



**Help us save £1.5 million!**

with our  
new online  
budget tool



**Your money  
Your voice**

We need  
your ideas  
to help us  
save or make  
£1.5 million  
over the  
next 3 years

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30 August 2011

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## Executive Summary

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The Council undertook an innovative budget consultation exercise in June and July 2011 to inform the development of the Council's new Corporate Plan 2012 to 2016 and Medium Term Financial Strategy for the same period. As part of this process, the Council needs to identify up to £1.5 million of savings over the next three years. The results of the consultation identify residents' views on where savings can be made, where income can be generated and other money saving ideas.

203 residents completed the online consultation tool. 73 of these respondents provided additional comments and combined with the 138 suggestion card responses received [through the suggestion boxes around the Borough], a total of 211 comments from individuals have been analysed. Whilst a response rate of 203 is not untypical for a small district council, the data has been weighted by YouGov to ensure that it is representative of the population of the Borough as a whole. The Council should not view the results as a mandate for future decisions, but it does however provide a very useful snapshot of residents' views on how the Council should manage future funding pressures and can be used in conjunction with other consultation results to inform its choices over the next four years.

Highlights of the results include:

- On average, residents chose a reduction in service funding (without taking into account efficiencies and income) of 13%, which equates to a saving of approximately £1.1 million.
- Reductions in service funding ranged from 7% (housing and homelessness service), 8% (refuse and recycling) to 25% (Epsom Playhouse) and 33% (Borough Insight magazine).
- Residents are less inclined to reduce funding for services for the vulnerable (for example housing and homeless service and services for the elderly).
- Residents feel the Council should be achieving efficiency savings (through for example considering the way in which it operates) and generating income (through for example better enforcement of parking).
- Residents being more reluctant to reduce funding for services to protect the vulnerable (for example, housing and homeless service, services for the elderly etc.)

Residents have some potentially interesting ideas for the Council to consider to achieve monetary savings. More popular ideas suggested included:

- Getting rid of the Mayor and / or the Mayor's car.
- Reviewing the planting policy (hanging baskets, flower beds and planting).
- Looking at efficiencies around staff and Council structure.
- Stopping the production of Borough Insight (or making it more cost effective by having it in a non-glossy format).
- Improving procurement and contract management.
- Stopping / reducing Councillors' expenses.

Suggestions for income generation included:

- Better enforcement of parking [to generate income].
- Enforcement of fines to people who drop litter.
- Replicating the success of the Rainbow Centre to other venues.
- Operating Hook Road Car Park 24 hours per day and introducing resident season tickets.
- Divesting of assets such as one or more of the venues and even the Town Hall.

*"Hard choices, I know, but necessary." "There are some 'must haves' and some 'nice to haves'. That is basically how your choices break down re costing."* One letter received from a local resident

used the phrase: *“A few seeds may grow into strong plants if taken seriously and given the right care and attention.”*

## **1. Purpose**

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The purpose of this report is to outline the results of the Council's recent online budget simulation consultation – ‘Your money, Your voice’ - undertaken over a six week period between 20 June and 7 August 2011 – a period of seven weeks.

The background to the consultation, including information on how the consultation came about, the YouChoose online consultation tool, and other local authorities who have utilised YouChoose, can be found in Appendix 1.

## **2. Methodology**

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### **2.1 Objectives**

The aim of ‘Your money, your voice’ was to deliver budget simulation consultation targeting local residents, following the elections in May 2011. The results of this consultation will be used to inform the Council's decision making process, and as such will be considered as part of a suite of information to inform the development of the Council's new Corporate Plan 2012 to 2016 and the new Medium Term Financial Strategy for the same period. As part of this process, the Council needs to identify up to £1.5 million of savings over the next three years.

A Project Initiation Document for the consultation was developed, which included resource implications, risks and issues, stakeholder analysis and a detailed action plan. This was approved by the Corporate Board at the end of April 2011.

A Communications Plan was developed in May, which was approved by the Director of HR & Communication.

#### **2.1.1 Consultation Objectives**

The objectives of the consultation were to:

- Deliver a workable timetable to deliver the budget simulation consultation.
- Develop a supporting communications campaign, pre-, during and post consultation.
- Include all relevant people in the process.
- Manage expectations.
- Increase awareness by local residents as to the difficult financial decisions local authorities face.
- Engage local residents in the decision making process.
- Identify where residents feel savings can be made.
- Identify those services seen as most important, and those services seen as least important by local residents by understanding where they would allocate additional resources and where they would reduce spend.

### 2.1.2 Outputs

A detailed report combining tables, charts and explanatory text. The results will identify respondents' views on:

- Where savings could be made.
- Where expenditure could be increased.
- Where additional income could be generated.
- Other money saving ideas.

### 2.1.3 Desired Outcomes

- Residents satisfied that they had the opportunity to participate in the process to identify where money should (and should not) be spent.
- Members satisfied that residents have had the opportunity to participate in the process to identify where money should (and should not) be spent
- Intelligence to inform the development of the Council's Key Priorities for the new Corporate Plan 2012 to 2016 and the Medium-term Financial Strategy 2012 to 2016. This will include identifying where residents feel money should and should not be spent, as well as identifying income generation and money saving ideas.

## 2.2 Consultation Period

The consultation was launched week commencing 20 June 2011, and closed seven weeks later week ending Sunday 7 August 2011.

## 2.3 Wording for the Online Consultation

### 2.3.1 Scene setting

The introduction to the online consultation, to set the scene, was:

“Have your say in the difficult decisions facing Epsom & Ewell Borough Council. The government funds a large part of the Council's revenue expenditure through a range of grants. This funding has been reduced by over £600,000 for the current financial year (1 April 2011 to 31 March 2012) and will be further reduced over the next three years. The Council is expecting to have to make up to **£1.5 million** in cost savings over the next three years.

That's where you come in. Where do you think the money might be saved? What are your service priorities? You may adjust spending and see the effects before you submit your choices. We also want to hear any other ideas you have on where savings should be made.”

### 2.3.2 Online Consultation - Sections

There were four sections of the online consultation:

#### Section 1:

Where we spent our money (service funding). The total monetary value for this section was £9,099,000 (£9.1 million), based on the Council's net expenditure.

#### Section 2:

How we bring money in (income). The potential value given by the Council for generating income was £230,000.

#### Section 3:

How we can save money (efficiency). The potential value identified by the Council for delivering efficiencies was £520,000.

#### Section 4:

Open ended question, enabling respondents to provide comment on for example where the Council might make savings.

The service descriptors were developed in liaison with the relevant Heads of Service and Director, to ensure that all aspects of service delivery were covered adequately, in a way that would make sense to local residents. The consequences of increasing or reducing expenditure were developed in the same way. It is worth noting that the tool was necessarily blunt (i.e. high level information only), and effort was made to be explicit as to what the consequences could be upon advice from other Councils who have undertaken this consultation. One consequence was identified for increasing expenditure, and up to four for decreasing expenditure. It is also worth noting that for some services there are statutory obligations, which would result in too much of a desired decrease in expenditure resulting in a final consequence of the service not being able to fulfil its statutory obligations. Examples of such services include refuse and recycling, as well as planning and public health.

The financial values for each of the service areas were ascertained via the Council's Policy Book.

Once the service headings, financial information and consequences of increased and reduced expenditure were agreed, a member of the Consultation & Communication team populated the software. The software was then tested to ensure that it was usable, before the consultation went live.

More details on the consultation wording can be found in **Appendix One**.

## 2.4 'Your Money, Your voice' Branding and Communication

### 2.4.1 Branding

The Council branded the consultation 'Your money, Your voice, to reflect that the consultation is about Council Tax (i.e. the money residents pay) and that this is their opportunity to have their voices heard. The logo was designed in-house, along with the branding and communications to support the consultation.



### 2.4.2 Key Messages

Residents:

- Engaging our residents in choices about how we spend their money.
- Empowering our residents in financial decision making.
- Encouraging our residents to suggest ways where income might be generated.
- Helping our residents understand the tough choices councils face.

Epsom & Ewell Borough Council:

- Understanding our residents' priorities, concerns and expectations.
- Listening to our residents so we can plan for their needs with confidence.

A mix of print, electronic and verbal communication methods were used to ensure that our message reached the widest possible range of people.

Communication methods included:

- Website (a section on the Council website with feature space on the home page was developed, with a URL for the consultation).
- Council intranet (IRIS) targeting all staff (approximately 40% of staff live in the Borough of Epsom and Ewell).
- Local media, including Epsom Guardian, Surrey Advertiser, BBC Surrey online, and Time & Leisure publication.
- Members' Briefing weekly publication, sent to all Councillors.
- Borough Insight publication (two editions), sent to all households in the Borough. The Spring edition (distributed at the end of May) mentioned the forthcoming consultation; the Summer edition (distributed in early July) had an inside front cover one page advertisement for the consultation as well as a feature article.
- Posters around the Borough, including in Borough notice boards (there are 23), in local venues and libraries.
- Suggestion cards, available in local venues (see supplementary consultation mechanisms section – section 2.5).
- Email inviting members of the Council's Citizens' Panel (FEEDBACK) to participate, with a hyperlink to the consultation (approximately 600 residents in the Borough).
- Email to members of the Epsom & Ewell Local Strategic Partnership, inviting their participation.
- Agenda item on the budget consultation in the June Equality Forum meeting, and a follow up email with a hyperlink to the consultation.

Suggestion box venues were given a copy of the 'Frequently Asked Questions', produced to support the consultation activity.

## 2.5 Supplementary Consultation Mechanisms

Several supplementary consultation mechanisms were developed to support this consultation activity. These were non-Internet mechanisms, to capture those residents who would prefer to participate in an alternative way.

Suggestion boxes in the form of 'Your money, Your voice' branded ballot boxes were made available in public venues across the Borough, with supporting posters advertising them placed nearby.

Venues where the suggestion boxes were available were available in the following reception areas::

- Town Hall (Civic Street).
- The Ebbisham Centre.
- Epsom Playhouse.
- Bourne Hall.
- The Rainbow Centre.
- The Wells social centre.
- Longmead social centre.
- Ewell Court House.
- Rosebery Housing Association (this was added upon advice received from the June Equality Forum meeting).
- The old Town Hall (this was also added upon advice from the Equality Forum meeting).

An Equality Impact Assessment was undertaken before the consultation went live, which showed that the online software (YouChoose) did not have the full accessibility that the Council strives to achieve. This information was shared with members of the Equality Forum in its meeting at the end of June, and Officer support was offered to groups that Forum members represent to bring the consultation to them through e.g. one to one discussions or group discussions. As a result of this, a session was arranged at Swail House on Monday 1 August 2011. Swail House offers supported housing for the blind and partially sighted people in the centre of Epsom. Ten people attended the session. Feedback received was input onto the suggestion cards by the Officer attending, with these suggestions recorded along with other suggestion card responses received.

No other group from the Equality Forum responded to the Council's offer of this additional consultation support.

## 2.6 Costs

Minimal external costs were incurred in undertaking this consultation. The software was provided to us free of charge; communications was undertaken in-house (branding, visuals, printed material); and the analysis of the results was also undertaken in-house. A cost of £950 plus VAT was incurred for the production of the complex data tables from the online consultation.

Officer time was required to set up the system in terms of developing the wording for the service areas and consequences, along with the financial information. Officer time was also used to utilise this information to populate the software, test the software before it went live, communicate the

consultation, as well as to analyse the results. It is estimated that 15 working days were spent on this consultation.

### **3. Results**

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#### **3.1 Response Rate**

203 residents completed the online consultation tool (YouChoose) within the consultation period. Of these respondents, 73 provided comments to the open ended question at the end. Combined with the 138 suggestion card responses received through the supplementary consultation suggestion boxes, this equates to a total of 211 comments from individuals.

The full data tables, produced by YouGov, can be seen in **Appendix Two**.

#### **3.2 Demographic Profile**

Respondents utilising the online consultation tool were asked basic demographic questions as part of their submission (age, gender, ethnicity, and whether they had a disability). It is worth noting that the software does not meet the latest Equality Act 2010 requirements in terms of what data they are asked to share in that it does not ask questions relating to all of the nine protected characteristics. It is understood that there are plans to update the software at some point in 2012. The Council has raised this as an issue with the software provider.

The data from the online consultation (YouChoose) has been weighted by YouGov and is therefore representative of all adults within the Borough of Epsom and Ewell. The number of responses was not large enough for a number of cross breaks in the analysis (e.g. analysing the data by demographic factors such as ethnicity and disability or by postcode area), but the data has been split by age into two broad age groups (those aged under 45 and those aged 45 and over) and by gender. Where findings are thought to be significant by either age and / or gender, commentary has been included as part of the analysis in this report. It is worth noting that not all respondents gave their full demographic information and so are excluded from this more detailed analysis. The weights were conducted by age and gender within the Borough so they were given a neutral weight here (meaning that their responses counted towards the overall base but were not weighted up or down to account for demographic representation).

If ethnicity is looked at, 13% of respondents completed the online consultation indicated that they are from a Black and Minority Ethnic (BME) Group. This is marginally more than the Census 2001 data, which showed that [at this time] 8.7% of residents in the Borough were from a BME Group.

8% of respondents indicated they have a disability.

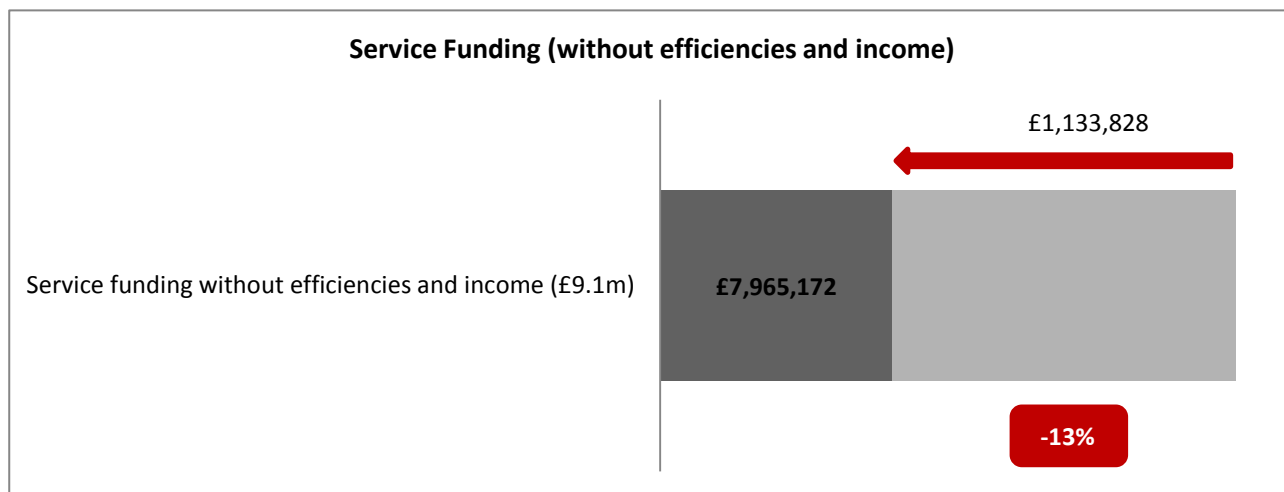
#### **3.3 Section 1 (Service Funding)**

Service funding on the online consultation equated to net expenditure of £9.1 million per annum. Respondents were asked to indicate, by means of a “slider”, the amount that they wanted expenditure to increase or decrease. The slider was set at a maximum 50% (i.e. the funding could

not be increased or reduced by more than 50%) for the individual service areas. It was not possible to set the slider at different levels for the individual services. The software did not allow for this.

This expenditure was divided into six broad service areas (elements), with sub-elements individually covered. For example, under the broad service heading 'support for the vulnerable' there were four sub-elements: housing and homelessness services, services for the elderly, RouteCall and support for voluntary organisations.

### 3.3.1 Total Service Funding



Base: 203 respondents

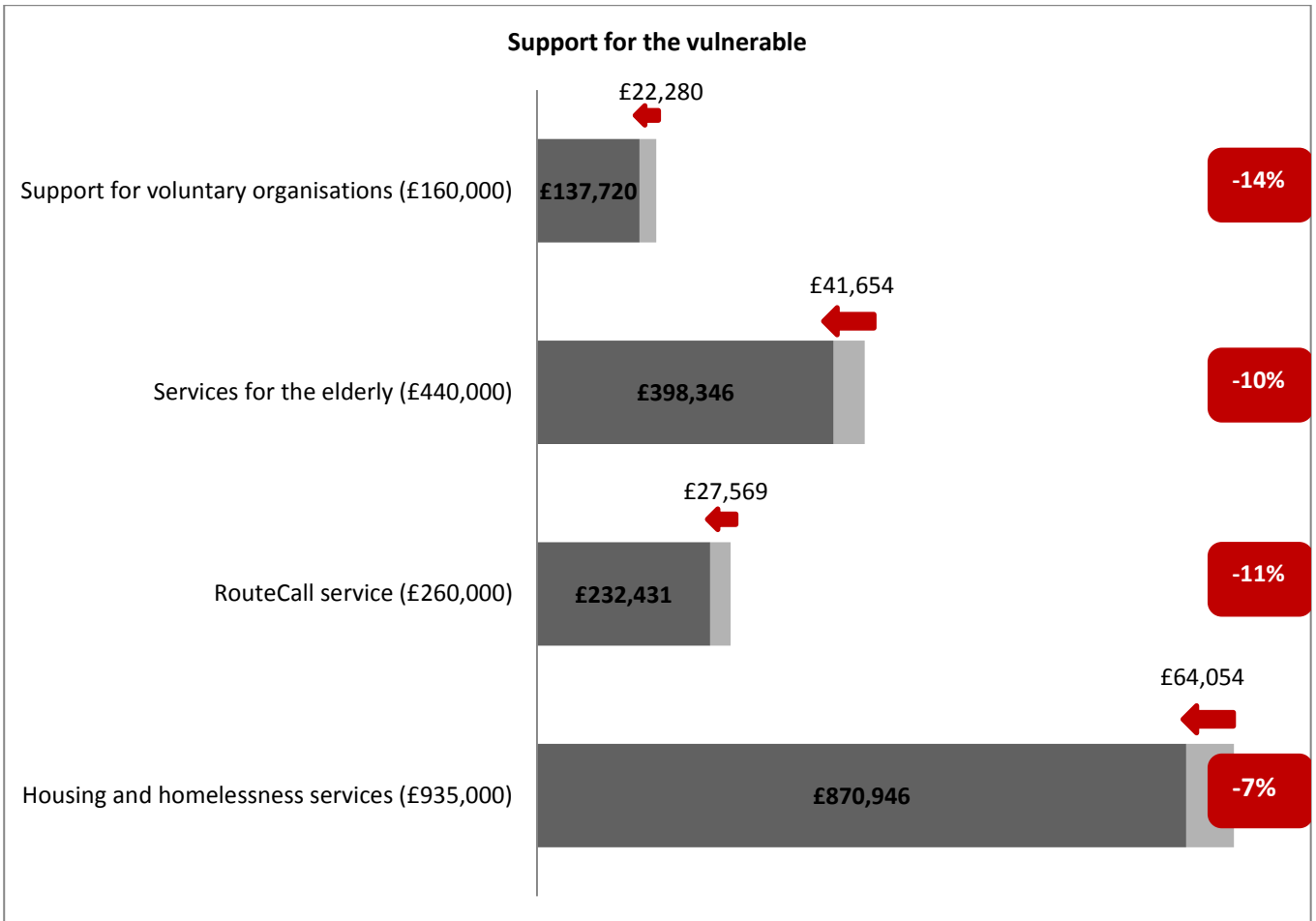
It is evident from the above chart that residents indicated they would reduce service funding across the range of services the consultation covered. On average, residents chose a reduction in service funding (without efficiencies and income) from £9.1million per year to £7,965,172. This equates to a saving of £1,133,828 and a reduction of 13%.

