



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

2 February 2022

**Joint Report of the Managing Director and the
Executive Director, Corporate Services and Transformation**

Budget Consultation Results

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is not a Key Decision.

3 Purpose of the Report

3.1 To enable Full Council to consider the outcome of the Council's budget consultation exercises in formulating its budgetary proposals regarding the Revenue Budget for 2022-23.

3.2 This report should be read alongside the following reports to this Council meeting: the Reserves Position and Reserves Policy Report, the Revenue Budget Report 2022-23 and the Capital Programme Approvals, Treasury Management and Capital Strategies for 2022-23 Report.

4 Information and Analysis

- 4.1 The Council has, for a number of years, undertaken a variety of consultation exercises, using a range of methods, in the preparation of its annual revenue budget. For 2022-23 the Council devised a 'Your Council, Your Voice 2021' survey. As in the previous two years, this was an in-depth survey, combining both budget and residents' consultations, to provide even more useful information than in surveys prior to 2020-21. The headline findings from the survey are being used to refresh the Council Plan for 2022-23 and the budget consultation elements are reported on here. Plans are being formulated to undertake further analysis to support wider strategy development across the Council and engagement with residents and local communities.

Online Survey

- 4.2 The online survey combined both budget and residents' consultations and ran for six weeks, from 18 October 2021 to 28 November 2021. Participation in the survey has been encouraged using various means including social media posts on Twitter and Facebook, and a Facebook advertising campaign which reached 221,000 people and resulted in 13,898 clicks through to the survey. The survey was also publicised in the Council's residents' magazine Derbyshire Now, both the printed and e-version, featured in the Our Derbyshire employee newsletter, the Councillors' briefing Members' News and Community eNews. In addition, 6,296 residents who had previously expressed an interest in being involved in further consultation with the Council were e-mailed the survey directly. A total of 2,550 Derbyshire residents completed the survey. Last year, the Council attracted 2,101 responses to its survey. The survey response remains strong, especially considering the ongoing Covid-19 pandemic.
- 4.3 To promote participation amongst residents who are less familiar with, or have no internet access, copies of a paper consultation questionnaire, containing the same questions, were made available on request. A freepost address was used to encourage participation. A small number of paper questionnaires were sent out, but none were returned.
- 4.4 The average age of respondents was 56 years, with the age of respondents ranging from 16 to 90 years old. This compares to an average age of 57 for the 2021-22 consultation. Responses from the

over 65 group have decreased compared to the 2021-22 consultation response, broadly returning to 2020-21 response levels for this age group, and in line with their proportion of the Derbyshire population according to the Office for National Statistics (ONS). Engagement with the 16-44 age group has increased but responses remain fourteen percentage points below their proportion of the Derbyshire population. The strongest response is again from the 45-64 age group. Of those responding, 49% were male and 51% were female, a similar proportion to the 2021-22 consultation, when 50% were male and 50% were female. This is broadly in line with the ONS gender profile for Derbyshire.

- 4.5 A map showing the Derbyshire location of respondents is attached at Appendix Two. If survey response rates were to follow the percentage of population in each district, the Council would expect 9% of respondents to be resident in Derbyshire Dales. The analysis shows that residents from Derbyshire Dales are over-represented in the consultation, as 18% of all respondents live in Derbyshire Dales. High Peak residents are also over-represented (3% higher), whilst those in South Derbyshire are particularly under-represented (4% lower). These findings were similar in the 2020-21 and 2021-22 consultations.
- 4.6 A total of 17% of respondents identified themselves as having a disability, a similar proportion to the 2021-22 budget consultation. This compares to 20% of the population identified in the 2011 Census who said their day to day activities were limited.
- 4.7 Further demographic analysis is attached for consideration at Appendix Three.
- 4.8 An infographic showing headline results in respect of the Your Council Your Voice 2021 Survey, including the budget consultation questions, has been produced and is attached at Appendix Four.
- 4.9 Within the survey, local people were asked six budget consultation questions to establish their views on what the Council's top and bottom three priority services should be and why they had chosen these, to rank in order of importance nine options the Council could use to save

money or raise additional revenue and whether they had any other suggestions for how the Council could save money or raise additional revenue. Of the six budget consultation questions, five required respondents to select their answers from options given in the consultation and one allowed respondents to comment freely. Fewer responses were received where respondents were asked to comment freely.

4.10 The following views were expressed:

- From a choice of 22 Council services, respondents thought that the top three priorities, with the most popular listed first, should be: 'highways services including planning and maintenance' (selected by 41% of respondents as being in their top three priority services), 'waste and recycling centres' (31%) and 'environmental policy including flooding and climate change' (28%). These are the same top three priorities as in the 2021-22 budget consultation, in the same order, but the support for each has increased. These 'top priority' services were not the least frequently selected from the same list requiring respondents to select their 'bottom three priorities'. The least selected service as a bottom priority was 'safeguarding and child protection' (2%), followed by 'day care or residential care for older adults' (3%), then 'support for vulnerable children and families' (3%). These are the same bottom three priorities as in the 2021-22 budget consultation.
- The top Council service priority selected by both males and females is 'highways services including planning and maintenance', although 51% of males, compared to 32% of females, chose this service priority. The second most popular service priority for both males and females is 'waste and recycling centres'. The third most popular service priority, again for both males and females, is 'environmental policy including flooding and climate change'. A convergence of male and female views is evident, with the same service priorities selected by both groups in each of the top three positions. This differs to the budget consultation 2021-22.
- The most important reason for choosing the top Council service priorities in the survey was 'important to you or your family' (48%), followed by 'need to protect and support vulnerable people' (33%) and then 'importance of road and public transport issues' (31%).
- From the same choice of 22 Council services, the priorities which respondents thought should be at the bottom, with the ones most frequently selected first, are: 'museums, heritage and arts services' (selected by 41% of respondents as being in their bottom three priority services), followed by 'grants and aid to voluntary groups' (35%), then 'adult community education' (24%) - this is identical to

the 2021-22 budget consultation. These 'bottom priority' services were not all present in the least frequently selected from the same list requiring respondents to select their 'top three priorities' question. The least selected service as a top priority was 'fostering and adoption services' (1%), followed by 'trading standards' (3%), then 'adult community education' (3%) – these are the same three as in the 2021-22 budget consultation.

- The bottom two Council service priorities above were selected most by both males and females. However, the third most selected bottom Council service priority was 'adult community education' overall, but 'welfare rights advice' for males and 'trading standards' for females.
- The most important reason for choosing the bottom Council service priorities in the survey was 'other services are more important' (69%), followed by 'difficult to choose' (51%) and then 'not relevant or important to you or your family' (43%).
- Respondents identified the most important of nine options the Council could use to save money or raise additional revenue as 'work with other councils to deliver shared services', followed by 'use other ways of delivering services such as local trusts or other 'not for profit' partnerships', then 'put more services on-line'. Males and females agreed on the top three choices and their ranking. This top three is identical to both the 2020-21 and 2021-22 budget consultations.
- The least important of the nine options to save money or raise additional revenue, as ranked by both male and female respondents, was 'increase Council Tax'. This was followed by 'increase charges for services supplied to the public', again selected by both male and female respondents. The overall third least important selection was 'maintain services but do less frequently or reduce level of service', although females selected 'reduce or stop delivery of less important services'. This overall order is identical to both the 2020-21 and 2021-22 budget consultations.
- Most people (1,579 respondents) did not make any suggestions on alternative ways for saving money or raising additional revenue. An additional 94 people referred to services that were provided by district/borough councils or other organisations such as the Government or health. The remaining comments were grouped into a range of topics including:
 - Staffing issues (168 respondents) - including reducing the number, pay, sick leave and pensions of managers and staff and using fewer consultants. Also, continually reviewing services to improve efficiency, providing value for money whilst maintaining quality of services, and embracing modern ways of working and best practice, such as working from home and holding online meetings.

- Increasing funding (74 respondents) - various ways including lobbying Government, instigating a local lottery and using the private sector to help raise finance.
- Highways issues (73 respondents) - concerned about issues such as the quality of work on potholes, leading to additional spending.
- Developing Council sites (47 respondent) – selling or leasing buildings and property or renting out unused rooms. Combining buildings to produce hubs of services.
- Combining local authorities or collaboration (36 respondents).

Focus Groups

- 4.11 It was agreed as part of the “Your Council, Your Voice 2021” consultation approach that a number of online focus groups would be held.
- 4.12 A total of 33 residents took part in five focus groups. The average age of those attending was 63 years; the youngest person was 32 and the oldest was 88. Participants were split 52% female and 48% male.
- 4.13 The focus groups primarily focused on value for money, satisfaction and priorities.
- 4.14 An infographic summarising key outcomes and demographic information from the focus groups has been produced and is included at Appendix Five.
- 4.15 The key issues and findings from the groups include:
- There was a view that people are less satisfied with public services in general, reflecting nationwide issues rather than specific examples relating to the Council.
 - Residents confirmed that the selection of their top three priorities is primarily driven by individual use and/or need for a particular service.
 - Experience of contact with Elected Members, both positive and negative, has a direct effect on satisfaction ratings.
 - There is growing awareness of the different tiers of local government and public services and a desire to see more partnership working to provide effective, value for money and efficient services.
 - There is increasing appetite for residents to be involved at an early stage in policy formulation and how services are delivered.
 - There is a general consensus that residents would find more information about the Council’s performance and finances interesting and useful in determining their views on satisfaction and value for money.
 - There was wide understanding that Elected Members and senior officers have to balance many competing issues when making decisions, however residents would like more openness and

transparency on how decisions are reached and why, particularly in terms of the weight given to residents' views.

- There was an increased desire to see the Council prioritise a more integrated public transport system in Derbyshire to meet not only climate change targets but to reduce the impact on the amount of vehicles using the current highway network and the damage this causes.

4.16 A detailed analysis of the consultation results and themes arising from the comments that participants contributed are included at Appendix Six.

