

BUDGET CONSULTATION REPORT

1. SUMMARY

In a departure from previous budgeting processes, the council started consultation on its 2011-12 budget in August 2010. A number of activities took place to promote the consultation and to encourage participation. A variety of consultation methods were used in an effort to make the consultation as widely available as possible and to encourage responses from a wide range of people who will be impacted by any changes to council services.

This report contains information on the responses received to:

- the general budget consultation
- the web based service review consultation (appendix 1)
- a detailed report from Argyll Voluntary Action incorporating views from the 3rd sector partnership (contained in Appendix 2).

Views from over 900 respondents have been collated.

The headline suggestions on the general budget were:

- Reduce the pay bill
- Become more efficient in processes and financial management
- Charge more for some services
- Close under occupied schools
- Review CHORD
- Reduce waste collection frequency and recycle more
- Protect vulnerable people
- Improve roads

Comments received have been passed to relevant Heads of Service and SMT on a weekly basis since the beginning of the consultation process to allow them to take views into consideration as they are received and options proposals are refined.

2. RECOMMENDATIONS

The Budget Working Group is asked to:

- Note the report and agree to publish a consultation report on the council's web site, as part of the budget consultation process.
- Consider the findings of the consultation as part of the budget setting process.

3. DETAIL

Argyll and Bute Council started consultation on its budget process in August 2010. The decision to consult on the budget process was underpinned by the following aims:

- Alert residents to the budget process
- Raise awareness of the need to make savings
- Give people the opportunity to make suggestions and give feedback
- Identify broad themes which could help make the council more efficient and more cost effective.
- Demonstrate the council is a transparent organisation which listens to residents.

A number of activities were carried out to make people aware of the overall budget process, the budget challenges and to invite their feedback. The following table shows the activity undertaken and the responses received:

Activity	Location	Timing	Response
5 x focus groups, run by Hexagon Consulting	Oban, Helensburgh, Dunoon, Campbeltown, Islay	July 2010	65 attendees
4 x LACPG events	Oban, Campbeltown, Helensburgh, Dunoon	August and September 2010	50 attendees
Four 'Forward Together' events	Oban, Campbeltown, Helensburgh, Dunoon	October and November 2010	196 attendees
Difficult choices leaflet	8,000 copies distributed	August 2010	Directed people to the web survey
Media briefings	Lochgilphead	August 2010 and ongoing	Generated more than 100 budget-related media stories
Two on-line surveys	On line	August 2010 and December 2010	146 responses to first and 110 to second
Posters	Distributed to community councils	December 2010	Directed people to the web survey
Open consultation for email comments and by post.	Widely available	From August 2010	434 individual comments received
Citizens' panel	Mailed to 1000 recipients. Will be used to benchmark web based questionnaires.	December 2010	
Service users consultation	Included individual focus groups and surveys with service users.	August and September 2010	

3.1 FOCUS GROUPS

The council commissioned Hexagon Research and Consulting to host a series of focus groups. These took place in Dunoon, Oban, Helensburgh, Campbeltown and Bowmore, looking specifically at six service areas under review:

- Roads Operations
- Waste Management
- Economic Development
- Regulatory Services
- Integrated Transport
- School Catering.

3.4 WRITTEN

The council distributed copies of a specific budget consultation leaflet, “Difficult Choices for Difficult Times” to council offices and libraries. The leaflet included details about the budget challenges and a feedback form. Copies of the leaflet were emailed to all community councils and recipients were invited to respond.

3.5 ON-LINE

Details of the budget situation facing the council are on the website, along with an on-line survey form, allowing people to submit their suggestions electronically. Electronic responses are anonymous so we cannot analyse where the responses came from or whether different areas support different ideas. Over 250 online responses have been received to date.

3.6 COMMUNITY PLANNING PARTNERSHIP MEETINGS

Budget consultation sessions were held at each of the four local area community planning groups in July and August to discuss the budget and obtain feedback from community representatives.

3.7 FORWARD TOGETHER EVENTS

Four ‘Forward Together’ sessions, held in October and November were carried out in each of the local areas. These events included community planning partners, members of the public and wider groups of community representatives including youth representation. The meetings were publicised on the local Argyll communities website, in the local media and on the council’s website. The events focussed on informing attendees of the budget challenge faced by both the council and by other partners and on obtaining feedback from attendees.

3.8 COMMITTEE MEETINGS

Elements of the budget have been discussed at seminars attended by elected members and at the budget working group. Some elements have been raised at meetings of the executive and full council.

3.9 INDIVIDUAL SERVICE CONSULTATIONS

Services under review held their own consultations with service users in the form of surveys, focus groups and meetings to examine specific elements of the service and the potential impact of any change. The education service held four public

meetings in Oban, Dunoon, Lochgilphead and Helensburgh as part of its service review in June and July.

4. GENERAL BUDGET CONSULTATION RESPONSES

Responses to the consultation came in the following forms;

- Email survey
- Emailed written comments
- Written comments submitted by post
- Verbal comments received at consultation events
- Written submissions as a result of focus group activity
- Telephone comments.

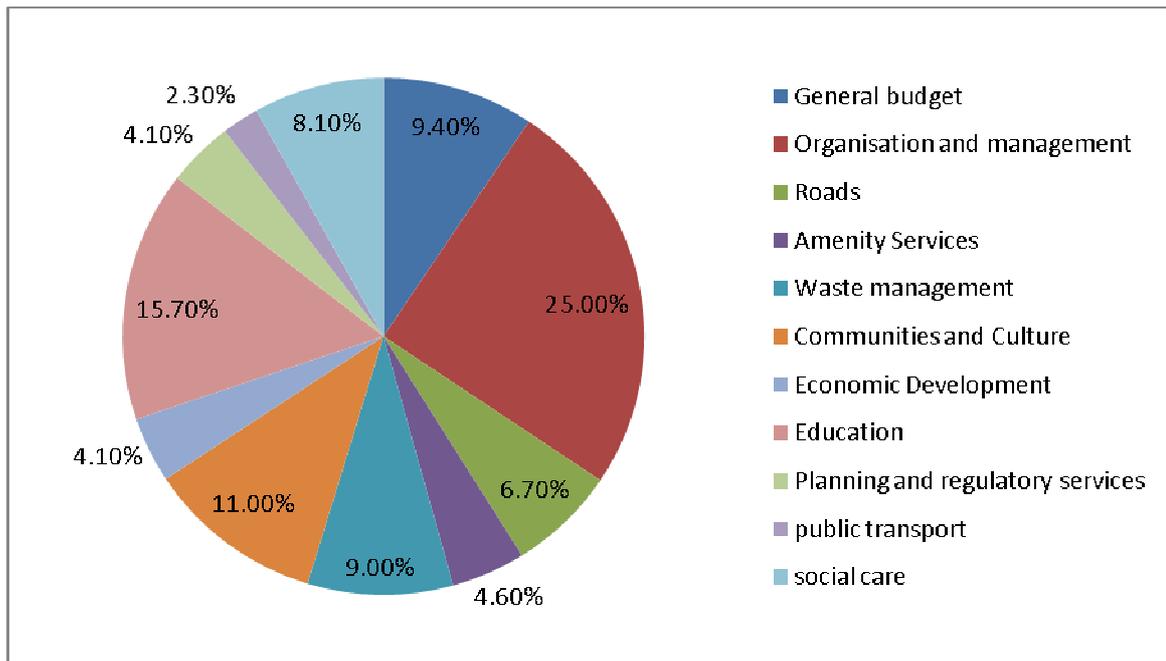
All comments received by email or telephone were recorded verbatim and categorised by subject. These were circulated weekly to the council's directors and heads of service, so they could be taken into consideration as part of the service reviews and budget setting process. Comments received at focus groups or events were recorded in separate reports and submitted to the same group in their entirety.