If the subtotal is looked at (without efficiencies and income taken into account), one third of respondents would like to see cuts of up to 10%, compared with two thirds with cuts of between 11% and 25%. There is little difference between age groups. Female respondents indicated they would like to see higher cuts than male respondents, with 76% of females wanting cuts of between 11% and 25% compared to 58% of males; and just 24% wanting cuts of up to 10% compared with 39% of males.

On average, without taking efficiencies and income into account, respondents indicated their wish to see a reduction of 13% in expenditure, equating to £8m as opposed to £9.1m. There are no substantial differences between the two age groups or by gender.

If the reduction is looked at taking into account the efficiencies and income options indicated by looking at the percentage residents would reduce funding by, the majority of respondents would like to see a reduction of between 11% and 25%. If this is looked at by age group, 100% of those aged 45 and over would like this percentage reduction, compared to 91% of those aged under 45. There is little difference in views between male and female respondents (94% and 98% respectively).

### 3.3.2 Support for the Vulnerable



Base: 203 responses

#### Support for the Vulnerable

In this section, the views of residents in relation to support for the vulnerable in the community are presented. Areas of Council responsibility covered by this service heading includes housing and homelessness prevention; services for the elderly such as social centres, meals on wheels and a shopping service; RouteCall (minibus) service; as well as providing support for voluntary organisations.

One out of every ten residents who made choices under YouChoose chose not to make changes to support for the vulnerable funding. On average, residents chose a reduction in the budget for support for the vulnerable from £1.8 million per year to £1,639,443. This equates to a saving of £155,557 and a reduction of 9%.

#### Housing and Homeless Service

Seven out of every ten residents who made choices under YouChoose chose to reduce housing and homeless service funding. On average, residents chose a reduction in the budget for housing and homeless service from £935,000 per year to £870,946. This equates to a saving of £64,054 and a reduction of 7%.

The consequences of reducing housing and homeless service funding:

- Reduced level of resource for housing strategy and enabling advice.
- Reduced assistance to improve housing conditions such as the removal of low cost housing initiatives.
- Unable to fulfil statutory housing role, including responsibilities for homeless families.

### Services for the Elderly

Seven out of every ten residents who made choices under YouChoose chose to reduce services for the elderly funding. On average, residents chose a reduction in the budget for services for the elderly from £440,000 per year to £398,346. This equates to a saving of £41,654 and a reduction of 10%.

The consequences of reducing services for the elderly funding:

- Reduced opening hours of social centres.
- Closure of one social centre.
- Closure of both social centres and services provided for the elderly from other existing venues.

### RouteCall Service

Eight out of every ten residents who made choices under YouChoose chose to reduce RouteCall service funding. On average, residents chose a reduction in the budget for RouteCall from £260,000 per year to £232,431. This equates to a saving of £27,569 and a reduction of 11%.

The consequences of reducing RouteCall funding:

- Reduced Dial-a-Ride service.
- Reduced operating hours of RouteCall / transport not always available to meet client needs.
- Reduced number of RouteCall buses resulting in restricted service for elderly / disabled users of social centres.
- Unable to provide RouteCall service.

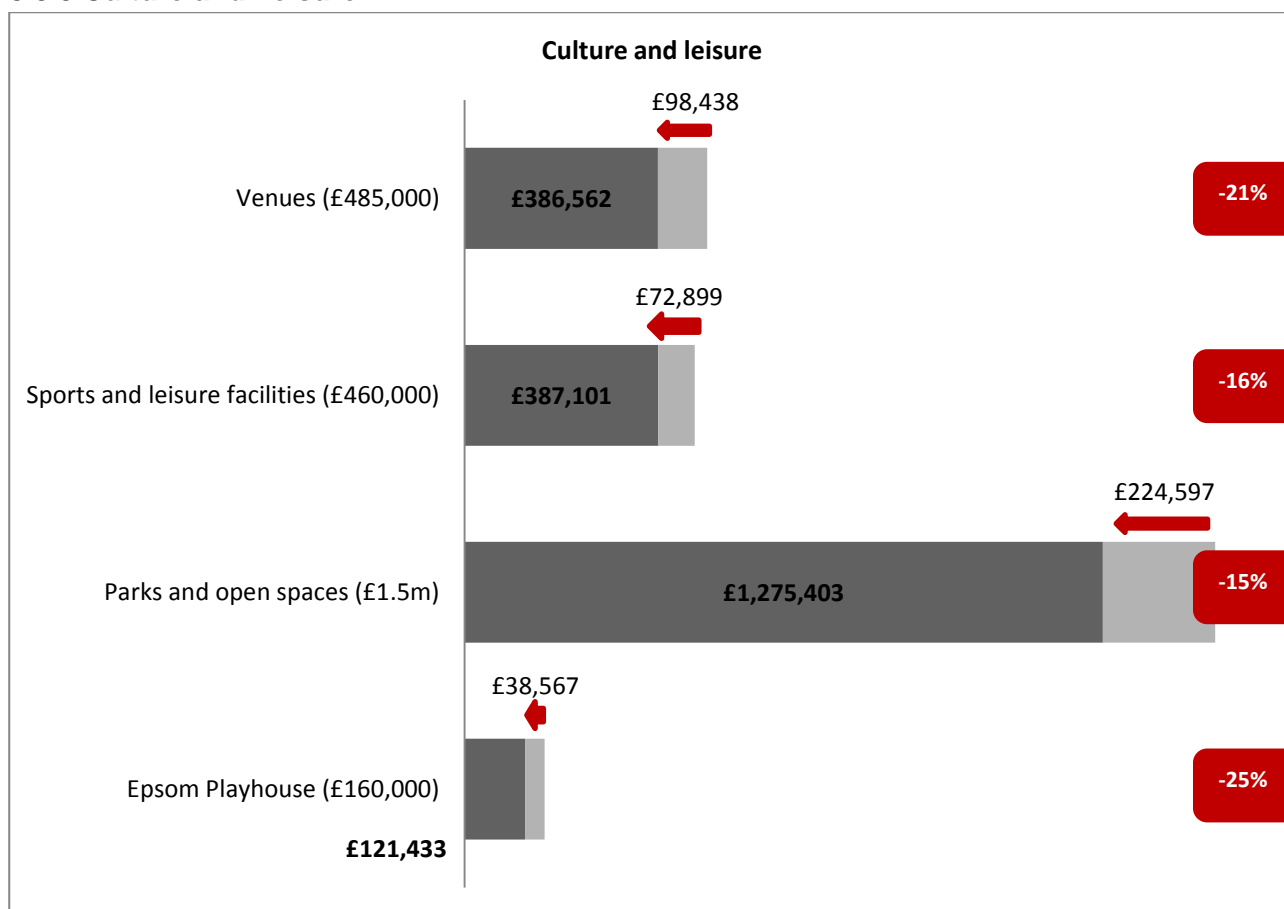
### Support for Voluntary Organisations

Seven out of every ten residents who made choices under YouChoose chose to reduce support for voluntary organisations funding. On average, residents chose a reduction in the budget for support for voluntary organisations from £160,000 per year to £137,720. This equates to a saving of £22,280 and a reduction of 14%.

The consequences of reducing support for voluntary organisations funding:

- Reduced support to the voluntary sector such as Citizens Advice Bureau and Age Concern.
- Reduced level of service advice by the voluntary sector such as the Citizens Advice Bureau and Age Concern.
- Significantly reduced level of service advice by the voluntary sector such as the Citizens' Advice Bureau and Age Concern.

### 3.3.3 Culture and Leisure



Base: 203

#### Culture and Leisure Services

In this section, the views of residents in relation to support for culture and leisure are presented. Areas of Council responsibility covered by this service heading include the provision and maintenance of parks and open spaces; the provision of sports and leisure facilities, venues (Bourne Hall, Bourne Hall Museum, The Ebbisham Centre and Ewell Court House) and Epsom Playhouse (theatre).

94% of residents who made choices under YouChoose chose to reduce funding for culture and leisure services. On average, residents chose a reduction in the budget for culture and leisure from £2.6 million per year to £2,170,499. This equates to a saving of £434,501 and a reduction of 17%.

#### Parks and Open Spaces

Nine out of every ten residents who made choices under YouChoose chose to reduce parks and open spaces funding. On average, residents chose a reduction in the budget for parks and open spaces from £1.5 million per year to £1,275,403. This equates to a saving of £224,597 and a reduction of 15%.

The consequences of reducing parks and open spaces funding:

- No locking of parks / reduced staffing.

- Closure of a park, nature reserve or other open space and significant reduction in maintenance of parks and open spaces.
- Unable to maintain parks and open spaces.

### Sports and Leisure Facilities

96% of residents who made choices under YouChoose chose to change sports and leisure facilities funding. On average, residents chose a reduction in the budget for sports and leisure facilities from £460,000 per year to £387,101. This equates to a saving of £72,899 and a reduction of 16%.

The consequences of reducing sports and leisure facilities funding:

- Reduced sports and leisure support to local community, including to young people.
- Closure of pitches and greens.
- Reduced maintenance of all facilities.
- Closure of all pitches, greens and playgrounds.

### Venues

96% of residents who made choices under YouChoose chose to change venues funding. On average, residents chose a reduction in the budget for venues from £485,000 per year to £386,562. This equates to a saving of £98,438 and a reduction of 21%.

The consequences of reducing venues funding:

- Reduced opening hours.
- Closure of one venue.
- Closure of two venues.

### Epsom Playhouse

Nine out of every ten residents who made choices under YouChoose chose to reduce Epsom Playhouse funding. On average, residents chose a reduction in the budget for Epsom Playhouse from £160,000 per year to £121,433. This equates to a saving of £38,567 and a reduction of 25%.

The consequences of reducing Epsom Playhouse funding:

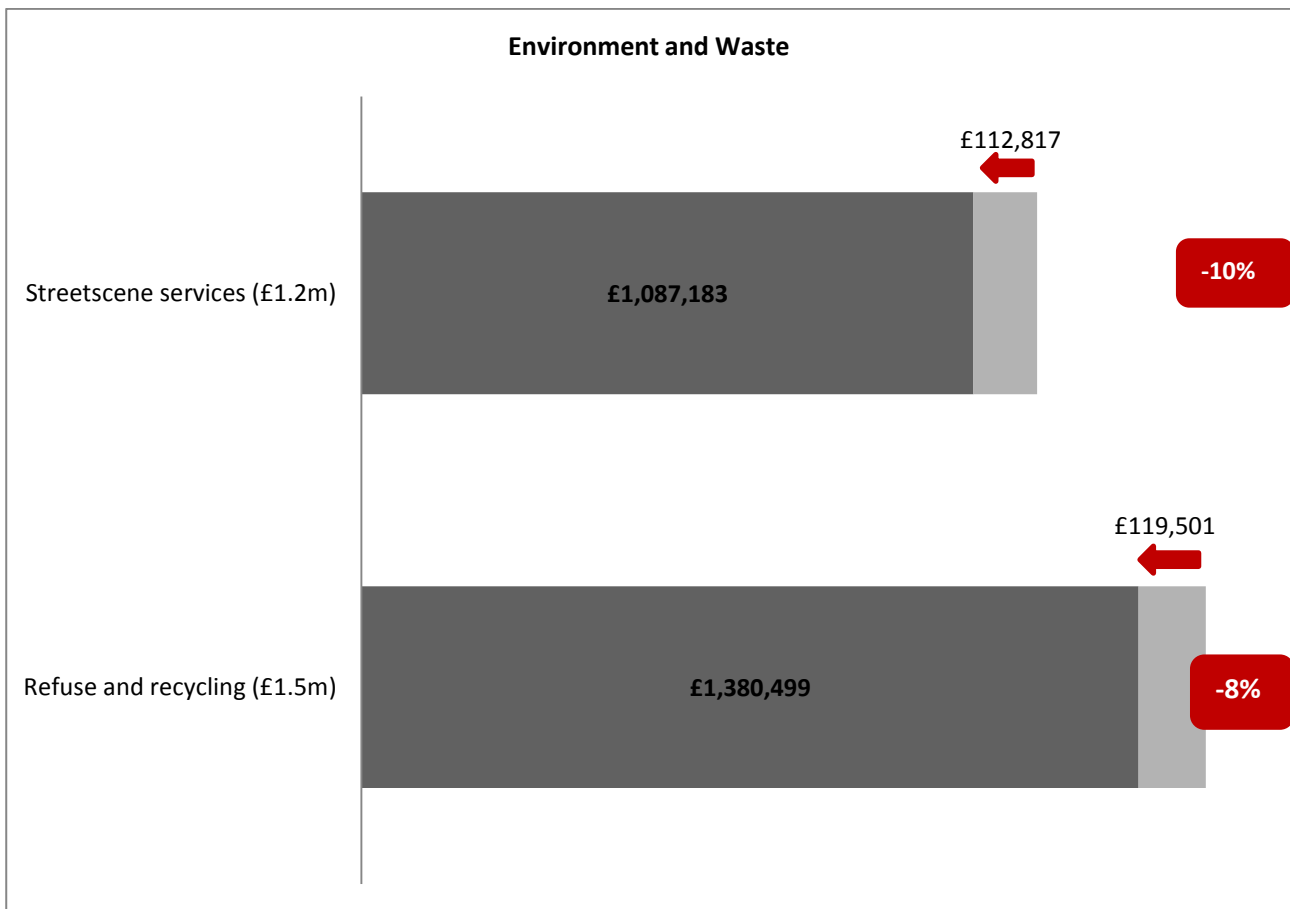
- Reduced programme (less community and non-commercial productions).
- Significantly reduced programme and likely closure.

### **3.3.4 Environment & Waste**

In this section, the views of residents in relation to support for environment and waste are presented. Areas of Council responsibility covered by this service heading includes refuse and recycling collections, as well as street scene services including street cleansing, grounds maintenance, graffiti removal, abandoned cars and untaxed vehicles removal and general maintenance.

Nine out of ten residents who made choices under YouChoose chose to change funding for environment and waste. On average, residents chose a reduction in the budget for environment

and waste from £2.7 million per year to £2,467,682. This equates to a saving of £232,318 and a reduction of 9%.



Base: 203

### Refuse and Recycling

89% of residents who made choices under YouChoose chose to change refuse and recycling funding. On average, residents chose a reduction in the budget for refuse and recycling from £1.5 million per year to £1,380,499. This equates to a saving of £119,501 and a reduction of 8%.

The consequences of reducing refuse and recycling funding:

- Increased charges got garden waste and special collections.
- Reduced frequency of refuse and recycling collections.
- Unable to provide a statutory minimum service.

### Streetscene Services

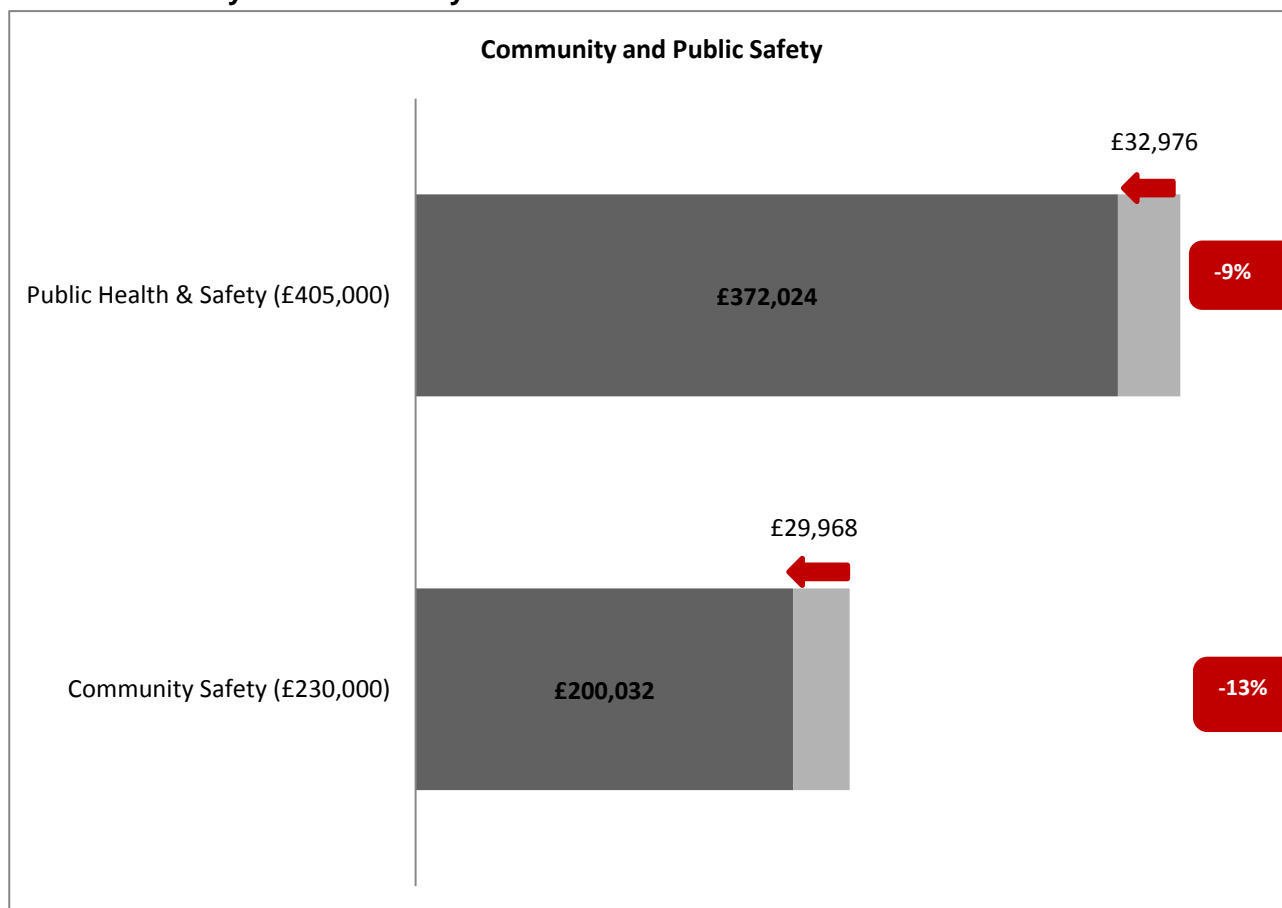
85% of residents who made choices under YouChoose chose to change streetscene services funding. On average, residents chose a reduction in the budget for refuse and recycling from £1.2 million per year to £1,087,183. This equates to a saving of £112,817 and a reduction of 10%.

The consequences of reducing streetscene services funding:

- Reduced frequency of deep cleansing and street sweeping.

