizing of staff structures and ensure it retains the rights skills to deliver its priorities.
- A few comments calling for unitary authority.
- Commentary calling for a clear vision of what a future smaller council will look like and what its core functions will be.
- Call for a full consultation with the public to determine which services the council should deliver then plan how best to deliver these services.
- A few calls to reduce the salaries of senior managers.
- A few calls for traded services and the council in general to generate more income to protect jobs.
- Argued that more needs to be done to reduce travel time by using more video conferencing.
- Contention that Cumbria County Council should review all its processes and procedures as they are overly complex and add costs that could be stripped out.
- Commentary asking for the reduction of sick pay benefits and a review of the positive attendance policy.

- A number of calls to protect services for the vulnerable.
- Noted that Highways have recently gone through two significant restructures, citing this as causing a level of stress amongst staff and issue of losing skills and expertise to the detriment to the service.
- Concern for the general wellbeing of staff in the future with additional workload pressures.
- Commentary that there needs to be improved communications around VR and management need to be fully up to date so they can effectively keep staff informed.
- Comment that VR opportunities are not equitable for all staff.
- Call for job losses to be part of a detailed equality impact assessment under public sector equality duty.
- Argued that Libraries provide a wide range of essential services and provision should remain in-house with skilled staff.
- Query spend on new office builds at the same time as making budget cuts.
- Review services that are operating under capacity in the social care.
- Concern that there is a shortfall in savings being made and jobs losses may be above the 1,800 stated.
- A comment suggesting savings could be made in Looked After Children services for those out of county.
- Call that there should be more flexibility to move staff around different roles to manage fluctuating demand across services.
- Contended that there should be a realignment of public expectations of service delivery.
- Concern that savings in the staff documents will have an impact.
- Concern raised about how much is spent on consultants.
- Concern that outsourcing of services is not always affective with examples given of services being brought back in-house.
- General concern about the number of new senior management posts being created in some services areas.
- Suggestion to extend handyman roles in Cumbria Care to help with maintenance in residential homes to reduce burden of cost in calling out contractors.
- Contention that supplies could be bought directly from supermarkets to take advantage of special offers to help reduce costs.
- Commentary that being able to contact local tradesman directly for building maintenance would be more effective.
- Contended that during these challenging times effective communication from senior staff is important.
- Some concern that the council will end up with a top heavy management structure.
- A comment to reduce the number of printed copies of the staff magazine.

- Concern that there will be higher demand with an ageing population and with staff reductions there will be difficulty in meeting that demand.
- Some commentary calling for the reduction in the number of councillors.
- Call for the review of the taxi service contracts for transport to school.
- Call for a review of fire services manager duties to reflect the number of stations and personnel they are responsible for.
- Concern that non statutory function of supporting the Duke of Edinburgh award would be lost. Noting the current focus is encouraging those from disadvantage backgrounds to participate giving them better life opportunities.
- Contended that cuts to services especially those in Children's and Adult Social Care will lead to higher costs and higher demand later on.
- Contention that with the scale of reduction in in staff numbers quality of services will suffer.
- Comment that management of restructures are causing additional stress for staff.
- Call to review the policies and implementation of sessional payments.
- Commentary that Health and Safety advisors should be attached to directorates rather than centralised to be more effective.
- Comment that there should be a review transport policy within adult social care as it is contended that transport provision is provided to some who do not require it.
- Payments to providers of adult care services can be complex, contended savings could be made if these were simplified.
- Commentary that the complexity of local government should be reduced in Cumbria.
- Query whether use of pools cars are cheaper than using employees own vehicles.
- Contented that an assessment of risks to services as a result of proposed budget cuts should be undertaken.

5. Summary of feedback from Specific Stakeholder Groups

Trade Unions

Stakeholder	Summary Of Comments
GMB	<p>• Noted that Government policy is having a disproportionate impact on Local Government. They advocate that the council should inform more widely, the range and impact of its services and work, to improve public awareness of the size of the savings that need to be made.</p> <p>For Proposals 1-6 noted that they are closely aligned and in a sector where dependency and demographics indicate higher need. Contend these savings can only work through service efficiency in the higher dependency sectors. Concern about impact on staff and workloads for proposals 7, 8 and F. Support savings under proposals 9 and 10. Proposal 11 is supported with a link to an impact assessment on the provision of services such as waste collection where tourism as an un-assessed cost component and is linked to proposals 12 and 13.</p> <p>Concern that the 1,800 job loss figure may increase.</p> <p>Proposal A: identified risk of double counting of savings. Concern about tensions between managing risk and reducing bureaucracy.</p> <p>Proposal B: Same concerns as proposal A plus comment that there is a significant risk given the previous ratings of Children's Services.</p> <p>Proposals C-G: Contend that these proposals significantly enlarge the responsibilities of one directorate to a degree that will have an impact on support/administrative services, hence cross referencing this to proposal H; which may impact on managers to effectively manage merged functions. Also grading issues arise from these circumstances.</p> <p>Concern as to whether proposal J is achievable.</p> <p>Note that proposals K and L are for the trade unions in the fire service to comment.</p> <p>Support for the move to automation in proposal M but concern about staff being required to pay for their own disclosure check. Concern that this may impact on compliance. Also raise issue of not being on par with posts that require staff to register or hold occupational qualifications for which contributory fees are paid by the employer.</p>

Stakeholder	Summary Of Comments
	<p>Raised issue of professional accountability for proposal N.</p> <p>Generally support proposal O but some concern about how rosters are monitored and how lone worker safety will be improved.</p> <p>They note that leadership and levels of management responsibility need to be clearly identified for each proposed tier. They consider it fundamental that workforce planning has a direct correlation and integrated approach to the transformation agenda. Suggest that the council should ensure sufficient skills are retained before authorising early departure of staff and that services are sustainable. They seek assurance that that required EIA's have been completed.</p>
Unison	<ul style="list-style-type: none"> • Opposed to accepting the government grant and support the increase to the council tax. <p>Opposed to the roles being performed by trained and experienced staff being taken on by unpaid volunteers. Acknowledge that volunteers have a valuable role in society but contend that they should not be used to replace employees delivering core council services.</p> <p>Contend that proposal to charge staff for their own disclosure check would be detrimental to those staff who are already on the lowest pay grades within the council and provide essential frontline services.</p> <p>Note opposition to compulsory redundancies</p> <p>Concerned about the impact the planned budget cuts will have on the services for the elderly and vulnerable.</p>