4.1 OVERALL REPONSES

In total 434 responses were received directly on the general budget consultation. Although this is a relatively small number of comments in relation to the population of Argyll and Bute, the information gathered presents a number of common themes, particularly in the areas where there are larger numbers of respondents. As an open, public survey, there can be no controls over multiple respondents nor over the location of respondents. The core questions were put to the Citizens' Panel which contains representative sample of the population and these will provide a gauge against which to consider the information.

This report includes extracted verbatim comments from the consultation process that are shown in italics.

The responses have been broken down as follows:



The largest numbers of comments related to organisation and management with recommendations on saving money through organisational efficiencies and better management. Next highest were the comments received on education, followed by communities and culture, general budget and waste management.

4.2 COMMENTS ON THE CONSULTATION PROCESS

A few (twelve) commented on the survey/consultation process itself, 5 were positive and 7 negative. Some respondents welcomed the opportunity to have an input and appreciated the information they were given.

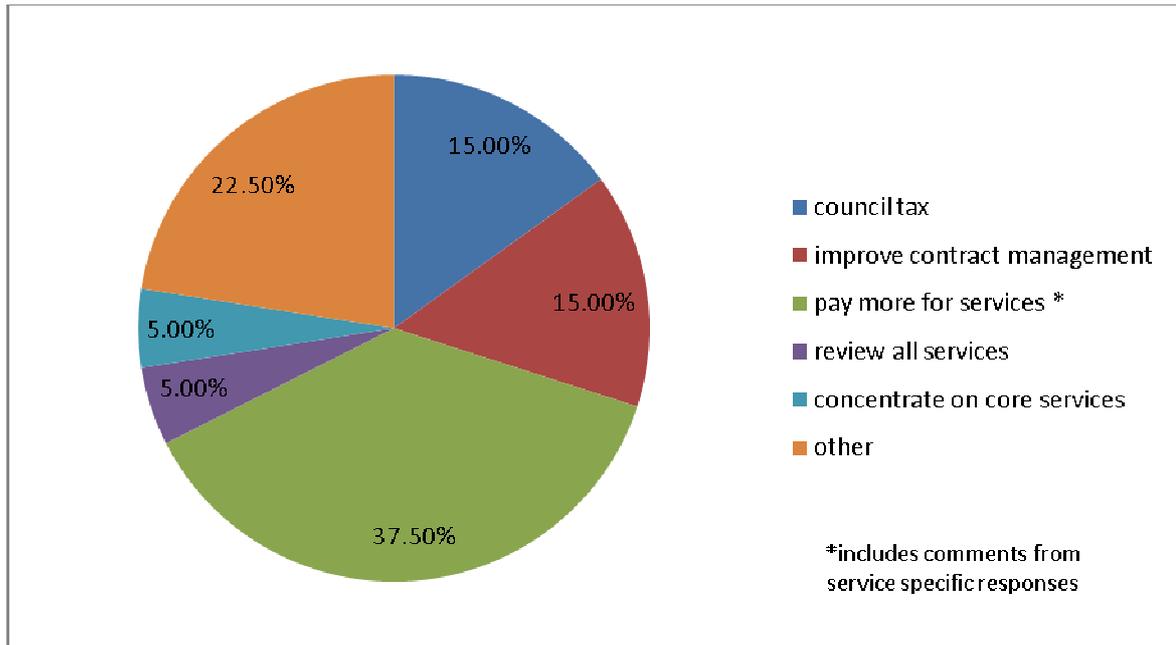
‘Very good to set out the problems facing the council’
‘The budgetary information was very useful.’

Some felt the council should not be asking residents to come up with suggestions. They felt it was the role of paid council employees and elected officials to use their expertise to come up with suggestions. Some felt the questionnaire wasn’t easy to use.

‘Why has the questionnaire not been made available to every household in A&B?’
‘How much cost this leaflet?’

4.3 GENERAL BUDGET COMMENTS

Forty one comments related to the overall budget situation and are broken down as follows:

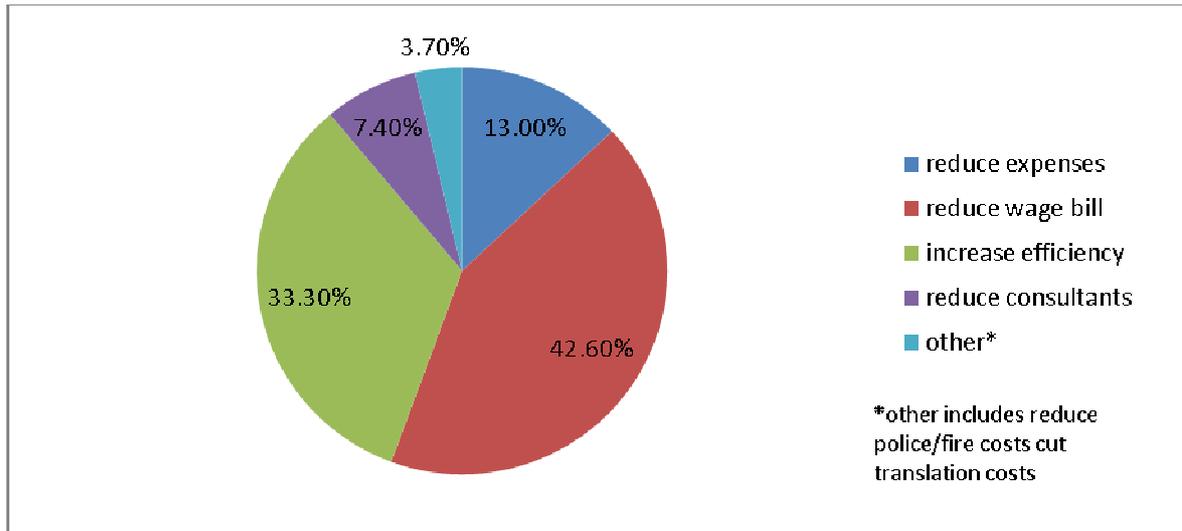


There was positive support for paying more for services. In addition to general responses, this chart includes feedback on paying for services that were attributed specifically to services e.g. leisure and libraries, social care, planning, public transport etc. Management of contracts, renegotiating and achieving value for money was a key theme in this area. Comments on council tax were evenly split between paying more and not paying more.

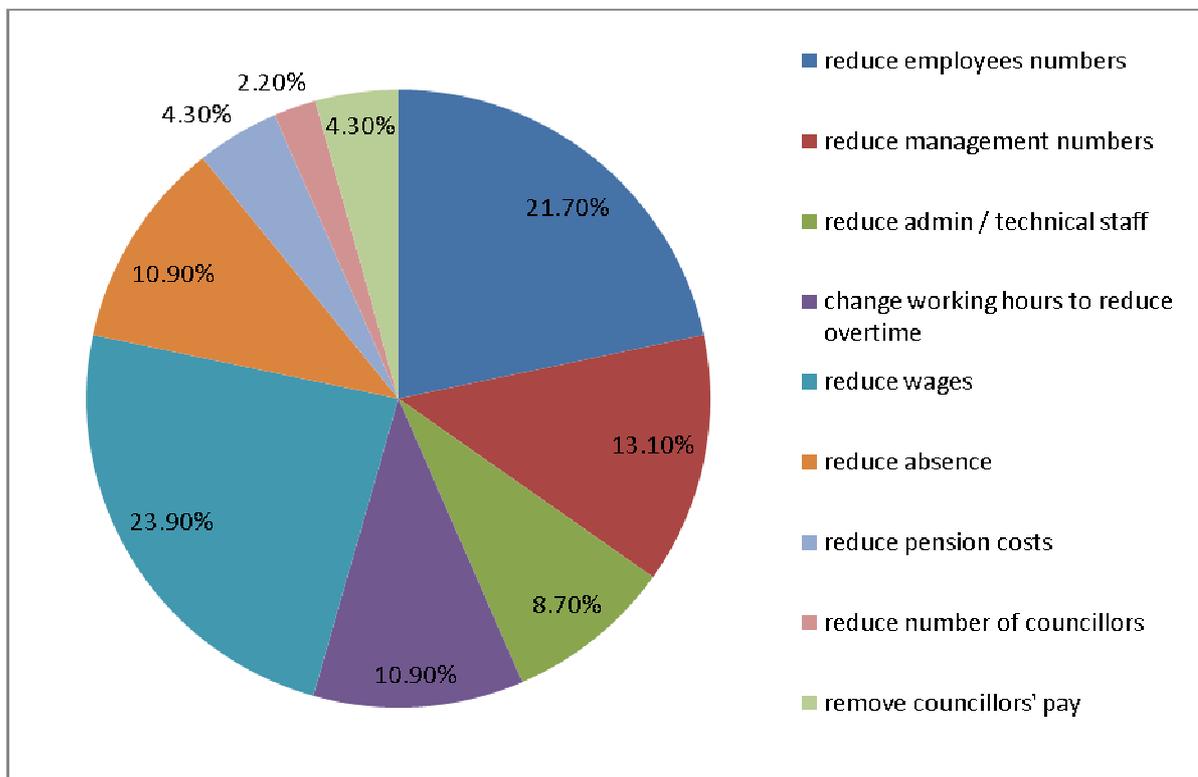
The 'other' category contains single comments such as lobbying hard for a good settlement, cutting benefits, cutting year end sending spree.

4.4 ORGANISATION AND MANAGEMENT

108 comments were received on organisation and management. The two main areas comment upon related to reducing the wage bill through pay, staff or absence reduction and to increased operational efficiency. Reducing expenses for officers and councillors was also a theme that attracted comment, suggesting greater use of video conferencing and teleconferencing for meetings and also car sharing. The use of consultants also attracted comment, with all who commented on it recommending the reduction of their use.



Comments on reducing the wage bill were further broken down into the following suggestions:



Comments relating to these areas included:

“A reduction of 3% in your annual wage bill of £112 million would save over £3 million per annum which would represent the single biggest saving you could make!”

‘Cut directors’ pay. Cut all pay by 3%’

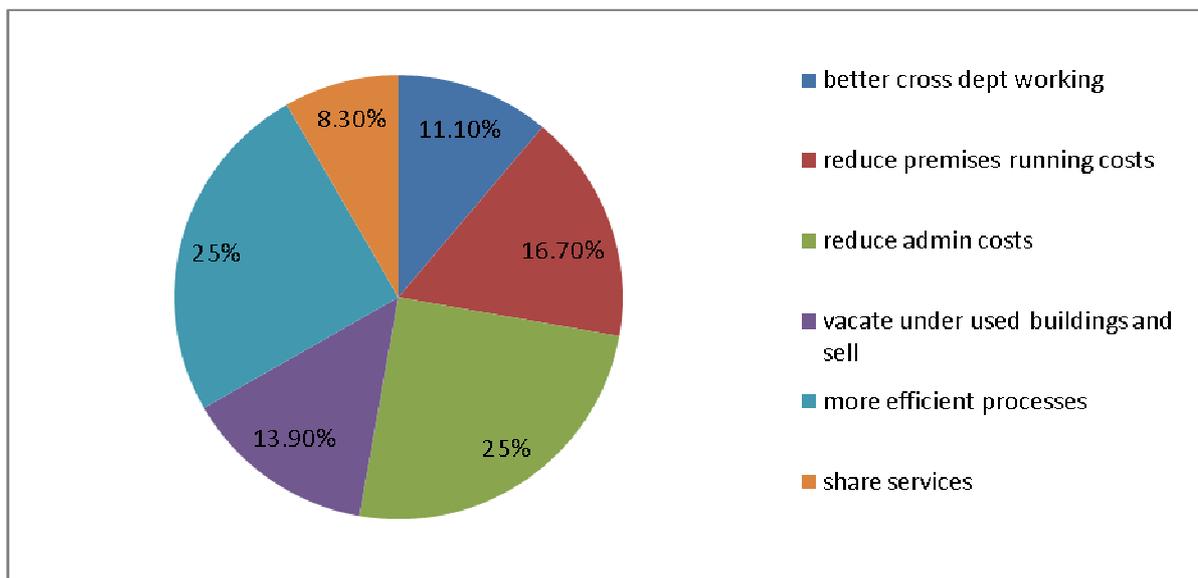
‘Cut middle management and fringe jobs to concentrate on core services. ‘