- Reduced frequency of scheduled items e.g. grass cutting and street cleansing.
- Major reductions to standards of maintenance.
- Unable to provide a statutory minimum level of service.

### 3.3.5 Community & Public Safety



Base: 203

#### Community and Public Safety

In this section, the views of residents in relation to support for community and public safety are presented. Areas of Council responsibility covered by this service heading include providing support to reduce crime, reduce anti-social behaviour and keep residents safe. It also includes public health and safety, which maintains and enhances the public protection and health of local residents, visitors and people who work in the Borough.

94% of residents who made choices under YouChoose chose to change funding for community and public safety. On average, residents chose a reduction in the budget for community and public safety from £635,000 per year to £572,056. This equates to a saving of £62,944 and a reduction of 10%.

#### Community Safety

90% of residents who made choices under YouChoose chose to change community safety funding. On average, residents chose a reduction in the budget for community safety from £230,000 per year to £200,032. This equates to a saving of £29,968 and a reduction of 13%.

The consequences of reducing community safety funding:

- Reduced partnership working to combat crime and anti-social behaviour.
- Reduced number of initiatives to combat crime and anti-social behaviour.
- Significantly reduced number of CCTV cameras and level of monitoring.
- Remove CCTV cameras and stop monitoring.

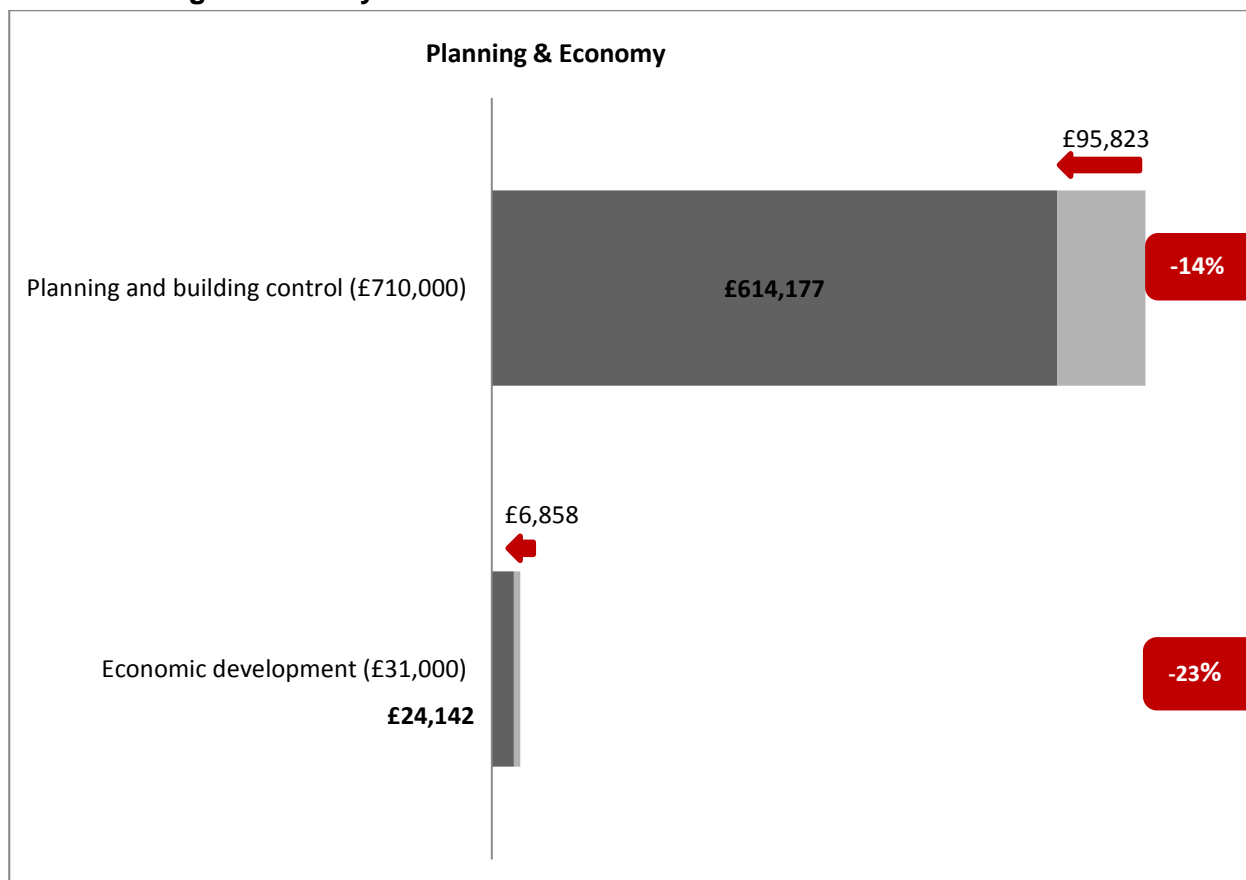
### Public Health & Safety

Nine out of ten residents who made choices under YouChoose chose to change public health and safety funding. On average, residents chose a reduction in the budget for public health and safety from £405,000 per year to £372,024. This equates to a saving of £32,976 and a reduction of 9%.

The consequences of reducing public health and safety funding:

- Residents charged for rodent control; and reduced number of food hygiene inspections of premises, shops and businesses.
- Reduced enforcement of premises, shops and businesses.
- Unable to fulfil statutory responsibility.

### 3.3.6 Planning & Economy



Base: 203

In this section, the views of residents in relation to support for planning and economy are presented. The Council determines planning applications and enforces building and planning regulations. It also provides guidance on the appearance and setting of the built and natural

environment in the Borough, preserving and enhancing buildings and areas of special architectural and historic interest. It works to improve Epsom town centre and other neighbourhoods in the Borough, including the promotion of economic development.

95% of residents who made choices under YouChoose chose to change funding for planning and economy. On average, residents chose a reduction in the budget for planning and economy from £741,000 per year to £638,319. This equates to a saving of £102,681 and a reduction of 14%.

#### Planning and Building Control

95% of residents who made choices under YouChoose chose to change planning and building control funding. On average, residents chose a reduction in the budget for planning and building control from £710,000 per year to £614,177. This equates to a saving of £95,823 and a reduction of 14%.

The consequences of reducing planning and building control funding:

- Reduced advice for residents and businesses.
- Increased waiting times and development delays.
- Unable to enforce an effective planning service.
- Unable to meet statutory obligations of service.

#### Economic Development

92% of residents who made choices under YouChoose chose to change economic development funding. On average, residents chose a reduction in the budget for economic development from £31,000 per year to £24,142. This equates to a saving of £6,858 and a reduction of 23%.

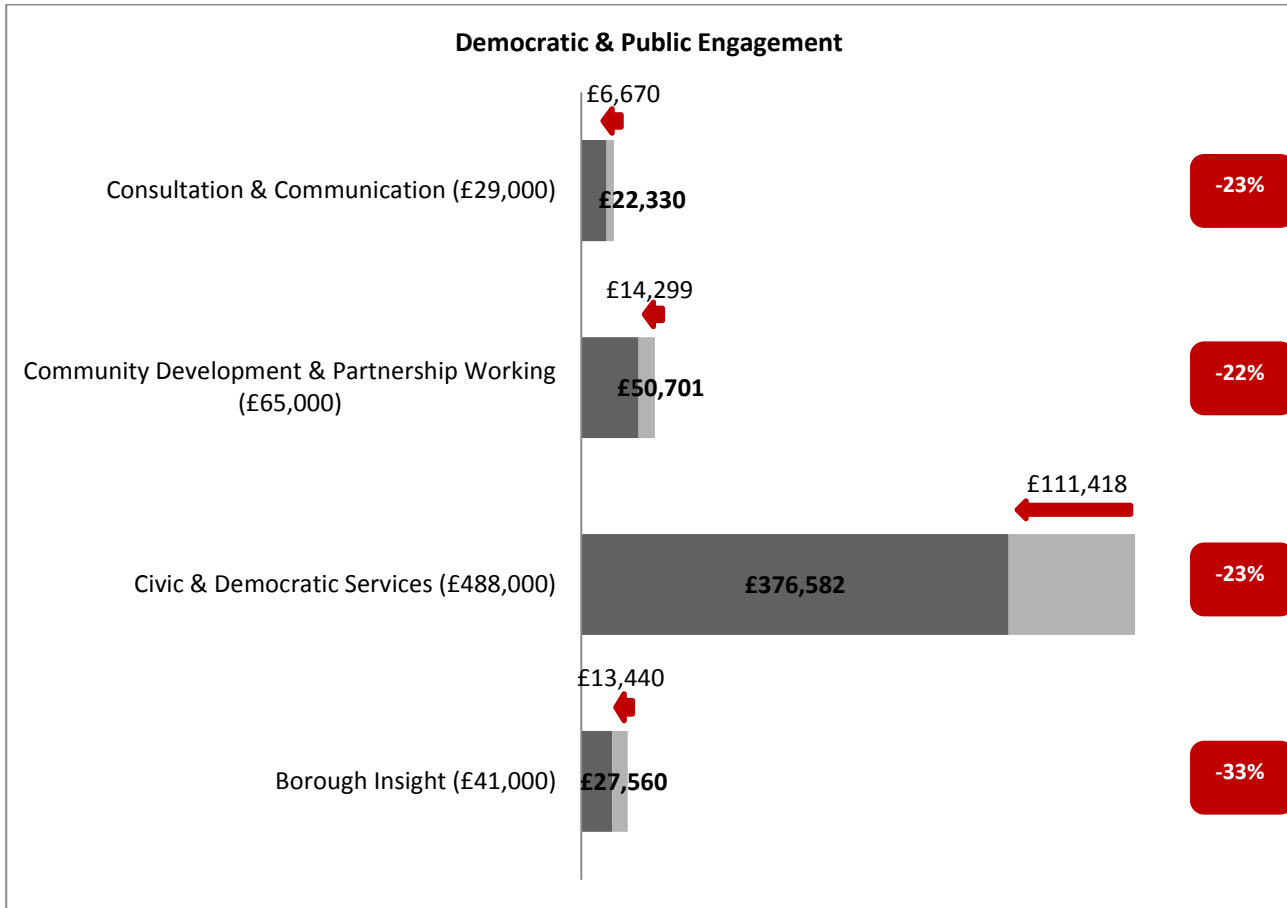
The consequences of reducing economic development funding:

- Reduced support for economic development (business partnership).
- Minimum support for businesses.

### **3.3.7 Democratic and Public Engagement**

In this section, the views of residents in relation to support for democratic and public engagement are presented. Democratic and public engagement includes the servicing of Council meetings and business of the Council, its committees, sub-committees, working parties and panels. It also includes the publication of Borough Insight magazine, consultation and communication, as well as community development and partnership working.

96% of residents who made choices under YouChoose chose to change funding for democratic and public engagement. On average, residents chose a reduction in the budget for democratic and public engagement from £623,000 per year to £477,173. This equates to a saving of £145,827 and a reduction of 24%.



Base: 203

### Civic and Democratic Services

96% of residents who made choices under YouChoose chose to change civic and democratic services funding. On average, residents chose a reduction in the budget for civic and democratic services from £488,000 per year to £376,582. This equates to a saving of £111,418 and a reduction of 23%.

The consequences of reducing civic and democratic services funding:

- Reduced expenditure on Mayoralty, leading to reduced community visits and other Mayor functions.
- Reduction in number and size of Council committees and reduced number of ward Councillors involved in policy decisions.
- Significant reduction in number and size of Council committees and less ward representation.
- Substantial reduction in ward Councillor roles in Council decision making.

### Community Development & Partnership Working

93% of residents who made choices under YouChoose chose to change community development and partnership working funding. On average, residents chose a reduction in the budget for community development and partnership working from £65,000 per year to £50,701. This equates to a saving of £14,299 and a reduction of 22%.

The consequences of reducing community development and partnership working funding:

- Reduced community development and partnership working.
- Reduced support for those communities with particular needs e.g. in areas of relative deprivation.

#### Consultation and Communication

95% of residents who made choices under YouChoose chose to change consultation and communication funding. On average, residents chose a reduction in the budget for consultation and communication from £29,000 per year to £22,330. This equates to a saving of £6,670 and a reduction of 23%.

The consequences of reducing consultation and communication funding:

- Reduced consultation and communication activity.
- Minimal consultation activity with minimal publication of information to support Council services and events.

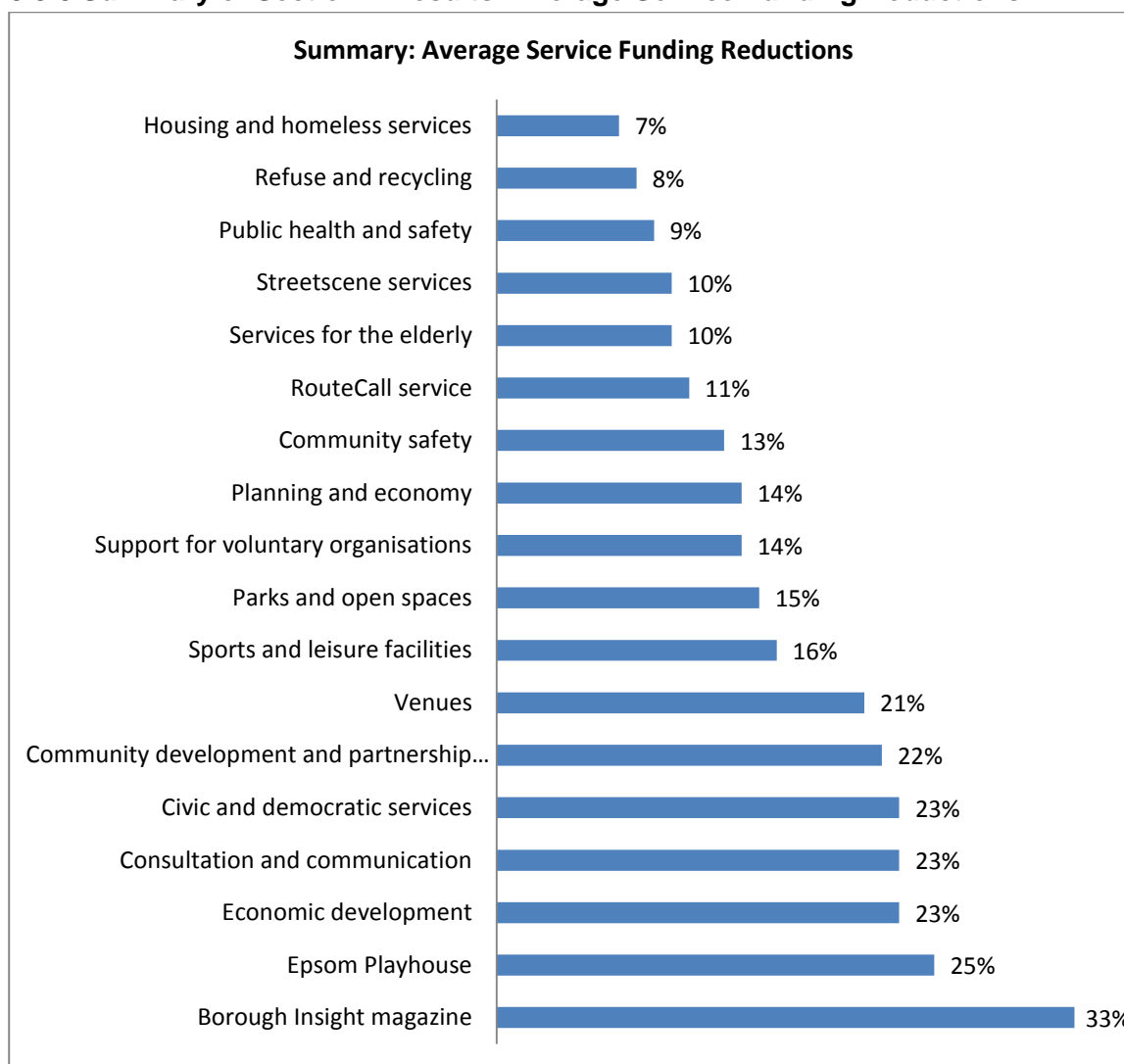
#### Borough Insight Magazine

94% of residents who made choices under YouChoose chose to change Borough Insight magazine funding. On average, residents chose a reduction in the budget for Borough Insight from £41,000 per year to £27,560. This equates to a saving of £13,440 and a reduction of 33%.

The consequences of reducing Borough Insight magazine funding:

- Reduced number of publications per year.
- No Borough Insight or such communication with residents.

### 3.3.8 Summary of Section 1 Results: Average Service Funding Reductions



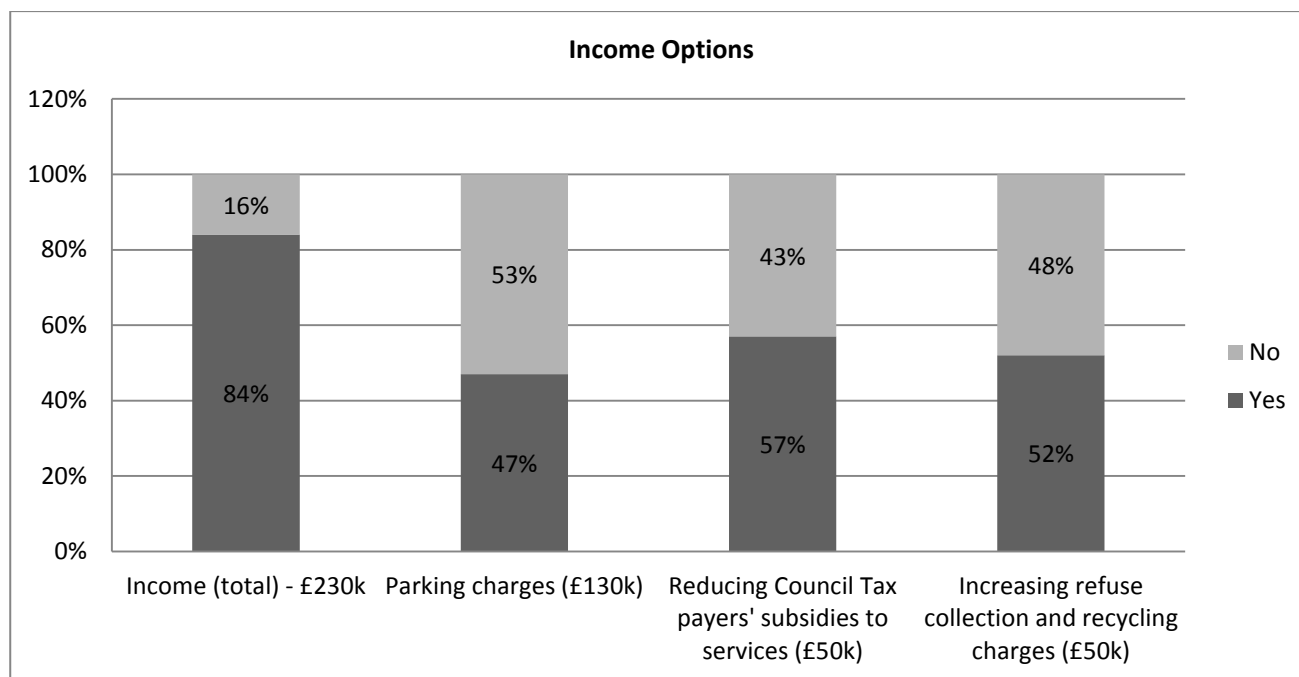
Base: 203

The above chart illustrates that there is more desire by residents to reduce funding for services such as Borough Insight magazine, Epsom Playhouse (theatre), economic development and consultation and communications. However, it is worth noting that these are service areas with substantially less spend (the funding for Borough Insight is £41,000 per year) than services such as parks and open spaces where service funding is £1.5 million per year.

