

Balancing the books: budget consultation for 2014-15

**Kirklees Council Policy Unit
January 2014**

Executive summary

- Kirklees Council held a six week budget consultation running 11th November to 20th December 2013.
- We asked for feedback on:
 - our draft budget proposals for 2014-15, with a focus on the proposals likely to have the widest impact on people across Kirklees.
 - planning for future years – to help us to think about the different ways services might be provided beyond 2014-15.
- **523 responses were received**, 90% of which were from local residents. A relatively good demographic cross section of people took part in the consultation, though geographically there was a stronger response from South Kirklees (¾ identified as South Kirklees residents).
- Of the five budget proposals (A-E) for reducing external spending that were specifically highlighted in this consultation, the **highest level of agreement was with proposal B - to hand over the running of public toilets** to local businesses or groups – ¾ agreed.
- This was closely followed by proposal D (to reduce spending on governance and civic activities), which 71% agreed with.
- The lowest level of agreement was with proposal A – **just ¼ agreed with reducing spending on highways maintenance**, meaning that fewer routine repairs would be made to roads.
- Just over half of the consultation participants said that they agreed with proposal F – to reduce spending on internal support services.
- In terms of **planning for future years**, consultation participants were generally in favour of protecting the vulnerable people and targeting those with the greatest need rather than providing the same level of service for all.
- Around half said they would be willing to get more involved in their local community, with 37% saying they would be willing to volunteer to help run a local service.
- Many additional comments were made on both the 2014-15 proposals and the future, providing context to the results and offering various suggestions for change.

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Introduction

Like all local councils, Kirklees is facing major budget cuts. We'll have much less money from government to run local services and we need to balance the books.

By the end of 2014 we will already have reduced the budget by a total of £62 million but we need to make cutbacks of another £67million (so £129 million per year in total) by 2017.

We consulted with residents during November and December 2013 to help us make these difficult decisions. This report sets out the findings.

Our approach

In the months leading up to our budget consultation we engaged with as many residents as possible through our *"It's Time to Talk"* activity. The purpose of this was to get people thinking about our budget challenges and to help give people time to get used to a different future. We followed this up with a formal consultation running 11th November - 20th December 2013, which focused primarily on the 2014-15 budget proposals.

How could people get involved?

The consultation was delivered entirely in-house meaning costs were kept to a minimum. We used an online survey as the main method for responding, though residents could also choose to complete a paper version of the survey, get help to complete it over the phone by ringing Kirklees Direct (our corporate contact centre) or send us any free format responses via email or letter.

Supporting documents for this consultation included a booklet which set out summarised information on our proposals in an easy to read format, as well as fuller financial reports and Equality Impact Assessments.

The budget proposals for 2014-15 form part of our Medium Term Financial Plan (MTFP). This MTFP is a three year plan that includes specific budget proposals for 2014-15 as well as the overall scale of budget reductions needed in different service areas in 2015-17.

Our November consultation supported the MTFP by asking for views on:

- Our draft budget proposals for 2014-15 – with a focus on the proposals likely to have the widest impact on people across Kirklees.
- Planning for future years – to help us to think about the different ways services might be provided beyond 2014-15 to inform more detailed planning.

Who did we tell?

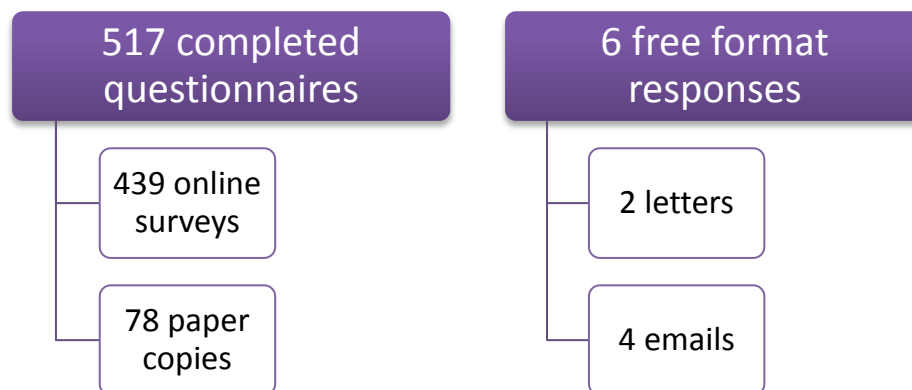
To raise awareness of the consultation we contacted existing groups of local people that had expressed an interest in helping to shape our future council:

We shared the consultation with:	
Our Kirklees e-panel	772 people
Our It's Time to Talk 'keep in touch' contacts	448 people
People that receive the Community Partnerships e-bulletin	283 organisations
Our Kirklees Partnership 'news alert' email list	70-80 officers from various organisations
All households via the November edition of Kirklees Together magazine	all households in Kirklees
Our voluntary and community sector mailing list	1600-1700 contacts
The Kirklees Youth Council	via November 2013 Youth Council update, and KYC website
Visitors to the It's Time to Talk website: www.kirkleestalk.org	
Residents with support needs were involved via the Community Partnerships team networks to discuss budget issues and take part in the survey	
Paper copies of the consultation booklet and survey were provided to various community groups and local meetings, including being discussed at 4 Area Committee meetings.	

Over the six week fieldwork period response levels varied with peaks coinciding with initial online and press promotion, follow up promotion to the Kirklees e-panel, and Area Committee meetings where the budget consultation was discussed.

Who took part?

Over the six week consultation period we received 523 responses to the budget consultation:



Responses to the ‘about you’ questions included in the questionnaire indicate that a relatively good cross section of people took part in the consultation. Though it cannot be classed as a representative sample due to the self-selecting nature of respondents, it is reassuring to see the gender, ethnicity, and disability profile broadly mirrors that of the Kirklees population, though the average respondent is older. Nine out of ten responses came from local residents (almost a third being council employees) with three quarters living in South Kirklees.

A full break down is detailed in the tables on the next page.

Initial analysis of findings between different groups (by respondents’ age, gender, and whether they live in North or South Kirklees) shows very little variation in results. Additionally due to the relatively small numbers of respondents identifying as belonging to particular sub-groups, results between groups should be treated as an indication of views only. Therefore this report details **overall findings** using all the data received over the consultation period.

Gender		
Female	54%	268
Male	46%	229
Age		
18 - 24	2%	8
25 - 34	12%	56
35 - 44	22%	105
45 - 54	24%	111
55 - 64	20%	92
65 and over	21%	98
Disability		
Yes – I consider myself to be disabled	10%	47
No – I don't consider myself to be disabled	90%	446
Ethnicity		
Asian / Asian Black	6%	27
Black / Black British	1%	7
Mixed / multiple ethnic groups	2%	9
White	90%	436
Other ethnic group	1%	7
Sexual orientation		
Heterosexual	76%	376
Bisexual	1%	6
Lesbian / gay woman	1%	4
Gay man	2%	11
Not prepared to say	17%	84
None of these	2%	11

What are you doing?		
Working	69%	341
Retired	22%	106
Unemployed and available for work	2%	10
Long term sick or disabled	3%	14
Caring (unpaid) for a dependent relative	1%	3
In full-time education	2%	8
Other	2%	11

Who took part – in what capacity?		
As a Kirklees resident	90%	447
As a Kirklees Council employee	29%	145
On behalf of a local community group / organisation	5%	23
On behalf of a local business	3%	14
In another capacity	1%	6

Where from?		
25% (113 postcodes) from North Kirklees:		
	BD11	4
	BD19	12
	WF12	27
	WF13	15
	WF14	11
	WF15	17
	WF16	4
	WF17	23
71% (318 postcodes) from South Kirklees:		
	HD1	27
	HD2	36
	HD3	40
	HD4	36
	HD5	39
	HD7	45
	HD8	42
	HD9	53
4% (17 postcodes) from outside Kirklees:		
	various	17

The findings

1: The 2014/15 budget

The first section of the questionnaire related to the council budget for 2014-15, asking questions on six proposals (five service-based ones and one internally-focused one) to ascertain levels of support for these.

Detailed information about the proposals was available in the consultation booklet which was available online and alongside the paper version of the questionnaire. Participants were encouraged to read this info before answering the questions, in order to make an informed response.

How far do you agree or disagree with each of the following budget proposals for 2014-15:		Agree		Neither agree nor disagree		Disagree	
Displayed in ranked order of agreement							
B: hand over the running of public toilets to local businesses or groups		73%	376	7%	35	20%	101
D: reduce spending on governance and civic activities		71%	362	12%	62	17%	87
C: start charging for residential car parking permits		57%	293	12%	59	31%	159
E: reduce spending on areas and neighbourhoods		51%	255	15%	78	34%	172
A: reduce spending on highways maintenance		24%	120	8%	41	68%	348

The most popular proposal was proposal B, with three-quarters of respondents agreeing public toilets should no longer be run by the council:

"Lots of places have public access toilets in towns- markets, restaurants, doctors, bus stations, supermarkets etc, why therefore should we use tax payers' money to fund others?"

This was followed by a similarly high level of support for reducing spending on governance and civic activities. More than half of respondents supported the proposal to introduce a charge for parking permits.