District and Borough Councils

Stakeholder	Summary Of Comments
Allerdale Borough Council	<ul style="list-style-type: none"> • Proposals 1 to 6 – agree in principle but urge the Council to consult fully as details are developed. Allerdale Borough Council would like to be fully engaged in discussions relating to public health services in Allerdale. <p>Proposals 7 & 8 – concern how key roads are defined and concern this may leave some important routes within Allerdale with limited investment. Noted that a recent resident</p>

Stakeholder	Summary Of Comments
	<p>survey in Allerdale demonstrates residents of the district place a high importance on road and pavement repair. Noted that there was a commitment to respond to urgent repairs within 14 hours.</p> <p>Note that the majority of the LDNPA budget comes from DEFRA and local charges.</p> <p>Concern that advocacy services for children, young people and vulnerable adults may be affected. Concern that there may be unintended impact on other services.</p> <p>Disagree with proposal 11, cite that tourism is important to the Allerdale economy and social enterprises are important for supporting communities with unemployment issues.</p> <p>Disagree with proposal 12 citing concerns of potential financial impact on a range of organisations that provide important support to vulnerable people in Allerdale.</p> <p>Disagree with proposal 13. Concern that proposal is suggestive of a reduction in recycling credits from £60 per ton to £40 per ton which would have an £300,000 impact on the council. Cited that through their own budgetary pressures they are looking to reduce expenditure and maximise income in this area.</p> <p>Not anticipated savings can be achieved at this level. Note that recycling credits is a key element of their strategic approach to waste management and reduced payments may lead to reduction in recycling in Allerdale.</p> <p>Concern about legality for the proposed cap and contend that imposition of it would be contrary to the provisions of the relevant regulations.</p> <p>Encourage the County Council to work with districts and other organisations to provide the best and most cost effective services as possible.</p> <p>Allerdale Council recognise the importance of all public bodies in Cumbria increasing collaboration to ensure best use of resources. However contend that there are other options other than focusing on the unitary options based on current county boundaries. Suggest exploring new governance systems including combined and joint authorities.</p>

Stakeholder	Summary Of Comments
Barrow Borough Council	<ul style="list-style-type: none"> • Comments relate to proposal 13. <p>The 3% annual uplift for recycling credits is a statutory requirement under the Waste Recycling Payments regulations and therefore contend removal of the uplift would be unlawful.</p> <p>Queries the legal ability to reduce payments levels in 2016/17. Note that the £41.62 cost schedule can only be used where no actual cost determination can be made. Plus the relevant date for the setting of the statutory minimum fee was 31 March 2006 with 3% compound interest added.</p>
Carlisle City Council (Director of Local Environment)	<ul style="list-style-type: none"> • Comments relate to proposal 13. <p>Note that with respect to recycling collection services they have already been redesigned to improve efficiency and enhance services for the public.</p> <p>Detailed service design has been based on current rates of recycling credits and in consideration on new TEEP requirements. The understanding is the county council plan to cap then reduce the recycling credit payment.</p> <p>Sections under the Environmental Protection (Waste Recycling Payments) Regulations 2006 are cited to demonstrate legal issues with the proposals.</p> <p>Noted that proposals would have a potential £394,000 impact on Carlisle City Council which would impact on services.</p> <p>Committed to working with the county council to develop saving proposals.</p>
Copeland Borough Council (Interim Head of Copeland Services)	<ul style="list-style-type: none"> • Noted there had already been significant pressures on the Copeland Waste Services budget. Contended that reducing the recycling credit by £230,000 per annum for Copeland would put core services to residents at risk. <p>Noted they would like to work in partnership to achieve savings in different ways and would discuss potential solutions such as: chargeable garden waste scheme, exploration of joint depots, joint marketing of recyclates and amended disposal opening hours.</p>
Eden District Council	<ul style="list-style-type: none"> • Unlikely to support proposal to vary the method of payment of recycling credits. Citing legal reasons why this may not be possible. Concern there would be the imposition of a metropolitan rate rather than a two tier shire rate.
South Lakeland District Council	<ul style="list-style-type: none"> • noted that saving suggestions should be implemented subject to understanding the impact of the detail on

Stakeholder	Summary Of Comments
	<p>communities. Acknowledged agreement with proposals 1-7 and disagreement with 12 and 13.</p> <p>Suggest that proposals 2,3 and 5 have opportunity to coordinate health and wellbeing services to provide a more comprehensive service for the user. Contend that procurement savings must not be at the expense of quality or reach of the service. Suggest more partnership working with district councils and voluntary sector in delivering the health and wellbeing agenda.</p> <p>Argue that proposal 12 would be a disincentive to many third party organisations to repair, reuse and recycle domestic waste. Potential that more materials will be thrown away leaving responsibility and cost with the county council.</p> <p>Contend that the current recycling payments should not be reduced beyond current levels but would work with the County Council to explore other options for cost effective waste disposal.</p> <p>(Additional comments Assistant Director SLDC Environment and Regulatory Services re Proposal 13) – contend that services have already been designed and shaped in such a way that has delivered savings for the County Council. Note the impact of the proposed credit reduction for SLDC would be £399,000 per year which would impact on services offered. Noted that the payments are based on statutory regulations which include an 3% uplift. Would work with the council to secure collective savings and work on maximising income streams.</p> <p>Note that the community should be central to shaping waste services.</p> <p>Agree in principle with more services being provided by other organisations dependent on an assessment of impact.</p> <p>Noted that services for the most vulnerable and those at risk should be protected.</p> <p>Note on unitary authorities that there are other ways of delivering cost savings outside of the unitary solution and would discuss options for further collaboration between County and District Councils.</p>