The chart also illustrates that residents are less inclined to reduce services for the vulnerable (for example housing and homeless services, and services for the elderly); as well as “essential services” such as refuse and recycling and streetscene services. Again, it should be noted that funding for refuse and recycling, and streetscene services is high, at £1.5 million and £1.2 million respectively, so a reduction of, for example, 8% against service funding of £1.5 million for refuse and recycling collection would generate a saving of £120,000. This compares with a reduction of 33% for Borough Insight, which against a service expenditure of £41,000 would only generate a saving of £13,530.

Interestingly, a few respondents suggested that the format of Borough Insight be changed to make it less glossy and more cost effective to produce.

### 3.4 Section 2 (Income)



Base: 203 responses

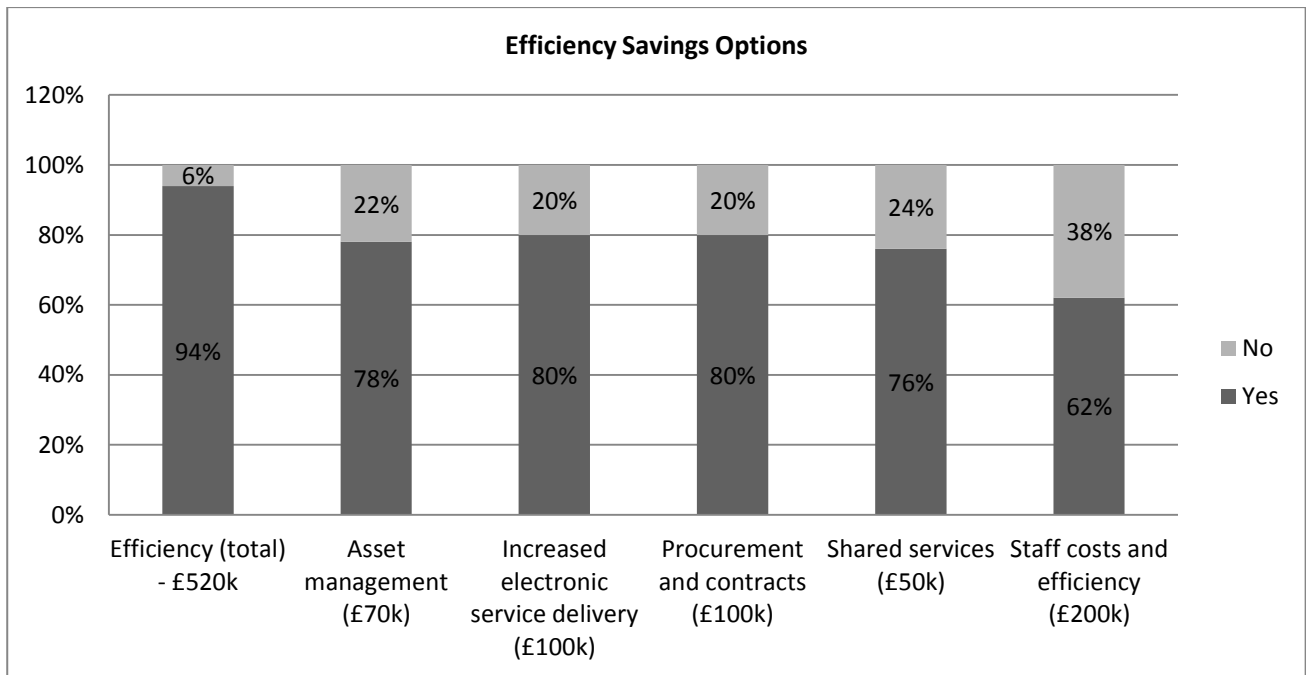
It is apparent from the above graph, that respondents are positive about the Council generating income, with the majority (84%) indicating that they would like the Council to do this. If the response is looked at by age, the data suggests that those aged under 45 are slightly more inclined to go for income generation options (90% compared to 81% in the 45 and over age group), but there is no difference in views between male and female respondents.

When the individual options proposed by the Council to generate income were tested, the response varied. Reducing Council Tax payers' subsidies to services was the more favourable income suggestion, with 57% of respondents choosing this option. This compares to 52% choosing to increase refuse collection and recycling (green waste) charges; and 42% increasing parking charges.

If, however, the data is analysed by looking at responses from those aged under 45, there is a marked difference with regards to parking charges. 58% of respondents aged under 45 felt that parking charges should be increased, compared to 36% of those aged 45 and over – a difference of 22%. If parking is also looked at by gender, it can be seen that slightly more females oppose parking increases compared to males (61% and 47% respectively).

There are minimal differences by age and gender for the other income generation options.

### 3.5 Section 3 (Efficiency)



Base: 203 responses

It is apparent from the above graph, that respondents are positive about the Council making efficiency savings, with nearly all respondents (94%) indicating that they would like the Council to do this. If this is looked at by age, 99% of those aged under 45 thought this, compared to 92% aged 45 and over. There were no differences of opinion between male and female respondents.

When looking at the option of asset management (the Council continuing to review all property to ensure that rent income is optimised on commercial property and any surplus accommodation), this was an option that those aged under 45 preferred, compared to those aged 45 and over (85% and 73% respectively). 10% of males also preferred this option, with 84% of males (74% of females).

When looking at increased electronic service delivery (80% thought this should be pursued), there were no marked differences between age groups. However, 87% of males chose this option, compared to 75% of females, a slight difference of 12%.

When considering efficiency savings from staff costs and increased efficiency, approximately two thirds of respondents chose this option. However, this proved more popular with those aged 45 and over than those aged under 45, with 66% and 54% respectively.

A few respondents commented in the open ended question at the end of the online consultation that the Council should be doing these things anyway, without having to ask the public for their opinion.

### 3.6 Section 4 (Open Ended Question & Suggestions Cards)

The online open ended questions at the end of the YouChoose budget consultation tool generated 73 responses, which combined with the 138 suggestion cards from the supplementary consultation mechanisms received equates to a total of 211 responses by residents. This includes one suggestion received via the Contact Centre, one letter received as well as two emails received. For the purpose of this report, these responses have been combined, and the 211 responses analysed collectively.

Within these 211 responses, there were 372 individual subject areas / themed responses. The full literal responses can be seen in **Appendix Three**.

#### 3.6.1 Results: Summary

The most popular responses in terms of where cost savings could be made included:

- Getting rid of the Mayor or getting rid of the Mayor's car (16 comments).
- Reviewing the planting policy – hanging baskets, flower beds, bedding plants and shrubs (16 comments).
- Reducing the number of staff (13 comments).
- Preventing damage to grass verges by e.g. imposing fines to drivers who park on them / drive over them or asking volunteers to cut them (12 comments).
- Reducing staff pay (12 comments).
- Improving efficiency (11 comments).
- Stopping the production and distribution of Borough Insight (11 comments).
- Improving procurement and contract management (8 comments).
- Changing the Council structure to e.g. flatten the management hierarchy (6 comments).
- Stopping / reducing Councillors' expenses (4 comments).

With regards to income generation, suggestions included:

- Better enforcement of parking e.g. double yellows, people abusing disabled parking bays, people parking on grass verges etc.
- Imposing of fines for e.g. dropping litter.
- Replicating the success of The Rainbow Centre to other venues.
- Opening Hook Road Car Park 24 hours per day and introducing resident season tickets.
- Divesting of assets such as one or more of the venues and even the Town Hall.

A few respondents commented re the choices that need to be made. Notable comments included:

- Hard choices, I know, but necessary.
- There are some 'must haves' and some 'nice to haves.' That basically is how your choices break down re cost cutting.

Reference was also made to the need to protect services for the vulnerable, particularly for the elderly and those with disabilities (8 comments).

One respondent commented that from the suggestions the public make *"a few seeds may grow into strong plants if taken seriously, and given the right care and attention."*

## 3.6.2 Results: Detailed

Theme	Number of Comments	Example Comments
Staff – various	17	<ul style="list-style-type: none"> <li>• No jobs for life.</li> <li>• Stop supping company cars.</li> <li>• No council mobile phones for staff.</li> <li>• Reduce recruitment cost.</li> <li>• Do not use external consultants – if managers can't make decisions they should be removed!</li> <li>• Council staff should NOT be asked to bear any more of the consequences of the recession - they do a valuable job and should be commended.</li> <li>• Reduce the number of sick days taken by council workers (reduces agency costs and drives efficiency).</li> </ul>
Mayor – get rid of Mayor / or Mayor's car	16	<ul style="list-style-type: none"> <li>• Do we need a Mayor? The money could be spent more wisely.</li> <li>• Get rid of the Mayor's position. It is completely out-dated and unnecessary in the modern world.</li> <li>• Get rid of the Mayor.</li> <li>• Make the Mayor drive – get rid of car and driver!</li> <li>• Get rid of official car for the Mayor. Get something cheaper!</li> <li>• Make the Mayor drive – get rid of car and driver.</li> </ul>
Planting	16	<ul style="list-style-type: none"> <li>• Stop hanging baskets in town. Waste of money.</li> <li>• ... costs should be critically appraised.</li> <li>• When new “street trees” are planted, around 50% seem to die in 1<sup>st</sup> year – presumably to lack of watering. How about an “Adopt a tree” scheme where a nearby household could agree to water it every few weeks for 1<sup>st</sup> year.</li> <li>• Halve the amount of flower beds.</li> <li>• Could bulbs and plants be lifted and stored over winter to save the waste of continually buying new plants?</li> <li>• Analyse the bedding plants budget.</li> </ul>
Staff – reduce number of	13	<ul style="list-style-type: none"> <li>• Centralisation – cut out a tier.</li> <li>• Serious review of headcount. Just because it used to take 1,000 people to run a council, modern technology and use of should allow the number to e reduced by 25% to 50%.</li> <li>• Keep frontline staff and get rid of paper-pushing management who are complete waste of taxpayers' money.</li> <li>• Flatten the management hierarchy.</li> </ul>

Theme	Number of Comments	Example Comments
Grass verges	12	<ul style="list-style-type: none"> <li>• Ask people to volunteer to cut verges in front of homes 2 to 3 times per year to save EEBC cash.</li> <li>• Enforce the bye laws re parking on verges. This would raise thousands in fines and also save on expenses of re-instating damaged grass.</li> <li>• Heavily fine all the people who park their vehicles on grass verges...</li> <li>• Heavily fine the residents that drive their cars across the pavements in West Ewell because they do not want to pay to extend their dropped kerb – fine them for the pavement and verges to be fixed and make them pay to drop the kerb...</li> </ul>
Staff pay	12	<ul style="list-style-type: none"> <li>• Reduce the Chief Executive's salary.</li> <li>• Chief exec to take a pay cut.</li> <li>• Review of Directors and heads of service wages.</li> <li>• Reduce salaries of those earning over £100k.</li> <li>• Get rid of those earning over £40,000.</li> </ul>
Borough Insight - stop	11	<ul style="list-style-type: none"> <li>• Stop the cost of Borough Insight magazine.</li> <li>• ... My copy is recycled as soon as it arrives – wasted paper and resources.</li> <li>• Scrap magazine. Do it online!</li> </ul>
Efficiency	11	<ul style="list-style-type: none"> <li>• Cut down on anything that is unnecessary.</li> <li>• All savings and all efficiency improvements should be adopted as a matter of urgency. This is what should already be happening.</li> <li>• NET savings must be assessed, as often there will be some added costs of making a change.</li> <li>• Really get to the bottom of how funds are used. Every cost should be accounted for.</li> </ul>
Waste collection	9	<ul style="list-style-type: none"> <li>• Why don't you leave free skips on the Longmead a couple of times a year?</li> <li>• Waste collections - every 2 weeks; reduce. We really don't need a weekly collection.</li> <li>• Consider outsourcing rubbish collection. EEBC - TUPE - another company. Used by Elmbridge / Mole Valley.</li> <li>• Make everyone pay £2 a week for rubbish collection.</li> <li>• Cancel house individual bin collections. Place public large bins in key locations along roads - collect rubbish daily at night. This system operates in Spain with few problems and costs a fraction of house to house collection.</li> </ul>

Theme	Number of Comments	Example Comments
Budget consultation - negative	9	<ul style="list-style-type: none"> <li>• Ideas? That's what we pay Council Tax for – it's your job! Stop wasting money asking us.</li> <li>• The options you put forward at the end of this exercise are biased towards positive results because you give no negative consequences. In reality, who would not choose "increase staff efficiency?"</li> </ul>
Income generation	9	<ul style="list-style-type: none"> <li>• Get your litter wardens patrolling the parks and the downs on race meetings. You should be able to make thousands in fines.</li> <li>• A pollution charge for example for those motorists who insist on coming into Epsom and poisoning our air!</li> </ul>
Procurement	8	<ul style="list-style-type: none"> <li>• The £100k to be saved by improved procurement sounds very conservative. I think a target of at least 5% of all spend on third party goods and services should be set.</li> <li>• Epsom &amp; Ewell is a small borough and the council should consider having its services provided on a sub contract basis from larger neighbouring (London) Councils where economies of scale should lead to it obtaining greater efficiencies and hence further cost savings.</li> <li>• Reduce capital expenditure on unnecessary items i.e. street furniture, replacement equipment in council offices unless broken.</li> </ul>
Support for the vulnerable	8	<ul style="list-style-type: none"> <li>• No more cut backs for the elderly.</li> <li>• Protect children, disabled and elderly services.</li> <li>• Priority should always go to the elderly and disabled.</li> </ul>
Council - various	7	<ul style="list-style-type: none"> <li>• Cease wasting money on things like Investors in People and Louder than Words etc., which mean nothing to the average council tax payer.</li> <li>• The Council must challenge its approach and its business processes. Ask: "Why are we doing this?" "If it was my business, would I go about it the same way?" "Would I spend this much on this service if it were my money?" "Does this really represent value for money?"</li> <li>• Epsom and Ewell is an excellent council.</li> </ul>

Theme	Number of Comments	Example Comments
Borough Insight – consider different format (reduce costs)	6	<ul style="list-style-type: none"> <li>• Borough Insight magazine does not need to be in colour. A 'local good news paper' would be better, as it would be up to date and have more information about local clubs and societies.</li> <li>• Communications such as Borough Insight are vital. However, the current format should be reconsidered i.e. have a non glossy publication.</li> </ul>
Council structure	6	<ul style="list-style-type: none"> <li>• Join up administration with another borough / council.</li> <li>• I think Surrey should consider going for a unitary authority.</li> <li>• Share "back office" services with other district councils in Surrey (e.g. legal, IT, accounting, call centre, collecting council tax).</li> </ul>
Parking – car parks	6	<ul style="list-style-type: none"> <li>• Better management of car parks to generate more income and get vehicles off residential roads e.g. reducing charges to residents, those working in the area and regular commuters to get more cars in car parks and increase overall income.</li> <li>• Make Hook Road car park 24 hour and provide season tickets for local residents as parking is in such short supply at that end of the town.</li> <li>• Business rates - encourage more shoppers; evening free parking on Thursday.</li> </ul>
Planning	6	<ul style="list-style-type: none"> <li>• Make sure that fees for planning applications cover cost of application plus 10% extra.</li> <li>• Stop development of more green space and / or tax very heavily the developers of these sites who are cashing in on short term profit at the expense of long-term increased costs for a congested community.</li> </ul>
Parking - enforcement	6	<ul style="list-style-type: none"> <li>• Clamp cars parked on double yellows on The Parade. They might start parking in the car parks so you'd get income either way.</li> <li>• Conversation heard: "I've parked all year in Stoneleigh Broadway all day and been fined once - £30. This is cheap parking."</li> <li>• Fine motorists who park on the pavement.</li> </ul>

Theme	Number of Comments	Example Comments
Choice	5	<ul style="list-style-type: none"> <li>• There are the ‘must haves’ and the ‘nice to haves.’ That basically is how your choices break down re cost cutting.</li> <li>• Start to think like a poor country. The UK state has huge debts and is living beyond its income. Think what level of service the council provides in Kenya or Indonesia and start thinking like them. Many council services are pure luxuries that we can no longer afford.</li> </ul>
Housing	5	<ul style="list-style-type: none"> <li>• No council houses for life – means test.</li> <li>• The housing department should thoroughly investigate empty houses and their ownership with a view to using them to accommodate families who require a roof over their heads.</li> </ul>
Recycling - various	5	<ul style="list-style-type: none"> <li>• Please charge people who live outside of the borough to use the recycling facilities at Kiln Lane. Other boroughs do so and the staff at Kiln Lane have now stopped asking people for a copy of their council tax bill.</li> <li>• Recycle more plastics. (Assuming that this reduces cost of landfill).</li> </ul>
Venues - general	5	<ul style="list-style-type: none"> <li>• Re venues - why is the Council trying to compete in the competitive marketplace for e.g. weddings? Leave it to the professionals as other councils do.</li> <li>• Revise opening hours, if necessary.</li> </ul>
Budget consultation – general	4	<ul style="list-style-type: none"> <li>• Don’t prevaricate!</li> <li>• This felt very negative - was it supposed to? I think in times of hardship the basics need to be done well and the extras have to be carefully considered.</li> </ul>
Budget consultation - positive	4	<ul style="list-style-type: none"> <li>• I applaud you for this attempt to involve the townsfolk in your difficult choices as to how to save money, and I do appreciate that many of our suggestions are unlikely to be helpful. Nevertheless, a few seeds may grow into strong plants if taken seriously, and given the right care and attention.</li> </ul>
Community	4	<ul style="list-style-type: none"> <li>• Use those signing on at Job Centre to clean graffiti, clear litter and clean streets in return for the money they get from the community.</li> </ul>
Council Tax	4	<ul style="list-style-type: none"> <li>• Ensure as far as practical, all council tax bills are paid.</li> <li>• Sending council tax bills and correspondence electronically.</li> </ul>