By far the most negatively received proposal was proposal A, on reducing the amount of budget allocated for maintaining our highways. Just a quarter of respondents felt this was the right thing to do, with the vast majority disagreeing with the proposal. As with the most supported proposal, very few respondents sat on the fence with this one – indicating a more decisive strength of feeling:

“...Many of the roads within Kirklees are already not in the best state of repair and pot holes seem to be a big problem. Reducing spending is ok as long as the roads remain fit for purpose. If the result would reduce safety on the roads or cause damage to motorists’ cars then I don't think it is the best way of saving money. If the quality of the roads deteriorates then wouldn't this end up costing more in the long run?”

The level of support for reduced spend on areas and neighbourhoods was similar though there was more uncertainty about this proposal than the others, perhaps due to the local nature of the proposal making it feel more applicable to some residents more than others, or maybe lack of understanding of what this practically involves.

Which proposal do you support the most?	Most		Least	
Displayed in ranked order of support				
B: hand over the running of public toilets to local businesses or groups	35%	177	4%	22
D: reduce spending on governance and civic activities	33%	164	6%	30
C: start charging for residential car parking permits	20%	99	10%	50
E: reduce spending on areas and neighbourhoods	8%	41	28%	137
A: reduce spending on highways maintenance	4%	22	52%	260

Overall response here mirrors that of the previous question, with strongest support for proposal B (handing over public toilets) and least support for proposal A, reducing spend on highways work. There was a good variation in response; with the strongest overall opinion relating to the proposal people supported least (as before, cuts to the highways budget).

2: Planning for future years

The second section of the questionnaire asked participants to think about how the council could allocate its budget in the future beyond 2014/15, and to give feedback on some suggested principles and ideas for how we might achieve this.

The overall results for this set of questions are provided in the tables below, followed by a short summary analysis.

Thinking about who we provide services for and how we allocate the available money, how far do you agree or disagree that your council should:

<i>Displayed in ranked order of agreement</i>	Agree	Neither agree nor disagree	Disagree
Target the <u>people</u> in Kirklees with the greatest need (this will mean spending more of the available money on those that need it the most, but others getting a reduced level of service or even no service at all)	63% 318	12% 62	25% 128
Target the <u>places</u> in Kirklees with the greatest need (this will mean spending more of the available money on some local areas than others)	50% 253	13% 67	37% 184
Provide the same level of services for all regardless of people's needs or circumstances (this will mean spending less on everyone)	31% 158	12% 58	57% 289

Thinking about how we pay for services, how far do you agree or disagree that your council should:

<i>Displayed in ranked order of agreement</i>	Agree	Neither agree nor disagree	Disagree
Ask people to pay more for using some services that are currently subsidised (i.e. charged at a reduced rate)	65% 327	17% 84	19% 96

Ask people to start paying for using some services that they are currently not charged for	61% 311	15% 74	25% 126
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Thinking about who provides services, how far do you agree or disagree that:

<i>Displayed in ranked order of agreement</i>	Agree	Neither agree nor disagree	Disagree
Some of the services currently provided by your council could be provided by voluntary or community sector organisations in the future (not necessarily free of charge)	60% 298	13% 66	27% 136
Some of the services currently provided by your council could be provided by private sector organisations in the future (people would need to pay for this)	40% 200	10% 51	50% 252

How far do you agree or disagree that your council should spend money on:

<i>Displayed in ranked order of agreement</i>	Agree	Neither agree nor disagree	Disagree
Supporting the most vulnerable people in our society	87% 437	9% 45	4% 21
Working with children, young people and adults to help prevent problems which may be more costly later	82% 414	9% 45	10% 48
Supporting local people to better help each other	70% 354	20% 101	10% 48
Buying from local firms to help the local economy, even though this may not always be the cheapest option	69% 349	13% 65	19% 94
Promoting jobs and local business growth	66% 331	12% 61	22% 109
Improving the quality of life in specific locations (the 'feel good factor')	41% 207	31% 156	28% 144

Thinking about what you could do to help out, how far do you agree or disagree that you would:

<i>Displayed in ranked order of agreement</i>	Agree	Neither agree nor disagree	Disagree
Be willing to contact the council online rather than face-to-face or by post if it meant that more money could then be spent on essential services	85% 432	5% 24	11% 54
Be willing to get more actively involved in your local community to help out other local people	52% 264	26% 132	22% 112
Be willing to volunteer to help run a local service	37% 187	31% 156	32% 163

The results indicate a high level of support for targeting spending on vulnerable residents. Looking after our more needy Kirklees people came out top in terms of how we allocate funds, with more than double the number of positive responses compared to providing the same service for all.

“Supporting the most vulnerable people in our society” was also the most positively received principle alongside support for early preventative work (“..to help prevent problems which may be costly later on”). These findings echo those of the It’s Time to Talk budget challenge work which preceded this consultation, where looking after and helping the vulnerable came through as a consistently high priority.

There was markedly less agreement for focusing services in specific locations (‘the feel good factor’), possibly as a high proportion of respondents may feel this wouldn’t be of benefit to their area.

Perhaps surprisingly, there was a good level of support for increasing the charge to use paid-for services, and also for introducing a charge for services that are currently delivered for free. Nonetheless, around a quarter of respondents were against this idea and so any changes to charges would need to be carefully handled.

When considering who provides their ‘council’ services, respondents were more keen that should these be handed over to other organisations, they be given to the voluntary or community sector, rather than private companies. This may partly be influenced by a perception that VCS organisations could provide services at a lower cost to residents than the private sector would wish to.

There was an overwhelmingly positive response to the idea of saving money by changing the way respondents contact the council – by increasing online contact. This option was likely to be viewed as comparatively the ‘easiest’ change to make, especially given that the majority of respondents taking part in the survey did so online in the first place. More respondents suggested they were up for greater involvement in their local community, though both this option and volunteering to run a local service received a high proportion of neither agree nor disagree responses. This may mean that people are unsure what kind of commitment this would involve, or could be a sense of moral obligation to say the right thing.

Further comments

A further 173 comments were made with regard to the future, providing a range of suggestions for making changes or doing things differently. Staffing reductions at senior levels was mentioned, as was the sharing of common services with other authorities, the thinking being that collectively paying will be cheaper and remove duplication. Similar comments were received on the amalgamation of assets and building use to reduce heating and staffing costs. Comments comparing the council to the private sector varied, from criticising potential privatisation, to recommending following private sector business models:

“Absolutely hate the idea of more of the council’s services falling into private hands. Once a business is private, profits come first not people. I would prefer to see services remain either in the public or voluntary sector because of this.”

Although there was some recognition that *“now is the time for everybody to give something back”*, a number of people also made comments highlighting the practical difficulties around doing more to help out:

“I already work full time and have 2 young children under 5 and a mortgage and therefore I have no free time. However, once my children are older and more independent I would help out.”

“You mention that ‘communities must do more to help themselves’. I support this but the Council needs to empower those local communities to be able to achieve this goal. I think the Council needs to explain how it hopes to achieve this - for example, I would be prepared to do ‘something’, but what and how are questions I would ask. Would local Councillors be expected to lead this or locally appointed groups/committees?”

The word cloud below highlights the most commonly used words for this question:



Next steps

The feedback from the budget consultation will be reported to Council in January 2014 for consideration in advance of setting the final budget for 2014-15 at the Council meeting on 19th February 2014.

Appendix A:

A full list of the comments received

Please note these comments have been anonymised where necessary but are otherwise recorded exactly as they were written. Freetext responses received separately to the questionnaire are provided at the end of this section.

**Please tell us below if you have any additional feedback about proposals A-F or would like to make a comment on any of the other budget proposals for 2014-15:
(166 comments)**

- The infrastructure is really important to keep things running smoothly. Some parts of this could be outsourced.
- Spending should be focussed on maintaining front line services e.g. Parks, Museums, Libraries.
- I have concerns about the cost of parking permits. These need to be affordable for residents. Perhaps a contribution towards could be a solution, rather than the whole charge (dependent on cost). I fear cutting expenditure on routine roads could be false economy as potholes/damage to vehicles may result in people making costly insurance claims against the council. Toilets are available in cafes, bars and other public buildings. Savings could realistically be made on these.
- Internal support will continue to be needed to ensure smooth running of services. The services should continue to look at ways of making internal support services more efficient without reducing the quality of service provided.
- Would pay for parking permit if enforcement was improved to ensure that non permit holders were fined more. Increasing the number of wardens tenfold may help.
- This is a cynical exercise to get public support for things the council has already decided upon. Is public toilet maintenance really one of the big ways the council will save money? I don't think so. There are other high spending services which could be cut. And you've already bought in Powerhouse to reduce the cost of internal support services - so option F isn't an option at all.
- I think streamlining back office support is ok but the council must still be able to operate efficiently and support the community. It's good to look at how procedures / working practices can be made more efficient or streamlined but these areas shouldn't be seen as an easy way of making savings by cutting jobs, as the role these areas play in ensuring the council is running smoothly is important. Highways - The idea of reducing spending on road maintenance needs to be considered carefully. Many of the roads within Kirklees are already not in the best state of repair and pot holes seem to be a big problem. Reducing spending is ok as long as the roads remain fit for purpose. If the result would reduce safety on the roads or cause damage to motorists cars then I don't think it is the best way of saving money. If the quality of the roads deteriorates then wouldn't this end up costing more in the long run?
- From personal experience, I don't think everyone who works in back offices work to their full potential...I sometimes wonder how they would cope working for private firms that are far more demanding. I think staff should be taught on how to make more effective use of their time and that when recruiting new staff, really test their skills and ability.
- It already feels that there is less support on back office internal support as it takes a long time to get things done or answers to questions - it feels like those staff are already stretched.
- I believe that if you want to guarantee your parking space outside your house and be able to do something about it, then you should pay.(I think EVERYONE should have the right to park outside their own house and NOT pay for it not just a chosen few.
- Whilst there has been a large reduction in management teams, some services still seem to be top heavy. Feel that an outside view of these services would highlight where further reductions could be made rather than them looking out for themselves and passing the cuts on down the line.
- These appear to be the more palatable cuts from the full document. Are you going to be asking about the cuts that disproportionately affect the poor and the vulnerable?