“For 23 years I was Managing Director of a West of Scotland group with over 2000 employees and my suggestion is based on those experiences. Your absenteeism is over 8% and the norm in the private sector is no more than 5% .The conclusion can only be either you are employing people who are not fit for work or not managing the situation “

There was recognition that if there are budget cuts then staff cuts must follow:

“Budgets have been cut, staffing levels have remained the same.... See the bigger picture, make the difficult choices required for a leaner, fitter Council.”

Comments and suggestions on increasing efficiency covered a range of topics the following issues:

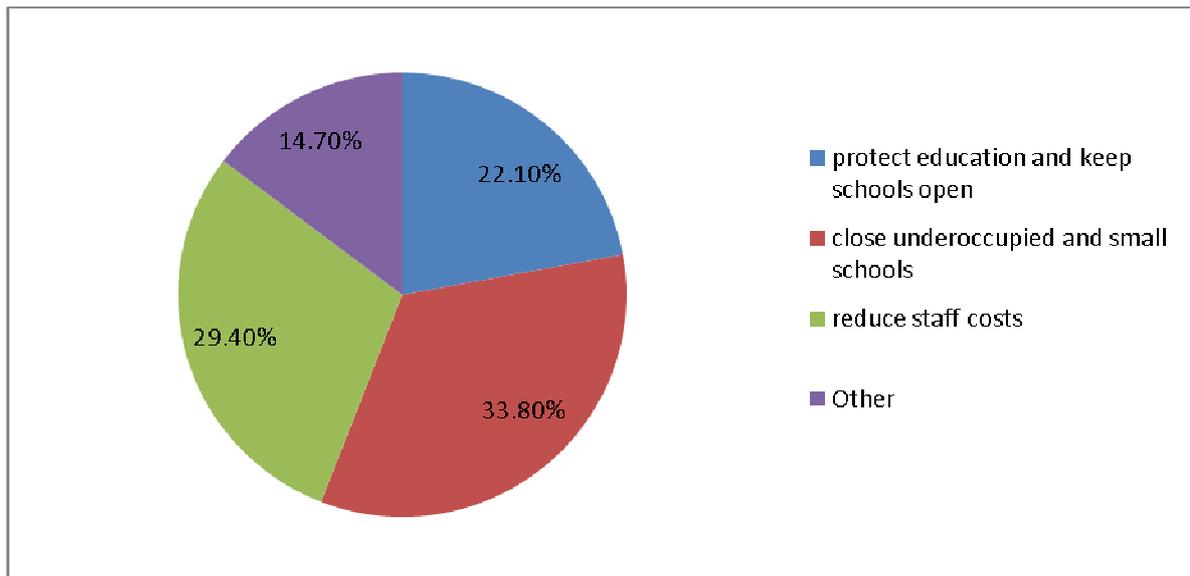


Examples of more efficient processes included printing in black and white, using both sides of the paper, emailing instead of posting, turning the lights off in unoccupied buildings and not heating unoccupied offices.

“Another area where money could be saved is through ensuring efficiencies, and the use of electronic procedures where available, as this could save money on admin time, stationery etc - and therefore reduce the number of admin staff needed in some areas.”

4.5 EDUCATION

The sixty eight comments on the education service captured below are those that were received through the general budget consultation rather than the specific education estates consultation. There were four main areas of comment as summarised below:



The single largest group recommended the closure of smaller or under occupied schools. This included comments on selling off the vacant school buildings. There was, however, a significant group who considered that education should be protected and rural/island schools should not be closed. Reduction in staffing was another area commented upon including redundancy for teachers, sharing staffing and support staff, reducing QIO numbers and standardising class sizes. The ‘other’ category included closing the school hostel in Dunoon, removing the community education budget, removing free school transport, charging for extra-curricular activities, hiring out school facilities to generate income and transferring budget from leisure to education.

Comments included:

“I think an important area where a lot of money could be saved is by closing the very small schools that cost a lot more than the average to run, for a very small number of pupils. Especially where there is a member of catering staff/teacher etc for only a few pupils. These closed schools could be sold to property developers, especially if they are older buildings which are always popular for conversions to flats”

I believe that within the education section the easiest way to minimise spend would be to close the under occupied schools across the authority merging schools together - also saving on staff costs. Selling the buildings to developers or using the buildings for projects or meeting spaces etc to hire out, outwith the local authority”

“The existing spare capacity within the school system must indicate a potential saving either by the closure of schools or by the importation of pupils.”

“I feel it is imperative that we do not close small rural schools. We should not sacrifice our diversity in education, removing places that provide vital experience for training of leaders and whose flexibility stimulate experimentation that enriches larger schools. Communities need these schools. We cannot afford to do to schools and communities what Beeching did to railways”