Theme	Number of Comments	Example Comments
Councillor expenses	4	<ul style="list-style-type: none"> <li>• All Councillors' services voluntary.</li> <li>• Stop expense payments to Councillors. This is voluntary and only expenses above what is needed to do the job of a Councillor.</li> </ul>
Licensing	4	<ul style="list-style-type: none"> <li>• Increase fees for liquor and gambling licenses.</li> <li>• Increase or create a license for costs of telephone companies having their masts within the borough.</li> </ul>
Parks	4	<ul style="list-style-type: none"> <li>• Opening and closing parks and some maintenance would seem to be something that might be carried out by volunteers.</li> <li>• To think the unthinkable, would leasing a large park / open space to a responsible environmental body (e.g. Woodland Trust or something like it) have the effect of significantly reducing expenditure and bringing in an income?</li> </ul>
Street cleaning	4	<ul style="list-style-type: none"> <li>• The Council should keep the streets clean.</li> <li>• Public health and safety is paramount; but people might have to clean the streets outside their house.</li> </ul>
Street lighting	4	<ul style="list-style-type: none"> <li>• Reduce street lighting between 1am and 4am.</li> <li>• Turn off the street lights between midnight and 6am.</li> </ul>
Venues – alternative offering	4	<ul style="list-style-type: none"> <li>• Rainbow Centre - huge success story. Replicate in other venues if decide to keep venues?</li> <li>• Raising revenue through hiring out of council assets for private use. Some of this done already e.g. Ebbisham Centre, Bourne Hall - how could it be done more? What other assets could be offered?</li> </ul>
Venues - divest	4	<ul style="list-style-type: none"> <li>• If we can't afford theatres and leisure centres than they close.</li> <li>• Currently EEBC has 4 venues within 1/2 mile: Town Hall, Ebbisham, Rainbow Centre. This many locations close together are not sustainable in the current economic climate. Obviously Town Hall and Playhouse and Rainbow are needed as predefined resources, however, Ebbisham is not needed and EEBC can function without this resource.</li> </ul>
Volunteers	4	<ul style="list-style-type: none"> <li>• Council to use 'community services' to help fill the gaps. Saves on recruitment and future employability.</li> <li>• Enlist the services of volunteers for unskilled work.</li> </ul>

Theme	Number of Comments	Example Comments
Asset management	3	<ul style="list-style-type: none"> <li>Why are council-owned buildings (including the Town Hall) under-utilised?</li> <li>Look at relocation of Town Hall to smaller premises, instead of having to fill it with other paying organisations.</li> </ul>
Communication	3	<ul style="list-style-type: none"> <li>Kingston Council has monthly emails with key information (hyperlinks to e.g. press releases, consultation) - consider alternative cost effective mechanisms and channels.</li> </ul>
Fraud	3	<ul style="list-style-type: none"> <li>Cut fraud and error in benefits.</li> </ul>
Mayor - other	3	<ul style="list-style-type: none"> <li>Maybe a Mayor with powers could be considered.</li> </ul>
Recycling - frequency	3	<ul style="list-style-type: none"> <li>Reduce frequency of paper and bottles / cans collection from weekly to fortnightly, how many people fill these every week?</li> </ul>
Roads	3	<ul style="list-style-type: none"> <li>Stop installing speed warning signs and road humps.</li> </ul>
Roadworks	3	<ul style="list-style-type: none"> <li>Heavily fine utility companies that take years to dig up a road that should take weeks.</li> </ul>
Venues - hire	3	<ul style="list-style-type: none"> <li>Where premises are hired, impose penalties if sessions over-run stated times, again to minimise overtime payments.</li> </ul>
Venues – Epsom Playhouse	3	<ul style="list-style-type: none"> <li>Make Playhouse self funding.</li> </ul>
Bus passes	2	<ul style="list-style-type: none"> <li>Raise age for free bus passes to 65 and over. If government rule says 60, campaign to increase it!</li> </ul>
Parking – Controlled Parking Zones	2	<ul style="list-style-type: none"> <li>Creation of resident parking permits – generate revenue and cuts pollution and overcrowding on main roads.</li> </ul>
Parking - disabled	2	<ul style="list-style-type: none"> <li>Check for people abusing disabled bays [parking] to get extra hour free.</li> </ul>
Parking - meters	2	<ul style="list-style-type: none"> <li>No parking meters – will affect local shops.</li> </ul>
Staff pensions	2	<ul style="list-style-type: none"> <li>Reduced contribution from the rates towards the Local Government Staff Pension Fund. Most residents in the area do not have an inflation proof pension scheme.</li> </ul>
Subsidising of services	2	<ul style="list-style-type: none"> <li>Services for the elderly and vulnerable are key. Happy to supplement this but not for e.g. bowls and planning services.</li> </ul>

Theme	Number of Comments	Example Comments
Venues – The Ebbisham Centre	2	<ul style="list-style-type: none"> <li>Consider merging Ebbisham Centre reception with library staff. (I know local / county staff but both councils are looking for savings). 2 staff at 17:30 on a Saturday doing nothing is a waste.</li> </ul>
Venues – social centres	2	<ul style="list-style-type: none"> <li>The Wells provides up to only 6 meals with 2 cooks. Bring meals up from Longmead Centre.</li> </ul>
Contact Centre	2	<ul style="list-style-type: none"> <li>Some council services e.g. customer centre have been excluded from this consultation. Why? Imagine the costs are high especially with CRM systems to support it.</li> </ul>
Borough map	2	<ul style="list-style-type: none"> <li>The Borough map should be a huge money spinner for the Council. No other Council provides a free map...</li> </ul>
Waste collection – bulky waste	2	<ul style="list-style-type: none"> <li>Stop free collection of large items to people on benefits.</li> </ul>

Full literal responses can be found in **Appendix Three**.

## 4. Conclusion & Recommendations

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### 4.1 Conclusion

The budget consultation shows that residents feel there are various ways in which the Council can reduce its expenditure to help it meet its objective of saving up to £1.5 million over the next three years. When considering the service funding and potential consequences of reducing this funding, that reductions can be made across the board. An average reduction of 13% was made (without taking efficiencies and income into account), which against service funding of £9.1 million, equates to a potential saving of approximately £1.1 million for the Council.

There appears to be more desire by residents to make reductions in funding for services such as Borough Insight magazine, Epsom Playhouse, economic development and consultation and communications. However, it must be noted that some of the service areas residents indicated a higher percentage reduction in funding in have much lower amounts of spend than other service areas such as parks and open spaces. For example, Borough Insight funding is £41,000 per annum, with an average reduction of 33% by residents, which equates to a saving of just £13,530 per annum. Parks and open spaces, with annual funding of £1.2 million, a reduction of 15% would equate to a saving of £180,000. With reference to Borough Insight publication, some residents chose to comment that the costs of Borough Insight could be reduced by for example having a non-glossy version.

The results suggest that residents are less inclined to reduce funding for services for the vulnerable (for example, services for the elderly and housing and homeless services); as well as refuse and recycling services. However, funding for refuse and recycling services is high in comparison with other service areas at £1.5 million per year, and the average reduction of 8% would equate to a saving of £120,000. A few residents commented on the need to protect services for the vulnerable, particularly for the elderly and the disabled.

If the percentage of residents not wanting a change in service funding is looked at, it is more evident that some would not consider reducing funding for services for the vulnerable:

- Support for the vulnerable: 12 % indicated no change.
- Housing and homeless: 15%.
- RouteCall: 16%.
- Services for the elderly: 16%.
- Support for voluntary organisations: 18%.

This compares to, for example, just 3% not wanting a change to funding for culture and leisure and 5% for planning and economy.

Not surprisingly, residents were positive about the Council generating income and achieving efficiency savings. A few chose to comment that “we should be doing this anyway”, and “don’t prevaricate.”

Reaction to the consultation exercise itself was varied. A few considered the exercise to be “a waste of money” (even though the costs to undertaking this were minimal); whereas others thought

“the Council should be applauded” for attempting to involve the townsfolk in its difficult choices as to how to save money.

If these results are looked at alongside the suggestions made (from the open ended question on the online consultation and suggest cards received), it is evident that residents have some potentially interesting ideas for the Council to consider. More popular ideas suggested included getting rid of the Mayor and / or the Mayor’s car; reviewing the planting policy (hanging baskets, flower beds, planting); reducing the number of staff; preventing damage to grass verges; reducing staff pay; improving efficiency; stopping the production of Borough Insight magazine; improving procurement and contract management; changing the Council’s structure to, for example, flatten the management hierarchy and stopping / reducing Councillors’ expenses.

Suggestions for income generation included better enforcement of parking and litter; replicating the success of the Rainbow Centre to other venues; operating Hook Road Car Park 24 hours per day and introducing resident season tickets; and divesting of assets such as one or more of the venues and even the Town Hall.

Memorable quotes include:

- “Hard choices I know, but necessary.”
- “There are some ‘must haves’ and some ‘nice to haves.’ That is basically how your choices break down re costing.”

One of the letters received from one local resident used this phrase to describe the suggestions we receive: “... *A few seeds may grow into strong plants if taken seriously, and given the right care and attention.*”

## **4.2 Recommendations**

The results of this consultation should be considered as part of the development of the Council’s Corporate Plan 2012 to 2016 and Medium Term Financial Strategy for the same period. The suggestions made by residents as to how the Council can achieve efficiency savings and generate income should also be considered.

These results will be made available to residents on the Council’s website at the earliest opportunity, as soon as the results have been considered by Councillors.

## Appendix One: Background Information

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### Background to the Consultation

At its meeting on 2 February 2011, the Council considered a recommendation from the Strategy and Resources Committee (recommendation 821) regarding the introduction / use of budget simulation software. This recommendation had been made in response to a Notice of Motion moved at the Council meeting on 14 December 2010 (Agenda item 19). The motion was as follows:

*“This Council actively investigates the feasibility of implementing the available budget simulation software being introduced by Surrey County Council and already in use by other local authorities, particularly any possibilities for sharing, joint purchase or reciprocal arrangements.”*

The Council noted that an initial desk-based assessment of the software had indicated there could be value in its use as part of a wider consultation process of managing budgetary constraints, possibly linked to the preparation of the next Corporate Plan in conjunction with focus groups. The Council agreed that the Council should investigate the feasibility of using budget simulation software with other forms of consultation as part of the review of the Corporate Plan.

Given the serious financial issues facing the public sector in general, budgets are high on everyone’s agenda and a key area for public engagement. Utilising an online budget simulator that encourages residents to consider where budget cuts should fall, where efficiencies might be made and where income might be generated, is a useful tool to inform the decision making process. The software can be used to engage local residents in decisions about how they spend their revenue budgets and help local residents understand the tough choices the Council faces.

The software available allows residents to indicate areas of spending where they feel adjustments could best be made, while at the same time showing the likely consequences of change. It starts with the basic premise that the available budget is over-subscribed (and the details of the budget, broken down by service area, are added to the tool by the Council), so that preferred choices can be made to bring the Council Tax down to an acceptable level. The tool is necessarily less complicated than real life decisions, but it is still able to give residents the opportunity to indicate which services they prioritise most highly or feel are less important.

The budget simulation software does not enable all Council services to be tested. It is necessarily simple and not all consequences can be included. It does give a broad indication of which services and sources of income and efficiencies are most important to people.

Other local authorities and public bodies, including small borough and district councils, have used the consultation mechanism to help bring to life the challenges faced when balancing the budget, with the results used to inform the decision making process.

The budget consultation software is hosted remotely and local authorities using the software provide a link to it from their website.

Please note that the Council has undertaken consultation to inform the development of its previous Corporate Plans (2003 to 2007 and 2007 to 2011). Traditionally it has utilised qualitative research,

through focus groups and in-depth interviews with residents, to inform the decision making process. Qualitative research is a more costly consultation method, but the insight that such research provides is invaluable. Such research results, along with other data (for example the results of recent consultation exercises including the Best Value General Surveys, and the annual Citizens' panel Surveys), have been used to inform the decision making process. At the time of previous consultation exercises undertaken to inform the development of the Corporate Plans, budget simulation software was not readily available. This is therefore the first time the Council has explored this as a potentially viable option.

A paper was presented to the Strategy and Resources Committee on 29 March 2011. In this meeting, the Committee agreed to utilise budget simulation software along with other consultation methods to support the development of the new Corporate Plan. It also agreed that Officers source the YouChoose software option.

The Council could not benefit from sharing, jointly purchasing or reciprocal arrangements to undertake such consultation, due to the nature of the software available. The software was also free of charge for the Council, which negated this.

#### **YouChoose Online Consultation Tool**

YouChoose was developed by the London Borough of Redbridge to engage its citizens in difficult decisions that arise from a substantial reduction to its budget. The Local Government Group and YouGov, in partnership with the London Borough of Redbridge, now make this software freely available to local authorities.

The software was made available to the Council free of charge.

It was agreed, as part of the March Strategy and Resources Committee meeting, that YouGov would undertake the analysis – a cost of £3,000 plus VAT. As fewer responses were received than originally anticipated, this cost was considered to be too expensive given the number of responses received. The Council explored ways of extracting the data once the consultation closed, and importing the data into excel or into SNAP (survey software that the Council's Communication & Consultation team uses), but this was not possible given the complexity of the consultation tool. YouGov was therefore commissioned to produce the data tables showing the weighted responses (to ensure the data was representative of the population in the Borough) and the analysis undertaken in house. The data tables cost £950 plus VAT.

#### **Other Local Authorities Who Have Utilised YouChoose**

There are many other local authorities who have utilised YouChoose. Epsom & Ewell Borough Council is the only one of the 11 Surrey District and Borough Councils who have utilised this online tool, but it is understood that Elmbridge Borough Council plan to utilise it later this year. Surrey County Council utilised the tool earlier this year, and received 471 responses.

The London Borough of Redbridge, who spent approximately £30,000 on communicating the online consultation and held numerous community group sessions out and about in their Borough, received more than 4,000 responses. This is unique amongst those who have utilised the tool. The average response rate as at 3 August for those authorities (excluding the London Borough of

Redbridge and the responses of this consultation exercise) is 303 responses per authority. It should be noted that some of the authorities who have undertaken the consultation are much larger than Epsom & Ewell Borough Council e.g. the London Borough of Croydon, Surrey County Council, Hertfordshire County Council, Southampton Council, the London Borough of Waltham Forest and Warwickshire County Council and therefore have a substantially larger population.

**Software Wording: Section 1 - Service Funding (£9.1 million)**

The six service areas covered in the online budget consultation were:

<p><u>Support for the vulnerable</u></p> <ul style="list-style-type: none"> <li>• Housing and homelessness services</li> <li>• Services for the elderly e.g. social centres, meals on wheels</li> <li>• RouteCall</li> <li>• Support for voluntary organisations</li> </ul>	<p><u>Planning and economy</u></p> <ul style="list-style-type: none"> <li>• Planning and building control</li> <li>• Economic development</li> </ul>
<p><u>Community and public safety</u></p> <ul style="list-style-type: none"> <li>• Community safety</li> <li>• Public health and safety</li> </ul>	<p><u>Environment and waste</u></p> <ul style="list-style-type: none"> <li>• Refuse and recycling</li> <li>• Street scene services</li> </ul>
<p><u>Culture and leisure</u></p> <ul style="list-style-type: none"> <li>• Parks and open spaces</li> <li>• Sport and leisure facilities</li> <li>• Venues</li> <li>• Epsom Playhouse (theatre)</li> </ul>	<p><u>Democratic and public engagement</u></p> <ul style="list-style-type: none"> <li>• Civic and democratic services.</li> <li>• Borough Insight magazine.</li> <li>• Consultation and communication.</li> <li>• Community development and partnership working.</li> </ul>

**Software Wording: Section 2 - Income**

Service Area	Descriptor and Consequence	Potential Income
Refuse collection and recycling	<p>The Council currently charges for garden waste collections and some household waste (e.g. bulky items such as fridges). The Council could increase such charges to generate additional income. Increasing charges could result in the Council being in danger of losing customers for such services.</p> <p>Increase charges by 20%</p>	£50k

Service Area	Descriptor and Consequence	Potential Income
Parking charges	<p>The Council operates off-street public car parking (for example at The Ashley Centre, Upper High Street, Hook Road, Depot Road, Town Hall and Hope Lodge car parks (Epsom), and Dorset House and High Street (Ewell)). This generates income for the Council from the parking charges levied in its car parks. To generate additional income from its car parks, the Council could increase its charges. If car parking charges are increased too much, people would not use the car parks which would result in a loss of revenue.</p> <p>Increase charges by 5%</p>	£130k
Reduce Council Tax payers' subsidies to services	<p>The Council provides many services to strike a balance between the contribution by service users and the contribution by Council Tax payers as a whole. Examples of such services include services for the elderly such as RouteCall, Meals on Wheels and the Shopping Service, as well as bowling greens and sports pitches.</p> <p>The Council could reduce the subsidies of such services, which would mean that more of the cost of providing such services would be met by service users, rather than the general Council Tax payer.</p> <p>If the Council increased the costs of such services it could result in the Council being in danger of losing customers for such services.</p>	£50k

**Software Wording: Section 3 - Efficiency**

Service Area	Descriptor and Consequence	Potential Income
Shared services	<p>Working with other local public service providers to share and reshape services to reduce costs and increase resilience. This may affect the way services are provided and where staff are based.</p> <p>The Council already works in partnership with other Surrey councils on areas such as procurement, energy management, IT and audit services.</p>	£50k

Service Area	Descriptor and Consequence	Potential Income
Procurement and contracts	<p>The Council has to comply with a range of legislation and guidance when purchasing goods, services and works, including contract regulations and European Procurement rules.</p> <p>The Council will make further use of framework contracts to reduce procurement costs and will work with existing contractors and through new tenders to achieve a reduction in the cost of outsourced or procured services.</p> <p>Contract specifications will be reviewed towards the end of existing contract periods and prior to new tenders being sought.</p>	£100k
Asset management	<p>The Council will continue to review all property to ensure that rent income is optimised on commercial property and any surplus operational accommodation. Energy use will be further reduced through investment in energy management measures.</p>	£70k
Increased electronic service delivery	<p>The Council will reduce the administrative cost of service delivery by encouraging increased use of the cheapest online channels, and making better use of IT to work smarter and drive efficiencies.</p>	
Staff costs and efficiency	<p>The Council will continue to review opportunities for cost reduction over the next three years. Significant efficiency savings have already been made. Further staffing reductions may put standards of service provided to residents at risk.</p> <p>There has been no general pay award for staff for the last two years. Staff earning less than £21,000 received a £250 increase in salary in April 2011 as per central government's guidance for public sector workers.</p>	

#### Software Wording: Section 4 – Open ended question (suggestions)

Respondents were asked to let the Council know if they had other suggestions for saving money, or comments about YouChoose.