- Roads must be safe. Make sure they are mended properly. Check on utilities who dig them up. Encourage pubs and shops to share toilets. Parking permits are charged for all over the country why not here. If these committees are just talking shops without any real purpose lets get rid of them. Not sure I have seen a project in my area so surely they can be suspended.
- The roads have to be maintained to provide a decent networking system, whether we like it or not the country as to function with a good deal of road usage, and this means local transport must have vital repairs. Whatever the budget reductions. They will never suit everyone.
- A general comment that wherever possible it is always preferable to help all individuals to be responsible for their own lives and their families, homes, education etc. WE DEPEND FAR TOO MUCH ON OTHERS TO DO WHAT WE SHOULD BE DOING OURSELVES. For instance, we parents are responsible for our children's discipline, education, behavioural training etc as God holds us accountable and we will be judged by Him for how we've conducted our own lives included those responsibilities He has placed on us. We do well to consider this.
- it would be helpful to outline how some of these things could be done differently or how the community can be empowered to do more or be involved in a different way.
- Still too many employees, too many deputies, too many councillors, too many spurious committees, too much talking about talking. Get back to basics.
- lots of places have public access toilets in towns- markets, restaurants, doctors, bus stations, supermarkets etc, why therefore should we use tax payers money to fund others
- It is a disgrace to even think about cutting back room staff - these are the people that keep the Council running. Without back room staff the "managers" would not have a clue and the Council would collapse. It is about time the top heavy managers are cut. One managers wage would pay several back room staff.
- My feedback would be - there are other services/support that you could get rid of that is a waste of time, the ones on this questionnaire - like highways and public toilets are really important. What about all the managers in top jobs - cut some of them - for instance some people who work in the council have 6 managers and not one of them will make a decision
- Cut down on the salaries of the people at the top - Assistant Director on £115k p.a.? Plus their pension etc - CUT IT!
- CHYPS should take a significant cut as costs continue to be unsustainable through projected local government funding. It's time to let go & let costs transfer to other public services e.g. NHS, Police etc so that Central Government understand their cuts go far too deep & place Local Government funding at the top of the nations agenda. The expectation that public services will be picked up by the Private Sector is wishful thinking & only leads to either unsatisfactory services e.g. home care or over charging through requirements to deliver a rate of return on capital investment e.g. utilities
- Why not outsource or share internal support services
- Back office is vital, strong financial support can ensure we get value for money, IT to ensure our technology supports our practice, legal to defend us and HR to ensure we have the right employees with the right skills, the Council delivers its service through people, effective strong people strategy and management is more vital than ever!
- Budget cuts need to be made in areas where the impact will not affect the public, but those areas which focus solely on unnecessary bueracracy.
- From reading the impact assessment, some of these have minimal impact, why have we been paying for them?
- ROAD MAINTENANCE MUST BE UPHELD BECAUSE OF SAFETY.
- Very limited scope of choices.
- People are now using the highway as a garage and car washing area for the car that they can't park on their own property. Some residents in Clayton West and throughout Kirklees are even allowed by the council and police to park dangerously and illegally on bends, near junctions, on the brow of hills etc.....all of which are in contravention of the highway code and indeed highway law. Law abiding drivers have to negotiate these illegally parked vehicles, putting themselves in danger, whilst the on street parking fraternity enjoy a free parking space at the expense of residents who pay excessive rates and water rates for keeping theirs cars safely off the road in garages or at least on driveways. Residents should be charged a fee in line with multi storey car parking rates and only in designated legal areas. This has long been an overlooked and necessary form of income for the council and one that should be given immediate and serious consideration.

- Although my answers would tend to show that I agree with these proposals there is no information given about what other alternatives could be so not sure this really shows what I'd think if more options were on the table
- Cut some work council workers wages e.g. cleaning streets.
- I feel it is important to maintain funding for local projects. If necessary the council should consider dispensing with some of the Huddersfield centre showcase events to maintain levels of funding there. While I have some sympathy with the concept of reducing the number of council committees, this needs to be balanced against decisions taken by a tiny group of councillors oblivious of local opinion.
- Reduce bureaucracy! Energy Efficiency! Commercial acumen!
- Many councils already charge residents for parking permits.
- having just watched Gareth with Birmingham council folk some of the jobs mentioned seemed to be a luxury one could do without in a recession i.e. someone who worked between offices boosting moral and doing team building. A good thing but a luxury
- Presently the IT support is minimal due to changes in systems the IT officers are stretched to the limit in providing the services that services require, i have quite a few outstanding IT calls outstanding and have no idea when these are being fixed...
- Surely the cuts to HR and back office is already happening with the introduction of SAP.
- ROADS ARE ALREADY IN DIRE NEED OF REPAIR SO FURTHER CUT BACKS WOULD MAKE THE ROADS Dangerous in the future
- important that what residents see as the council is maintained - i know that some jobs behind the scenes will get bigger / not be replaced
- c= Parking Permits - if charging, it would have to be at a level that is high enough to pay for the cost of the council to run this scheme. If it is very high then that may well influence the house prices in that area and the types of individuals that will live in that area. F = internal support services - back office processes should be looked at in every service to see if they can be improved, expensive bureaucracy and red tape removed. Channel Strategy should be at the heart of every process. By doing this, efficiency savings will happen and that will result in the need for less staff.
- People deliver Council services so there needs to be a strong HR strategy to ensure we have the best people to do the jobs required, investment in people will ultimately pay off, so cuts to HR should be thoughtful and meaningful. There could be savings made in these areas through better people strategies and processes.
- The question 'which proposal do you support the most' is meaningless when I am equally against all. I would prefer the Council to look at ways to avoid cuts e.g. a referendum to increase the Council Tax above 1.9% as this would give the option of ensuring that local services, especially for the most desperate in society, are maintained. It is very disappointing that the Council accepts the desires of central government, so centralising more power.
- less money on the mayors office. The mayor does not need full car support and officers to look after the chain at Full council meetings
- A few years ago when the process of cut backs began, consultants were brought into the council to advise on where cuts could be made, and it was advised that management cuts should be made, however this does not appear to have happened. There is much emphasis on front line staff and lower band employees having their jobs cut, yet they are the ones that actually serve the public. Who can truly qualify the decisions on cut backs within Kirklees council? Kirklees are now asking the public's opinion, yet ultimately who will make the decisions, and how much protection of jobs were be extended to management, that will not extend to the lower bands? We repeatedly read and hear about roll over pay offs and golden handshakes for higher management within councils, yet surely in such times of hardship and austerity, such offerings should be scrapped. It gives a bad impression. How many councillors are needed to keep the council working? Could cut backs be made in this area?
- Perform a capability and capacity review, and remove those who have excessive, unwarranted absence. Remove the process of filling vacancies internally by opening roles up to the wider market thus increasing competition and employing the best person for the job instead of someone who is underperforming in other departments and is being redeployed. Bit the bullet and sack the dead wood.
- 'Back office' is what makes the 'front office' work - if that goes wrong then the whole service suffers.
- It would help if the proposed reductions had some value attached to them as I know the proposals vary in value