Parish and Town Councils

Stakeholder	Summary Of Comments
Aldingham Parish Council	<ul style="list-style-type: none"> • Support 2% increase in Council Tax to help maintain services. Support that some services could be supported by volunteers but sustaining interest may be difficult. Support for Unitary.
Alston Moor Parish Council	<ul style="list-style-type: none"> • At this stage not clear which unitary option would be best for rural areas, but would like to be included in any future discussions.
Askam and Ireleth Parish Council	<ul style="list-style-type: none"> • Query what would be the required investment in proposal 1 and where would the savings come from. Note that the services under proposals 1-6 could be brought together to produce additional savings. <p>Note that services that support the young and the elderly should not be cut. That does not mean they cannot be reviewed and efficiencies found.</p> <p>Noted that cuts the adult social care would not only impact on the elderly but would impact on other services such as the NHS and create issues such as bed blocking.</p> <p>Query what urgent and non-urgent meant under proposal 8 and contend that potholes should be considered urgent throughout the county. General concern about any reduction to the highways budget.</p> <p>Difficult to comment on proposals 9 and 10. Agree with 11, 12 and 13.</p> <p>Agree with having fewer councils and councillors by merging the existing councils together.</p> <p>Agree that volunteers could provide some services but would to be reviewed on a case by case basis.</p>
Beckermeth with Tornhill Parish Council	<ul style="list-style-type: none"> • Support freeze on council tax. Do not support highways proposals 7 and 8, concern for road safety and damage to vehicles. Support changes to how Cumbria Tourism is supported. Suggest review of Councillor allowances, a review to see what services are legally required and if they provide value. Concern that voluntary sector is already struggling to recruit so risk of services failing. Would like to protect fire safety checks and basic Children's services. Support for unitary authority.

Stakeholder	Summary Of Comments
Bewcastle Parish Council	<ul style="list-style-type: none"> • Support a freeze on Council Tax. Contend the changes to proposal 6 'supporting peoples' independence' needs to be carefully monitored for effectiveness and comment that Cumbria Care is an excellent provider. Proposal 7 focusses on key roads, comment need to ensure there is focus on rural routes also. Proposal 11 money from Hadrian's Wall grant should be spent to promote tourism in North Cumbria. Argue retention of Brampton Waste recycling Centre. Argue that gritting is vital to rural communities. Suggest more use of local farmers with some road services. State housing, care for the elderly and route safety/school routes are vital services. Support unitary authority.
Bolton Parish Council	<ul style="list-style-type: none"> • Support 2% council tax increase to improve spend on Highways projects. Contend that more services by voluntary groups may be difficult with volunteers already overstretched. Also note there has been an erosion of community cohesion.
Borrowdale Parish Council	<ul style="list-style-type: none"> • Object to proposal 9 on the grounds they feel it would damage tourism which is essential to the Lake District economy. Object to proposal 8 on the grounds they feel it would lead to deterioration of conditions of roads which would be a safety issue and lead to a negative impression of the area.
Broughton Parish Council	<ul style="list-style-type: none"> • Support consideration of a single tier authority. Support 2% council tax rise with the caveat that unitary should be considered before any service cuts.
Dacre Parish Council	<ul style="list-style-type: none"> • Support for a unitary authority
Embleton Parish Council	<ul style="list-style-type: none"> • Support further investigation into unitary authority. Support 2% council tax rise to protect services
Ennerdale and Kinniside Parish Council	<ul style="list-style-type: none"> • Confirmation of writing to Eric Pickles MP in support of unitary authority in Cumbria
Keswick Town Council	<ul style="list-style-type: none"> • Support 2% council tax rise to reduce problems in future years. <p>Would not support cuts that would adversely impact on services in rural areas noting concerns about focusing on key roads only.</p> <p>Do not support the cut in grant to Cumbria Tourism in the view of the importance of tourism to the local economy.</p> <p>Would have liked more detail in a number of proposals.</p>

Stakeholder	Summary Of Comments
	<p>Support Unitary concept but would like to see more decision making at a more local level</p> <p>Concerns about reliance on the third sector and volunteer support, query whether there are enough people to support this.</p>
Kendal Town Council	<ul style="list-style-type: none"> • Concerned about a deterioration of service of highways service <p>Support further consideration of fewer councils in Cumbria but oppose a single unitary authority. Would like to see all options consider including cross county options.</p>
New Hutton Parish Council	<ul style="list-style-type: none"> • Disagree with more services being provided by the voluntary sector. Agree with principle of unitary authority. Disagree with proposed changes highways management. Agree with changes to how Cumbria County Council supports tourism and waste management changes.
Old Hutton and Holmescales Parish Council	<ul style="list-style-type: none"> • Support for Unitary authority. Support Freeze on Council tax. Contend that any new unitary authority should also include Lake District and Dales National Park authorities. Disagree with the two highway proposals and the changes to waste management proposals. Agree with changes for support to Cumbria Tourism.
Underskiddaw Parish Council	<ul style="list-style-type: none"> • Support consideration of unitary authority and 2% council tax rise. Object to proposals 7 and 8.
Windermere Town Council	<ul style="list-style-type: none"> • Support 2% rise in council tax. Query where funding for extra care housing is coming from. Feel savings in alcohol and drug misuse are too ambitious, good effective support is needed. Preventative support of lifestyle service is welcomed but not essential. Independent living requires investment not reliance on the voluntary sector. Concern about what is meant by key roads in highways proposal and a view that if it cannot be afforded then don't do it for proposal 8. How will rights of way maintenance be affected by LDNPA grant reduction. Feel there should be no reduction in advocacy services. Contend we should be working to support 'grass roots' tourism not one off big events. Recycling credits should continue as present as it provides an essential social function. Costs of waste management savings should not be passed on to the public. Contend quality of services should only be changed for the better. Do not agree with relying further on volunteers as there are not enough people to support it. Protect services for the young, elderly and vulnerable. Support the creation of two unitary authorities on a north/south split.