## Appendix Two: YouChoose Data Tables

Sample Size: 201

	Base	Age		Gender	
		Under 45	45 and over	Male	Female
<b>Total (with efficiencies and income included)</b>					
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	5%	9%	-	6%	2%
11-25% cut	94%	91%	100%	94%	98%
up to 10% cut	1%	-	-	-	-
No change	-	-	-	-	-
up to 10% increase	-	-	-	-	-
11-25% increase	-	-	-	-	-
26-50% increase	-	-	-	-	-
<b>Subtotal (without efficiencies and income)</b>					
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	2%	3%	-	3%	-
11-25% cut	65%	65%	70%	58%	76%
up to 10% cut	32%	32%	30%	39%	24%
No change	-	-	-	-	-
up to 10% increase	*	-	-	-	-
11-25% increase	-	-	-	-	-
26-50% increase	-	-	-	-	-
<b>communityandpublicsafety_TOTAL</b>					
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	9%	7%	8%	9%	7%
11-25% cut	39%	38%	46%	43%	42%
up to 10% cut	40%	40%	40%	37%	42%
No change	6%	5%	4%	5%	4%
up to 10% increase	1%	1%	-	1%	-
11-25% increase	4%	4%	2%	1%	4%
26-50% increase	2%	6%	-	3%	2%
<b>Communityandpublicsafety_Communitysafety</b>					
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	16%	8%	22%	18%	14%
11-25% cut	35%	38%	40%	35%	42%
up to 10% cut	31%	32%	31%	30%	33%
No change	10%	13%	4%	11%	6%
up to 10% increase	2%	1%	2%	2%	-
11-25% increase	4%	4%	2%	1%	4%
26-50% increase	2%	6%	-	3%	2%

## Budget Consultation Results

### Communityandpublicsafety\_Publichealthandsafety

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	5%	2%	5%	5%	2%
11-25% cut	31%	33%	34%	36%	32%
up to 10% cut	50%	49%	53%	47%	54%
No change	7%	5%	6%	5%	6%
up to 10% increase	1%	2%	1%	3%	-
11-25% increase	4%	4%	2%	1%	4%
26-50% increase	2%	6%	-	3%	2%

### Cultureandleisure\_TOTAL

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	17%	18%	12%	12%	17%
11-25% cut	58%	55%	63%	53%	66%
up to 10% cut	19%	21%	22%	27%	17%
No change	3%	2%	1%	2%	1%
up to 10% increase	2%	3%	2%	5%	-
11-25% increase	-	-	-	-	-
26-50% increase	1%	1%	-	1%	-

### Cultureandleisure\_EpsomPlayhouse

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	39%	39%	37%	38%	38%
11-25% cut	40%	43%	40%	40%	43%
up to 10% cut	13%	10%	18%	12%	16%
No change	6%	7%	4%	7%	3%
up to 10% increase	1%	1%	1%	2%	-
11-25% increase	-	-	-	-	-
26-50% increase	-	-	-	-	-

### Cultureandleisure\_Parksandopenspaces

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	17%	19%	12%	14%	16%
11-25% cut	48%	44%	53%	43%	55%
up to 10% cut	26%	27%	29%	30%	27%
No change	6%	6%	3%	7%	2%
up to 10% increase	3%	3%	3%	4%	1%
11-25% increase	*	-	1%	1%	-
26-50% increase	1%	1%	-	1%	-

### Cultureandleisure\_Sportsandleisurefacilities

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	24%	20%	25%	21%	24%
11-25% cut	33%	30%	38%	34%	35%
up to 10% cut	35%	38%	32%	31%	39%
No change	5%	3%	3%	4%	2%
up to 10% increase	2%	4%	2%	6%	-
11-25% increase	1%	3%	1%	3%	-
26-50% increase	1%	1%	-	1%	-

## Budget Consultation Results

### Cultureandleisure\_Venues

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	26%	20%	28%	21%	26%
11-25% cut	53%	66%	48%	55%	58%
up to 10% cut	14%	11%	19%	17%	14%
No change	4%	2%	3%	4%	2%
up to 10% increase	2%	1%	3%	4%	-
11-25% increase	-	-	-	-	-
26-50% increase	-	-	-	-	-

### Democraticandpublicengagement\_TOTAL

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	41%	37%	42%	33%	45%
11-25% cut	46%	48%	49%	51%	47%
up to 10% cut	8%	9%	7%	8%	7%
No change	4%	4%	2%	5%	1%
up to 10% increase	*	-	-	-	-
11-25% increase	-	-	-	-	-
26-50% increase	1%	3%	-	2%	-

### Democraticandpublicengagement\_BoroughInsightmagazine

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	65%	61%	69%	66%	65%
11-25% cut	22%	24%	22%	17%	28%
up to 10% cut	5%	6%	5%	6%	5%
No change	6%	6%	4%	9%	1%
up to 10% increase	1%	1%	-	-	1%
11-25% increase	-	-	-	-	-
26-50% increase	1%	3%	-	2%	-

### Democraticandpublicengagement\_Civicanddemocraticservices

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	36%	36%	32%	30%	38%
11-25% cut	47%	46%	53%	49%	50%
up to 10% cut	11%	12%	11%	11%	11%
No change	4%	4%	3%	6%	1%
up to 10% increase	1%	-	1%	1%	-
11-25% increase	-	-	-	-	-
26-50% increase	1%	3%	-	2%	-

### Democraticandpublicengagement\_Communitydevelopmentandpartn

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	37%	32%	41%	34%	39%
11-25% cut	36%	40%	36%	35%	41%
up to 10% cut	17%	15%	16%	16%	15%
No change	7%	8%	5%	10%	3%
up to 10% increase	2%	2%	1%	1%	1%
11-25% increase	*	1%	-	-	1%
26-50% increase	1%	3%	1%	3%	-

## Budget Consultation Results

### Democraticandpublicengagement\_Consultationandcommunication

	201	77	99	109	67
<b>Unweighted Base</b>					
<b>Base</b>	203	82	96	87	91
26-50% cut	46%	42%	49%	43%	48%
11-25% cut	35%	35%	36%	31%	40%
up to 10% cut	10%	9%	10%	11%	8%
No change	5%	5%	4%	7%	2%
up to 10% increase	1%	2%	-	2%	-
11-25% increase	1%	4%	-	2%	1%
26-50% increase	2%	4%	1%	3%	1%

### Environmentandwaste\_TOTAL

	201	77	99	109	67
<b>Unweighted Base</b>					
<b>Base</b>	203	82	96	87	91
26-50% cut	4%	6%	-	6%	-
11-25% cut	32%	38%	28%	24%	41%
up to 10% cut	53%	50%	59%	62%	48%
No change	10%	5%	13%	8%	11%
up to 10% increase	1%	1%	-	1%	-
11-25% increase	-	-	-	-	-
26-50% increase	*	-	-	-	-

### Environmentandwaste\_Refuseandrecycling

	201	77	99	109	67
<b>Unweighted Base</b>					
<b>Base</b>	203	82	96	87	91
26-50% cut	4%	6%	1%	6%	-
11-25% cut	21%	18%	23%	19%	22%
up to 10% cut	58%	65%	58%	61%	61%
No change	11%	7%	14%	9%	12%
up to 10% increase	5%	5%	5%	5%	4%
11-25% increase	-	-	-	-	-
26-50% increase	*	-	-	-	-

### Environmentandwaste\_Streetsceneservices

	201	77	99	109	67
<b>Unweighted Base</b>					
<b>Base</b>	203	82	96	87	91
26-50% cut	5%	6%	2%	6%	2%
11-25% cut	39%	43%	36%	32%	46%
up to 10% cut	42%	42%	45%	50%	37%
No change	13%	8%	15%	11%	12%
up to 10% increase	2%	1%	2%	1%	2%
11-25% increase	-	-	-	-	-
26-50% increase	*	-	-	-	-

### Planningandeconomy\_TOTAL

	201	77	99	109	67
<b>Unweighted Base</b>					
<b>Base</b>	203	82	96	87	91
26-50% cut	12%	12%	8%	7%	12%
11-25% cut	57%	51%	69%	56%	65%
up to 10% cut	25%	31%	20%	31%	19%
No change	5%	5%	2%	6%	1%
up to 10% increase	1%	2%	-	-	2%
11-25% increase	*	-	1%	-	1%
26-50% increase	*	-	-	-	-

## Budget Consultation Results

### Planningandconomy\_Economicdevelopment

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	39%	33%	44%	37%	41%
11-25% cut	37%	38%	37%	32%	42%
up to 10% cut	11%	9%	12%	13%	9%
No change	8%	10%	5%	13%	2%
up to 10% increase	1%	3%	-	-	3%
11-25% increase	2%	3%	1%	3%	1%
26-50% increase	2%	3%	1%	2%	2%

### Planningandconomy\_Planningandbuildingcontrol

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	11%	11%	8%	7%	11%
11-25% cut	54%	48%	65%	54%	60%
up to 10% cut	28%	33%	24%	32%	25%
No change	5%	7%	2%	8%	1%
up to 10% increase	1%	2%	-	-	2%
11-25% increase	*	-	1%	-	1%
26-50% increase	*	-	-	-	-

### Supportforthevulnerable\_TOTAL

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	6%	8%	2%	9%	1%
11-25% cut	32%	34%	38%	29%	42%
up to 10% cut	41%	44%	36%	44%	35%
No change	12%	7%	16%	12%	12%
up to 10% increase	7%	7%	6%	5%	8%
11-25% increase	2%	-	1%	-	1%
26-50% increase	-	-	-	-	-

### Supportforthevulnerable\_Housingandhomelesservices

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	5%	7%	1%	6%	1%
11-25% cut	23%	23%	29%	24%	29%
up to 10% cut	45%	49%	42%	40%	50%
No change	15%	11%	18%	17%	13%
up to 10% increase	9%	8%	8%	11%	5%
11-25% increase	3%	1%	2%	1%	2%
26-50% increase	-	-	-	-	-

### Supportforthevulnerable\_RouteCallservice

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	14%	17%	10%	22%	5%
11-25% cut	21%	24%	25%	18%	31%
up to 10% cut	41%	44%	37%	38%	42%
No change	16%	13%	21%	19%	15%
up to 10% increase	5%	1%	6%	2%	5%
11-25% increase	3%	2%	1%	1%	2%
26-50% increase	-	-	-	-	-

## Budget Consultation Results

### Supportforthevulnerable\_Servicesfortheelderly

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	11%	11%	9%	11%	8%
11-25% cut	24%	31%	24%	26%	28%
up to 10% cut	38%	39%	35%	38%	36%
No change	16%	12%	20%	18%	15%
up to 10% increase	8%	4%	11%	6%	9%
11-25% increase	3%	2%	1%	-	3%
26-50% increase	*	1%	-	-	1%

### Supportforthevulnerable\_Supportforvoluntaryorganisations

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
26-50% cut	24%	26%	21%	29%	18%
11-25% cut	20%	26%	19%	18%	26%
up to 10% cut	29%	27%	29%	27%	29%
No change	18%	13%	23%	21%	16%
up to 10% increase	7%	5%	7%	5%	8%
11-25% increase	2%	-	1%	-	1%
26-50% increase	1%	2%	-	-	2%

### Efficiency\_TOTAL

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
Yes	94%	99%	92%	96%	95%
No	6%	1%	8%	4%	5%

### Efficiency\_Assetmanagement

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
Yes	78%	85%	73%	84%	74%
No	22%	15%	27%	16%	26%

### Efficiency\_Increasedelectronicservicedelivery

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
Yes	80%	83%	79%	87%	75%
No	20%	17%	21%	13%	25%

### Efficiency\_Procurementandcontracts

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
Yes	80%	82%	81%	85%	78%
No	20%	18%	19%	15%	22%

### Efficiency\_Sharedservices

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
Yes	76%	76%	76%	77%	76%
No	24%	24%	24%	23%	24%

### Efficiency\_Staffcostsandefficiency

	201	77	99	109	67
<b>Unweighted Base</b>	201	77	99	109	67
<b>Base</b>	203	82	96	87	91
Yes	62%	54%	66%	64%	58%
No	38%	46%	34%	36%	42%

## Budget Consultation Results

<b>Income_TOTAL</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Yes	84%	90%	81%	85%	85%
	No	16%	10%	19%	15%	15%
<b>Income_Parkingcharges</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Yes	47%	58%	36%	53%	39%
	No	53%	42%	64%	47%	61%
<b>Income_ReduceCouncilTaxpayerssubsidiestoservices</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Yes	57%	52%	58%	56%	55%
	No	43%	48%	42%	44%	45%
<b>Income_Refusecollectionandrecyclingcharges</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Yes	52%	54%	50%	46%	58%
	No	48%	46%	50%	54%	42%

All figures, unless otherwise stated, are from YouGov Plc.

		Age		Gender		
	Base	Under 45	45 and over	Male	Female	
<b>Total (with efficiencies and income included)</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 7,470,831	£ 7,436,826	£ 7,525,494	£ 7,471,480	£ 7,497,010
<b>Subtotal (without efficiencies and income)</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 7,965,172	£ 7,938,874	£ 8,007,672	£ 7,988,109	£ 7,964,182
<b>Communityandpublicsafety_TOTAL</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 572,056	£ 589,695	£ 554,332	£ 568,422	£ 572,825
<b>Communityandpublicsafety_Communitysafety</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 200,032	£ 210,339	£ 188,860	£ 198,522	£ 199,035
<b>Communityandpublicsafety_Publichealthandsafety</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91

Budget Consultation Results

	Mean	£ 372,024	£ 379,357	£ 365,473	£ 369,901	£ 373,790
<b>Cultureandleisure_TOTAL</b>						
	Unweighted Base	201	77	99	109	67
	Base	203	82	96	87	91
	Mean	£ 2,170,499	£ 2,178,351	£ 2,196,618	£ 2,216,719	£ 2,160,862
<b>Cultureandleisure_EpsomPlayhouse</b>						
	Unweighted Base	201	77	99	109	67
	Base	203	82	96	87	91
	Mean	£ 121,433	£ 120,801	£ 122,769	£ 121,269	£ 122,425
<b>Cultureandleisure_Parksandopenspaces</b>						
	Unweighted Base	201	77	99	109	67
	Base	203	82	96	87	91
	Mean	£ 1,275,403	£ 1,273,232	£ 1,299,960	£ 1,308,675	£ 1,267,449
<b>Cultureandleisure_Sportsandleisurefacilities</b>						
	Unweighted Base	201	77	99	109	67
	Base	203	82	96	87	91
	Mean	£ 387,101	£ 396,170	£ 383,130	£ 393,468	£ 385,027
<b>Cultureandleisure_Venues</b>						
	Unweighted Base	201	77	99	109	67
	Base	203	82	96	87	91
	Mean	£ 386,562	£ 388,148	£ 390,759	£ 393,307	£ 385,960
<b>Democraticandpublicengagement_TOTAL</b>						
	Unweighted Base	201	77	99	109	67
	Base	203	82	96	87	91
	Mean	£ 477,173	£ 483,285	£ 473,735	£ 490,505	£ 466,320
<b>Democraticandpublicengagement_BoroughInsightmagazine</b>						
	Unweighted Base	201	77	99	109	67
	Base	203	82	96	87	91
	Mean	£ 27,560	£ 28,330	£ 26,573	£ 27,677	£ 27,105
<b>Democraticandpublicengagement_Civicanddemocraticservices</b>						
	Unweighted Base	201	77	99	109	67
	Base	203	82	96	87	91
	Mean	£ 376,582	£ 379,615	£ 376,362	£ 388,090	£ 368,079
<b>Democraticandpublicengagement_Communitydevelopmentandpartn</b>						
	Unweighted Base	201	77	99	109	67
	Base	203	82	96	87	91
	Mean	£ 50,701	£ 52,033	£ 49,322	£ 51,693	£ 49,504
<b>Democraticandpublicengagement_Consultationandcommunication</b>						
	Unweighted Base	201	77	99	109	67
	Base	203	82	96	87	91
	Mean	£ 22,330	£ 23,306	£ 21,479	£ 23,045	£ 21,632
<b>Environmentandwaste_TOTAL</b>						
	Unweighted Base	201	77	99	109	67

Budget Consultation Results

	<b>Base</b>	203	82	96	87	91
	Mean	£ 2,467,682	£ 2,439,470	£ 2,491,033	£ 2,453,987	£ 2,479,862
<b>Environmentandwaste_Refuseandrecycling</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 1,380,499	£ 1,364,626	£ 1,394,777	£ 1,370,170	£ 1,391,063
<b>Environmentandwaste_Streetsceneservices</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 1,087,183	£ 1,074,844	£ 1,096,256	£ 1,083,816	£ 1,088,800
<b>Planningandconomy_TOTAL</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 638,319	£ 642,011	£ 638,132	£ 646,908	£ 633,240
<b>Planningandconomy_Economicdevelopment</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 24,142	£ 24,925	£ 23,191	£ 24,524	£ 23,484
<b>Planningandconomy_Planningandbuildingcontrol</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 614,177	£ 617,086	£ 614,941	£ 622,384	£ 609,756
<b>Supportforthevulnerable_TOTAL</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 1,639,443	£ 1,606,062	£ 1,653,821	£ 1,611,568	£ 1,651,073
<b>Supportforthevulnerable_Housingandhomelesservices</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 870,946	£ 856,972	£ 877,528	£ 863,262	£ 872,594
<b>Supportforthevulnerable_RouteCallservice</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 232,431	£ 226,839	£ 234,177	£ 224,576	£ 236,731
<b>Supportforthevulnerable_Servicesfortheelderly</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£ 398,346	£ 387,777	£ 403,776	£ 390,761	£ 401,764
<b>Supportforthevulnerable_Supportforvoluntaryorganisations</b>						
	Unweighted Base	201	77	99	109	67
	<b>Base</b>	203	82	96	87	91
	Mean	£	£	£	£	£

137,720 | 134,474 | 138,339 | 132,969 | 139,984

## Appendix Three: Full Literal Responses

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### Asset Management

- Sell off buildings.
- Asset management - why are council owned buildings (including the Town Hall) underutilised?
- Get people off benefits.

### Borough Insight Magazine

- Scrap Insight magazine - I don't know anyone who actually reads it. My copy is recycled as soon as it arrives - wasted paper and resources.
- Scrap expensive magazine costing tax payers thousands of pounds (or at least let businesses pay for it through adverts).
- Stop Borough Insight magazine.
- Stop Borough Insight magazine.
- Stop Borough Insight.
- No need to print Insight on glossy paper.
- Stop the cost of the Insight magazine.
- Stop sending Insight magazine to every household. When asking friends and neighbours all say that after a very quick flick through it goes straight in the recycling bin. Have a few in local libraries and all who want to read it can.
- Borough Insight magazine does not need to be in colour. A 'local good news paper' would be better, as it would be up to date and have more information about the local clubs and societies.
- DEFINITELY no unnecessary communication, particularly Insight magazine.
- Stop council glossy publications most people just recycle them - use local paper instead.
- Communications such as Borough Insight are vital. However, the current format should be reconsidered i.e. having a non glossy publication.
- Make Insight magazine twice yearly rather than quarterly and make it less glossy.
- Stop publishing the Insight magazine.
- Most residents have home computers. Those who don't (e.g. me!) can use computers free in libraries. Therefore publish Borough Insight only on the Internet, saving design, print, paper, distribution costs
- Cancel Borough Insight. It's a huge waste of time and money!
- Also scrap magazine. Do it online!

### Borough Map

- The Borough map should be either scrapped or make people pay for them.
- The Borough map should be a HUGE money spinner for the Council. No other Council provides a free map. Anywhere else you would have to buy an A to Z and we are just giving them away by the handful. Every new intake of students, new taxi drivers, district nurses etc.