- I feel it might be better to use current staff more efficiently unless they are clearly already under a lot of stress (measured perhaps by sick leave?) but you've probably already considered this.
- I strongly disagree with charging for people who park their cars outside of their own front door. This is discrimination at the highest level. I have to park my car on my street as I have no garage. I pay my car insurance, licence, petrol tax, etc. without having to pay £30 to park on my own street. My neighbours in adjoining streets will get off 'scott free'. There should be one charge for everyone; - not cherry picking certain streets. We do not need or want permit parking. Please remove it from Church St, Crosland Moor and then we will be like the rest of the community. If you intend to go ahead with charging pensioners (I am one) to park outside my own front door, I will write to David Cameron at Downing St, and Theresa May, Home Secretary about this. I have had 2 replies from both this year, and will not hesitate to write about this disgraceful discrimination - I thought the Council was trying to strengthen communities, not split them up. This will cause anger and discontent. If a charge has to be made, it would be better for each household to have an extra £10 on their council tax instead - that is FAIR and none discriminatory!
- Good infrastructure is crucial to supporting the Kirklees economy - poor roads deter businesses, visitors etc from coming to Kirklees.
- One major contribution could be to reduce the overall number of elected councillors within the Authority. I note that this is nowhere to be found in an otherwise comprehensive review of services - I am certain fewer councillors would not lead to any degradation of the quality of decision making within the areas of the authorities remit.
- In relation to internal back office services, there is more potential for having shared services delivered across West Yorkshire council's.
- I feel that many services could be shared with adjoining authorities thus saving could be made. An example could be PL4 where NW Authorities grit to the top of the hill and Kirklees do not (or visa versa). The road is passable half way only and one Authority has wasted money and time. I have concerns over CT2. Whilst KAL can be self sufficient it supports work in other areas. KAL gyms are already close to losing their financial competitiveness to commercial centres. If the supporting full payers leave there will be even less opportunity to assist those (PH3) for instance who might benefit.
- In my opinion the internal support service is the back bone of the council and to reduced spending in this area would be detrimental to providing service delivery, customer service and consequently meeting government targets.
- I strongly believe there are other ways to save money without making the residents pay for the councils shortfalls
- The roads in Kirklees have been neglected and they need essential work to bring them back to a good standard. If you run a car you know very well that it will cost money, you want the convenience so therefore if you want the luxury of parking outside your house then you should pay. However, there does need to be some sort of means tested system so that those on a low income who need the use of a car [ie: older people, disabled and vulnerable adults]
- Internal support services are more important than the high paid Executives for this that and the other. If we really are "all in it together", cuts from the top, down, would find more favour. If Kirklees really needs a Chief Executive, salary should not exceed £100k, with all other Officer salaries below that figure. Other people in the job market will be out there somewhere, who are equally well qualified, and would be more than happy with such a salary. I'm sure I'm not the only person to think this, but the BIG question is, will anybody REALLY listen and act???
- At least one of the proposal summaries are misleading and could paint a false picture. For proposal E you only say 'reduce' spending on areas and neighbourhoods when I believe the true proposal is to 'stop' this spending (budget allocated to Area Committees). This could be biased and sway people towards agreement when they otherwise wouldn't. For Proposal C (charging for parking permits) take great care that you do not aim to use parking permits as a revenue raiser for other services. This would be illegal, such money must only be spent on parking improvements (as recent court cases e.g. Barnet Council have shown). Some of the Proposals could be 'false economies' raising spending in other areas e.g. Proposal B closing toilets would result in more spending cleaning up excrement. Proposal A reducing spending on highway maintenance could result in more spent on compensation claims for damage resulting from highways not being maintained to a decent standard. Overall, we MUST make a lot of noise publicly about the damage these government cuts are doing. The Council

MUST stand up for the local area and local people and challenge Westminster to properly fund local government, not kowtow to party political interests by keeping quiet.

- assess the direct impact on the quality of life and community cohesion and prosperity. Find lateral means to accomplish outcomes
- Reduce amount spent on civil enforcement, and use the mobile CCTV camera van more widely throughout Kirklees, rather than having it driving around town constantly.
- It's important to lobby against the huge cuts the government is telling northern councils to make, not just accept them or they'll continue to get lots worse.
- I think this will cause many problems which may take more time to resolve than the savings made. Efficiency yes but staff are already working past their capacity. eg if you have to wait ages for IT support whilst doing own work this is inefficient.
- I feel that the council should be much more proactive in collecting debts from people who receive services from them for which a charge is made but don't pay. There will always be extenuating circumstances but the rule of thumb should be that all debts are pursued at an early stage before they are allowed to mount up - more of a private sector model should be adopted.
- The people in these roles provide a brilliant service, cutting the costs and losing jobs will make the service worse. Losing business in the future!
- Instigate massive cull on Env. Health - too much health nonsense these days.
- Instead of the emotive nonsense about such things as closing public toilets to save coppers, take a hard look at how many layers of management you have. Start with jobs with the words 'development' and 'project' in the title. The gravy train has ground to a halt!! Wake up Unison!
- It is essential to maintain and improve IT support. I speak as a CSO in local library where the current level of IT support for both staff and the general public is dreadful!
- back office functions can be run with other local authorities and sharing all these functions with Calderdale and/or Wakefield or even Leeds and Bradford would make a lot of sense.
- I believe that the outsourcing of back office functions eg. finance, HR, legal, IT to a private shared company could save Kirklees and all councils billions!
- without good internal support services the quality of service, health of employees etc will begin to suffer. Toilets - perhaps local businesses that benefit from tourism could pay towards them. But not essential - make sure all supermarket planning applications include toilet facilities for the public without the need to buy. In fact all supermarkets to provide public toilets - make it national resource.
- Frontline service rely on backroom services
- I don't know what "HR Services" are so can't comment
- Roads in Kirklees are already in such a dreadful state that it would seem to be folly to let them get any worse. Public toilets are essential but can be provided in a number of ways and do not have to be separate buildings. In some areas pubs are paid a small fee to offer community toilets
- Although you have reduced senior posts already, you need to think about reducing current salaries for senior posts and also reducing allowances for councillors (Kirklees pays more than some larger authorities).
- Public toilet cuts are a smokescreen and would save very little.
- These are not equal proposals. Roads and infrastructure will not be maintained by anyone else. Neighbourhood projects depend on whether or not they are effective and targeted. Toilets is a media friendly issue but a nonsense. We have lots of toilets around, we just need to share them.
- schools are the biggest cost. why are we not looking at cutting from their budget?
- False economy to reduce back office support.
- Although the back office is not seen the support that is given is invaluable regarding the reputation that Kirklees has - the support offices should reflect the services that ultimately stay with the Council, i.e. reduce to accommodate the services that stay within the council
- As someone who works with a number of local community groups - all of which generating tourism and spend in my village, I would strongly object to the removal of funding for Area Valley Committees. I believe they offer a source of revenue for some groups, but also is a strong way of Councillors actually getting involved and becoming aware of activities. Our events support community cohesion, local business and boosts tourism. One event generates a footfall of circa 10,000 people which travel from France, Germany and other distant places from across the country. Removing this vital component would be a travesty - especially when the cost of maintaining the Area Valley Committees and their budgets is relatively low.

- Highway maintenance is important for public driver/user safety
- Don't cut back the business support any more - cut management in preference
- The council are getting rid of staff, only to re-hire on a temporary basis. Stupid
- Keeping highways clear of snow and ice is better handled by local contractors with locally based vehicles and local knowledge. For example the service in the Slaithwaite areas which was superb when handled by a local contractor has deteriorated significantly since the contractor was replaced by the council. Services could also be devolved to farmers many of whom clear roads on a voluntary basis but appear to be discouraged from doing so by council officials.
- This might be popular with the public, but it is very important to make sure that it does not adversely affect the running of the council
- these are only little proposals eg shutting toilets is only a tiny percentage of the overall budget - you need to think bigger. Unfortunately, every time I am in contact with the Council and its services I am still struck by how much lavish and expensive everything is compared to private business - rooms too hot even with windows open, expensive felt tips in schools when we use perfectly adequate budget brands at work, vehicles left with engines running etc etc
- Green measures - necessary but maybe we can't afford it just now, so delay for 5 yrs? Councillor expenses strictly limited. Definite focus on non front line cuts. Costly mistakes over eg planning or any legal challenges must not happen again. Learn to manage more like the Voluntary sector - not always having expensive printed materials, reduced expenses etc Hope that usual department underspends and wasteful use of these are a thing of the past.
- The risk of reducing spend on internal services is that frontline services have to spend more time on support functions and less on delivering services. Proposals A to F are very very limited options on what could be done and would seem to be on very different scales highways maintenance is presumably much more costly than area committee budgets. Public toilet closure has more negative impact for some people than others and on local tourism economies eg Slawit, Marsden. Some local spending like xmas trees could be done away with but other aspects are important eg small grants to community groups. But remain small budgets in the grand scheme of things. Major events like festivals of light etc would make slightly bigger savings that could save some front line services. The options don't allow for commenting on emphasis - like impact of reduced highways maintenance is smaller if we all used buses which could be encouraged further.
- I don't understand why there is not a more public protest about all these cuts, why the council is just going along with this and not going back to government. or increasing council tax.
- Many of these tasks could be shared with other local councils or contracted out where possible.
- If people really want their communities to work, they will do whatever it takes regardless of how much money they have to do it.
- People are less likely to volunteer as they are working longer. Please budget for NO-ONE to volunteer.
- This is strange format to give precise answers however I fear means testing as this could affect people with severe illness/disability who have accrued savings - they would have to spend their capital and thus lose quality and planning independence for one week.
- Charge much more than £30 per year and no Permit Parking on A roads.
- Estate Caretaking in local area not good enough mending windows, weeding of pavements estate maintenance a disgrace, not enough grass cutting etc.
- Too many staff, no structure, staff working from home, doing whatever they like - common decency gone. No trust.
- Roads have been neglected for years, so to cut back now would be catastrophic!
- Dog fouling and parking on pavements has increased and is getting out of order causing a public nuisance and safety problem.
- Kirklees roads are abysmal - mostly due to the policy of 'patch' rather than 'resurface'. An independent appraisal of current road policy would be great.
- I think there is a need to look at schools, given the allocation of funding to children and young people and additionally to schools, is there opportunity to save some Chyrs costs for example by a social worker being attached to a school and picking up on linking with families from that angle. We need to find ways that improves connectivity across all the agencies rather than 10 different people being involved with a case. Can schools reduce their costs too by, asking for more help from local businesses sponsoring items within the school such as equipment. Look at School Maintenance

contracts, if they were to no longer use Building Services would they see a cost reduction and help the local economy. School building should also be multi use areas outside of school hours, for Learning, Community activity, even places of worship at the weekend and evenings, why do we run a community centre, and a library in a village when then school could offer meeting spaces. If communities need to do more for themselves, they need the space to meet and set this up. Why not use the school.