Other Consultation

4.17 The Council's Constitution provides that the Improvement and Scrutiny Committee should also be notified of the budget proposals. The Director of Finance & ICT has engaged with the Committee regularly throughout the year, with particular emphasis on the December 2021 meeting in relation to the budget for 2022-23. The December meeting was dedicated solely to discussion around the forthcoming budget. At this meeting there were several comments, questions and views expressed by members of the Committee. The comments were around the following broad issues:

- The key drivers of costs for children's social care.
- The adequacy of the current Highways Winter Maintenance budget.
- The level of earmarked reserves held.
- Scrutiny and governance of traded services activity.

4.18 The Council is seeking the views of the trade unions by corresponding with representatives of the Corporate Joint Committee on the Council's budget proposals. A verbal update will be provided at the Full Council meeting on 2 February 2022.

4.19 In addition, the Local Government Finance Act 1992 requires local authorities to consult representatives of business ratepayers in their area about the budget proposals for each financial year. The Council is seeking the views of business ratepayers by corresponding with representatives of Derbyshire and Nottinghamshire Chamber of Commerce and the Federation of Small Businesses on the Council's budget proposals. A verbal update will be provided at the Full Council meeting on 2 February 2022.

5 Consultation

5.1 No consultation is required.

6 Alternative Options Considered

6.1 Do Nothing – there is no statutory requirement to undertake budget consultation, however, a key element of the Council’s budget setting process is consultation with stakeholders. Not doing this would be contra to Appendix 7 of the Council’s Constitution – Budget and Policy Framework Procedure Rules.

6.2 The Council has, for a number of years, undertaken a variety of consultation exercises, using a range of methods, in the preparation of its annual revenue budget. For 2022-23 the Council devised a ‘Your Council, Your Voice 2021’ survey. As in the previous two years, this was an in-depth survey, combining both budget and residents’ consultations, to provide even more useful information than in surveys before 2020-21.

7 Implications

7.1 Appendix One sets out the relevant implications considered in the preparation of the report.

8 Background Papers

8.1 Papers held electronically by Policy and Financial Strategy Section, Financial Management & Strategy, Finance & ICT Division, County Hall.

9 Appendices

9.1 Appendix One – Implications.

9.2 Appendix Two – Map - Location of Your Council Your Voice 2021 Survey Respondents.

9.3 Appendix Three – Demographic Profile of Budget Consultation Respondents.

9.4 Appendix Four – Infographic – Your Council Your Voice 2021 Survey Summary Results.

9.5 Appendix Five – Infographic – Your Council Your Voice 2021 Focus Groups Summary.

9.6 Appendix Six – Budget Consultation - Analysis of Consultation Responses.

10 Recommendations

That Council:

- 10.1 Takes into account the views of consultation respondents regarding the Revenue Budget for 2022-23.

11 Reasons for Recommendation

- 11.1 When setting the Revenue Budget, the Council must be mindful of the potential impact on service users. The consultation exercises which have been undertaken in the preparation of the Revenue Budget for 2022-23 are relevant in this respect. The responses to these consultation exercises must be conscientiously taken into account when setting the Revenue Budget.

Report Author:
Eleanor Scriven

Contact details:
eleanor.scriven@derbyshire.gov.uk

This report has been approved by the following officers:

<p>On behalf of:</p> <p>Managing Director Executive Director, Corporate Services and Transformation (S151 Officer) Director of Legal Services and Monitoring Officer</p>	
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Implications

Financial

- 1.1 The outcomes of these consultations should be used to inform service planning and help determine budget priorities.

Legal

- 2.1 Members are invited to have regard to the advice contained in the Revenue Budget Report 2022-23. In addition:
- 2.2 Under section 65 of the Local Government Finance Act 1992, as a major precepting authority, the Council has a statutory duty to consult ratepayer representatives on its annual expenditure proposals, ahead of setting its budget. Certain prescribed information must be sent to the persons the Council proposes to consult as soon as practicable and, in any event, not later than 15 February by virtue of the Non-Domestic Ratepayer (Consultation) Regulations 1992.
- 2.3 The Council also has a statutory duty under the Local Government Act 1999 to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness and when determining how to discharge this duty has to consult representatives of a wide range of local persons.
- 2.4 In performing these statutory duties the Council must have regard to statutory guidance issued by the Secretary of State.
- 2.5 The obligations set out in the Budget and Policy Framework included in the Constitution are as outlined in the body of the report.
- 2.6 Case law has established minimum requirements of consultation, which are:
 - Consultation must be at a time when proposals are at a formative stage.
 - Sufficient information must be given to permit a person to “give an intelligent consideration and response”.
 - Adequate time must be given for consideration and response.
 - The results of the consultation must be conscientiously taken into account in finalising any proposal and provided to the decision maker to inform their decision.

- 2.7 The type and extent of consultation must be proportionate to the potential impact of the proposals. The consultation exercise will be conducted in a timely fashion to enable sufficient time for the budget to be approved by Cabinet and Council in accordance with the timescales set out in the report.
- 2.8 The consultation activities set out in the report meet the necessary legislative and Constitutional requirements.

Human Resources

- 3.1 None

Information Technology

- 4.1 None

Equalities Impact

- 5.1 Members are invited to have regard to the advice contained in the Revenue Budget Report 2022-23.

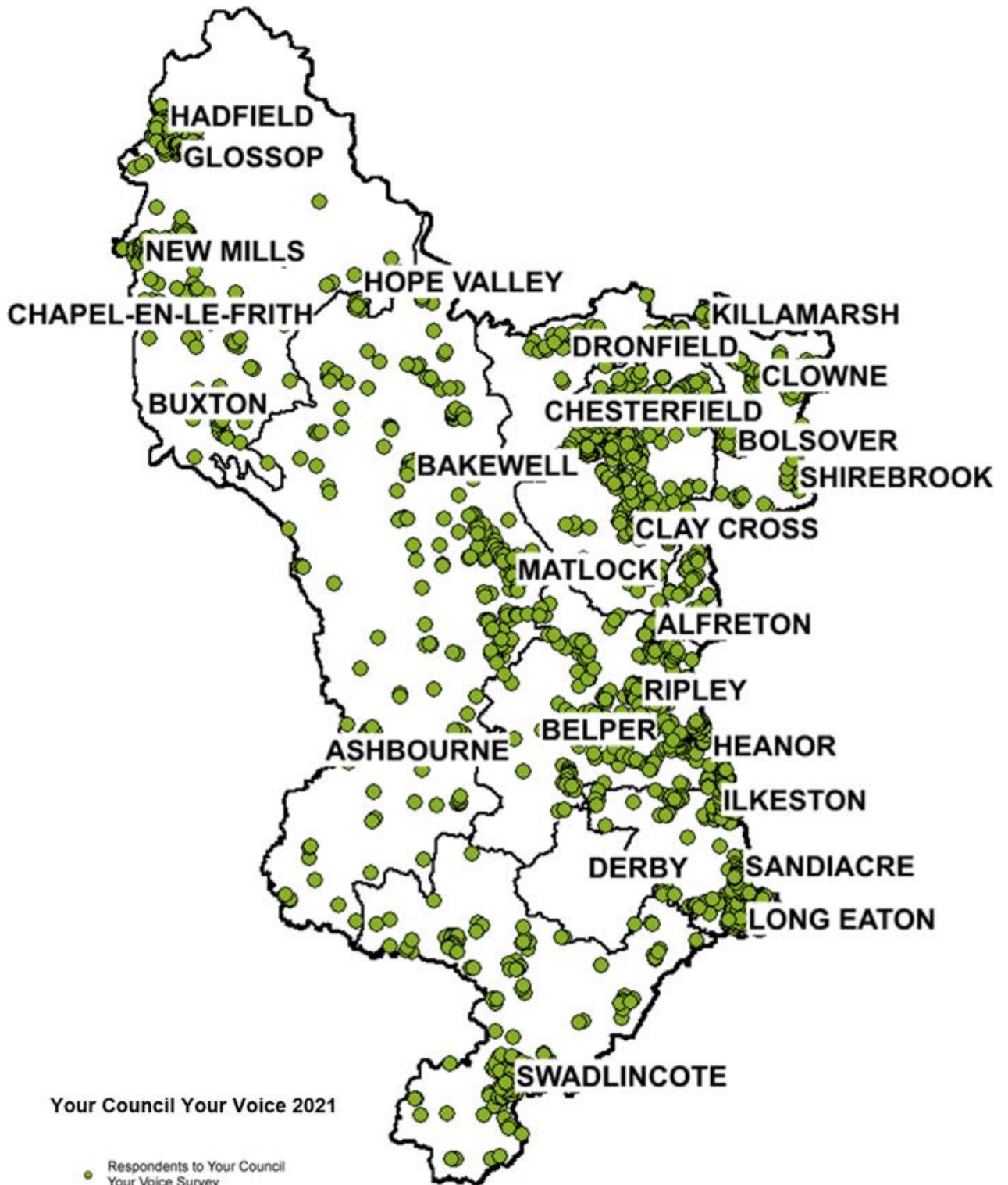
Corporate objectives and priorities for change

- 6.1 The Council Plan values commit to spending money wisely, making the best use of the resources that the Council has.
- 6.2 The Council is committed to ensuring good financial management and compliance with applicable laws and regulations. The Covid-19 pandemic has increased the financial uncertainty for all local authorities. The Council is committed to ensuring that it sets a balanced budget over the medium-term, therefore ensuring good financial management and use of reserve balances to meet the costs of any unforeseeable events arising from the pandemic.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

- 7.1 None

Map - Location of Your Council Your Voice 2021 Survey Respondents



Your Council Your Voice 2021

- Respondents to Your Council Your Voice Survey
- District Boundary

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Ordnance Survey Licence Number [100002351]
Mapped by Policy and Research,
Derbyshire County Council,