### Budget Consultation

- The consequences given in the choice boxes are very stark and simple.
- Plenty more ideas for change and how to manage change if you want to call. Just given you a free consultation.
- Don't prevaricate!
- Why are you asking us to do your own thing anyway and always make the not so well off suffer?
- Thank you for the opportunity to participate in the survey. However, the menu of savings opportunities and the consequences for cost reduction were neither imaginative nor particularly helpful. There are masses of opportunities for savings and improvement in services that do not result in being "unable to fulfil statutory obligations" etc.
- Ideas? That's what we pay Council Tax for - it's your job! Stop wasting money asking us.
- (Feedback via Councillor): The budget consultation was raised at a recent Ewell Court RA meeting and all committee members present (11) said they had responded to the questionnaire and found it easy to use BUT regrettably there were complaints that the reactions to each response were negative i.e. 'if you do this then xxxx will happen' implying that a 'wrong' choice has been made.
- The Council needs to get its employees to try this website section. It is the most useless money wasting web pages I have ever come across.
- To save money all that is needed is a feedback box like this for people to forward suggestions not a complex feedback system
- Sack the person who approved this Save Money webpage. They are costing us money because these web pages put people off from submitting ideas. They also state that Council rates will rise if there is less spending for the elderly.
- The options you put forward at the end of this exercise are biased towards positive results because you give no negative consequences. In reality, who would not choose "increase staff efficiency?"
- Not using card, black ink and colour on your 'Help us save £1.5 million' suggestions cards - it's the most wasteful, expensive way to print. Use email or text.
- This felt very negative - was it supposed to? I think in times of hardship the basics need to be done well and the extras have to be carefully considered.
- I applaud you for this attempt to involve the townsfolk in your difficult choices as to how to save money, and I do appreciate that many of our suggestions are unlikely to be helpful. Nevertheless, a few seeds may grow into strong plants if taken seriously, and given the right care and attention.
- This feedback system (which would probably not have been funded given the cuts I have suggested) is also superb.
- What a great idea to do this survey
- Only small things but they will add up.

### **Bus Passes**

- Raise age for free bus passes to 65 and over. If government rule says 60, campaign to increase it!
- Stop free bus travel for under 18s. They just clog up the buses.

### **Choices**

- Hard choices I know, but necessary.

- There are 'must haves' and there are 'nice to haves.' That basically is how your choices break down re cost cutting. Parks, committee meetings, and such are not necessities as say rubbish clearing or care for the elderly and disadvantaged.
- I am prepared to admit that these things are far more complex than you have painted them. But on my choices you can REDUCE Council Tax by 12%. As you know it is the usual that 20% of the population consumes 90% of the budget. Some effort needs to be made to level this, but of course not really possible but one should try.
- Start to think like a poor country. The UK state has huge debts and is living beyond its income. Think what level of service the council provides in Kenya or Indonesia and start thinking like them. Many council services are pure luxuries that we can no longer afford.
- Could you not split the required reduction across all sectors so that each is affected to the same percentage? This programme reflects how difficult it is to make reduction choices, but additionally it does not give the full detail of facilities, which might make some choices more clear cut.

### **Communication**

- Kingston Council has monthly emails with key information (hyperlinks to e.g. press releases, consultation) - consider alternative cost effective mechanisms and channels.
- There seems to be a duplication of communication / committees that issue minutes / Insight magazine which advertise events advertised elsewhere.
- Most residents have home computers. Collect residents email addresses and send them emails instead of letters by post.

### **Community**

- Surely the trick is to get the community and local enterprise to take more responsibility for all kinds of things and for the Council to act as facilitators and stimulate local initiative.
- Use those signing on at Job Centre to clean graffiti, clear litter and clean streets in return for the money they get from the community.
- Young offenders - community payback; cleaning streets.
- Also call for more volunteers to offer their time and skills to help the Council.

### **Council - general**

- Public sector decision making and bureaucratic processes are costly, time-consuming and wasteful and simply have to be changed to enable things to happen promptly. The Council must challenge its approach and its business processes. Ask "Why are we doing this?" If it was my business, would I go about it this way? Would I spend this much on this service if it was my money? Does this really represent value for money? Would I buy it at this price if I had to pay for it out of my salary? I remember some years ago the story of Chicago environmental services that was put out to tender. All except one bidder offered the required services at proposal costs in line with the customer's expectation. However, the remaining tenderer thanked the authority for the opportunity to recycle Chicago's waste and to improve the parks, amenities and green spaces in an overcrowded city, Moreover they offered a substantial payment to the authority in return for this privilege which would be entirely funded through recycling of waste and revenue from new and improved services. (If I remember correctly this was reported in the Harvard Business Review sometime in the mid-1980s).

- Cease wasting money on things like Investors in People / Louder than Words etc. which mean nothing to the average council tax payer.
- Legal Costs & Litigation: review all cases of the past three years (or more). Ensure lessons have been learned. Where possible, share costs with other LAs.
- Stop paying clergy to appear at civic functions and council meetings.
- Comments and suggestions on planning not always followed through and feels like decisions have already been made for the local residents at a higher level so input not worthwhile!
- IT should be overhauled - do systems speak to each other (i.e. one system for all). Costs should be looked at.
- Join together with another Council, Surrey County Council.
- Join up administration with smaller borough / council.
- The Council should also review whether council tax payers would get a better deal if merged with another authority.
- Epsom and Ewell is an excellent Council
- I think Surrey should consider going for unitary authority. We spend too much money on Councillors, we don't need that many. If we're serious about saving, then we'll think about this.
- All tea, coffee etc. available at meetings to be paid for by the consumer.
- Share "back office" services with other district councils in Surrey (e.g. legal, IT, accounting, call centre, collecting council tax).

### **Council Tax**

- Local tax - are multiple occupied premises bearing local tax appropriate to number of occupants? Each occupant should bear a part of the County Council, Police, Fire etc service charges.
- Sending Council Tax bills and all correspondence electronically where possible.
- Reduce money given to police - for one you can never get through to them when an accident happens and then they are not interested unless you are speeding in your car or wearing no seatbelt.
- Ensure as far as practical, all council tax bills are paid.

### **Councillors**

- Reduce Councillors expenses.
- One easy way to save £40,000 per year - deduct £1,000 from every Councillors very generous allowance which they avoid themselves.
- All Councillors services voluntary.
- Why are so many Councillors needed? 3 per ward is a bit excessive. Support costs might be able to be reduced if fewer Councillors.
- Robes - get rid of them. Will stop maintenance costs.
- Cut 15% increase in Councillors expenses.
- Stop expense payments to Councillors. This is voluntary and only expenses above what is needed to do the job as a Councillor should be paid.

### **Efficiency**

- We need to be more efficient in the delivery of services and utilisation of the resources.

- All savings and all efficiency improvements should be adopted as a matter of urgency. This is what should already be happening.
- Ensure basic services work with each other to stop duplication of work such as road works and environmental work.
- Cut down on anything that is UNNECESSARY.
- It should be the aim of public services to run as efficiently as the private sector.
- Cut down bureaucracy.

### **Vulnerable**

- No more cut backs for the elderly.
- NO more cut backs for the over 60s.
- Anything to do with the health services - disabled services and mental health needs to stay. It is so important.
- Protect children, disabled and elderly services.
- The Council should look after the most vulnerable.
- Services to the vulnerable MUST be protected.
- Priority should always go to the elderly and disabled.
- We need to protect the vulnerable too.

### **Finance**

- NET savings must be assessed, as often there will be some added costs of making a change.
- I hope that a thorough search will be made for ways of delivering services at lower cost.
- How about a full, detailed review by volunteers from the council tax paying community. I'm sure that there are experienced business people in Epsom and Ewell who would be happy to give time to work on a review team for, say, two weeks full time to review expenditure, services, procurement, administration etc in detail.
- It is never easy to make savings or take things away that have always been there but if you were a private organisation you would simply have to review each and every aspect of the business. The main way in which private organisations make savings is by being more efficient - leaner staffing levels and tighter salary control. You can do it without compromising the important level of services to the elderly, the young and the vulnerable in our society.
- Better management of car parks to generate more income and get vehicles off residential roads e.g. reducing charges to residents, those working in the area and regular commuters to get more cars in car parks and increase overall income.
- If possible, use the reserves to protect services over the next three years.

### **Fraud**

- Invest more in Counter Fraud initiatives. Where fraud is found exact the highest penalties. Not the easiest to achieve.
- Cut fraud and error in benefits.
- Lobby the LGA to prohibit payment of future benefits to benefits fraudsters, regardless of their situation.

### **Grass Verges**

- Ask people to volunteer to cut verges in front of homes 2-3 times per year to save EEBC cash.
- Enforce the bye laws re parking on grass verges. This would raise thousands in fines and also save expense on re-instating damaged grass.
- Stop cutting the grass verges. Will encourage wild flowers and wildlife.
- Everyone to be responsible for cutting and looking after grass and pavement outside of own property. Existing grass cutters untidy and no good.
- Drivers of EEBC vans used by patrols and for other matters should be instructed to avoid going onto the grassed surfaces at any time, but particularly when the ground is very wet. Vehicles short-cutting of corners is quite prevalent also!
- Grass verges are left in a mess, poorly cut and not tidied.
- Heavily fine all the people that park their vehicles on the grass verges in West Ewell especially after the council has paid hundreds to fix the kerbs.
- Get rid of the team that cut the verges - they are hopeless. Get residents to cut the ones outside their houses instead.
- Let owners look after their verges. Have verges week where Council does only verges that owners cannot do.
- Cut back on residential grass cutting x 1 or 2 cuts.
- Heavily fine the residents that drive their cars across the pavements in West Ewell because they do not want to pay to extend their dropped kerb - fine them for the pavement and verges to be fixed and make them pay to drop the kerb. If they don't keep going back and fine them until they do pay.
- You have a team of people that go round fixing kerbs. All they do is cement them in and 3 days later they are back in the same mess. Why not look at the issue and resolve? Put large posts on corners to stop drivers of vans cutting them and damaging.

## Housing

- No council houses for life - means test.
- I am the owner of a newish house. I have worked hard all my life and always paid my taxes to save for this wonderful house. Due to a disgusting policy by councils and Government that a percentage of new builds are given to housing associations you think it is acceptable to house next to me people I do not want to be housed next to, can hardly speak English and have contributed nothing to society now or ever. What incentive do they have to better themselves? Nothing because they have been given the same thing as me for what I have to work 50 hours a week to pay the mortgage and bills of £2000? What Epsom Council and all councils should do is purchase big industrial and commercial units and convert these into housing units. So an example could be a unit that could be turned into 50 2/3 bed units. You are then housing these people for a fraction of the cost, they are warm and dry and have a comfortable place to live and they then can learn they have to work to be able to afford better. The Council can then sell the council houses it owns and not have to pay huge rents to house these people.
- Finally, I feel the housing department should thoroughly investigate empty houses and their ownership with a view to using them to accommodate families who require a roof over their heads. There appear to be an inconsiderable number uninhabited that could be temporarily utilised whilst their owners or executors make up their minds how to dispose of them. Housing is a big problem over the country and I feel the Council in an affluent area such as ours should attempt to lead the way over this matter and make take a nimby view.

- Remove all council tax subsidy - Gypsy Camp management. These thieves can afford £50k weddings they can afford to pay tax to look after their camp.
- Concerned about changes in housing benefits - how will this affect us (Swail House)?

### **Income Generation**

- Increase charges on non-residents entering the borough over weekends for attendance to such popular venues and church congregations to help generate revenue for road maintenance.
- Charge people, including the elderly, for wanting to use expensive ways of payments processing (e.g. cash).
- Ask people to make donations.
- Think about ways of earning money from the Derby and the Olympics.
- Invest in penalising people for dropping litter e.g. in Rosebery Park - raise money in fines and reduce the resources employed in the (excellent) clear up service.
- Get your litter wardens patrolling the parks and the downs on race meetings. You should be able to make thousands in fines.
- Revenue generation - what's to lose in your choices?
- Now revenue generation. I can give you a million other things to consider. A pollution charge for example for those motorists who insist on coming into Epsom and poisoning our air! And so I could go on. It's easy to spend someone else's money. Hard to generate it. But of course if it was easy everyone would be doing it and not working for the Council!
- Creation of a pollution charge to force the large providers to travel to become energy efficient e.g. south west trains - cutting high pollution levels.
- Why not shut Ebbisham Library Tuesday and Thursday at 6pm.
- Monitor demand for library services after 5pm Monday to Friday.

### **Licensing**

- Increase fees for liquor and gambling licences.
- Creation of a licence and licensee fee structure for authorised door to door sales / providers - so they can be monitored and will reduce mis-selling of goods and services e.g. energy companies - chasing new consumers.
- Creation of a licence structure for cyclists using both the public road and cycle lanes.
- Increase or create a licence for costs of telephone companies having their masts within the borough.

### **Litter**

- Make McDonalds pay extra rates for all their packaging left all over the streets. All fast food outlets to be charged extra for litter collection and disposal.
- Rubbish on pavements,

### **Mayor**

- Maybe a Mayor with powers could be considered.
- Make Mayor drive; get rid of car and driver!
- Do away with the Mayoral car.
- Get rid of Mayor's car - get her a bike.
- Replace the roller with a tandem for the Mayor.
- Scrap Mayor's car etc.
- Sell the mayor's car and hire if really necessary. Otherwise use local taxis.
- Get rid of official car for the Mayor. Get something cheaper!
- Mayoral expenses excepted.
- Get rid of the Mayor.

- Abolish post of Mayor.
- Do we need a Mayor? Money could be spent more wisely.
- I do not think there should be a Mayor, unless elected for by the borough. Effectiveness of some previous Mayors plus costs to support (budgets, secretarial support, car etc.). Although do appreciate PR element.
- Get rid of the Mayor.
- Get rid of the Mayor's position. It is completely outdated and unnecessary in the modern world. At least get rid of his car and driver. Use public transport or a taxi like the rest of us. Why should we pay for someone to drive the Mayor around? Just because it has always been the way? That's not justification.
- Do away with the Mayor and car.
- Abolish the Mayor, Mayoral duties and mayor's car / driver.
- Extinguish the role of the Lord Mayor and car.
- Mayor for Surrey or share Mayors with different Boroughs.

### **Parking – Car Parks / Meters**

- Generally speaking people should pay for what they use (parking being a prime example).
- Better management of car parks to generate more income and get vehicles off residential roads e.g. reducing charges to residents, those working in the area and regular commuters to get more cars in car parks and increase overall income.
- In multi storey car parks delineate areas for large vehicles - 4x4s, MPVs, large vans - which don't easily fit into standard spaces and charge extra e.g. make oversize vehicles park in one area of the Ashley Centre or Hook Road car park, and limited number of bays for them in other car parks if can't restrict where they park there.
- Make Hook Road Car Park 24 hour and provide season tickets for local residents as parking is in such short supply at that end of the town.
- Could start charging to use car parks at Horton Park, Stew Ponds and Nonsuch Park.
- Raise peak hour car park charges Monday to Friday
- Parking charges are derisory so why not charge more?
- Business rates - encourage more shoppers; evening free parking on Thursday.
- Stop Councillors letting their friends and relatives use their free parking badges.
- Creation of resident parking permits - generate revenue and cuts pollution and overcrowding on certain main roads.
- Street parking. All residents who use vehicles to be used with an annual permit. The permit to cost a nominal amount (£10-20) and will allow them to park within a 100 metre? Radius of their residence. If residents wish to park outside of this radius the charge will increase (£50). All non-residents of the Borough who wish to park in Epsom will have to pay more (£150-200 a year). This is a considerable saving on car park charges. NB permit to be on show in car.
- Reduce the number of disabled spaces in car park and get some income back.
- Check for people abusing disabled bays [parking] to get extra hour free.
- Hook Road Car Park early closure - the cost of wages is insignificant against the loss of revenue for the Council and the Borough. It must NOT be used as an excuse to sell off a much used and costly facility to the private sector.
- Closing Hook Road car park early and on Sundays does not help Epsom shops or encourage people to spend in the town. Increase local revenue!

- DON'T spend a fortune installing payment parking meters outside local shops. You need the income of the rates from the open shops to pay into the Council. If people have to pay to park locally they will not do it so the shops will close, you will lose your rate income and have paid for white elephant parking meters.
- No parking meters - will effect local shops.

### **Parking - Enforcement**

- Clamp cars parked on double yellows on The Parade. They might start parking in the car parks so you'd get income either way.
- More yellow lines in some residential roads especially near the entrance to other roads. This is extremely dangerous and you can ticket them when they park.
- Fine motorists who park on the pavement.
- Better enforcement of on street parking in Ewell village would hopefully increase income and improve the life of residents.
- Services need to be procured more efficiently through partnering and framework contractor management.
- Employ more people to collect parking fines especially on double yellow lines outside the Odeon. £1.5 million is possible.

### **Parks and Open Spaces**

- Cafes in parks.
- Opening and closing parks and some maintenance would seem to be something that could be might be carried out by volunteers.
- To think the unthinkable, would leasing a large park / open space to a responsible environmental body (e.g. Woodland Trust or something like it) have the effect of significantly reducing expenditure and bringing in an income? I can imagine the furore such a proposal would create but if it solved a financial problem and at the same time maintained the character and accessibility of the open space is it worth considering?
- The amount spent of parks and open spaces is significant to say the least. However the green environment is important to the well-being of the area in general. I would have reduced the amount spent further if it were not for the fact that you show that not locking parks at night would be an initial consequence. That could have social consequences (drugs, anti-social behaviour etc.)

### **Pavements**

- Horticulture and recreation facilities: weed killer sprayed on footpaths edges and mid-path weeds, will avoid paths being lifted by growing weeds and the need to resurface.
- Poor pavements in the surrounding area - especially around Town Hall.
- Overgrown shrubs and weeds on pavement area.

### **Planning**

- Stop development of more green space and / or tax very heavily the developers of these sites who are cashing in on short term profit at the expense of long-term increased costs for a congested community.
- Make sure that fees for planning applications cover cost of application plus 10% extra.
- Consider charging for new build and extension work checks by building planning officials.

- Charge developers for planning permission - might discourage the cheap looking flat developments e.g. opposite the station, next to the Vestry, so ensure we get quality developments.
- Property development applications. Fees for these items should be graded so that minor changes bear low charges and complex changes bear a relative high charge. (Based on an agreed cost of development?)

## Planting

- Stop hanging baskets in town. Waste of money.
- Stop digging up perfectly good plants and replacing them!
- Hi. When new "street trees" are planted, around 50% seem to die in 1st year - presumably to lack of watering. How about an "Adopt a tree" scheme where a nearby household could agree to water it every few weeks for 1st year. Individual's contact details left.
- Bedding plants for Bourne Hall etc are purchased from private sources. Why not grow your own or amalgamate with another Council?
- Halve the amount of flower beds.
- I think far too much is spent on annual plants in the parks. Why can't we have flowering shrubs? They would cost more at the beginning but less staff would be needed than that used now.
- From a longstanding resident I suggest that the Council could save money by cutting out the frequent changes of bedding plants in all the flower beds in the local parks, roundabouts and tubs and in their wake plant perennial shrubs which only need simple pruning twice yearly.
- Stop or reduce the planting of flowers at the traffic islands.
- Could bulbs and plants be lifted and stored over winter to save the waste of continually buying new plants?
- The Council should dispose most of the flower beds. He advised when they are planted they are not looked after and die. They then have to be replaced by contractors. I believe this will save the Council a lot of money.
- Stop replanting flowers in Rosebery Park every few months. Looks nice, but costly. Use shrubs.
- Ask local companies to sponsor flower beds (planting and maintenance). Get local community groups (scouts, brownies, schools etc.) to adopt a flower bed and do regular upkeep therefore reducing the need for paid resource.
- I have always enjoyed the flower planting but would still enjoy it if you planted out every other flower. Rosebery Park would still look great but you would save 50% of funds.
- Reduce flowers in parks and flower beds.
- Analyse the bedding plants budget. The flower boxes on the central high street railings could be removed, as could the railings. The bedding displays of annuals could be replanted with perennials e.g. shrub roses for less maintenance and less cost of plants each year. Some of the low growing roses are very low maintenance.
- To me, one blindingly suitable area for savings is part of the contract horticultural work: I contend that the hanging baskets on the Old Town Hall and in the Market Place are barely noticed. The cost of their annual installation, maintenance (i.e. mainly watering) and end of season removal should be critically appraised. I trust you are aware that the frontage of the current Town Hall no longer carries such baskets, which is logical given that they would be partially obscured from view by tree foliage. Particularly worrying to me is the amount of

potable water used on them during their maintenance period. I don't know whether Greenscene water them at set intervals or according to the weather patterns, though I suspect it is the former. Whatever it is, a lot runs to waste, as they do it (with their lance and hose attachment) from their 'bowser' truck until the water cascades from the bottom of the baskets. They frequently (always?) fill their bowser tank from the hydrant outlet in the pavement near the Town Hall steps (i.e. close to the kerbside parking bay), and there is some leakage during the procedure. Who pays for water drawn off at this point? I also contend that the large pavement 'planters' in East Street and Upper High Street and anywhere else they might be, are not worth bothering with. They were (mostly) installed with trees in them, which did not thrive, and died spasmodically over the years (which I forecast at the time to a Town Ward Councillor). Nowadays, as you doubtless have observed, they are planted with bedding plants which invariably are 'whittled' away by theft or valdalism; in addition, the containers are used as convenient litter bins by some passers-by. The eventual effect is 'tacky.'