Other Public Bodies

Stakeholder	Summary Of Comments
<p>Cumbria Clinical Commissioning Group (Director of Commissioning)</p>	<ul style="list-style-type: none"> • Noted that The CCG has provided growth money for 2015/16 to the Council through the Better Care Fund, to support the Council in providing statutory social care. On the understanding that this would mitigate any further reductions in health and social care spend, and would protect the population outcomes and mitigate further financial impact on the NHS. Raised concerns that the 25% reduction in substance misuse is inconsistent with that position. <p>Contend that the planned financial savings, and their implications, are worthy of discussion by the Health and Wellbeing Board. Also contend that the planned savings may well constitute a major service change, and as such should be subject to review through the Health Scrutiny Committee.</p> <p>A number of concerns were raised with the saving assumptions made with the substance misuse contract detailed below:</p> <ul style="list-style-type: none"> • The general procurement process and the risks that the provider market will not respond to the tender at the proposed level. With the assumption that TUPE would apply, difficult for a provider to achieve a 25% budget reduction and accept the same staffing liabilities. This opens up the risk of loss of provision, which would be more disruptive than the analogous position around smoking cessation • How the planned resource level will be sufficient to ensure that existing dependent drug users will continue to access high quality care. While the number of new/treatment naïve dependent drug users is declining, there is still a sizeable cohort in treatment services with chronic, or at least protracted and recurring, treatment needs which will require a long term response • How the planned resource can begin to address the treatment demand for dependent drinkers. It is believed that the number of dependent, rather than harmful or hazardous drinkers, is around 9, 000, a small fraction of which are in active treatment. Addressing this meaningfully will be very challenging with much smaller resource • The risk to the CCG in terms of cost transfer, e.g. substance misuse and mental health co-morbidities

Stakeholder	Summary Of Comments
	<p>potentially accessing CCG funded mental health services rather than substance misuse services, and in terms of unplanned detox in our DGHs (which is a massive issue in terms of alcohol)</p> <ul style="list-style-type: none"> • The assumptions in terms of shared care and impact on Practices. The evidence base for shared care for dependent opiate users is actually fairly mixed, and none-existent for stimulant users, so this needs some understanding • The assumptions about associated physical health issues, e.g. Hep B and C, and overall physical health. Contend that dependent drug users have much better physical health outcomes in treatment than outside treatment.
Lake District National Park	<ul style="list-style-type: none"> • Noting there have been discussions with the County Council regarding proposal 9. Recognises CCC need to save money, £45K reduction creates a real budget pressure for LDNPA, Suggest a 3 year phased reduction. Note without time to adjust, concern there would be deterioration in the path network.

Third Sector, Voluntary, Community and Other Groups

Stakeholder	Summary Of Comments
Age UK South Lakeland	<ul style="list-style-type: none"> • With relation to proposal 12 note that current the recycle credit contribute significantly to their income. Without this payment incentive to recycle may be lost leading to less expensive less environmentally friendly disposal of items
AWAZ	<ul style="list-style-type: none"> • Queried why current vacancies are limited to internal applicants of the County Council and what the council was doing to remove barriers for BME people to join at all levels. <p>What impact will rationalised workplaces have on quality of service and staff capacity to offer face to face contact and overcome any communication barriers such as people with learning disabilities and those who have English as an additional language.</p> <p>Concerns that initiatives to reduce misuse of drugs and alcohol related harm are not adequately reaching BME communities and concerns that children within BME communities do not have equity in accessing health and wellbeing services.</p>

Stakeholder	Summary Of Comments
	<p>General concern that there is no explicit demonstration how Cumbria County Council would advance race equality and tackle inequalities in general.</p> <p>AWAZ would like to see the publication of the Equality Impact Analysis</p>
<p>Bothel Village Hall Committee</p>	<ul style="list-style-type: none"> • Support for unitary authority. Support for increasing council tax by 2%. Agree with all 13 proposals except reduction in Grant to the LDNPA. Service quality still needs to be adequate for needs. Support services being provided by voluntary sector provided there is proper support and training.
<p>British Heart Foundation</p>	<ul style="list-style-type: none"> • Note that this is a source of valuable income to the British Heart Foundation and the funds help us with our research and our campaigns. <p>Suggest lowering of the rate per tonne maybe something to look at and offer a minimum amount of £5 per tonne instead. This would keep costs down but will also still enable us to claim the benefits of Recycling Credits and still encourage recycling and re-use.</p>
<p>CALC – Cumbria Association of Local Councils</p>	<ul style="list-style-type: none"> • Support the broad thrust of the proposals insofar as they seek to achieve the majority of the savings through changing the way the council works to maintain frontline services as far as possible. <p>Support proposals to help people to continue to live independently. Query if proposal 7 could be revisited in light of the Government’s decision to provide additional resources for road maintenance. Support joint County/District working to achieve savings in relation to proposal 13. An expectation that proposals will not disproportionately impact on rural areas.</p> <p>Would not oppose a council tax rise by 2% if the council was satisfied it was financially prudent to help protect frontline services.</p> <p>Strongly support a change to the organisation of local government in Cumbria. Confirmed they have written to the Secretary of State. Believe that the public sector in Cumbria must work in new and different ways to achieve the required savings.</p>
<p>Churches Together in Cumbria</p>	<ul style="list-style-type: none"> • Response in addition to views expressed through the Third Sector Network. <p>Raised issue about the level of detail of information made available.</p>