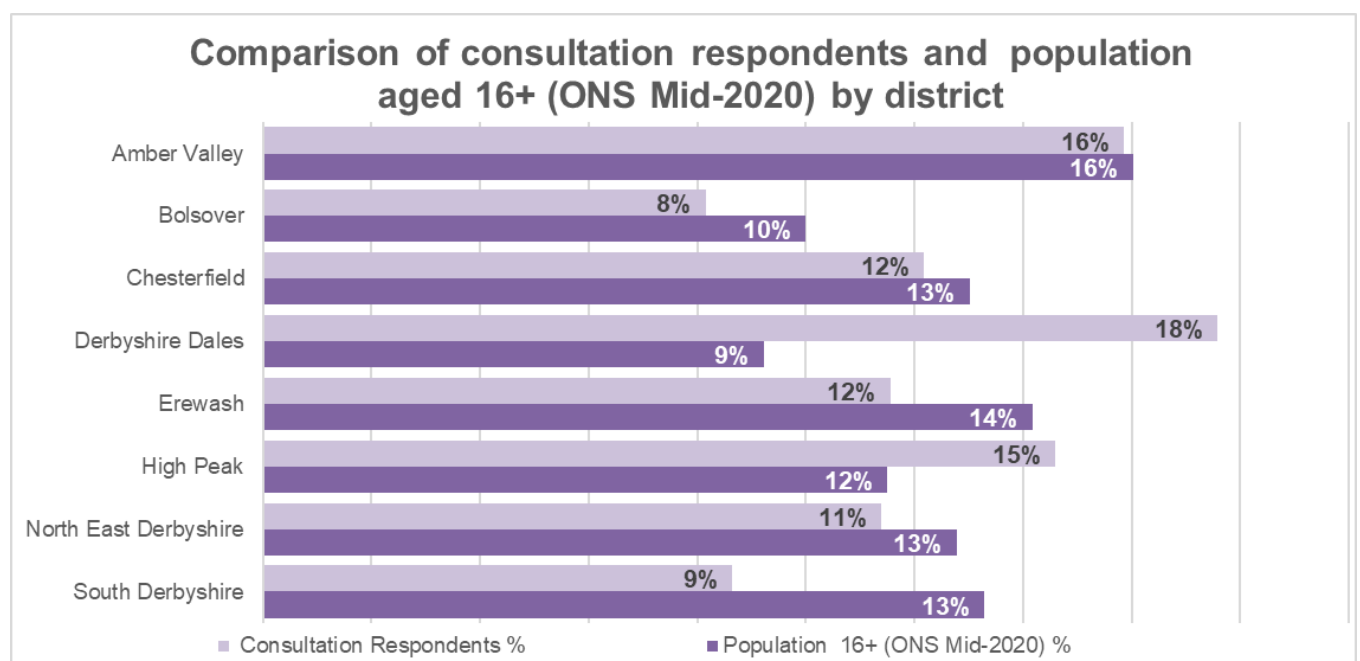
Demographic Profile of Budget Consultation Respondents

A total of 2,611 people responded to the consultation, but the analysis included in this report looks at the analysis of 2,550 respondents. This excludes the responses of 25 people who lived outside Derbyshire and 33 people who submitted multiple entries. The total number of respondents will vary for individual questions as not all respondents answered all of the questions. All responses were completed online. A small number of paper questionnaires were posted out to residents, but none were returned.

Location

The Derbyshire District of consultation respondents supplying a valid postcode has been compared to the distribution of the Derbyshire population aged 16+ according to the latest Office for National Statistics (ONS) mid-year population estimates for 2020.

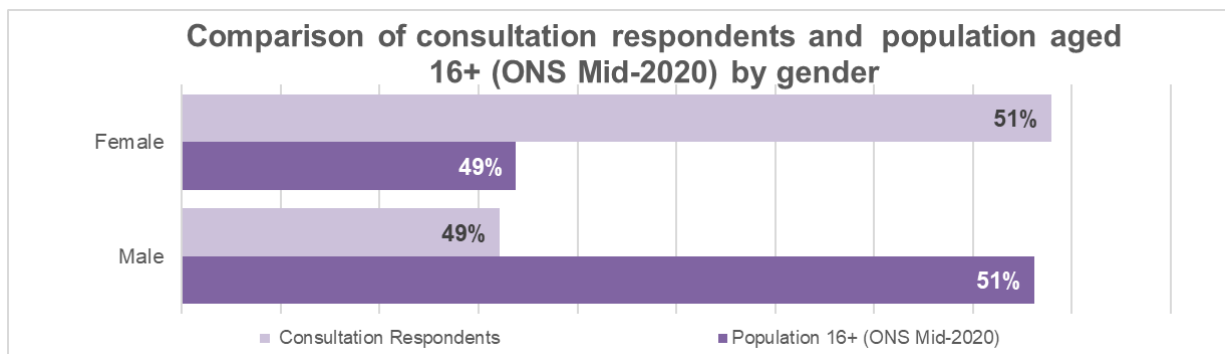
District	Consultation Respondents		Population 16+ (ONS Mid-2020)		Difference (Respondents - Population)	
	Number	%	Number	%		
Amber Valley	387	16%	107,245	16%	-0.2%	↓
Bolsover	199	8%	66,935	10%	-1.8%	↓
Chesterfield	297	12%	87,121	13%	-0.8%	↓
Derbyshire Dales	429	18%	61,763	9%	8.4%	↑
Erewash	282	12%	94,840	14%	-2.6%	↓
High Peak	356	15%	77,017	12%	3.1%	↑
North East Derbyshire	278	11%	85,524	13%	-1.4%	↓
South Derbyshire	211	9%	88,958	13%	-4.6%	↓
Total	2,439	100%	669,403	100%		



Gender

The gender and age profile of respondents have also been compared to the profile of all residents as given by the mid-2020 ONS population estimates.

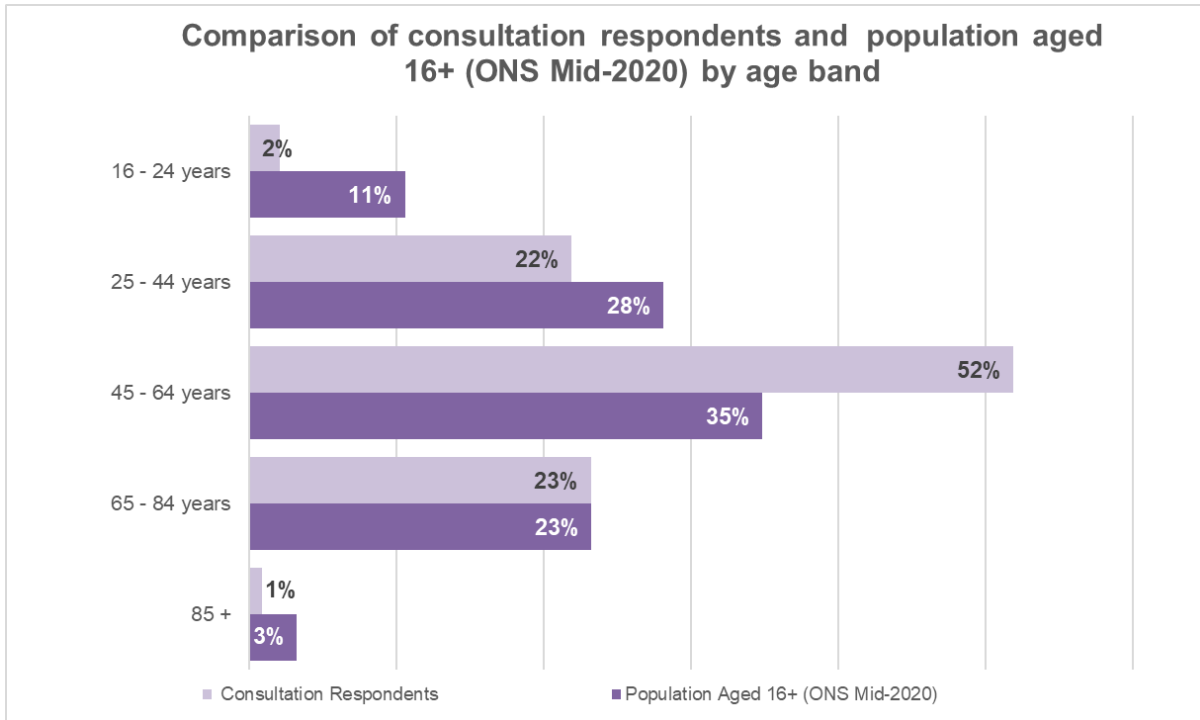
Gender	Consultation Respondents		Population 16+ (ONS Mid-2020)		Difference (Respondents - Population)	
	Number	%	Number	%		
Female	1,289	51%	325,927	49%	2.7%	↑
Male	1,219	49%	343,476	51%	-2.7%	↓
Total	2,508	100%	669,403	100%		



Age

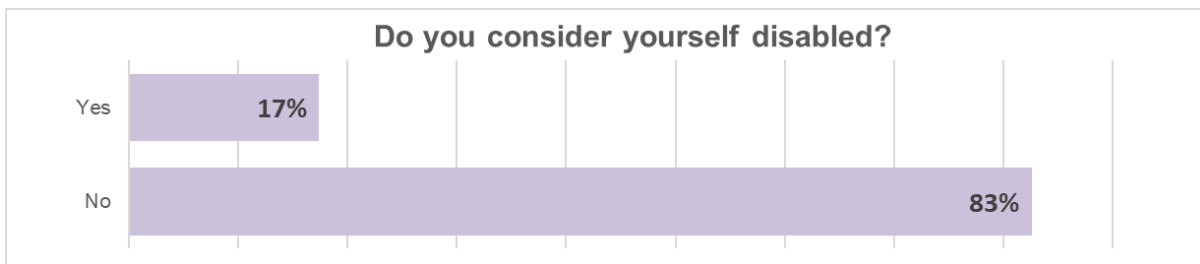
Age Band	Consultation Respondents		Population Aged 16+ (ONS Mid-2020)		Difference (Respondents - Population)	
	Number	%	Number	%		
16 - 24 years	44	2%	70,854	11%	-8%	↓
25 - 44 years	455	22%	188,274	28%	-6.2%	↓
45 - 64 years	1,078	52%	233,306	35%	17.0%	↑
65 - 84 years	482	23%	155,464	23%	0.0%	↓
85 +	18	1%	21,505	3%	-2.3%	↓
Total 16 or over	2,077	100%	669,403	100%		

The average age of respondents was 56 years.