- internal support services are an essential part of ensuring the Council runs effectively and efficiently
- Road maintenance should reduce accidents, all other things of lesser importance.
- Road maintenance should reduce accidents, all other things of lesser importance.
- I believe much of the back office work is just a duplication of the work done by the decision makers within the council and supports the salary of the senior people as they build the size of their team to justify their salary.
- This questionnaire is simplistic and clinical in that it does not convey the impact on residents and services of any of the proposed. What is also missing is the strategy/philosophy behind the proposed cuts. Are Kirklees just salami slicing the budgets or is there more science to the approach. Two simplistic questions come to mind; has Kirklees explored sharing back office functions with other Councils to save costs e.g. Revs & Bens? Secondly, has Kirklees looked at rationalising its estate to reduce costs and free up capital - consolidating offices would free up capital and reduce running/support costs.
- Kirklees waste more money on stupid projects and paying staff for not working their full hours as you did with Home Care service before you made 1,000s of vulnerable people more vulnerable by putting this service into the public sector. Waste millions of pounds on stupid IT projects that are a dead loss from day one, that never function and are not fit for purpose. Then pay millions to have it put right and then scrap the idea. Kirklees spend millions on consultations on different projects but still do the exact opposite as to what the public want.
- Bad road surfaces excelebrate repairs to put comm. vehicles and are a danger to cyclists both in daylight, particularly after dark!!! B. From recent evidence (Direct Debit/Rent) for eg seSecurity - even patins don't appear to sway the Council decisions but a half blind eye 1 = better than now!!
- I live in a XXX and strongly object to paying for Parking Permit for visitors. Our pensions are stretched to the limit as it is without paying for permits for visitors.
- Permit parking, where, live terraced house flats etc. (No other place to park other than outside the house). We live next to a government building that has insufficient parking - so they park outside our houses some all day. Do they Pay NO! In general we will not pay and have it removed to go back to arguing etc. (Blocking in). To charge people to permit park then see other cars there - and have to pay to see them? If couldn't be policed enough and why wast money on it.
- Other cars parked inpermit parking do they pay? When you are blocked in and have to wait until the owner comes back? and you have somewhere to go (NON PAYER) says bugger off! and YOU HAVE TO PAY FOR IT!
- Permit parking is there for a reason! Usually because of businesses, schools, To 6 centres, hospitals etc are close by and there isn't enough space for their cars, so they park 'all' along the road in front of houses, Terraced 'NO DRIVES' N.B. Permit parking anywhere has been fully investigated before being granted
- Reduce spending - (over spending) in Huddersfield - more fairly distributed in other areas + neighbourhoods, which have been neglected as Huddersfield itself always has more than its share of improvements.
- Remember the importance of people and the community. As leaders, you need to bring people with you on the "cuts road" as far as possible. There is also an opportunity here to rebuild trust in local leadership.
- Take 10% off senior managers/reduce managers not front line staff. Get rid of HR and introduce a contractual organisation that provides indemnity insurance for KC. Look clearer at the directorates and ensure departments are working in harmony not trying to protect their area of work! These are the same questions as Q1 and who has decided these areas are the one's that need reducing/cost.
- I have not had time to look at the budget details, however I do have an opinion on how Kirklees could save money. Point 'C' regarding the parking permits indicates that Kirklees passport holders will not have to pay. WHY? I have noticed that college courses are free to holders of this pass. WHY? Surely they should be charged something. People can only apply for this pass if they are in receipt of benefits

but they will have their rent paid as well, probably! I know that the benefit and housing benefit is being fraudulently abused as the people are not being checked on they claims enough. Mobility aids from hospitals are being given out and they are not being returned once finished with. Surely a simple solution is to make a charge for taking the item which could be refunded when returned.

- close libraries, or get volunteers to run them, just have one central library, or a library bus that goes out to rural areas. Make Surestart places a place for the community, so young children and disadvantaged parents etc can use in the morning and then in afternoon o.a.p.'s can use the facilities, community groups can access in the evening, thereby making it of use to all the community.
- It is appreciated that there are some difficult decisions that need to be made by locally elected members, it goes without saying that there would be a preference for nothing to be cut, however, we must as a community pull together and work hard to protect front line services that support the most vulnerable people in Kirklees. That should be our collective responsibility. Toilets are NOT essential, there are shops and cafes where these facilities are available. I plea with elected members to not approach the difficult cuts we face by protecting their wards but rather to take strategic and bold decisions to invest in the future resilience of the local economy and take decisions that focus on those who need it most.
- Support for vulnerable people in Kirklees has to be the key priority
- I firmly believe that everyone should be in this together and core areas should not be able to be safe in this uncertain times. cuts need to be made in core services too
- cut the number of managers and give the ones left a uniform and then a tracker in their cars to control mileage allowance!
- Need to bear in mind back office cuts lead to frontline/operational managers spending additional time away from delivery on back office tasks!
- Although I agree that spending on F should reduce - I think particularly in IT we should spend to save, first. We need to upgrade hardware so that applications and systems run quicker and we need to reduce system downtime so we can work efficiently.
- It is difficult to agree or not with F when not knowing how effective staf are.
- Kirklees, along with other Councils in the region, are very conservative about exploring fundamental re-structures of how existing services are provided. What is needed is a transformational approach to changing 'the way we do things', focusing on customer service and outcomes and much less on the interests of those who produce these services. There is little evidence of Kirklees making arrangements to provide (not just back office) services in partnership with other local authorities, either jointly or by a shared service arrangements. There is a huge capacity to make savings that could be recycled into service provision or to reduce costs permanently yet there is very little debate even about these options.
- I've worked in the public sector, I know how much extra companies charge you. Huge savings can be made if you benchmark against industry - not other councils spend on IT/telephony etc. For large projects - especially it - hire an independent consultant with industry knowledge to appraise the tenders.
- £135,000 for an assistant director is far too high when compared to salaries of National Government Ministers
- Reduce the number of councillors, reduce the fees and allowances they get paid. Cap pensions and increase members contributiobs. Increase penalties for non permit holders parking in permit only areas. Increase number of parking wardens. Reduce the number of senior roles in the organisation, why is there a need for deputy directors?
- You mention that 'communities must do more to help themselves'. I support this but the Council needs to empower those local communities to be able to achieve this goal. I think the Council needs to explain how it hopes to achieve this - for example, I would be prepared to do 'something', but what and how are questions I would ask. Would local Councillors be expected to lead this or locally appointed groups/committees? 'Investing in the Local Economy' is also highlighted as an area of high importance. Whilst agreeing with this, I think that priority should be given to helping existing local businesses to expand and grow as that is where the best return can be had for comparative lesser cost than attempting to attract external investment which, in the main, would be mainly warehouse type operations creating very few jobs. The Council must put job creation above attracting large industrial units for there 'business rates income'.
- Increasing spending on IT next year could lead to further reductions in all areas in future years.