Stakeholder	Summary Of Comments
	<p>Concern about proposals that impact on the most vulnerable. Of particular concern savings in drug and alcohol support, advocacy services, social enterprises and recycling credit payments as the understanding is this supports initiatives providing employment skills.</p> <p>Note that many faith, voluntary and community organisations have demonstrated ability to provide various services and there may be more potential to expand this. However some concern there may be gaps in service provision for the most disadvantaged communities as these can be areas where providing alternative service provision is most difficult.</p> <p>Contend the services that most need protecting are those that protect vulnerable people and those services whose loss would result in increased isolation for people and communities.</p>
<p>Cumbria Social Enterprise Partnership (Chair)</p>	<ul style="list-style-type: none"> • Comments relate to proposal 11 <p>Contend that CSEP (Cumbria Social Enterprise Partnership) help mitigate against the impact of public sector cuts by working with the poorest and most vulnerable by providing services such as food banks and community transport.</p> <p>The £47,000 grant has been used to get match funding from ERDF and DEFRA to support social enterprises in Cumbria.</p> <p>Cumbrian social enterprises contribute to the Cumbrian economy, create new jobs and opportunities for volunteers to build their skills.</p> <p>A number of social enterprises are involved in the running of assets transferred from the public sector, a trend that can only continue if the organisations are provided with the right support.</p> <p>Note a wish to confirm that 100% of the grant and matched funding goes towards support of social enterprises and not organisational overheads.</p>
<p>Cumbria Third Sector Network</p>	<ul style="list-style-type: none"> • Broadly support the provision for Extra Care Housing but not there may be some implications and costs for organisations outside the county council. <p>Although support the need to redesign drug and alcohol misuse services, concerned that the size of the cut will lead to a reduction in services which in turn may lead to extra pressure on services provided by the third sector organisations who are not contracted to support such services.</p>

Stakeholder	Summary Of Comments
	<p>Supports the design of a coherent health and wellbeing service for children noting the importance that services need to concentrate where they are most needed and there are no gaps in service through a transition period.</p> <p>Broad support for the Lifestyle and Wellbeing services with enthusiasm to be involved in the design of the service.</p> <p>Strongly supports better coordination of services that supports people's independence but would like more detail to be able to comment further.</p> <p>Note that the reduction in grant to the LDNPA is a small part of their overall budget but note the importance of the support of paid staff to volunteers in relation to maintaining rights of way and hope that this will not be adversely affected.</p> <p>Note that advocacy services provide support to the most vulnerable and are important aspect of an equitable society. Concern about the level of detail provided but not the following points: Advocacy services have seen year on year cuts in recent years, providers reports they are operating at capacity and would struggle to support more clients and the new Care Act will increase the number of people who have a statutory right to advocacy services.</p> <p>Concern over the withdrawal of grant funding to the Cumbria Social Enterprise Partnership (CSEP). The CSEP work with some of the most vulnerable and disadvantaged communities and have use the grant for match funding from other organisations. They help provide important services such as food banks. Note impact supported organisations have had on the local economy, building volunteer skills and supporting jobs. Cite the role social enterprises have had in running assets transferred from the public sector.</p> <p>Concerns raised about the viability of small organisations due to the changes to recycling credits. However noted that the council was engaging with these organisations directly.</p> <p>In principle believe there are services they can be delivered differently and in many cases third sector organisations would be interested in providing these services. If services are to be formally commissioned they need to be done in such a way that allows small organisations to be involved who may not be used to a formal commissioning process. Contend the council should allow more freedom to providers to deliver services how they see best and deliver local solutions that are cost</p>

Stakeholder	Summary Of Comments
	<p>effective.</p> <p>Note there is some risk that gaps may appear in services particularly in deprived areas where there may be less confidence to take such services on. Thus need to consider what support would be needed to mitigate against this risk.</p> <p>Cited issues around volunteer recruitment and retention and noted that there are costs associated such as training and expenses. Argue that the right environment needs to be created to allow volunteer services to maximise potential which include reducing bureaucracy and contend that a modest investment in the management of volunteers could lead to substantial benefits. Note the importance of involving volunteers in service design as they give their time for free it is important their contribution is properly valued.</p> <p>Also note there are a number of different models of service delivery by third sector, volunteer and community groups and it is unlikely a single model will suit all services.</p> <p>Support for a review of the two tier local government system including the national parks. However contend these authorities should look to share services to deliver immediate savings.</p>
Cumbria Tourism	<ul style="list-style-type: none"> • Contend that other industries, manufacturing, agriculture, defence and energy industries all receive public funding in Cumbria, suggest this is probably positive for Cumbria. Argues that tourism is also a vital industry for Cumbria generating income for the county and should be supported by the public sector to encourage growth in this area. <p>Contend that for opportunities in the domestic and international markets to be realised there needs to be a coordinated approach. Cites that Cumbria Tourism has been the driving force behind a number of (several listed) projects that have delivered financial benefits to Cumbria's economy, which without Cumbria County Council's additional resources would not have happened.</p> <p>Cite an evaluation report that indicates that Cumbria Tourism's 'place to be' campaign generated £4m of incremental spend in Cumbria in 2014 which they expected to double in 2015. Cumbria Tourism compare this to the £4m spend of a couple of days the Tour of Britain generated as it passed through the area. Cumbria Tourism contend when you add this to all their other activities they deliver better value compared to support for single events such as the Tour of Britain. Cumbria Tourism noted that a Visit England reported</p>

Stakeholder	Summary Of Comments
	<p>noted that England's destination organisations on average had 63% of their turnover accounted for by public sector grants, Cumbria Tourism's is only 7%.</p>
<p>Cumbria Tourism Guides</p>	<ul style="list-style-type: none"> Disagree with the proposal to remove grant to Cumbria Tourism. Contend that tourism is of strategic importance to the Cumbrian economy and the work of Cumbria Tourism is vital to supporting that industry. <p>Note that SME's on their own would find it difficult to mount national and international campaigns to promote Cumbria which is where the work of Cumbria Tourism is important.</p>
<p>Disability workshop session (1 Dec 2014)</p>	<ul style="list-style-type: none"> Proposal 1- queried who the service will be available too. Query whether this may increase segregation of vulnerable people rather than promote integration. <p>Queried whether the funding that came across from the NHS was ring fenced and if it could be used for public health projects.</p> <p>Proposal 3 – noted by some in the group changes to the drug and alcohol service should consider issues around mental health.</p> <p>Proposal 4 – queried whether proposals consider that disabled people receive support from these services up to the age of 25? Question if this proposal will lead to fewer specialist services affecting some groups more than others. Asked if there will be youth work provision. Noted that children with sight loss who are placed out of county require specific support. Questioned what impact on information, advice and guidance for blind people 16-25 would this proposal have.</p> <p>Proposal 6 – queried whether there will be changes to council policy on provision of items such as stair lifts. Wanted to know whether this policy will impact on role of ROVIs, noting many people with sight loss need rehabilitative support. Will there be any impact physically disable people who are not ill and have not been to hospital and will there be better work to improve the understanding and use of neighbourhood care support.</p> <p>Proposal 10 – noted if in the future there was a change to who would be eligible for social care, for example if people assessed as moderate or substantial no longer qualified, this could lead to more demand for advocacy. Queried how people who use advocacy services are consulted with, including those who do not understand what advocacy means. Question asked if savings are made by joining up</p>