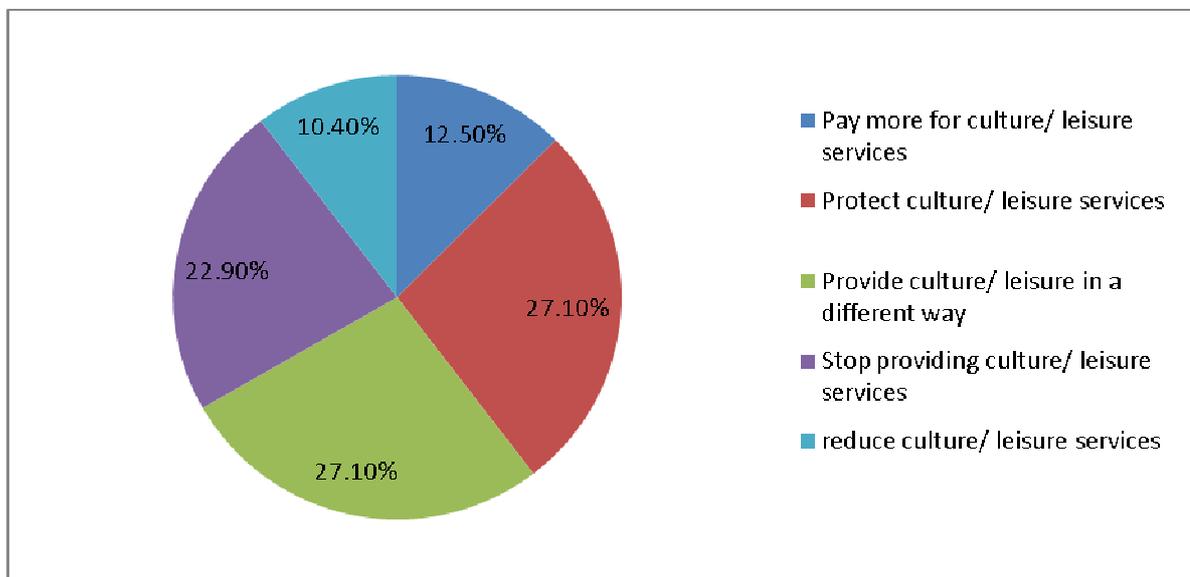
“Some areas must be last on the list for cuts, e.g closing rural or low populated schools”

“I do not agree that these cuts should involve the closure of small rural schools and their amalgamation into larger schools. I feel that this is a short term solution. The detrimental effect would be wider spread than the school buildings themselves.”

“I agree with some decisions which have been made so far i.e cutting school transport for primary school kids who live a mile from school (and this effects my children directly) I feel it's not unfair to ask us to drop out children off at school. I think Primary schools with lower rolls should be looked at and whether they are cost effective. Also class sizes should be looked at across schools in the area. I don't think it's fair that some children benefit from small class sizes and others are taught in classes of 30+. My children attend a primary school which is almost at capacity. Many children come into the school from outwith the Argyll & Bute Council area, which has pushed up their class sizes. I would like to know who pays for these children and the additional burden they place on the school my children attend”

4.6 COMMUNITIES AND CULTURE

Forty eight comments were received covering libraries, pools, community facilities, leisure and sport and community projects. The main areas of comment related to providing services in a different way, protecting services and stopping services. There was also a theme around paying more for services. The chart below illustrates the breakdown in comments by topic:



Protecting these services and providing them in a different way were the highest frequency suggestions. Comments on providing services in a different way included a high number of suggestions about increasing and encouraging volunteering, outsourcing service provision to community groups, outsourcing of he

private sector or using successful social enterprise models such as Atlantis Leisure as the mechanism for future service delivery.

"I just wanted to express my thoughts on the proposed budget cuts that the council faces. I would sincerely hope that our leisure services remain in place as they are. I think that our swimming pools and gyms are very important, and increasingly so with the rising obesity levels, which will cost the tax payers much more than a few local cuts in the long term. There are very few healthy leisure pursuits for adults and youngsters in Dunoon and I believe that the excellent facilities that we have should remain in tact if possible. I also believe that the Queen's hall plays an important part in the community, and also plays host to the fitness classes from Riverside which are also excellent."

"The opening hours of our library are pitifully small as it is and do not satisfy demand."

"Scope for outsourcing libraries and leisure facilities to the community"

'More recreation into the private sector as A&B's services are so sparse'

There were a number of comments relating to increase fees for leisure centres and pools and introducing fees for libraries.

"If charges to leisure facilities were to be increased this should only be done if attendance numbers could be guaranteed not to fall. Reducing charges might well encourage improved attendance figures. A delicate balance."

'Swimming pools increase by 10p on entrance'

22.9% of respondents in this category thought that the council should stop providing some services.

'Close libraries as books are now widely available at reasonable cost. Set up small book exchanges instead.'

'Reduce opening hours'

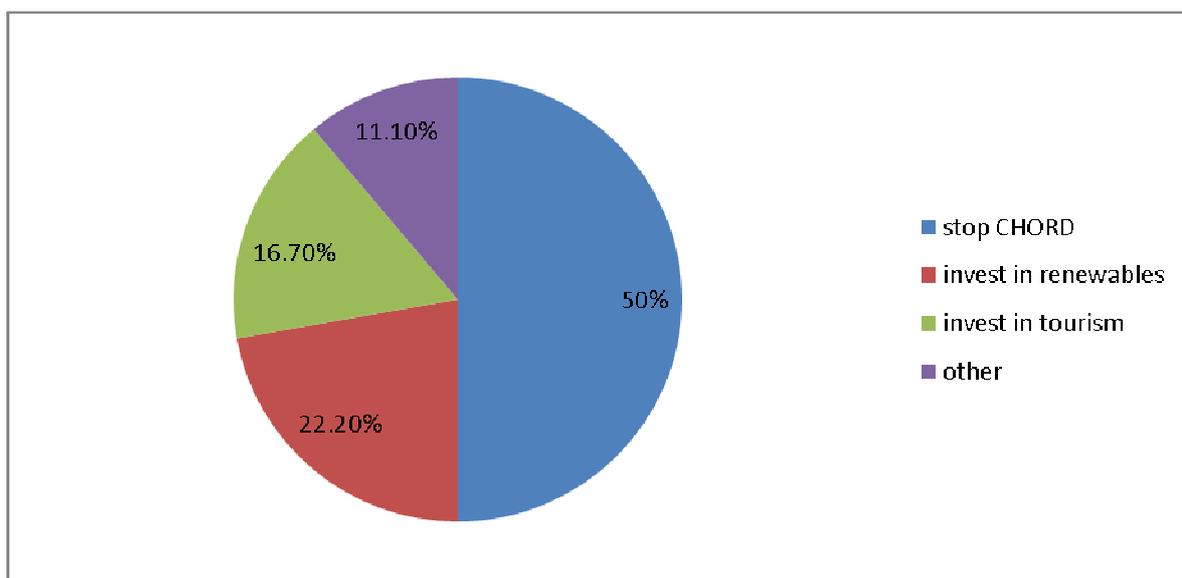
'No local swimming pool'

'Stop supporting local and needless community ventures (Community groups). Let people fund their own projects.'