Disability

Do you consider yourself disabled?	Consultation Respondents	
	Number	%
Yes	421	17%
No	1,995	83%
Total	2,416	100%



Infographic – Your Council Your Voice 2021 Survey Summary Results

Your Council Your Voice Headline Results 2021

2,550 residents responded to the survey which asked for views on a range of Council services and priorities, support and living in Derbyshire



Percentage of residents who agreed that the Council:

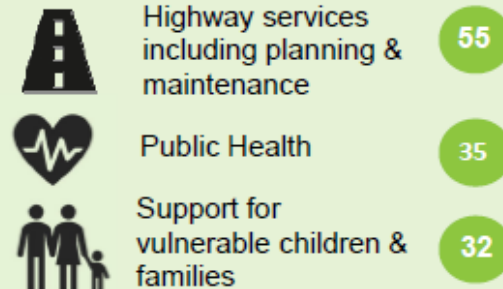


Percentage who were satisfied or dissatisfied with services:

highest satisfaction levels:



highest dissatisfaction levels:



Infographic – Your Council Your Voice 2021 Focus Groups Summary

Derbyshire Budget Consultation Online Focus Groups November/December 2021



33 residents took part in **5** online focus groups



16 of those taking part were male and 17 female

The average age of those attending was **63** years, the youngest person was **32** and the oldest **88**

£ What does 'Value for Money' mean?

Generally people agreed it was difficult to judge value for money, they felt it would be useful to be given additional information to make value judgements including:

Budget information



Services provided



👍 What influences levels of satisfaction?



⚖️ Why are services selected as priorities?

The top 3 priorities from the survey are:



Highway services



Waste & recycling centres



Environmental policy inc. flooding & climate change

Why?

- We all use roads in some way
- We all need to consider our actions on the planet
- We all produce waste

Priorities may vary depending on:

- How people are answering the survey
- Lack of understanding of services/information
- Respondents personal agenda

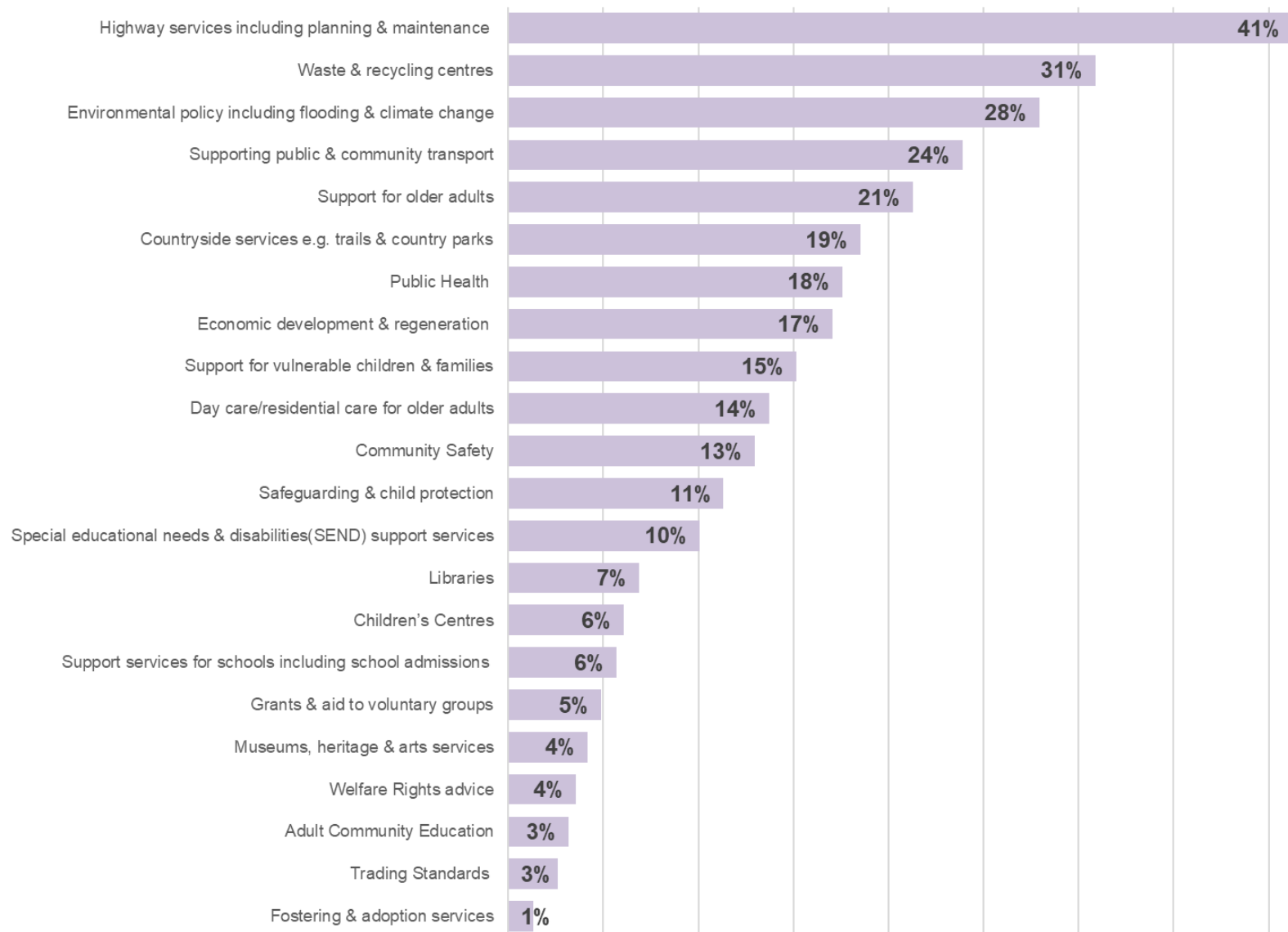
Budget Consultation - Analysis of Consultation Responses

All Derbyshire Respondents

From the list of services below provided by Derbyshire County Council please select your top three priorities:

From the list of services below provided by Derbyshire County Council please select your <u>top three</u> priorities:			
Priority	Consultation responses		
	Number	%	Rank
Highway services including planning & maintenance	1,046	41%	1
Waste & recycling centres	784	31%	2
Environmental policy including flooding & climate change	708	28%	3
Supporting public & community transport	606	24%	4
Support for older adults	539	21%	5
Countryside services e.g. trails & country parks	470	19%	6
Public Health	445	18%	7
Economic development & regeneration	433	17%	8
Support for vulnerable children & families	385	15%	9
Day care/residential care for older adults	349	14%	10
Community Safety	329	13%	11
Safeguarding & child protection	286	11%	12
Special educational needs & disabilities (SEND) support services	256	10%	13
Libraries	175	7%	14
Children's Centres	154	6%	15
Support services for schools including school admissions	144	6%	16
Grants & aid to voluntary groups	124	5%	17
Museums, heritage & arts services	106	4%	18
Welfare Rights advice	90	4%	19
Adult Community Education	81	3%	20
Trading Standards	66	3%	21
Fostering & adoption services	33	1%	22
Total	7,609		

From the list of services below provided by Derbyshire County Council please select your top three priorities