Stakeholder	Summary Of Comments
	contracts, how will this benefit local communities, and will it lead to big organisations that are out of county taking all the contracts.
Every Disabled Child Matters	<ul style="list-style-type: none"> • Noted that Cumbria County Council statutorily obliged to provide short break services to disable children. Make case for prioritising spend in this area.
Friends of Cumbria Archives	<ul style="list-style-type: none"> • Note the Cumbria archive service was the first in the country to be awarded accreditation. Also note that there is high satisfaction amongst users of its service. Contend when considering the quality of services, that the archive service is the 'guardian' of much of Cumbria's heritage. <p>Argue that if the delivery of the service has to change then consideration should be given to changing the balance between office opening times and time for archivist to create online services, rather than closing any of the offices or restricting what is accepted for deposit.</p> <p>Would not support the archives service being run by a different provider but do support the successful use of volunteers.</p> <p>Would like to protect the archive service as part of the activities of the county council.</p>
Furness Youth Council	<ul style="list-style-type: none"> • Do not support the merging of the six district councils and the county council to create one or more unitary authority. Support increase of council tax by 2%. Encourage business to recycle through economically viable incentives. Do not agree with more services being provided by voluntary organisations. Would like to protect services for young people and the most vulnerable.
Great North Air Ambulance Service	<ul style="list-style-type: none"> • With reference to proposal 12 GNAAS state that recycling credits play a significant part in the cost of the funding their service and request recycling payments remain.
Hospice at Home West Cumbria	<ul style="list-style-type: none"> • In relation to third party recycling and reuse credits noted that the number of quality donations have decreased and the number of items they cannot sell has increased. The result being increasing the amount recycled through recycling companies, noting that amount recycling companies pay has reduced. Also the amount placed in trade waste bins which are not recycled has increased. <p>Contend that the third party recycling credits have helped to offset the increased costs and reduced income.</p>

Stakeholder	Summary Of Comments
Keswick Tourism Association	<ul style="list-style-type: none"> • Contend that a strong visitor economy is important to rebuild public services and support jobs in Cumbria. Thus contend the county council should continue to support Cumbria Tourism.
Lakes Culture	<ul style="list-style-type: none"> • Noting there concern at the proposed removal of the grant to Cumbria Tourism citing the importance of tourism to the Cumbrian economy and employment for the county. Contend the proposal will have a detrimental impact on the Cultural Destinations project.
National Trust (Cumbria)	<ul style="list-style-type: none"> • Concerned that the cut in the grant to the LDNPA in addition to other budgetary pressures will impact on the LDNPA ability to support the protection and enhancement of a potential world heritage site. <p>Disagree with the proposal to remove the grant to Cumbria Tourism citing the importance of the tourism industry and contend that Cumbria Tourism have been successful in supporting this. Note that LEP has identified tourism as one of four growth areas and argue that Cumbria Tourism are important to sustaining this growth.</p>
People First	<ul style="list-style-type: none"> • Noted it would have been preferred to have had engagement in the development of the proposals and raised concerns about level of detail available. <p>General support for Extra Care Housing and promoting peoples independence. Query whether costings include provision of services that support a holistic approach which include stimulation and exercise for older people and query who the council will ensure domiciliary support is of a high quality.</p> <p>In relation to proposals 2,3,4 and 6 there is general support for better integration to improve efficiency and reduce confusion for users of services but note a number of concerns: transition arrangements could leave gaps in services, concerned quality and reach of services may be compromised, would like to know more about the provision of preventative work to reduce strain on longer term services, note that some activities such as regaining people’s confidence to maintain independence are difficult to measure this there needs to be a shift in how the council assess value for money and note care must be taken to protect a fragile Cumbrian economy that relies heavily on public and third sector jobs.</p> <p>Support the creation of a lifestyle and wellbeing service that provides upstream interventions to reduce impact on services later on. Provided a number of case studies detailing experience in provision in health and wellbeing services.</p>

Stakeholder	Summary Of Comments
	<p>Note some concern about what is meant by key roads in proposal 7 noting there is concern with existing transport infrastructure with journey times to NHS facilities causing anxiety. Queried what was meant by urgent and non-urgent in proposal 8.</p> <p>Identify the LDNPA as a key asset for Cumbria and whilst the reduction in the grant may represent a small % of the LDNPA's budget its impact is hard to determine when other threats to its income are taken into account.</p> <p>With regards to proposals for advocacy services note that Healthwatch England are raising concerns at a national level regarding reduction in funding to services. Raised concern about impact on the most vulnerable people in Cumbria. Contend that advocacy services support people to live better lives and reduce demand on other services.</p> <p>Contend the work that People First do can help identify gaps in service and help shape effective and focused council services. Acknowledge that savings in advocacy services may be possible through commissioning and economies of scale.</p> <p>Contend that any reduction in advocacy services would add risk to vulnerable people who face multiple challenges. Detailed a wide range of groups of people supported and argue this reduces more expensive interventions. Case studies provided how advocacy can improve long term outcomes.</p> <p>Noted a number of concerns by users of advocacy services if there was a reduction in provision which included, concerns about having their voice heard and the power of professionals to make decisions without an advocate supporting someone.</p> <p>Noted the statutory requirements and importance of a range of advocacy services.</p> <p>Highlighted the growing demand for the non-statutory best life independent advocacy service which supports a wide array of issues raised by people.</p> <p>Concern that economies are being sort at a time when the Care Act 2014 broadens the duty to provide advocacy support. Note that in recent years there has been reductions in advocacy funding at a time when demand is increasing.</p> <p>Detail the statutory requirements around Healthwatch and</p>