- Think it is outrageous that you want to start charging for parking permits when they are put in place by the council for good reasons. Eg: around schools, hospitals, job centres and city centres etc.. We already pay a substantial amount of council tax and other taxes and no way is it justified charging £30 per car per household!
- F: Internal support : Limited information, depending on how much is already spent, and how many people are involved in running it. Needs further looking at.
- F - difficult to see how this could be reduced further, and reducing support means that operational managers need to do everything themselves in areas where they are now experts. This becomes very time consuming and expensive for managers to be doing yet more form filling and admin. We do need much clearer guideline about what we can expect from support services though, as it's very hit and miss and depends very much on the service.
- I think they are generally good areas where cuts can be made without affecting many people, and I believe that many cuts can be made via efficiency improvements, without a visible impact on the services. Looking at the detailed budget, I think however that many cuts are made in the wrong sections (for example, in fostering vs. extra activities at schools...). I also think that you overestimate inflation needs, it won't be that bad, but that will end up being a plus.
- I'm concerned about the proposal to do away with Area Committees and their ability to give small grants to local groups and projects. As a member of a local volunteer group in Milnsbridge, I'm well aware of the benefits these grants bring by allowing the purchase of items which can then be joined with the enthusiastic contribution of volunteers to create positive outcomes for the community. Without such funding channels, many projects would stall at the planning stage, as they would have volunteers but no money to get them off the ground.
- Need to be careful that reductions in certain areas i.e roads and neighbourhoods doesn't lead to increased problems that may well then cost more money. An example may be around parks and neighbourhoods; if these are left unattended and unkempt then this may lead to other antisocial issues such as vandalism and crime; some may think 'if no one else gives a dam then why should I'
- I would prefer that departments become cost effective and worked more efficiently alongside possible cuts. This would apply to all feedback proposals.
- I believe that good support services are essential to the efficient running of any organisation, whatever the size.
- Every one is supposed to be "in it together", therefore it would be good to at least cap the pay of highly paid officers. Put a limit on Councillor expenses, above which expenses would not be paid.
- Permits for parking is wrong, Calderdale have just done it around the hospital, it puts peoples lives in danger, stops tradesmen working, and just raises money unfairly. If you bought a house and do not have to pay to park why should it change. I do not have to pay to park are you going to think of charging everyone no matter where they live. Road repairs. They are in a mess and getting worse, how much did you waste on claims for car damage last year, its a backward way of thinking you save a penny and lose a pound. I have an issue at the moment where Yorkshire water filled half a hole, and refuse to fill the other half because they say its your problem. This is maybe how we can save some money make people take ownership. Will you fill the hole At a cost to us the tax payer or will you make Yorkshire water?
- Reducing highway maintenance will result in council being sued for damage to cars. Will cost far more than any saving! Less 'company cars' would be a saving
- I would like to see an increase in spending on parks and open spaces. Playing fields and associated facilities have been neglected for years.
- I am a bit ambivalent about reducing internal support services - there are some things, perhaps Purchasing, HR & Recruitment procedures which could be streamlined - but some of the more recent 'innovations' have merely shifted the burden on to frontline staff and managers, rather than actually streamlining anything - and there are some internal services, such as IT, which are already stretched beyond capacity. There may well be savings to be made in support services, but changes need to be properly evaluated before implementation.
- reduce payments to councillors
- Quite how you expect "volunteers" to run toilets, with onerous leases, is beyond me.
- D E and F, these reductions could be assisted by using volunteers.
- Disagreeing with F simply because this will place additional pressure on staff who may well then leave / take sick leave resulting in even less internal support!

- There are hardly any public toilets anyway, anywhere and most people are used to the fact they have to use a shop to use one. You only need one level of scrutinising and that doesn't have to be - could some stuff be made public and put online? a large amount of people but accountability is definitely needed! By changing for residential parking permits you are actively discriminating against car ownership based on location. A small change may be acceptable?
- As with any budget, and we all have one! Councils need to look at where money can be saved e.g. frivolous; unnecessary activities and concentrate on important necessary work that Council tax payers need:- schools; social services etc. also to look at expenses of staff + Councillors - who have a salary a lot of people would be more than happy to live on!
- Perhaps reduce the number of councillors or reduce their pay?
- F - The less people working in an area the less errors can be made by communication errors. B - There are not enough toilets as it is!
- Axe the Council's 4 "Super" Directors which will reduce officer politicking: increase efficiency and save £0.75 million a year Require every Department/Service to strip out at least one layer of management thereby flattening management hierarchies, increasing the speed of decision making and saving millions of pounds each year
- Too little information provided to make real decisions. e.g. Not told details of some proposals nor how much would be saved.
- Stop 'bending over backwards' to be 100% industrious and do things the cheapest way to suit most people - the last page on this form was irrelevant in the long run!!
- The Government have said they will save a lot of money in "Administration" by doing away with paper tax discs and registering on line. "Do the same"!
- Some support services are less important than others i.e. I.T. more important than HR.
- All these services with what to families and children etc. they need these XXXX by empty & cut backs its ever its rubbish
- A: Would be 'false' economy as 'damage' claims would increase substantially. E: The proposal to eliminate 'local' spending in its entirety for Dewsbury is counter productive. A cut of 10% should be quite sufficient. The town is already on its knees. NO MORE PLEASE.
- Public toilets and local roads are priorities not luxuries. A right in a civilised society.
- Car ownership is a privilege, not a right - parking costs money and car owners should pay. Internal support cuts would look good on paper but essential services (e.g. Intech) are - essential.
- Cut back on Councillors expenses (is lunches and travelling etc.) and these should be published we, the public, pay for those and should be able to see what expenses are claimed and why!!
- It is important to maintain highways, especially local roads. Reducing spending on maintenance could lead to increased claims for damage to vehicles.
- Are pavements included in highways maintenance?
- Look at reducing duplication, bureaucracy and excess governance.
- Highways investment should include more for cyclists, to encourage less wear and tear on the roads due to heavy traffic. Compared to other councils I have lived in, Kirklees is far behind in support for cyclists.
- It seems that Kirklees budget is all about cut backs only. Areas identified for consultation are probably result of being too much motivated to follow Somali model of Towns and cities with broken roads, people clearing their bladders out door on roads and streets. Why can't people involved in budgeting think about something positive. Growth oriented budget, creating more jobs, helping small businesses. Dewsbury and Batley have already been made grave yards of small businesses.
- I am not in favour of reducing internal support to the point where individual employees are over worked. It is not helpful if the person you need help/information from is off with stress or illness due to over work. That just wastes everyone's time and money. However, if jobs can be streamlined that would be OK.

Please tell us below if you have any other suggestions about how services could be provided differently, where cutbacks could be made, or anything else you feel it is important to consider in planning the budget:
(173 comments)

- Stop posting application forms. Half of the forms are not returned so it is a complete waste of money. Barnsley Council don't do it, people can apply online or download forms, and get help from libraries to do this if they don't have a computer. Postage costs would then be reduced massively.
- Reduce libraries and museums to the 2 or 3 most important settlements and dispose of the rest. Why does it necessarily go that by outsourcing to the private sector - people would need to pay for services. You could outsource a lot of services with funding levels provided by central government. You could reduce the huge management burden the council is carrying and put in a formula whereby nobody earns more than 1:10 ratio between the highest earner and the lowest. This could go towards paying a living wage to the lowest earners. Stop delivering an investment and regeneration service which doesn't actually deliver anything. The money could go to services which are a higher priority. Reduce the number of councillors by two thirds. This would save a huge amount of money. You only need 1 x councillor per ward. Cut back on business support and bureaucracy.
- Share common services with other local authorities ie finance, legal, HR Kirklees has boundaries with Wakefield, Calderdale, Barnsley, Leeds, this would also benefit these authorities and the examples I have given are only a few, I am sure there are many other services where the more we pay for collectively the cheaper it becomes for each council
- It's important that we continue to provide essential services and meet our statutory obligations. We should look at reducing services which are desirable rather than essential. I think getting people to volunteer to provide certain services is a good idea.
- Spending on activities (arts, cultural, sporting) etc that bring footfall and spending into the region remains important. Initiatives that discourage costly damage to the area (vandalism, graffiti, litter) should be supported as a cost-effective preventative measure
- I think the youth service in Kirklees is outstanding, it changes young people's lives, please don't cut it.
- Look at all the resources that we have already and using them instead of buying new. Having internal trades able to do small jobs whilst they are on site - rather than getting them sent out again,
- I believe you would get a lot more from the Voluntary Sector (which would reduce the need for Local Authorities to deliver), if all the bureaucracy, red tape and legislation Voluntary Organisations have to do to deliver to local communities was reduced/removed.
- Feel that the council should consider the impact on our younger generation as they will be the ones that suffer the most. 'Prevention is better than a cure' investment in our young people is needed to improve their way of life through job opportunities, apprenticeships and local activities which will in turn improve the local economy and community. Enlist more people that are on job seekers allowance to do compulsory voluntary hours each week to cover services that the council can no longer provide or to help in services that have had cuts to staffing (social care)- this gives the person training and experience which could then help them get back into work. Buy locally to ensure the money stays in the local economy-which in turn will increase the prospects of more local jobs. Make it a part of the contract with big businesses that they have to offer apprenticeships for local young people as part of the deal. Cut back on paying rent for the use of other buildings and instead move services and utilise the buildings the council already own (keeping control of expenses).
- Try more recycling. We were in front and now slipping back. Make refuse collecting easier for households don't punish them for putting excess out. You only encourage dumping which is more costly. Why do the bin men get long holiday at Christmas? Bin men in Westminster work Boxing Day. Use more internet but open internet shops with volunteers for those unable to go online. The poor and old should not be at a disadvantage. Encourage building of small flats, bungalows etc so older people can move. A carrot rather than a stick is needed.
- We all feel we deserve the very best in life, some people lead a very good life and contribute, others run into a downward spiral sometimes through no fault of their own. Others need help in many forms, sometimes we all have to take a step back and think at this moment I am ok but what of the future. We can again comment, but life is for the individual and their personal needs.
- Reduce postage costs by responding online only, no more postal letters or at least reduce it so people have to enquire online and provide an email address for a response. Work from home rather than having the running costs of a building, or centralise more offices to cut down on running costs.
- I think that if some of the "sense of service ownership" was passed over to the community (with support of council where needed), it would create a more cohesive community with more people volunteering to provide essential services. Perhaps there could be some kind of reward scheme for volunteers.