"The council should no longer provide a library service unless this can be made self funding by reducing overheads and charging for services. There is nothing that a library provides that can no longer be sourced online, by ebooks or by ordering direct and very cheaply from Amazon etc. Libraries have had their day in the same way as open air Lidos, sanatoriums and the provision of posts to tie your horse up to. No doubt there is a niche minority who would be up in arms at such an idea, but libraries are a luxury burden for that minority that the majority should no longer subsidise. At worst you should shut public libraries and open High School Libraries to the wider public."

4.7 ECONOMIC DEVELOPMENT

Eighteen respondents commented specifically on economic development, with the majority recommending diverting funds away from the CHORD programme. The other main areas for comment were the recommended continuation of investment in renewable energy and tourism. Other comments related to social enterprise and were evenly divided between more investment in the sector and less reliance on it.



Comments included:

“Cancel the large waste of cash that the CHORD project has become”

“Put CHORD on hold - although it is capital spending in year 1, it will have revenue implications in subsequent years.”

“Town centre regeneration projects are a luxury”

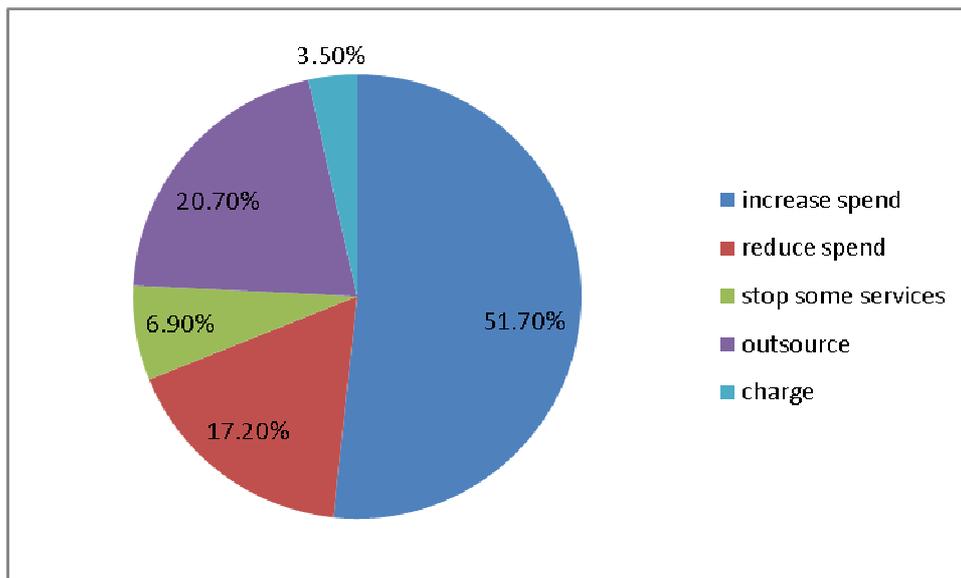
“We understand that the CHORD money is ring-fenced for each individual town, but at the same time some of the projects in some of the towns are very weak on spend. We do not suggest that projects within CHORD that bring funding in from outside, where CHORD provides match funding, be cut but we do feel that there might be opportunities for some CHORD money to go back into the coffers in cases where spend is going to be difficult (or in some cases, impossible) to achieve. To be realistic, some projects within the CHORD initiative might never get off the ground. We are also wondering how much interest is being accrued on this large capital sum and what is being done with it – is it being re-cycled?”

“Involving voluntary groups in the provision of services is all very well as an aim in itself, but it will not necessarily be cheaper. If high standards are to be maintained, equally high levels of professional support and advice will still be required. Organising and managing the unwieldy and unreliable structure created will take a lot of time and money. Facilities, properties, infrastructure and basic services such as cleaning, photocopying etc will all

need to be provided at a very local level if this is to work – all expensive on such a small scale.”

4.8 ROADS AND TRANSPORTATION

52 comments were received relating to the road and transportation network. The majority recognised the importance of maintaining the road network and its impact on the future of many aspects of life in Argyll and Bute. Respondents were all keen that the road network should be maintained, prioritised and that potholes should be repaired. At least 20 individual comments stressed the need to maintain or increase the level of spending on roads maintenance:



“Continue to repair and maintain the road network”

“It would be really great if key routes (such as the road linking the Arran ferry that comes in at Claonaig with the rest of Argyll and the Isles) were to be prioritised. Unfortunately prioritisation doesn’t seem to work at the present time – we suggest its needs to be reviewed”

“Argyll & Bute suffers here. There are just so many miles of tarmac to look after. As I understand it, even the current budget is woefully short and ANY reduction just doesn't feasible.”

“Repair potholes promptly and properly to avoid more expense.”

“Temporary road repairs seem to be a waste of money. Pot-hole repairs are flushed out within a few days; ground-water erodes the sub-structure and the continuous freeze/melt process breaks up surfaces. We recognise that investing in full-scale repairs and complete road replacement, although initially expensive and disruptive, would pay dividends in the long term.”

There were some suggestions around where savings could be made in amenity services. These included changing the work patterns of teams and reducing the

amount of grass cutting undertaken. Other suggested that grass cutting should be made the responsibility of communities or offenders carrying out community service.

“Stop cutting grass where verge belongs to householder. This should be a householder responsibility.”

“The endless mowing that goes on is quite unnecessary, and detrimental to the environment too.....”

Several respondents suggested turning off street lights or reducing the number of street lights which are lit.

“Street lighting. Many of the street lights in Rothesay stay on all day as well as all night. All cars and taxis have their own lights. When it gets dark they are legally obliged to turn them on. They don't need street lights, especially after midnight. Get them off.”

“Could I suggest that, away from principal routes, the residents of a street be asked whether they wish to continue to have their street lights? I would suggest that residents should be offered these options: a) No street lights to be illuminated. b) Lights to be illuminated throughout the night, as at present. c) Lights to be illuminated until 11pm only. I believe that many communities would choose option (c) or even option (a). This would bring about considerable savings in power usage, reduce the ever-growing plight of light pollution, and reduce maintenance costs.”