Stakeholder	Summary Of Comments
	<p>highlight the impact it has had in supporting people to engage with providers of services and provide support when issues arise.</p> <p>We would like to know more about the rationale behind the decision to phase out funding to Hadrian’s Wall Heritage trust, Cumbria Social Enterprise Partnership and Cumbria Tourism, all of which have contributed in different ways and in different scales to the Cumbrian economy and to some extent to supporting wellbeing and stability in communities.</p> <p>Would like to know more about the community waste prevention fund would work.</p> <p>On the subject of reducing quality of services rather than losing them altogether noted it would very much depend on the type of service. Example given it may be possible to determine that gritting of roads will only take place at a reduced predicted temperature and thus reduce the frequency of road gritting which would be preferable to no road gritting at all. However contend with people focused services service users deserve the best in quality and consistency of care. Also note that it may be useful for the council to reduce levels of governance of some services where appropriate which may generate savings.</p> <p>In relation to the provision of services in different ways noted the Asset Based Community Development model as hitherto proved successful. And there are examples where communities have successfully taken on the running of services. However note that challenges behind this approach are quality, accountability and sustainability. Contend that the idea of the county council as a commissioner working through a series of specialist local providers who have local knowledge and support and whose work can be enhanced by locally recruited volunteers is one worthy of much more debate.</p> <p>Contend that Services that support the most vulnerable, empower those struggling with challenges and provide care for those in need must take priority.</p> <p>Support for fewer councils in Cumbria.</p>
Prism Arts	<ul style="list-style-type: none"> • Support for the 2% council tax increase, protect services for adult social care, Children’s Services and culture. Suggest drug and alcohol misuse could come under the wellbeing service. Suggest If you cut culture grants you could explore how you could use the cultural sector to deliver wellbeing/

Stakeholder	Summary Of Comments
	<p>prevention services - the cultural sector is a big community asset in Cumbria and generates significant income to local economy, good examples of this nationally. Contend that if services are to be of a lower quality Cumbria County Council should not deliver them but look to more effective partnerships. Support services being delivered by voluntary and third sector orgs and refer to a pilot in Gloucestershire as an example. Agree with the principle of unitary authority.</p>
<p>Third Party Recycling and Reuse Credits Workshop</p>	<ul style="list-style-type: none"> • The impact felt from a potential removal of third party recycling and reuse credits ranged from major to minor. All attendees expressed concern at the reduction in revenue as a result of this. <p>Every participant who attended the shaping sessions welcomed discussions around new opportunities to develop and grow their operations along with any opportunities to work with Cumbria County Council.</p> <p>The rationale behind the potential new fund to support new business opportunities and encourage innovation was well received as were suggestions of linking more closely with current welfare provision services.</p> <p>Some of the session participants described barriers in accessing certain goods, materials and markets and would welcome any support CCC could provide to overcome these.</p> <p>The disposal of household waste from charitable organisations and from reuse processors was highlighted as an issue.</p> <p>Increased collaboration and the idea of forums was accepted as a good step forward though caution should be taken to ensure effectiveness of such co-operatives.</p> <p>Some organisations indicated remove of credits could affect viability of their current business models.</p>
<p>Royal National Institute of Blind People (RNIB)</p>	<ul style="list-style-type: none"> • General support for proposal 1 noting that staff need to understand needs of those with visual impairments. <p>Support the intention of proposal 4 to join up services for children and their families. Noting that many families of partially sighted children find it hard to navigate around the range of services available. Welcome the move to address health needs of children with specific interest in plans around eye screening.</p> <p>In relation to proposal 5 and the wellbeing service general comments relating to the link between smoking and sight loss.</p>

Stakeholder	Summary Of Comments
	<p>General support for proposal 6 and supporting people to live independently. Noting that the unique needs of people with sight issues needs to be recognised in any streamlined pathway for reablement/rehabilitation services. Noting the statutory requirement for supporting people with sight loss through reablement services including the provision of aids.</p> <p>With regards to proposal 8 RNIB highlight the need for accessible crossings (tactile pavings and rotating cones) to be installed where required.</p>

Businesses/Business Groups

Stakeholder	Summary Of Comments
Alba Travel	<ul style="list-style-type: none"> • Support for Freezing Council Tax. Disagree with the proposal to reshape Cumbria Tourism. Feel having more services run by volunteers would lead to the loss of professionalism and expertise. Support unitary authority.
Federation of Small Businesses	<ul style="list-style-type: none"> • Support freeze to Council Tax but would consider an increase option that was less than 2%. Contend that The proposals seem to focus on combining services and working 'smarter'. Rethinking how services are commissioned and looking at where sensible investment can see costs reduced in the longer term are welcome. Suggest proposals 3 & 5 be linked to generate further savings. They are neutral on proposals 7 & 8. Concerned proposal 8 risks rural communities being treated as second class. Proposal 11 is difficult, There is no doubt that the organisations listed do a great job, and in the spirit of 'invest to save' we believe there is an argument for funding to them to continue as they will