### **Procurement**

- Buy product from [www.logicor.co.uk](http://www.logicor.co.uk). They have plugs and adaptors that save energy and money by switching off appliances not needed e.g. printers.
- Cut down on purchase of equipment.
- Services need to be procured more efficiently through partnering and framework contractor management.
- The £100k to be saved by improved procurement sounds very conservative. I think a target of at least 5% of all spend on third party goods and services should be set.
- Review all suppliers to council (cleaning, stationery, power, telecoms, IT etc.). Need to achieve best value.
- Reduce capital expenditure on unnecessary items i.e. street furniture, replacement equipment in council offices unless broken.
- Procurement is an area for savings. If not already doing - how about procurement partnerships with another council e.g. Sutton, Croydon so savings on economies of scale could be made.
- Epsom & Ewell is a small borough and the council should consider having its services provided on a sub contract basis from larger neighbouring (London) Councils where economies of scale should lead to it obtaining greater efficiencies and hence further cost savings.
- Services need to be procured more efficiently through partnering and framework contractor management.

### **Recycling**

- Ensure that commercial sales of composite generated by council waste sites is maximised. Replicate with all council recycling (i.e. collected paper and cardboard can be sold).
- Recycle more plastics. (Presuming that this reduces cost of landfill).
- The opportunities for recycling, re-use and exploitation of existing investment are endless.
- Get Sainsbury's in Kiln Lane to establish a proper recycling centre where they pay someone to take old packaging etc from people as they call in there and they bear the cost of disposing of it.
- People should be encouraged NOT to put out their recycling for collection if their bin / bag is less than half full.

- Please charge people who live outside of the borough and use the recycling facilities in Kiln Lane. Other boroughs do so and the staff in Kiln Lane have now stopped asking people for a copy of their council tax.
- Reduce frequency of recycling box and paper collections from weekly to fortnightly.

### **Roads / Roadworks**

- Stop alterations to pavements and road humps. Each road hump costs £10k.
- Getting all the roads repaired would reduce claims for vehicular and pedestrian damages.
- Stop installing speed warning signs and road humps.
- To make road works much quicker - they took 2 months to do a few yards in West Drive. 2 men working sometimes.
- Fine utility companies for digging up roads i.e. Chessington Road has been dug up now for nearly a year.
- Heavily fine the utility companies that take years to dig up a road that should take weeks.
- Resurface roads sufficiently to stop pot holes. Charge for water / electric / telecoms and gas to dig up roads and agree time required, then apply penalty clause if they are over schedule.

### **Staff**

- Make all staff self-employed.
- No jobs for life.
- Offer voluntary redundancy or transfer to other locations to paid employees.
- No council funded home broadband for staff.
- Reduce Chief Executive's salary.
- Review Chief Exec's wages.
- Chief Exec to take a pay cut.
- Reduce the wages of the C.E.
- Cut Chief Executives pay.
- Cut the chief executives salary or consider not having.
- Stop supping (supplementing?) company cars.
- Do not use external consultants - if managers can't make decisions they should be removed!
- Empower decision makers.
- There seems to be a lot of HR advisers for such a small Council. Reigate & Banstead Council has a lot bigger council and had less advisers.
- Get rid of all mobile phones for E&E staff.
- No council mobile phones for staff.
- Reduced contribution from the rates towards the Local Government Staff Pension Fund. Most residents in the area do not have an inflation proof pension scheme.
- Increased contribution for public sector pensions to bring into line with private sector.
- Council staff should NOT be asked to bear any more of the consequences of the recession - they do a valuable job and should be commended.
- Reduce recruitment cost. Use HR to actively search for staff through social media rather than use employment agencies.
- Sack all of your staff and give all of your work to private companies as they are cheaper.

- Get rid of some of the layabouts who work at the top organising committee to sit on their arses doing nothing and earning PLENTY of money.
- Information mobile offices in Epsom. To be axed. Employees who man them could be doing something else.
- Centralisation - cut out a tier.
- I also think the Council could have less staff.
- Bigger staff savings.
- Serious review of headcount. Just because it used to take 1,000 people to run a council, modern technology and use of should allow the number to be reduced by 25 to 50%.
- Flatten the management hierarchy.
- Many organisations have started their budget cuts by reorganising at the very top of the organisation and cutting the number of managers on the management team. This does not seem to be the case at Epsom? Maybe you should look at this before cutting services.
- Cut the pay of over-paid, ineffectual Town Hall management, who are so out of touch with the needs and wishes of residents.
- Reduce layers of management and total of management posts.
- Keep frontline staff and get rid of paper-pushing management who are complete waste of taxpayers' money.
- Cut the salaries of the CEO and managers.
- Review of Directors and heads of service wages.
- Reduce salaries of those earning over £100k.
- Significantly reduce the salaries and benefits packages of only the top management and administrative staff (e.g. Council CEO etc.). I'm sure saving tens if not hundreds of pounds could be made.
- Salaries should be reduced in line with the private sector and topped up with performance related pay that is directly related to efficiency savings.
- Wage cap for top earners. It's not about employing the best CEO in the country; it's about employing a CEO that is capable of doing the job.
- Get rid of those earning over £40,000!
- Reduce senior council staff salaries.
- Town Hall Staff: Chief Executives can be shared (Government suggestion initially). Consider sharing all executive positions. As each LA has its own qualified staff covering a wide range of expertise, horizontal sharing of staff could yield savings for each LA. Legal, planning, building and housing, tax collection, horticulture, staff recruitment, welfare... to name but a few!
- Reduce number of sick days taken by council workers (reduces agency costs and drives efficiency).
- Set achievable targets for council workers but expect them to be kept to. I'm thinking of those workers in the 'public eye' - their breaks seem frequent and the use of mobile phones continuous.
- Hello Frances. I refer to your request for ideas on savings. The biggest asset and most costliest item on the budget being staff it would make sense to invest in training. I would suggest that each department take a trainee with suitable qualifications to do the associated professional body qualifications to the department that they work in. The trainee would start on Scale 2 and progress via passing their vocational qualification each year and satisfactory performance and a good appraisal. As natural wastage creeps in they would be in a position to take on higher roles and have the experience the organisation needs.

Saving on recruitment, retentions and would be more productive having a vested interest in working in a progressive and successful organisation. Negating the need to look outside for replacements.

- Scrap appraisal system - waste of time and money.
- Reduce management posts and employ more front line staff to deliver

### **Street Cleaning**

- Street cleansing - not effective.
- The Council should keep the streets clean
- Public health and safety is paramount; but people might have to clean the street outside their house
- Deep cleanse of residential streets - change to 18 monthly or 24 months.

### **Street Lights**

- Turn off the street lights between midnight and 6am.
- Fit light sensors to all little used street lamps so they switch on only when a vehicle is approaching and stay on for a limited time after, rather than burning all night with no one passing them.
- Tomer operated or sensor operated street lighting facility - cuts energy costs to the council (lighting activated on movement).
- Reduce street lighting between 1am and 4am.

### **Subsidising of Services**

- Why is the council tax payer paying for facilities they don't use? E.g. leisure activities. Why is the council tax payer paying for services which the service user could pay for e.g. why should I subsidise MOW? Are the services provided for the over 55s free? If so, why should I subsidise them? Unless disabled / health needs or reduced mobility 55 is not 'old'.
- Services for the elderly and vulnerable are key. Happy to supplement this but not for e.g. bowls and planning services.

### **Town Centre / Economic Development**

- Town centre for Epsom needs to be more approachable to shoppers from other areas in Surrey.
- Rent out shops in the High Street - some income is better than none and more shoppers = more parking fees plus the High Street looks nicer.
- Tax from shops to go to local council rather than central.
- Lower rates on shops to encourage 100% occupancy.
- Town centre management - help create the town more vibrant.
- Charge extra rates for pubs, bars opening after 11pm and make them pay for the entire cost of policing the town area after then.

### **Venues**

- Look at relocation of town hall to smaller premises, instead of having to fill it with other paying organisations.
- Consider selling assets off e.g. venues.
- Re venues - why is the Council trying to compete in the competitive marketplace for e.g. weddings? Leave it to the professionals as other councils do.

- Rainbow Centre - huge success story. Replicate in other venues if decide to keep venues?
- Why not have more live music / entertainment events in Bourne Hall / Hook Road and charge a £10 on the door ticket fee, sell drink and food and raise money.
- Having subsidised playhouses and leisure facilities run by council can prevent similar commercial enterprises opening in the borough.
- Create some Epsom memorabilia / souvenirs for sale at venues.
- Perhaps more income can be earned by leasing out certain venues to small business owners to operate and manage.
- Raising revenue through hiring out of council assets for private use. Some of this done already e.g. Ebbisham Centre, Bourne Hall - how could it be done more? What other assets could be offered?
- Ebbisham and Rainbow centres are in close proximity to each other. Both venues do the same thing (room hire etc.). Consider rationalising Ebbisham roles. Maybe existing tenant at Ebbisham could take over managing Ebbisham, thereby giving fixed income to EEBC.
- Caretakers at Ewell Court House are working for £7.71 per hour. They do not work Wednesdays and Thursdays as staff from Bourne Hall and The Ebbisham Centre take their places on much higher rates of pay. Managers have also worked at Ewell Court on overtime rather than the regular staff. Staff from Bourne Hall and the Ebbisham Centre are sent to Ewell Court when it's empty.
- Change revolving door in the Ebbisham Centre to manual - it's wasting electricity. It revolves for extra time too.
- Consider merging Ebbisham Centre reception with library staff. (I know local / county staff but both councils are looking for savings). 2 staff at 17:30 on a Saturday doing nothing is a waste.
- Revise opening hours, if necessary.
- It is not just a matter of how much you reduce funding but also a matter of how you deliver the service. For example, if you look at usage figures for Bourne Hall - you might find you could close Bourne Hall two days instead of one and save but increase usage by opening on a Sunday when the public are more likely to use the facility and close two week days.
- Sell off venues.
- Where premises are hired, impose penalties if sessions over-run stated times, again to minimise overtime payments.
- Use of Council owned meeting areas to be closely monitored to maximise use of buildings in order to avoid premises being kept open if only one group in session. All meetings to be given 10-15 minutes notice prior to closure of building in order to minimise staff overtime payments.
- It is difficult to get paper information about places to hire in paper format unless you visit individual sites. Cost saving by having one publication available.
- Is it possible and can it be made viable, for The Playhouse to be re-converted so that it can be used for hiring as a large hall?
- Need to keep Playhouse.
- Make Playhouse self funding.
- Need to keep Rainbow!
- How about providing water sprays and paper towels to wipe machines down after use? This should help to preserve the quality or condition of the machines (plus more hygienic).
- If we can't afford theatres and leisure centres than they close.

- Currently EEBC has 4 venues within 1/2 mile: Town Hall, Ebbisham, Rainbow Centre. This many locations close together is not sustainable in the current economic climate. Obviously Town Hall and Playhouse and Rainbow are needed as predefined resources, however, Ebbisham is not needed and EEBC can function without this resource.
- Community facilities: as more halls have been or will soon be available for hire, LA hall charges should be constantly reviewed to ensure maximum use.
- The Wells provides up to only 6 meals with 2 cooks. Bring meals up from Longmead Centre.
- Could you run some of the things for the elderly in conjunction with Age UK? I.e. social sessions at the community centres.
- More people in the Town Hall - rent out spare spaces. Let out Council Chamber as a court. Provides a service to residents.

### **Volunteers**

- Council to use 'community service' - help fill the gaps. Saves on recruitment and future employability.
- Also I suggest that no food or drinks of any kind are served at ceremonies to award certificates to volunteers who have worked in the Borough. Anyone who is a volunteer can afford to supply their own meals and this is certainly a drain on scarce resources.
- Use of volunteers instead of paid council staff e.g. via an intern scheme. I work at a charity and we are finding there is a very talented pool of skilled people willing to undertake unpaid work to build experience.
- Enlist the services of volunteers for unskilled work.

### **Waste Collection**

- Reduced the amount of benefits people receive. Cut the 3 items per year for special refuse collections to people on benefits.
- Stop free collection of large items for people on benefits.
- If you made it easier and CHEAPER to take rubbish to the dump ie no permits, people would not leave their rubbish and white goods outside my house.
- You can save money by ensuring that people at the junction of Chessington Road / Heatherside Road stop dumping rubbish down Heatherside Road - thus making necessary to residents at the top end of Heatherside Road to call out the street cleaners to clear away. Even plastic chairs have been dumped in front of houses.
- Why don't you leave free skips on the Longmead a couple of times a year?
- If there was more control / supervision of workmen / contractors then the job would be done efficiently in the first place e.g. refuse collection missed - so another vehicle is sent to collect. Waste of manpower and fuel costs.
- Waste collections - every 2 weeks; reduce. We really don't need a weekly collection.
- Cancel house individual bin collections. Place public large bins in key locations along roads - collect rubbish daily at night. This system operates in Spain with few problems and costs a fraction of house to house collection.
- Consider outsourcing rubbish collection. EEBC - TUPE - another company. Used by Elmbridge / Mole Valley.
- Why not charge more for those who want to chuck their fridges out or clear old cars.
- Make everyone pay £2 a week for rubbish collection.
- Charge more for garden waste or do more to resell compost back to residents as R&B do.

- Contract out cleaning together with refuse collection so total responsibility is in the hands of one body, Often some of the rubbish in the streets comes from careless refuse collection.

### Miscellaneous

- Use advertisers - sell advertising space in parks etc.
- Agriculture: are owners of agricultural land being charged if the land is not being worked? (I am aware that there are certain circumstances where farmers are paid NOT to cultivate).
- I think we should have more bins in the Ashley Centre.
- Test your website on someone who has never seen / rarely uses it. Things that might be obvious to frequent users are not obvious to infrequent users. Yes it will help if asked i.e. to comment or to suggest how comments are requested and used.
- If some of the lights were turned off in the bowling hall when the ??? Were not in use it would save on electricity but still be safe for members to walk through.
- Does our twinning with Chantilly cost anything? If so, scrap it. It gives no perceptible benefit to council tax payers.
- Eliminate civic receptions and dinners. Again this is not appropriate use of taxpayers' money. There is no benefit to us just the privileged few.
- Cut down to the lowest level any spending provoked by Climate Change or Global Warming. Climate Change is massively over played - ask any geologist; so there is no point in flinging vast quantities of money at a problem that is nothing like as bad as the propaganda would have us believe. The Romans had a major wine industry in England. The amount of CO2 pumped into the atmosphere by nature is massively more than the 0.001% of human contribution.
- Not sure re reducing or increasing spend for partnership working with e.g. community safety as the police are paid enough council tax for this. Why are borough councils playing a role?
- I have only lived within the borough for 3 years and the service received to date has been poor. Especially when one telephones the town hall only to be told that you have to discuss everything with the person who answers the phone and you're not allowed to be put through to the person you request until you comply?
- Consider electric vehicles for the council fleet. The borough isn't very big so range should not be a problem. Add some solar panels to the works depot rooves and free electricity to run them with.
- Lamp posts in the Borough are constantly used for fly posting. All posters have a contact number for a venue or service. We would like the posters removed, but if this proves an impossible feat - use the contact number to invoice the advertiser.
- Look at all your contracts, especially the people who cut the grass. They do a shocking job and leave the cuttings all over the path and road which then blocks drains and causes weeds to grow everywhere breaking up the tarmac (especially on new paths) and road.
- Provide services for Epsom & Ewell people only.
- Encouraging use of the market place every day of the week.
- Have a marketing scheme which can generate money and be utilised by all the public.
- Charge hourly rates for use of computers.
- Don't know.
- N/A
- None.
- Stop immigration and get rid of most of the foreign speakers in this country!

- The London Eye tickets should be cheaper to save money.
- Winter fuel payments - not everyone needs it. (People in sheltered schemes would not qualify). Make it means tested.
- That new addition to Rosebery Park was such a waste of money.
- Stop colour photocopying feedback forms that are in Epsom library.
- Consider re-opening public toilets and charging for this use by pre-paid tokens [suggested value 20 pence] available at the Town Hall, Bourne Hall etc. Start up costs would obviously be necessary to fit token operated locks to doors but access to toilet facilities is so vital to increasing numbers of the population, income would be generated. In fact, why not charge in this way for all council owned toilet facilities in the Borough? What is paid for by the public is generally more respected by the public than that which is freely provided and toilets which are located in such places as the Auriol Park Sports Pavilion, inaccessible to general park users - closed because of previous vandalism, could be made available with the token system. Initial protests would be inevitable but the system would soon find favour with the public pre-empting their use of conveniences by buying tokens in advance.
- Look at home deliveries for the elderly / infirm. Most good stores to delivery anyway.
- We do not need all these signs for footpaths - we have eyes we can see them.
- Health & Safety controls needed (and be part of granted permissions) relating to a) official temporary signs. These must be placed so that the tallest pedestrians, including those with umbrellas (!) cannot collide and suffer hurt. Recent bus diversions have been lower than acceptable, and one at the pub corner at the bottom of Ewell High Street was so low that it caused one of two pedestrians who met at the Cheam Road / Ewell High Street corner, or step into the road. b) Estate agent boards and shop and business advertising boards in public areas. These also must be sensibly placed and secure. Low shop etc notices can now be found where fixed to corners of premises, and estate boards overlapping pathways. Mobile advertising boards are often placed a long way from the appropriate business, and there cause movement hazards.
- More for social services - lack of service managers.
- Increase investment in the third sector (voluntary and private health and social care market) saves money in the long-run. Invest money in support and breaks for unpaid family and neighbourhood carers too.
- Video link conferences - cut down on expenses.
- Have shops turn off lights after midnight or 10pm.
- Spend less when events happen - like when the Queen comes.
- Invest and fit solar panels (for electricity) to suitable council buildings.