- scrutinise what our councillors are actually doing - do we need that many? Cutting jobs is only going to help short term as long term the problem would be worse as it would have a knock on effect on other services putting more strain on the economy. Working as a business and exchanging information more freely and efficiently, get rid of the dead wood and keep those who want to work on and those who have transferrable skills. Are management actually qualified to be managers and if not why not? What do they actually do to get paid the wage they get - is it value for money. Ask upper management to take a pay cut to help keep jobs. Stop unnecessary spending such as Tour de France next year - how much will that drain our financial resources in the long term. Introduce more home working where possible - shut the small offices, utilise building space more to share costs. The cuts should not be made at ground level but from the top that's where the biggest savings could be made. Without the workforce who would carry out the general day to day tasks that keep the Council afloat - get the community spirit back not isolate those who haven't got people around, the elderly, sick, homeless - get people who commit petty crimes to help with this - let them see what real life is like. Get tough but be fair - respect hard working people and stop pandering to those who play the system that's what's costing Kirklees and every other local government in the country. I'm sure I'm not alone in my thoughts it's just a shame - that nothing will change in the future and we will still be asking these questions next year and every year after until things really do change when the voice of the people is finally heard.
- Our district had many thousands of people who have huge goodwill towards their fellow man, who are eminently capable of helping others increase the quality of their lives, so helping build the community. I am a part of a huge local Church which already supports many vulnerable people in Huddersfield, helps care for the youngest end of our family at a reasonable cost which contributes to our society. This is helping equip people from babyhood onwards to be productive members of society. We also supply a good support for the vulnerable aged and infirm as we host many outsiders in our community to encourage interactive lives, good fellowship and good neighbour policy as possible. In between our children within the Church and influenced by our many outreaches are being raised as productive members of Kirklees who'll pull their weight generally in society, be high achievers and assets wherever they train and work. Our adults are encouraged in taking responsibility, leading excellent lives, investing in the community specifically and generally, and so aiding the community in general. Our employed members set examples of good discipline, the highest goals, that of pleasing God, which aids the parts of the community in which they work. We have the human resources in Kirklees to do the work which God has for us to do. HE has given His Church ALL we need for Life and for Godlikeness in this life as well as the next.
- more support should be provided out in the community to enable local people to become more involved and take responsibility for things that happen in their areas. It will not happen unless the council is proactive in reaching out to residents in a different way and providing a framework for people to take a more active role.
- Do things which are required by law not things that you think are nice to do. Spend less on immigrants and ethnic minorities, stop translating documents into a myriad of languages.
- Absolutely hate the idea of more of the council's services falling into private hands. Once a business is private profits come first not people. I would prefer to see services remain either in the public or voluntary sector because of this.
- I think it is important to listen to the workers (and previous Consultants to the Council?) and take note of previous recommendations. As long as there are so many managers to manage so few staff, the Council will never be run with the public's best interest in mind. There are too many reviews constantly going on and never getting anywhere. Reviews start and never end. No one ever benefits - lots of money is spent - and lots of heartache experienced - and still we keep all the managers. All that ever happens is that managers get moved about and take charge of newly invented projects "jobs for the boys". Does anyone actually realise or care how many managers deal with so few staff i.e. 1 manager per 2/3 staff. It does not matter what anyone thinks and suggests, until the majority of the present managers are removed from post, and salaries saved, nothing will change. The managers today are that busy thinking of ways to save their own jobs, they are quite happy to sacrifice the real workers.
- Some of the questions above should already be in place if the business model is correct and efficient e.g. local business should have best prices as delivery costs should be lower. Stopping/reducing acute services will transfer expenditure out of the Council budget and into another part of the public purse

e.g. removal of Young People Service may lead to increase costs in Policing and Probationary Services but these are not paid for by the Council.

- trouble is that online contact tends to disenfranchise old people. I am volunteering already.
- In connection with the question above, I already do voluntary things that maybe the Council could support more than it does. 2. The Council must avoid knee-jerk reactions like 'close the libraries & the sports centres'. 3. Savings made through being more efficient must not be made by cutting staff across the Board. Some services are already running with inadequate professional staff and the Council then fails to capitalise on potential advantages.
- reduce wasteful street lighting especially during the middle of the night (if people won't accept complete shut down then switch off every other light, or dim) get tough on scroungers and those who play the system - limit benefits to those in genuine need, and get those in receipt of handouts to do work useful to the community in return look at absence rates among council staff - are they in line with the private sector? look at pension arrangements - are they in line with the private sector?
- Council should only provide essential services that all benefit from, more jobs which pay more than the average wage should be the council's only long term aim, this would then provide more money for the schools and libraries health and roads (the only services that I willingly pay the council for)
- I AM FOREVER REPORTING POT HOLES. THEY GET MENDED, BUT ARE SO BADLY DONE THAT THEY NEED RE-DOING WITHIN 6 MONTHS. MAKE SURE THAT THEY ARE DONE CORRECTLY SO SAVING MONEY BY NOT HAVING TO REPEAT THE JOBS. THESE JOBS NEED TO BE PASSED BEFORE PAYMENT IS MADE.

Less 'time to talk' more proactive action

- Too much money appears to be allocated to people who "play the system". The council should identify these people and give closer scrutiny to such individuals and make it much harder to meet unwarranted claims of "hardship"
- I'd agree that i could contact the council online etc. but wouldn't want this to be the only option as it would be prohibitive to others
- abolish the single person living allowance in the council tax scheme .Its well known its is been abused with people cohabitating together.do away with home improvement grants .people are getting them for jobs that are nt nessisary
- Make more use of the unemployed/unemployable
- Why are there so many Councillors?, surely this could be reduced down, Why are they issued with parking pemits when staff on lower wagers have to pay for parking in town centres. Shouldn't all council departments be housed in Council owned buildings instead of paying rent to private companies E.G Empire house in Dewsbury. Why are buildings open until late at night when there is only one meeting in? surely this cost more in electric, heating and staffing than they receive in room hire chargers, E.G Town Halls. Would it not be a good idea to see if staff would take a small reduction in hours from a 37 hour week to a 34 hour week.
- Being a student myself, I am aware of how beneficial voluntary work is towards university and job applications. In places that the council would like to make cutbacks, they could promote voluntary work which I am sure would be readily taken up by students. This will in turn help reduce costs for services such as care for the elderly and children etc.
- cutbacks could be made by not paying councilors, but allowing them to pay for the privilege of representing us
- Community service to earn job seekers allowance!
- Please protect parks and free access to them. Also plantings in towns - important for 'feel good' factor within communities.
- I think the fact that Councillor Mahab (I think) earns more than the Prime Minister is a nonsense and morally wrong, when councils make cut-backs it never seems to effect the big boys, you need to be seen to be making sacrifices too
- My responses regarding volunteering reflect the fact that I currently volunteer a number of hours a week as well as working full time but this is my choice and don't think services should be dependant on volunteers. It also needs to be considered that using volunteers requires a lot of management and training so this would need to be provided on an on-going basis.
- Universal provision is more important than politically motivated allocation to so called deprived areas
- think about integrating services so more things can be found in one place and staff become trained in multiple areas of extpertise ask staff how the council could save money