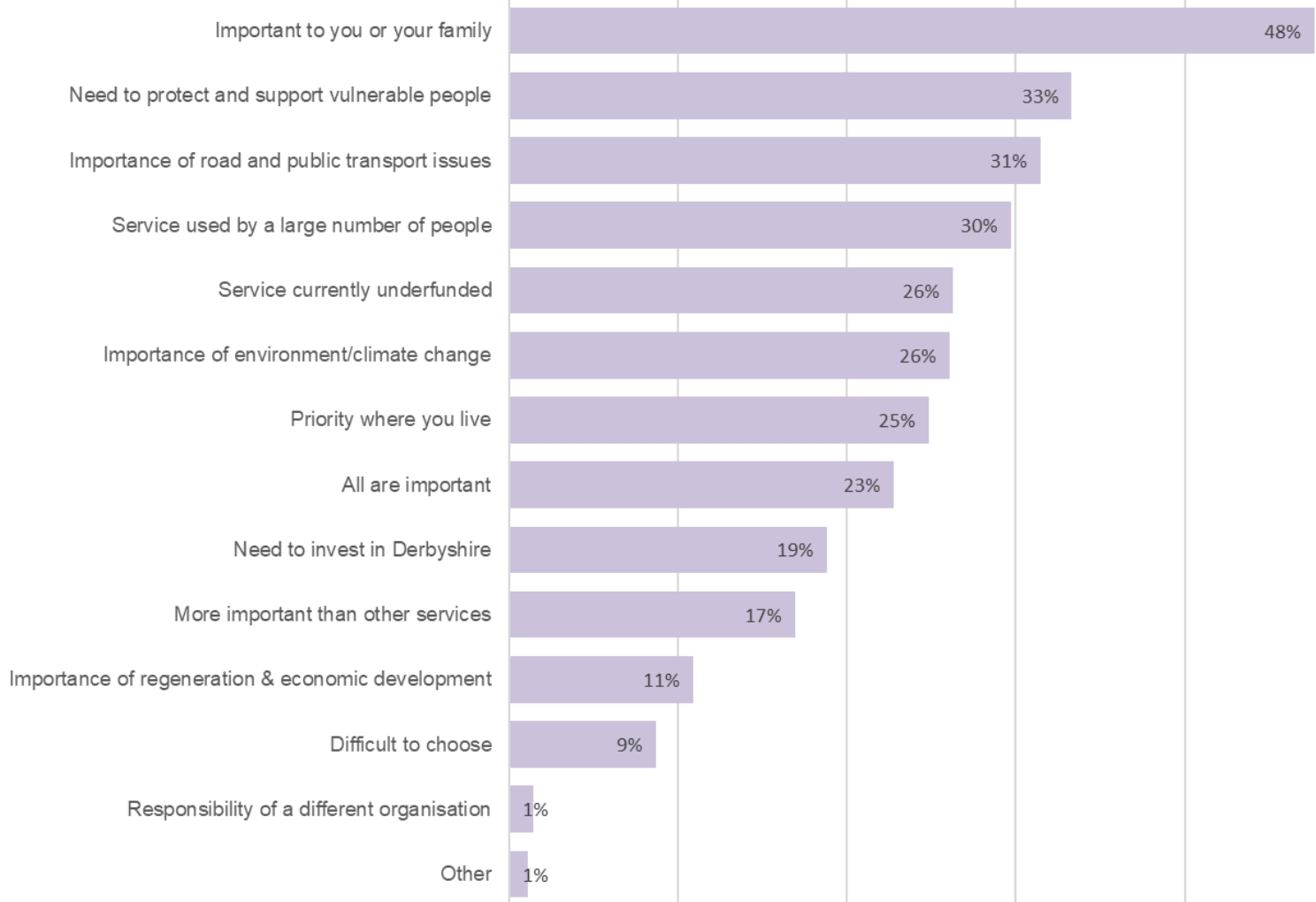


Appendix Six

Why have you chosen these services as your top three priorities?

Why have you chosen these services as your top three priorities:			
	Consultation responses		
	Number	%	Rank
Important to you or your family	1,538	48%	1
Need to protect and support vulnerable people	1,076	33%	2
Importance of road and public transport issues	1,015	31%	3
Service used by a large number of people	961	30%	4
Service currently underfunded	850	26%	5
Importance of environment/climate change	842	26%	6
Priority where you live	801	25%	7
All are important	737	23%	8
Need to invest in Derbyshire	608	19%	9
More important than other services	547	17%	10
Importance of regeneration & economic development	353	11%	11
Difficult to choose	281	9%	12
Responsibility of a different organisation	46	1%	13
Other	35	1%	14

Why have you chosen these as your top three priorities?



Only 1% of respondents chose “Other” as an option, fourteen of the comments duplicated the question options; the remaining have been grouped into a range of topics including:

- Important of health and wellbeing (4)
- Support the children and young people of Derbyshire (4)
- Resource currently not up to standard (2)

Examples of comments include:

- Trading Standards should be restored to be "in house", bringing back the high level of customer advice and protection we previously enjoyed, especially in regard to on-line trading and fraudulent commerce.
- Children's services are important because children will shape the future of our community.
- Public transport services (not roads). Climate change mitigation has to be the top, without it none of rest will matter
- Highways Winter Maintenance, particularly ploughing off deep snowdrifts is very important in addition to the above items, gritting less so.
- These services affect the most vulnerable and impact on future generations.
- Steps needed to continue to protect against Covid-19 adverse effects.
- There is a lot of support for the young, old and vulnerable. As none of these what is the great mass of the people getting for our money?
- Residential care needs reforming and bringing back into public service management. The private sector is financially abusing the public and the public purse.
- Libraires connect people, provide face to face advice/signposting, help with literacy and make reading free - helping wellbeing - the library staff are excellent resource.
- I believe schools are the centre of raising new generations responsibly, they are essential support for those in need. The environment is essential to sustain life on earth. Arts and heritage are the backbone of our culture and are increasingly underfunded.
- The significance of not doing enough on climate change will impact on everything we do and cost significantly more.
- Smaller, less priority services such as welfare rights advice, can prevent people needing high cost services
- The environment is an extremely important issue, especially right now when outdoor access is so crucial to mental health during the pandemic.
- Rather than focus on distribution of funds, the focus should be on value for money/productivity of the service. How to achieve the same or more on reduced funds.
- You provide opportunity for people to learn. Those people can then change and develop. More skills and knowledge bring on more confidence.

Appendix Six

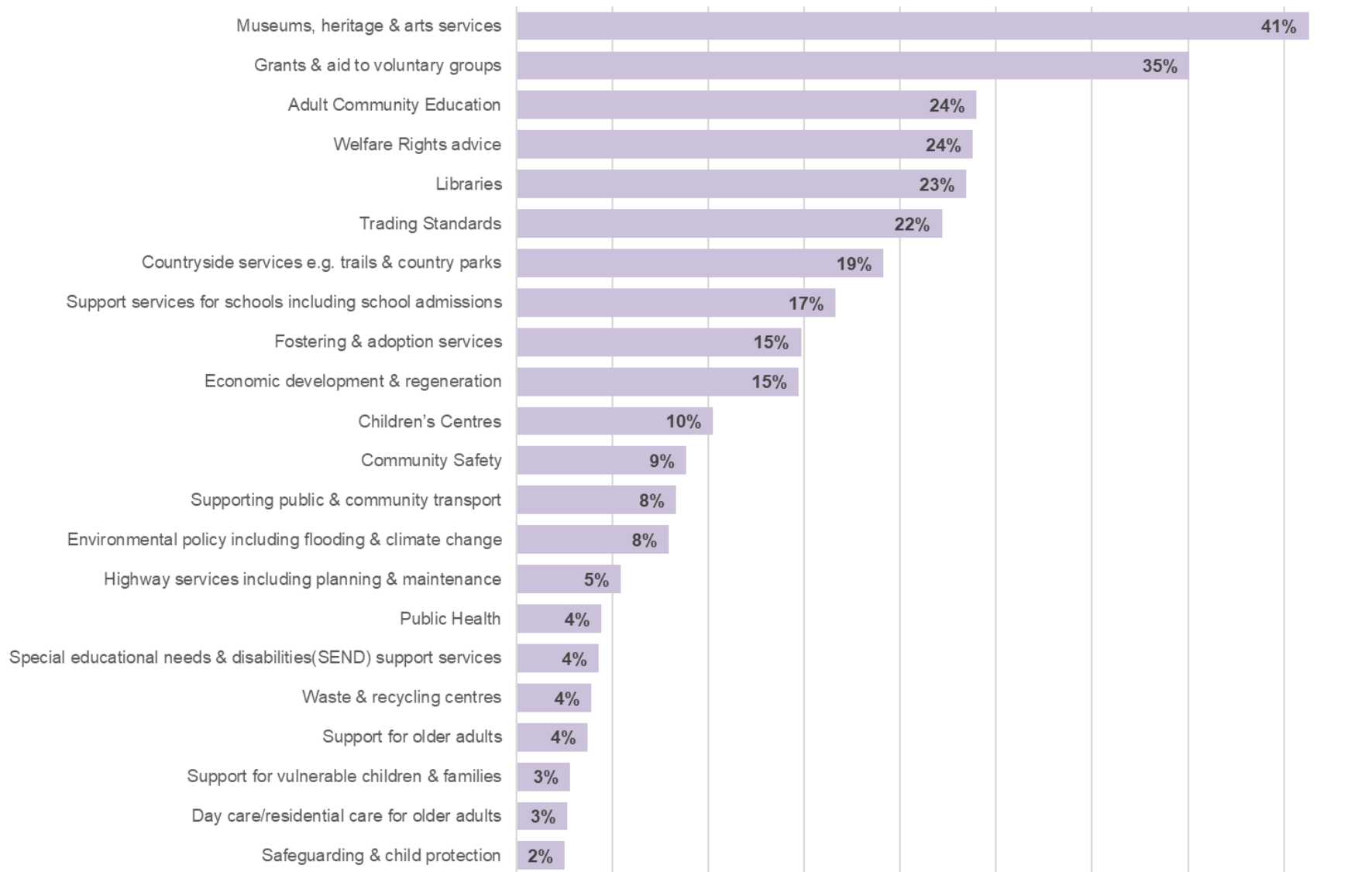
- I believe these three choices underpin many of the others on the list and need solid foundations upon which the others can be incorporated.
- Local business is important. Need to get away from using big business and support local. Need to protect wildlife and the environment. Make animal crossings under/over roads. Many roads are dangerous...too fast, too narrow, truck drivers are dangerous, not enough parking space.
- Would have included support for voluntary agencies but I fear there is too much reliance on, and responsibility off loaded onto, volunteers, that should be a Council role. Increasing how much those of us with sufficient income pay in Council Tax would be a better way to manage budget than to cut inadequate services.