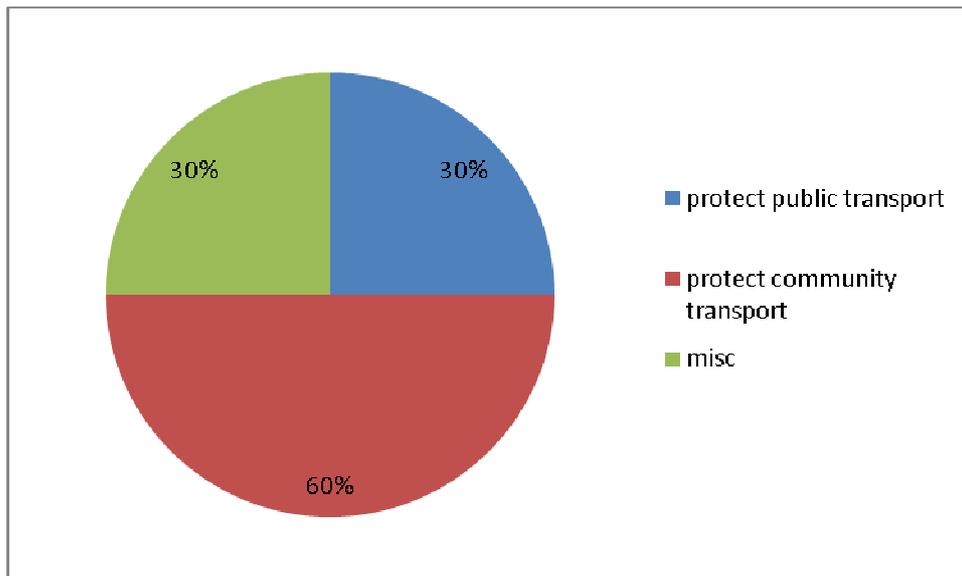
Respondents also felt there was still a need for the council to support public transport, especially as the rural and dispersed nature of Argyll and Bute makes it difficult for some people to access services.

“Focusing on public transport routes that make money would put remote rural communities at risk and would cause a downward spiral in bus use. Withdrawing low-use routes is not the answer here – we should be actively encouraging better use of routes that don't show good value for money at present.”

“Routes that are heavily used (such as the Campbeltown-Glasgow service) should be managed better. People shouldn't be left standing at a bus stop (either at the start of their journey or part-way through it). Visitors (and some locals) don't know that they should book for these inter-city services – especially as the buses are branded by a local company which also operates the more local (bus-stop to bus-stop) services.”

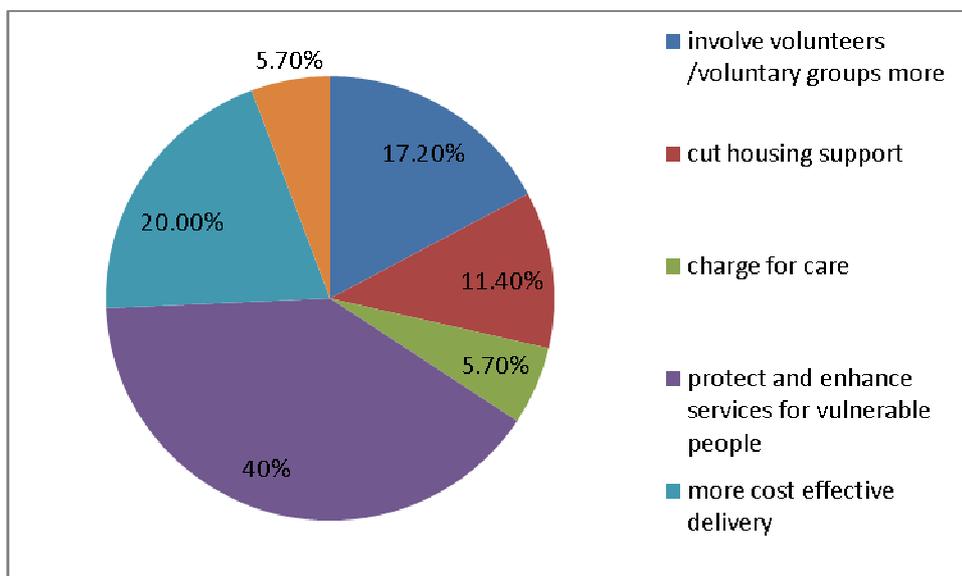
4.9 PUBLIC TRANSPORT

A small number of responses (ten) were received specifically relating to public transport in the general consultation. Of those who expressed an opinion, most were in favour of protecting community and public transport. Three responses specifically referred to protecting a north Lorne community transport scheme.



4.10 SOCIAL CARE

37 respondents commented specifically on social care options. Their primary concern was to safeguard care for the most vulnerable. There were equal suggestions for and against these services being outsourced to the private or third sector:



“Care and support services for the most vulnerable members of the community are of paramount importance and should not be reduced in scope. Greater private sector involvement is problematic in that substantial resources will be required to ensure satisfactory delivery of services and avoidance of profiteering.”

“Once more, we are not convinced that outsourcing will be cheaper or that, if it is cheaper, it will be as good.”

“People on benefits should do voluntary work before they received benefit payments. e.g help feed patients in Hospital or Care Homes etc”

Some respondents recognised the potential for those in receipt of care to contribute towards the service financially, but also recognised that those who use this service are often those least able to make any contribution at all.

Suggestions for reducing the social care budget focussed on the amount allocated to housing support services. Many felt this budget should be cut or reallocated to more general social care.

“Cut down severely on housing support services - why do you spend more than twice the average?”

“I would like to suggest that council tax money from the Strategic housing fund which currently sits at £8.176 million be used to reduce the £9m to 13m shortfall in the budget. This money should not be wasted on housing developments that communities don't want and are not required. If the Scottish government wants these houses built then I suggest it pays for it not the council tax people of Argyll & Bute.”

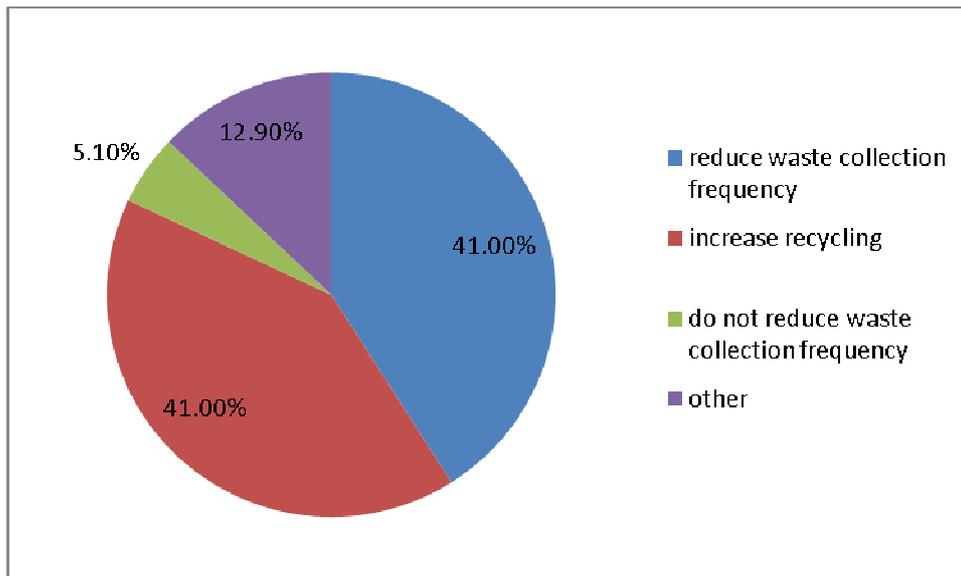
Respondents recognised that the current system may be open to misuse and suggested more rigorous assessments of those who request the service could reduce the total number in receipt, allowing resource to be used where it is needed most.