Stakeholder	Summary Of Comments
	<p>generate far more than this for the local area over the same time period.</p> <p>Support more services being delivered by voluntary organisations and social enterprises.</p>
Kendal Futures	<ul style="list-style-type: none"> • Concerned about the proposed withdrawal of the grant to Cumbria Tourism. Citing the importance of tourism to Kendal's future economy, as well as quality of life benefits to local residents. Contend Cumbria Tourism is vital in support effective marketing of Kendal as a destination.
Lake District Estates	<ul style="list-style-type: none"> • Object to the cut in grant to Cumbria Tourism on the grounds that tourism is an important industry to Cumbria and small scale operators need an effective body to coordinate the industry.
Lake District National Park Partnership's Business Task Force	<ul style="list-style-type: none"> • General support for the continuation of Cumbria Tourism funding. Contend tourism important to Cumbria's economy. Argue that a number of related businesses are small and rely on the work of Cumbria Tourism to market themselves. Concern that impact on economy would see a reduction in revenue to the council.
Lowther Castle and Gardens	<ul style="list-style-type: none"> • Council tax second homes at full rate. Cumbria Tourism provide good support with information and enable the business to respond to visitor trends. Also comment they provide a centralised support and raise concerns about visitor information being fragmented and damaging market reach.
Managing Director Best Western Plus	<ul style="list-style-type: none"> • General support for the continuation of Cumbria Tourism funding. Notes that the tourism sector is important to Cumbria. Concerned that Cumbria Tourism's ability to market the sector will be damaged the funding cut. Contend that investing in one-off events will not produce as an effective return as current funding.
Managing Director Holgates Caravan Park	<ul style="list-style-type: none"> • Notes that Cumbria Tourism supports increasing the number of visitors to the county thus increasing revenues. The tourism industry needs leadership and co-ordination. Reduction in funding will reduce Cumbria Tourism's ability to promote the lake district and harm their ability to obtain match funding. Note that the Cumbria Local Enterprise Partnership identified tourism as a key area of growth and there should be demonstration of how this will be supported.

Stakeholder	Summary Of Comments
More Than The Lakes	<ul style="list-style-type: none"> • General support for the continuation of Cumbria Tourism funding. Concern that with the demise of other tourism organisation in Cumbria, Cumbria Tourism is the only body able coordinate and promote tourism in a significant way. Contend small and medium businesses outside the central and south lakes area would struggle to do this. Make point the tourism is an important part of the economy employing a significant number of people. Concerned that jobs and economy would be put at risk.
Theatre by the Lake	<ul style="list-style-type: none"> • Concerned about the cessation of the grant to Cumbria Tourism. Noting that Cumbria Tourism in partnership have helped secure funds to develop long term strategies to support cultural tourism. Concerned that legacy of this may be lost if chances for future external funding are weakened.
The Brewery Arts Centre	<ul style="list-style-type: none"> • General support for the continuation of Cumbria Tourism funding. Contend that strategic funding in tourism through organisations like Cumbria Tourism is vital for the Brewery Art Centre being able to reach out to a wider audience. Also contend tourism is a vital area to invest in, as a significant proportion of Cumbria's employment is in the area and supports other services such as public transport, local shops.

Scrutiny Management Board feedback to proposals

Scrutiny members considered the budget proposals at a workshop on 5 November 2014 with the feedback being reported to Cabinet on 18 December 2014. The Scrutiny Management Board feedback is summarised below.

Proposal G – Joined up Community Engagement - Whilst considering this proposal, Members emphasised the value of this service to the Council particularly in the current context of reshaping services and the wider financial context within which the authority is operating. Scrutiny wished to ensure that if taken forward this service will still retain adequate levels of support to enable appropriate community engagement and work to be undertaken effectively.

Proposal 1 - Help people to continue to live independently by developing Extra Care Housing - In discussing this proposal, Members emphasised the need to ensure that the Council has a clear long term plan about what types of care are required and equally importantly where these should be located based on need. Whilst they welcomed the approach of seizing opportunities as they arise to deliver

quick wins it was felt that it is essential that this should be part of a more strategic approach to delivering care and services throughout Cumbria.

Proposal 3 – Improve the support available to people who misuse drugs and alcohol - In line with many of the comments that were made over the course of the session, the need for strong partnership working was highlighted in relation to this proposal as was the need for locality working. Members therefore suggested that work should be undertaken with primary care services to see if there is an opportunity to provide services such as these at this level, to prevent people having to travel far afield to access support.

Proposal 7 – Focus on some of our key roads so that we can reduce the amount of money we spend on repairs and routine maintenance - An in depth discussion was held in relation to this proposal, and Members felt strongly that there needs to be early, clear and joined up communications with local Members about what is happening or is planned for their areas. This will then in turn enable Members as part of their community champion role to work with their communities and explain what is happening to their residents. In addition to the broad area of communication, it was felt that clear discussions need to be held in relation to roles and responsibilities around highways with appropriate bodies such as utility companies and landowners, with an aim to strengthen and join up working in so much as possible. Members put forward two suggested proposals for Cabinet's consideration:

- i. Members emphasised the need for a “back to basics” approach to highways work, suggesting that specifications of some work be reviewed to see if it is too high and if a reduced specification solution could be used. Similarly it was felt that some work being carried out was not necessary and that resources could be re-prioritised. It is therefore recommended that the directorate review work to be undertaken to see if this approach could be used.
- ii. Members wished to recommend that investment be made in improving drainage on roads in order to release a saving in terms of road maintenance in dealing with the damage caused from water.

Feedback from Local Committee Chairs and Vice Chairs

Chairs and Vice Chairs of the 6 Local Committees met with the Leadership of the county council in November 2014 and January 2015 to discuss issues arising from the budget proposals.

Proposal 7 - Focus on some of our key roads so that we can reduce the amount of money we spend on repairs and routine maintenance - concerns were raised about the condition of some minor routes as a result of Utility work. A query was raised about how the proposal may affect the Better Highways teams.

Proposal 8 - Reduce the highways revenue budget by 15 per cent - concerns were noted about the potential implications for rural roads and the importance of rural roads to their communities was highlighted.

Proposal F - Reshaping highways strategic asset management - it was noted that it was hoped that there would still be capacity within teams to enable work to be done to address opportunities that may arise from developer contributions.

Proposal G - Joined-up community engagement - it was hoped that this would not result in diminishing the quality of staff that support these functions. Clarification was sought regarding length of time Members would have to use the Local Member Schemes.

Proposal J - Reducing Local Committee Bureaucracy - Members raised concerns regarding the consequences of a change to Local Committee governance, and whilst supportive of the principles behind the proposals, Members were concerned about how the saving would be met over the 3 years.

29 January 2015