Appendix Six

From the list of services below provided by Derbyshire County Council please select your bottom three priorities:

From the list of services below provided by Derbyshire County Council please select your <u>bottom three</u> priorities:			
Priority	Consultation Responses		
	Number	%	Rank
Museums, heritage & arts services	943	41%	1
Grants & aid to voluntary groups	802	35%	2
Adult Community Education	548	24%	3
Welfare Rights advice	543	24%	4
Libraries	534	23%	5
Trading Standards	507	22%	6
Countryside services e.g. trails & country parks	437	19%	7
Support services for schools including school admissions	380	17%	8
Fostering & adoption services	339	15%	9
Economic development & regeneration	336	15%	10
Children's Centres	234	10%	11
Community Safety	202	9%	12
Supporting public & community transport	190	8%	13
Environmental policy including flooding & climate change	181	8%	14
Highway services including planning & maintenance	124	5%	15
Public Health	101	4%	16
Special educational needs & disabilities(SEND) support services	98	4%	17
Waste & recycling centres	89	4%	18
Support for older adults	84	4%	19
Support for vulnerable children & families	64	3%	20
Day care/residential care for older adults	61	3%	21
Safeguarding & child protection	57	2%	22
Total	6,854		

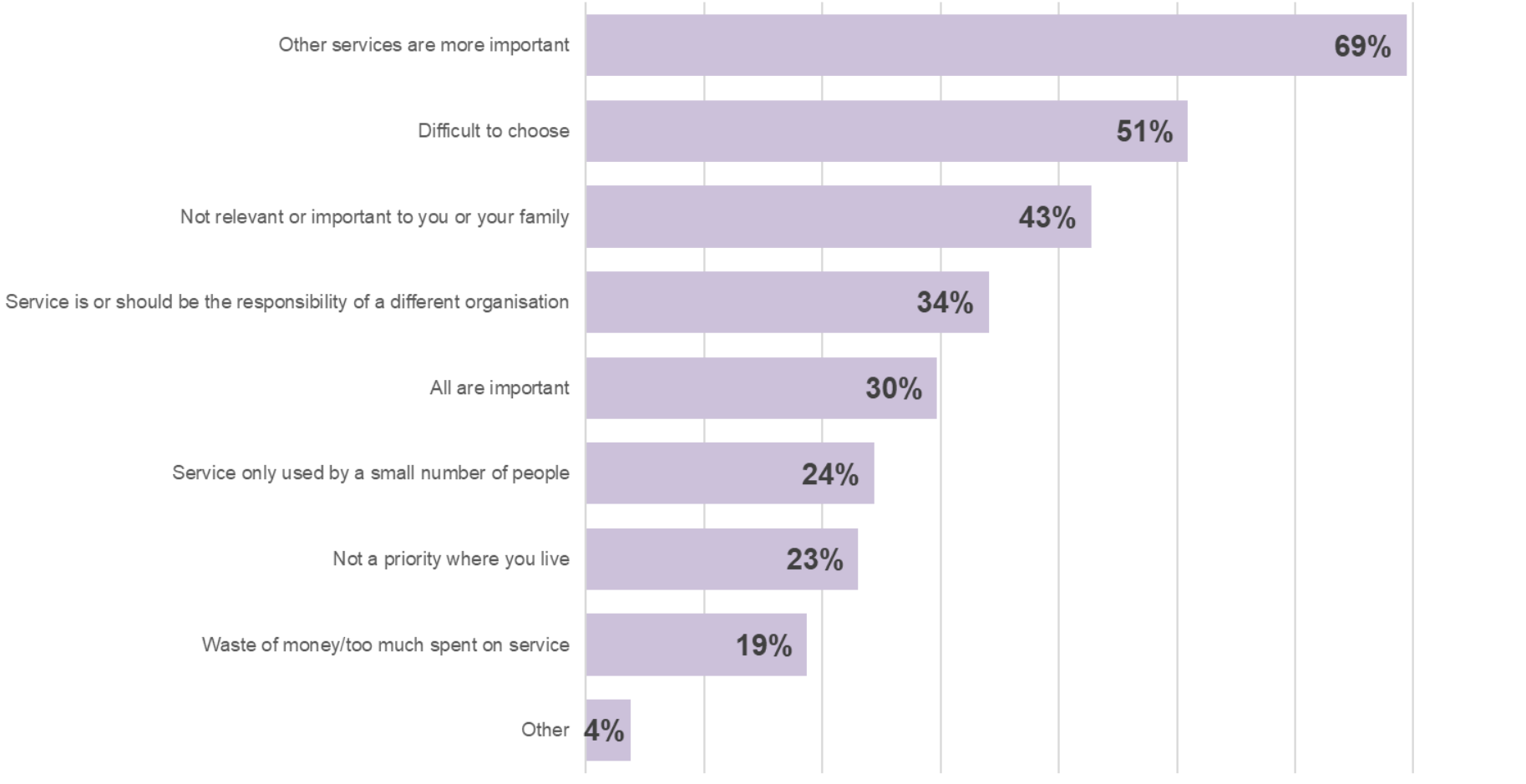
From the list of services below provided by Derbyshire County Council please select your bottom three priorities



Why have you chosen these services as your bottom three priorities?

Why have you chosen these services as your bottom three priorities:			
	Consultation responses		
	Number	%	Rank
Other services are more important	1,205	69%	1
Difficult to choose	884	51%	2
Not relevant or important to you or your family	742	43%	3
Service is or should be the responsibility of a different organisation	592	34%	4
All are important	516	30%	5
Service only used by a small number of people	423	24%	6
Not a priority where you live	400	23%	7
Waste of money/too much spent on service	325	19%	8
Other	65	4%	9
Total	5,152		

Why have you chosen these as your bottom three priorities?



4% of respondents chose “Other” as an option, the details provided by these respondents has been summarised into a range of topics including:

- All services are important (22).
- Difficult to choose or could not choose (10).
- Already getting enough support (6).
- Only made the choice because they had to (4).

Examples of comments include:










- Feel they should be addressed by central government.
- Highways - money should be spent on reducing vehicular use and supporting green travel.
- It is hard to choose as all services are important.
- Lots of help for adults wishing to learn at the library.
- You cannot compare without an indication of the % cost of each service.
- They are all important but when you have to balance the books you have to make difficult choices.
- Good provision already in place for recycling.
- All are worthy, but prioritising has to take place, on number of people affected by any activity.
- Doesn't need more money spent on it.
- The relative impact of county council spending on, for example, 'economic regeneration' is minor.
- So much info is available online, the service can be delivered differently and resources diverted.
- Lower priority when resources are scarce and needed to be spent elsewhere.
- Community Safety must be a combined budget responsibility with Police/ HM Treasury and National Ambulance.
- Some of the other services are a statutory duty e.g. safeguarding.
- Voluntary groups should be self-funding - when I see Council money spent it often seems to lack value for money.
- You can use the Internet to resolve welfare queries – it doesn't have to be face to face.
- Libraries are less important with the advance of technology.
- Greater priority should be given by national government.
- I either don't use these services or feel that plenty of money is already spent on them.
- Because I think there is already plenty of money spent in these areas.
- Some cannot be utilised or waiting lists are too long.
- All important but by focusing on regeneration and community safety other issues can be resolved.
- Those selected are important, however could be delivered in the private sector if needed.

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- They are all important to a well-balanced society but in different degrees to different people.
- Trading standards are terrible and should be the responsibility of other departments.
- Other funding streams are available, and it shouldn't always be the responsibility of the Council.
- Already adequately supported and financed.

Please rank the following options that the Council could use to save money or raise additional revenue from 1 to 9 in order of importance.

(Please rank the option you consider most important as 1, the second most important as 2 through to the least important option as 9)

Rank		Option
	1	Work with other councils to deliver 'shared services'
	2	Use other ways of delivering services such as local trusts or other 'not for profit' partnerships
	3	Put more services on-line
	4	Use Council assets to win business from the private sector
	5	Reduce the number of properties the Council owns
	6	Reduce or stop delivery of less important services
	7	Maintain services but do less frequently or reduce level of service
	8	Increase charges for services supplied to the public
	9	Increase Council Tax

If you have any other suggestions for how you think the Council could save money or raise additional revenue, please provide details.

Most people (1,579) did not make any suggestions on alternative ways for saving money or raising additional revenue. An additional 94 people referred to services that were provided by district/borough councils or other organisations such as the Government or health.

The remaining comments were grouped into a range of topics including:

- Staffing issues (168 respondents) - including reducing the number, pay, sick leave and pensions of managers and staff and using fewer consultants. Also, continually reviewing services to improve efficiency, providing value for money whilst maintaining quality of services, and embracing modern ways of working and best practice, such as working from home and holding online meetings.
- Increasing funding (74 respondents) - various ways including lobbying Government, instigating a local lottery and using the private sector to help raise finance.
- Highways issues (73 respondents) - concerned about issues such as the quality of work on potholes, leading to additional spending.
- Developing Council sites (47 respondent) – selling or leasing buildings and property or renting out unused rooms. Combining buildings to produce hubs of services.
- Combining local authorities or collaboration (36 respondents).

Examples of comments include:

- Utilise online presence to free up resources for other things.
- The Council should do more to challenge underfunding from Government.
- Lobby Government for the restoration of the Government local authority grant.
- Become a Unitary Authority covering Derbyshire.
- Do not outsource to private companies, keep everything in house with fully trained permanent staff
- Combine with other regions for a centralised resource procurement body.
- More digital services and self-service. Consider e-books instead of libraries.
- Dramatically cut back/stop funding services that are irrelevant, underused or Public Relations based.
- Yearly independent audit available to the public.
- Reduce staffing that is duplicated in other departments.
- Better management of personnel, too many people doing the same job, when better management could reduce.
- Fight for better funding from Government and more equitable funding between councils.

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- Businesses to sponsor projects – for example quarry companies sponsoring eco projects, motor manufacturers sponsoring transport projects.
- Promote home working and reduce the requirement for office space.
- Combine departments; train and develop staff to work in other areas, utilising skills.
- Use more volunteers. There is an army of retired people out there. Use them.
- Promote Derbyshire tourism, for instance, walks, path maintenance.
- Involve the community more in local initiatives to reduce the reliance on the Council.
- Consistently look to cut out waste in every aspect of Council expenditure.
- Continue Council employees working from home as and where practical.
- Tender for work supplied by the private sector.
- Replace free bus passes with payment of a set fee.
- A unitary authority approach is likely to be a more cost-effective way of delivering services.
- The Government needs to let councils move money about to where the Council knows they need it.
- Promote tourism in order to raise revenue from Council owned sites and properties.
- Partner with promoters and cultural groups to deliver charged events (for instance, relating to food, concerts, films, sports).
- Get businesses to invest in return for advertising.
- Utilise on-line presence to free up resources for other things.
- Increase volunteer activities in as many ways as possible (all age groups) to help improve Derbyshire.
- Don't waste money on poor repairs to roads. Do a proper job so that repairs last.
- Ask for more money from Government.
- Monitor workforce efficiency and effectiveness with more rigour.
- Review Council land and properties. If more staff now work from home, fewer offices are required.
- Put solar panels on all Council buildings, use wind turbines, rent out office space and build on owned land.
- The Council needs to reduce the use of agencies, bringing all services back in house.
- Think long-term about decisions made today - is the Council making savings today that will cost tomorrow?
- Make efficiency savings by reducing red tape and bureaucracy, improving procurement processes and improving accuracy.
- Relocate services with other agencies to local multi agency hubs.
- The Council could involve itself in local innovation pilots and become a partner in enterprises.
- Fundamental review of workplaces required, in light of working from home.