“Given the population demographic, the demand for all these services is likely to grow rather than decline. The perception among non-users of these services is that there is a high percentage of mis-use or downright abuse. If this is so, then maybe there are big savings to be made just "getting tough!" This approach won't get a lot of votes but it could save a lot of cash. I wonder if this area where business people with a proven track could be invited to have a "fresh eye" look at what value is being given for the costs involved. Maybe one big "mystery shopper" exercise would produce enough information to initiate some major savings.”

4.11 WASTE COLLECTION

31 respondents specifically mentioned waste or recycling. Of these, almost half (15) said they were in favour of fortnightly bin collections. However, many of those who said they were in favour of fortnightly collections of general waste said they believed this was only feasible if the council also introduced doorstep collection of waste for recycling.

There is an appetite among respondents to reduce the amount of waste they send to landfill as it has both financial and environmental benefits. However respondents suggest that the council has a role to play in encouraging people to recycle by making it as easy as possible.



“Waste collections could be reduced to fortnightly if people are encouraged to recycle”
“Fortnightly bin collections. Increasing recycling to avoid landfill tax.”
“Bins emptied every 2 weeks.”

“Fortnightly bin collections would be acceptable. However, we recognise that additional and extended re-cycling facilities would perhaps be needed to help facilitate this. In addition to plastic milk and other drink bottles could other food packaging such as fruit and vegetable trays and (washed) meat and fish trays be re-cycled? Furthermore, if there were facilities for high-temperature composting locally (we can’t put weeds, brambles, ground elder etc in our home composting bins) there would be less green waste in our household bins.”

There was some recognition that fortnightly collections may not suit everyone and suggestions that larger bins may have to be provided where fewer collections are made.

“I have no expertise in such matters but might I make the following suggestion with regard to budget cuts, it occurs to me that waste collection in rural areas must incur large running costs for the bin lorries. I have noticed that there is a large stock of wheelie bins in the depot at mill lane in Oban. Would it not be possible to issue extra bins in outlying communities and then extend the time between collections to say once every two weeks. This would not only incur a saving in vehicle costs but would also encourage people to recycle their waste if there were more recycling skips put in place. The lorries taken off the rural runs could then be used more efficiently within the Oban area. Just my thoughts for what they are worth.”

“Keep weekly domestic refuse collection as this is a health issue, especially during the summer months, with the large number of tourists. Switch paper bin collections to once a month from domestic premises as is the case at Highland council”

Other comments

Smaller numbers of comments were received on a range of topics.

- Maintain provision of public toilets

- Promote the area more to attract more tourists and more investment
- Develop shelters and other 'rainy day' activities
- More 3rd sector provision

Suggestions for stopping services were confined to:

- Planning services
- Translation
- Gaelic signage
- Some leisure services

5.0 SERVICE SPECIFIC CONSULTATION

Consultation on specific service proposals that relate to service change requiring member approval were included in a consultation process that began on 10 December 2010. This included the distribution of posters containing information on proposals, an online web survey, notices in the local press, questionnaire to the Citizens' Panel and distribution of material to the 3rd sector partnership and community councils.

To date 110 responses to the survey have been received.

Of those expressing an opinion, the headline responses were:

Agreeing to or strongly agreeing to:

- Reducing grants for under used bus services 54.5%
- Reducing grant funding to Visitscotland etc 66%
- Stopping cleaning and janitorial services to community centres 55.5%
- Reducing waste sent to landfill...60.9%
- Collecting recyclables together 85.8%
- Having separate waste collection for food 58.5%
- Increasing the cost of a primary school meal 64.1%%
- Increasing the price of a secondary school meal 66.7%
- Closing part time libraries in Cardross, Rosneath 56.2%
- Taking waste from Helensburgh and Lomond to a facility in central Scotland 59.7%

Disagreeing or strongly disagreeing to:

- Reducing roads maintenance checks 79%
- Reducing the number of employees in schools 73.5%
- Reducing cleaning services in schools 69.1%
- Reducing the food cost of a primary school meal 60.7%
- Reducing the number of children's homes 55.1%

Other responses did not demonstrate a majority either agreeing with or disagreeing with the proposals.

The detail is attached in Appendix 1.

6.0 Third Sector Partnership Response

The Third Sector Partnership coordinated responses to the budget consultation on individual service review proposals from a wide number of different voluntary sector groups across the area and collated them into a single response. This is attached at Appendix 2.

They held group meetings in each of the four council areas with an additional meeting on Bute. In total 88 people commented, 31 of who represented voluntary groups.

Overall the comments broadly reflected the general responses citing key issues of:

- Reduce/remove grant from Visitscotland
- Improve the council's efficiency/management and partnership working
- Consider more 3rd sector/community delivery
- Prioritise services for the vulnerable
- Improve roads
- Increase recycling

Participants commented on schools, with some expressing the opinion that under occupied schools should close, and other strongly maintaining that they must remain open.

Comments on CHORD varied from very positive in Helensburgh and Lomond to negative in Oban, Lorn and the Isles.

7.0 CONCLUSION

The budget consultation exercise has generated a number of comments from citizens who have considered the budget challenge facing the council and made suggestions on how changes could be made. The majority of suggestions from the general consultation are areas where the council is already taking action. The comments on service specific proposals are useful in the decision making process.

This information provides the council with a view from a small sample of respondents to the surveys. However, there are some common themes emerging from the information that is useful in the discussion on decision making on future service delivery as part of the budget setting process.

There were very few areas in the service specific consultation where there was strong disagreement to the proposals being made, and these were from a very small number of respondents.

IMPLICATIONS

PERSONNEL None

FINANCIAL The consultation feedback offers information for the council to take into consideration when setting the budget for 2011/12

EQUALITY None

LEGAL None

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