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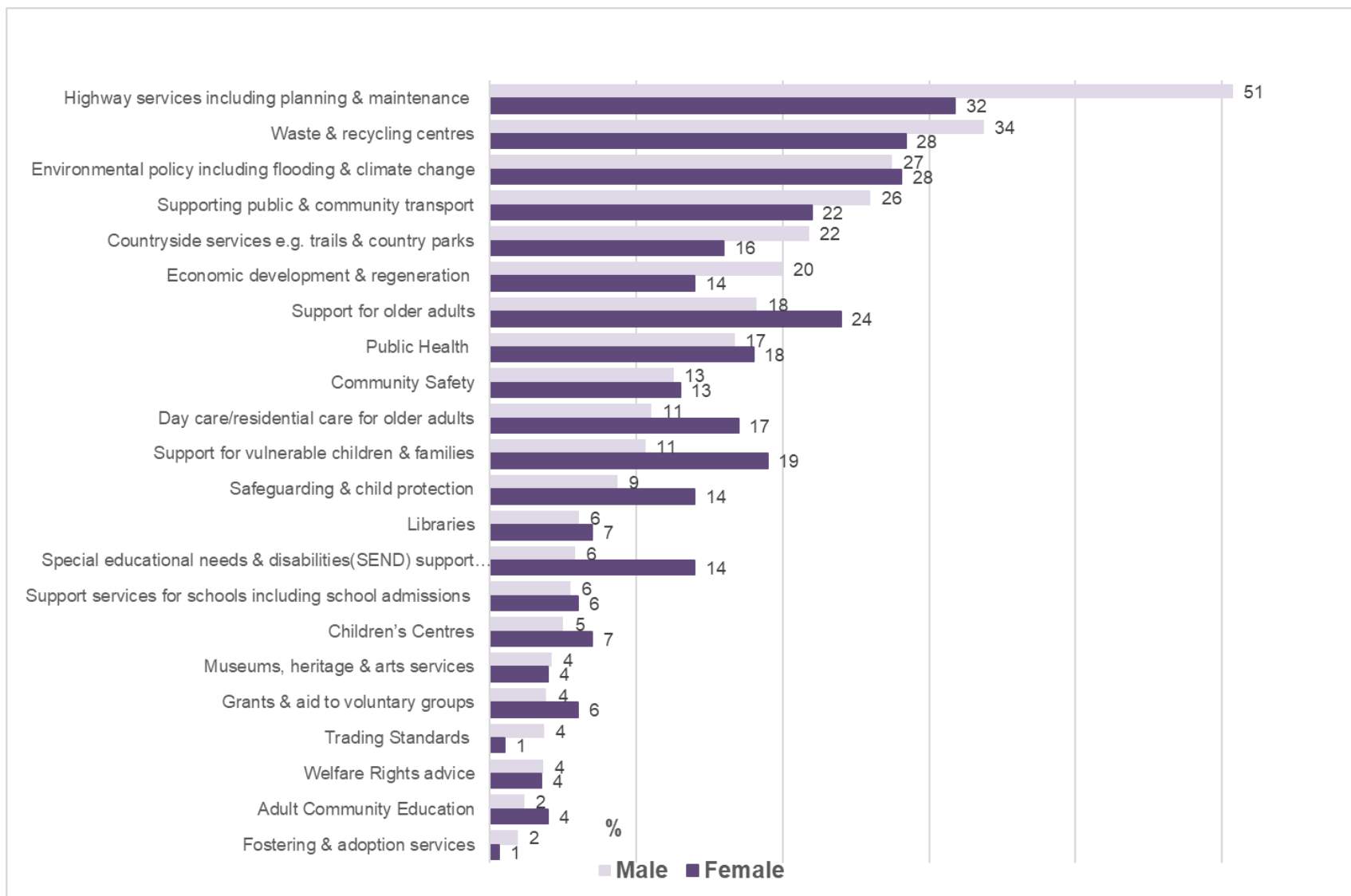
- Localised energy efficiency schemes for Council premises and employees.
- Make buildings as efficient as possible (solar panels, insulation, heating).
- Have a minimum charge for all for use of the waste recycling centres and let people bring all their waste regularly.
- Think long term - e.g. temporary repairs to potholes are not economical.
- Allow staff to work from home, sell expensive unoccupied buildings. Put services online.
- Check for duplication of services between, for example, health and social care and children's services.
- Coordinate services to prevent overlap or repetition, including with other organisations.
- Be less wasteful and target spending for long term results, not short-term fixes, for instance resurfacing roads.
- Look at other councils who do traded services and learn from them. The Council is a high credibility "brand".
- Collaboration with neighbouring councils. Using local providers/ service companies / products.
- Share buildings, staff and resources with local councils and health trusts. Joint working is better for all.
- Use focus groups across different sectors, age, gender and race, to raise ideas and find out what is / isn't working.
- Think about who the Council is giving the grants to and monitor the outcomes, make sure grants are used wisely.
- The Council would save money if they repaired potholes and speed humps to prevent claims.
- Outdoor advertising - billboards, digital advertising on bus stops. It's a huge opportunity.

Analysis of Consultation Responses – All Derbyshire Respondents By Gender

From the list of services below provided by Derbyshire County Council please select your top three priorities:

Priority	Males		Females		All Respondents	
	Number	Percentage	Number	Percentage	Number	Percentage
Highway services including planning & maintenance	615	51%	408	32%	1,046	41%
Waste & recycling centres	409	34%	365	28%	784	31%
Environmental policy including flooding & climate change	333	27%	361	28%	708	28%
Supporting public & community transport	315	26%	284	22%	606	24%
Support for older adults	221	18%	311	24%	539	21%
Countryside services e.g. trails & country parks	264	22%	200	16%	470	19%
Public Health	203	17%	236	18%	445	18%
Economic development & regeneration	242	20%	186	14%	433	17%
Support for vulnerable children & families	129	11%	248	19%	385	15%
Day care/residential care for older adults	134	11%	215	17%	349	14%
Community Safety	152	13%	168	13%	329	13%
Safeguarding & child protection	106	9%	179	14%	286	11%
Special educational needs & disabilities (SEND) support services	71	6%	181	14%	256	10%
Libraries	74	6%	96	7%	175	7%
Children's Centres	61	5%	92	7%	154	6%
Support services for schools including school admissions	67	6%	74	6%	144	6%
Grants & aid to voluntary groups	47	4%	77	6%	124	5%
Museums, heritage & arts services	51	4%	55	4%	106	4%
Welfare Rights advice	44	4%	45	4%	90	4%
Adult Community Education	29	2%	47	4%	81	3%
Trading Standards	45	4%	16	1%	66	3%
Fostering & adoption services	23	2%	8	1%	33	1%
Total	3,635	300%	3,852	300%	7,609	300%

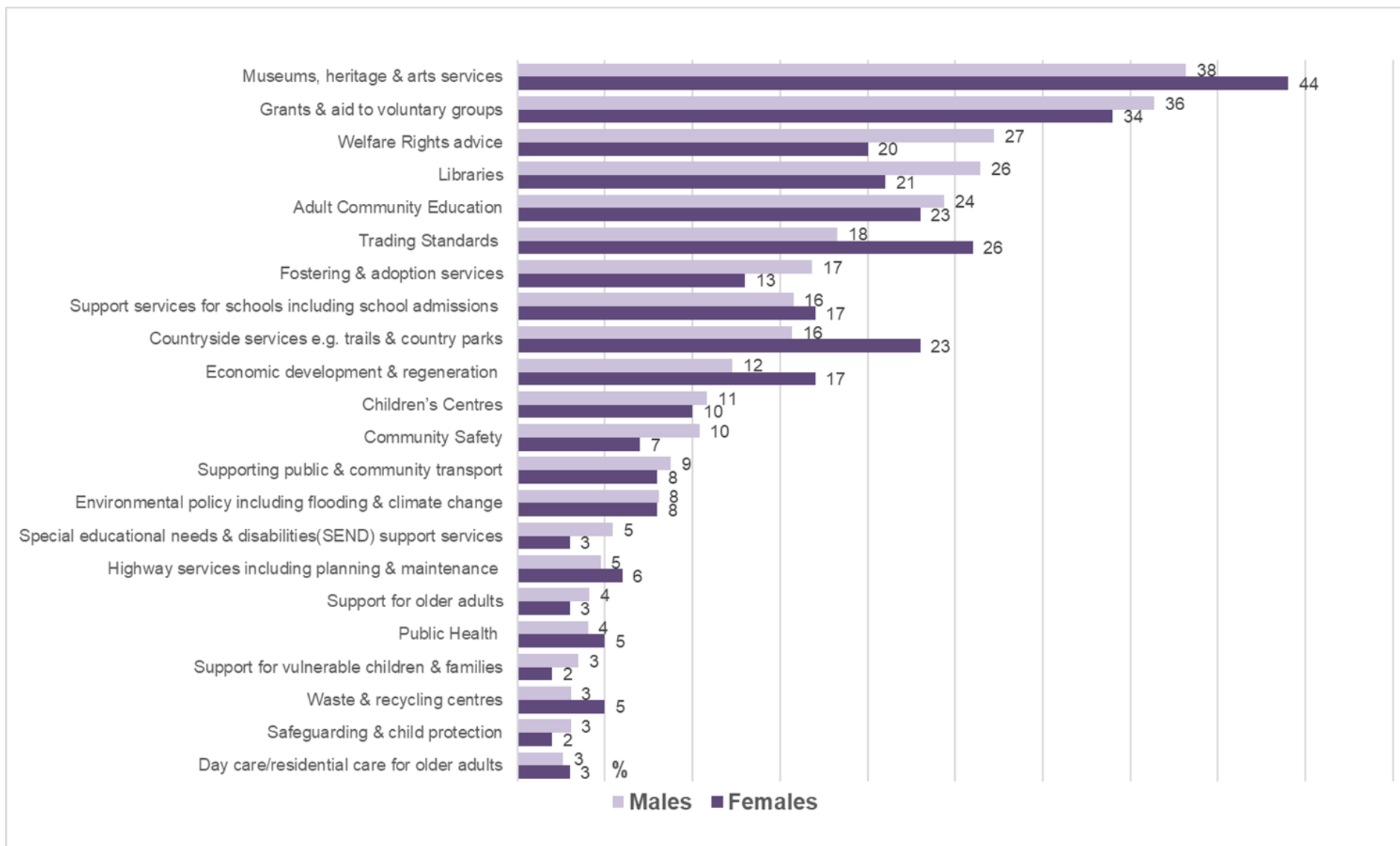
From the list of services below provided by Derbyshire County Council please select your top three priorities:



From the list of services below provided by Derbyshire County Council please select your bottom three priorities:

Priority	Male		Female		All Respondents	
	Number	Percentage	Number	Percentage	Number	Percentage
Museums, heritage & arts services	426	38%	498	44%	943	41%
Grants & aid to voluntary groups	406	36%	386	34%	802	35%
Adult Community Education	272	24%	266	23%	548	24%
Welfare Rights advice	304	27%	230	20%	543	24%
Libraries	295	26%	234	21%	534	23%
Trading Standards	204	18%	294	26%	507	22%
Countryside services e.g. trails & country parks	175	16%	257	23%	437	19%
Support services for schools including school admissions	176	16%	197	17%	380	17%
Fostering & adoption services	188	17%	148	13%	339	15%
Economic development & regeneration	137	12%	195	17%	336	15%
Children's Centres	121	11%	111	10%	234	10%
Community Safety	116	10%	83	7%	202	9%
Supporting public & community transport	98	9%	87	8%	190	8%
Environmental policy including flooding & climate change	90	8%	87	8%	181	8%
Highway services including planning & maintenance	53	5%	67	6%	124	5%
Public Health	45	4%	53	5%	101	4%
Special educational needs & disabilities (SEND) support services	61	5%	37	3%	98	4%
Waste & recycling centres	34	3%	52	5%	89	4%
Support for older adults	46	4%	37	3%	84	4%
Support for vulnerable children & families	39	3%	24	2%	64	3%
Day care/residential care for older adults	29	3%	32	3%	61	3%
Safeguarding & child protection	34	3%	22	2%	57	2%
Total	3,349	300%	3,397	300%	6,854	300%

From the list of services below provided by Derbyshire County Council please select your bottom three priorities:



Appendix Six

Please rank the following options that the Council could use to save money or raise additional revenue in order of importance (Please rank one option as 1, one option as 2, one as 3 etc....)			
	Consultation responses - by gender		
	Males	Females	All Respondents
	Overall rank		
Work with other councils to deliver 'shared services'	1	1	1
Use other ways of delivering services such as local trusts or other 'not for profit' partnerships	2	2	2
Put more services on-line	3	3	3
Use Council assets to win business from the private sector	6	4	4
Reduce the number of properties the Council owns	5	5	5
Reduce or stop delivery of less important services	4	7	6
Maintain services but do less frequently or reduce level of service	7	6	7
Increase charges for services supplied to the public	8	8	8
Increase Council Tax	9	9	9

Analysis of Consultation Responses – All Derbyshire Respondents By Age Group

From the list of services below provided by Derbyshire County Council please select your top three priorities:

Priority	Consultation responses - by age band											
	16 to 24		25 to 44		45 to 64		65 to 84		85+		All respondents	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Highway services including planning & maintenance	11	25%	161	36%	468	44%	201	42%	9	50%	1046	41%
Waste & recycling centres	8	18%	105	23%	350	33%	155	32%	6	33%	784	31%
Environmental policy including flooding & climate change	12	27%	113	25%	315	29%	149	31%	4	22%	708	28%
Supporting public & community transport	11	25%	79	17%	216	20%	148	31%	3	17%	606	24%
Support for older adults	0	0%	64	14%	245	23%	117	24%	6	33%	539	21%
Countryside services e.g. trails & country parks	10	23%	109	24%	199	19%	79	16%	1	6%	470	19%
Public Health	7	16%	95	21%	175	16%	79	16%	2	11%	445	18%
Economic development & regeneration	10	23%	85	19%	197	18%	73	15%	2	11%	433	17%
Support for vulnerable children & families	13	30%	74	16%	159	15%	65	14%	4	22%	385	15%
Day care/residential care for older adults	2	5%	37	8%	158	15%	81	17%	5	28%	349	14%
Community Safety	4	9%	68	15%	155	14%	46	10%	1	6%	329	13%
Safeguarding & child protection	11	25%	56	12%	121	11%	51	11%	2	11%	286	11%
Special educational needs & disabilities(SEND) support services	4	9%	76	17%	102	10%	37	8%	0	0%	256	10%
Libraries	3	7%	26	6%	52	5%	51	11%	3	17%	175	7%
Children's Centres	5	11%	59	13%	49	5%	20	4%	1	6%	154	6%
Support services for schools including school admissions	5	11%	45	10%	46	4%	19	4%	1	6%	144	6%
Grants & aid to voluntary groups	6	14%	22	5%	48	4%	24	5%	0	0%	124	5%
Museums, heritage & arts services	6	14%	27	6%	43	4%	15	3%	1	6%	106	4%
Welfare Rights advice	0	0%	19	4%	47	4%	7	1%	1	6%	90	4%
Adult Community Education	0	0%	22	5%	35	3%	11	2%	0	0%	81	3%
Trading Standards	1	2%	9	2%	25	2%	10	2%	0	0%	66	3%
Fostering & adoption services	3	7%	6	1%	11	1%	5	1%	2	11%	33	1%
Total	132	300%	1,357	300%	3,216	300%	1,443	300%	54	300%	7,609	300%

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From the list of services below provided by Derbyshire County Council please select your bottom three priorities:

Priority	Consultation responses - by age band											
	16 to 24		25 to 44		45 to 64		65 to 84		85+		All respondents	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Museums, heritage & arts services	17	39%	179	42%	397	41%	173	40%	9	51%	943	41%
Grants & aid to voluntary groups	11	25%	130	31%	324	34%	165	39%	9	51%	802	35%
Adult Community Education	11	25%	76	18%	223	23%	124	29%	6	34%	548	24%
Welfare Rights advice	4	9%	85	20%	236	25%	111	26%	5	28%	543	24%
Libraries	11	25%	109	26%	247	26%	85	20%	1	6%	534	23%
Trading Standards	17	39%	139	33%	189	20%	87	20%	1	6%	507	22%
Countryside services e.g. trails & country parks	10	23%	71	17%	164	17%	97	23%	3	17%	437	19%
Support services for schools including school admissions	7	16%	42	10%	185	19%	62	14%	4	23%	380	17%
Fostering & adoption services	6	14%	57	14%	144	15%	65	15%	4	23%	339	15%
Economic development & regeneration	8	18%	73	17%	134	14%	61	14%	2	11%	336	15%
Children's Centres	3	7%	35	8%	112	12%	43	10%	1	6%	234	10%
Community Safety	2	5%	22	5%	78	8%	49	11%	1	6%	202	9%
Supporting public & community transport	0	0%	55	13%	81	8%	23	5%	0	0%	190	8%
Environmental policy including flooding & climate change	3	7%	34	8%	73	8%	34	8%	1	6%	181	8%
Highway services including planning & maintenance	7	16%	38	9%	43	4%	15	4%	2	11%	124	5%
Public Health	2	5%	15	4%	46	5%	20	5%	1	6%	101	4%
Special educational needs & disabilities(SEND) support services	1	2%	11	3%	61	6%	14	3%	1	6%	98	4%
Waste & recycling centres	6	14%	32	8%	30	3%	9	2%	1	6%	89	4%
Support for older adults	1	2%	28	7%	33	3%	10	2%	0	0%	84	4%
Support for vulnerable children & families	0	0%	4	1%	37	4%	15	4%	0	0%	64	3%
Day care/residential care for older adults	3	7%	20	5%	27	3%	7	2%	1	6%	61	3%
Safeguarding & child protection	0	0%	10	2%	25	3%	15	4%	0	0%	57	2%
Total	130	300%	1,265	300%	2,889	300%	1,284	300%	53	300%	6,854	300%

Appendix Six

Please rank the following options that the Council could use to save money or raise additional revenue in order of importance (Please rank one option as 1, one option as 2, one as 3 etc....)						
	Consultation responses - by age band					
	16 to 24	25 to 44	45 to 64	65 to 84	85+	All respondents
	Overall rank					
Work with other councils to deliver 'shared services'	1	1	1	1	1	1
Use other ways of delivering services such as local trusts or other 'not for profit' partnerships	2	3	2	2	2	2
Put more services on-line	3	2	3	4	6	3
Use Council assets to win business from the private sector	4	4	4	7	5	4
Reduce the number of properties the Council owns	7	5	5	5	4	5
Reduce or stop delivery of less important services	5	7	6	3	3	6
Maintain services but do less frequently or reduce level of service	6	6	7	6	7	7
Increase charges for services supplied to the public	8	8	8	8	9	8
Increase Council Tax	9	9	9	9	8	9