- I say I would not be willing to volunteer to help run a local service or actively be involved in the community because I already work full time and have 2 young children under 5 and a mortgage and therefore I have no free time. However, once my children are older and more independent I would help out. employing one team that would go around the council services looking at the front line and back office processes to see where efficiency savings, and better ways of working would benefit the services would be good. A lot of admin work and paper work is done because it has always been done that way. The Council's channel Strategy should be at the heart of every process
- There needs to be a longer-term strategy so that savings made in the current period do not lead to a build-up of problems which will eventually need to be addressed but ultimately at greater cost.
- Please cut adult social care subsidies, why are people charged a maximum of £140 per week for short residential stays even if they have thousands of pounds in the bank. Please get rid of this subsidy (ie. charge to council tax payers). Please also remove subsidies for Carephones and other assistive technology. A financial assessment is completed for the people who use these services so subsidies aren't needed or affordable. Please also stop paying the wages of Unison employees - this should be paid for by union members, not council tax payers, the very people that Unison employees are usually fighting against! Why should we be paying them to encourage council employees to go on strike, or to keep bad council employees.
- Reduce the staffing bill by introducing performance related pay, and opening all roles to the free market.
- some of your questions are short on detail and difficult to answer
- My wife and I are already very involved locally in a number of ways, particularly my wife, as I have arthritis, but I support her in her local voluntary work. Would it not be possible to introduce a local, perhaps voluntary, tax, in addition to council tax, i.e. Caring for the Community tax, collectable with the council tax? I know some people would be willing to pay this, as well as some who definitely wouldn't!
- Children's Centres - in my experience, courses such as cooking/baby massage courses etc have been accessed by middle-class, affluent mummies in the main, who could afford to pay a contribution to the course, whereas the sectors of society that I thought Children's Centres had been set up to support don't access them as much, but I wouldn't expect those with a smaller budget to pay for a course. Also, the services provided by different Children's Centres varies wildly - the Rawthorpe one is fantastic and provides a wide range of services for the community, whereas the Grange Moor one has very limited services and has not advertised its services well in the past leading to a poor take-up rate and cancellation of courses. Would Children's Centres as a whole be best served by being centrally run to negotiate better rates etc? Maintenance of databases would be better - postage is wasted on double mailings from eg Children's Centres. More electronic posting for services on eg Facebook, Twitter could also reduce costs.
- If all the people on Job Seekers Allowance or any other benefits (as well as those who are on a disability benefit) are made to VOLUNTEER part time (I don't know why they can't work full time??), - all our Libraries would be manned; do litter picking (we would then have the cleanest streets in the country); empty bins; clean toilets; become cleaners in all schools; and public buildings etc. The people on benefits would be EARNING their money; and you could save millions of pounds by reducing staff. If people claim benefit money - they should work. No work - no eat. Tough Love. It would do them a world of good getting out and about. I know a man aged 40 who has been on benefits 14 years. He says he is ill, yet can lift heavy old flags in his garden; and lift heavy hedge trimming equipment to do people's hedges. He is as fit as a fiddle. He says its 'mental' health? I haven't seen it. Make them work for their money. You wouldn't have to make cutbacks elsewhere.
- The council should stop trying to provide services - like sports centers and halls - which it obviously cannot manage from personal experience, and leave that to the market place to organize. In addition, it should give its commercial property people some basic training in how to deal with large companies when they ask to rent or lease properties, or expand existing ones. They fouled up completely with Marks and Spencers not long ago, and killed the Kirkgate Mall development by making silly decisions based on politics rather than good commercial judgement.
- People are resentful of paying more for a poorer service and being told that is due to "cutbacks" - it is about using the budget in the most effective way on the people and resources that can make the most difference (not spending it on time-consuming admin and/or high salaries for managers who oversee rather than do). Outsourcing local services to private businesses is a danger because their

motivation is profit; involving the community of Kirklees is important because people are motivated to do, or contribute to, things that will actually make a difference for them and their families.

- adopt a right first time approach, as an example some steps locally were repaired as broken which was good. However a cheap and bodge job was done as the repair lasted 2 weeks then some weeks later the job has finally been done properly with new steps. This must have cost money for the first ineffective visit.
- I am totally against any notion that volunteers can RUN previously professional run services. We have professionals who are the experts in their field and so they must remain. Volunteers can however provide valuable additional support and ensure greater community engagement with such services. This is particularly the case for Public Libraries which must always be professional managed and 'run'
- I don't see why there needs to be democratic elected member oversight of services such as bin collection, pot hole repair and highways, as these are essentially managing widgets. Think about where democratic oversight by the council is most urgent: most other things could be run by the private or voluntary sector.
- My problem with the above questions relates to the terminology. Who is 'vulnerable' and where are 'specific' locations. I see some Authorities pumping vast amounts of money into some areas whilst other areas in the same authority certainly do not feel good. I may be struggling yet still paying my way and feel resentful that others for what ever reason seem to be supported by an Authority for and easier life.
- we already pay a large amount in council tax so to pay more for services is not an option, some people especially elderly don't have access to computers so need to be able to speak face to face with someone ,I do believe that more people should be willing to help in community but not at the cost of other residents safety
- cuts to council expenses, many in the private sector have to buy their own tools/equipment, and pay there own way to get to their place of employment, councillors should be no different
- the days when everything is provided free of charge has gone and I think both central government and local council is not really making it clear that in future it will be very much a case that you will get assistance but some things you will need to do yourself Times are hard, and now is the time for everybody to give something back - it is very much the case that some won't be able to give as much as others but it is very sad that good neighbours and looking out for those who are so not fortunate has disappeared. We have so many voluntary groups and organisations doing brilliant work but they need financial support too - volunteers are all very well but you need some form of "management" to ensure the work of volunteers is working at the best possible level Health & Safety and Data Protection are the 2 worst things that ever has happened to this country - it has managed to sweep aside good old common sense!
- Passing any service over to the private sector will eventually cost more. The majority of the private sector are in the game to make money, not alway to help others.
- Blindly accepting that cuts must be made and expecting local people to take up the slack will only encourage central government to cut local government more. They must be loudly challenged.
- rigorous charging for littering, dog fouling untidy gardens, pribvate owners of unrtidy land charged for clean up. seeking to have less waste collected and more empowerment of recycling.
- I already work over my capacity within the council and volunteer over my capacity in my "spare" time. This is the same for anyone who truly cares. The way things are moving is an ill conceived plan by the government and the council are doing the best they can. We must be squeaky clean and show off what we do. We are "the whipping boy" of the increasingly feeling hard-done-by-public. The public face of the council must be FANTASTIC, KIND and CARING against all the odds whatever the cuts.
- short term gain causing long term expence is bad economics. Whether it be roads or child services, money should be spent on prevention of later cost rather than saving now and increased costs later particularly as it will be some time before there is money to 'catch up'. Many third sector organisations should be supported because they do work as well as anyone and the council gets very good returns on their investment. Again the money invested with the voluntary sector, used to prevent future problems, should be the aim. 20 years since the LA budget was much less than even the present cut budget. What was thought necessary then?
- Answers provided depends on what services you are asking us to pay or pay more for. They also depend on what services you are referring to. i.e. Services for older people need should not have to be paid for.

- I strongly feel the highways need to be maintained. Kirklees roads are already notorious as being in poor condition, to reduce this would be dangerous to motorists and pedestrians. Surely the council would be laying itself open to claims arising from potholes and the like. I also strongly disagree with charging for residential parking permits. It is not the fault of those who live near a hospital, or sports stadiums, that thousands of people wish to visit - and purely because parking is not adequate at these facilities, visitors have no choice but to park on neighbouring streets. The same applies to tourist areas, such as Holmfirth, where the road infrastructure is not sufficient for the modern motorist lifestyle. It is not residents' fault that roads are so narrow that there is precious little parking. For myself, as a single person with no dependents, all I get out of my council tax is bins emptied, roads maintained, and a parking permit. If these are charged for or reduced, then I would be disgusted at having to pay almost £1000 a year for very little. I agree with the closure of public toilets, and less expenditure on events like Festival of Light. I also think Christmas decorations/lighting and hanging baskets/plant displays are all 'unessential' costs that could easily be removed. Libraries in only central 'hub' locations should remain, having them in neighbouring villages (thinking of Kirkburton/Shelley/Skelmanthorpe/Denby Dale area as an example) is an expense that could be reduced. And very small schools in parts of the authority could be amalgamated or at the very least federated to reduce duplicated costs.
- You could also save a lot of money by integrating multiple heads of department roles in to fewer jobs, meaning instead of having a department head for each department. they would cover 2,3 or even 4 departments thus saving money. Also integrating services with Calderdale council so that there would be less departments both here and in calderdale as you would have cross boundary responsibilities. Look at private business for best practise and learn from them how to work more efficiently.
- Stop spending ridiculous amounts of money on desk dividers, new systems and office moves! If it isn't broke don't fix it!
- Privatised all services and liquidate KMBC.
- See above. If the Council was responsible for something like developing the smart phone from scratch, we'd still be sending telegrams. Get some commercial expertise into the Council that won't be drowned out by the petty jobs for life eg how about opening museums and places of interest on public holidays to generate some income??!!
- Really agree that available money should be channelled to greatest need and helping local businesses to grow thus providing more jobs
- Co locate services. Use libraries. In libraries there could be a voluntary annual charge- small- for all who wish to pay. Say £5/£10 a year for a gold library card!!! May have some benefits? An on line events calendar, simple to add events too, and compulsory for all council services to add public events to this. A useful tool to stop clashes and replication. A similar one for all voluntary sector events. We do have this with events on line but need to make it simpler and more easily viewable.
- More clarity about the reasons why changes are being made
- The question above is not well written. Someone who is heavily involved in their local community might answer they are not willing to become more involved
- I'm already heavily involved with a local charity and am not prepared to increase the load.
- No more free property maintenance for private houses eg railings, sand blasting. Neighbourhoods with high litter levels to be informed of the legal aspects and no more litter picking provided free in those neighbourhoods. Owners of trees overhanging pavements to be billed for removal of leaves. Schools to make use of libraries. More resources for council debtor collection, court action. A "warm Zone" type scheme for commercial properties/businesses.
- Being able to volunteer and being active in the community depends on people's time. Many people work full time, spend a couple of hours each day travelling to and from work and have families to look after so they don't have any free time.
- To fully utilise the school buildings. To be available more readily for use by community groups, private sector use (keep fit type events for example) . These are large buildings doing nothing for at least 13 weeks of the year! Access to all should be less bureaucratic.... Any decisions should be fair for all. EG there are girls with babies just so they can have a house, benefits etc. when they could be looked after and paid for by their parents who can afford to do so ! There are people on work related benefits who work below 16 hours to claim... yet they are offered more work and won't take it ! We know this from first hand and there must be 1,000's more of the same mind! The Council and Tax payers cannot afford to keep them

- Very expensive day services are provided for people with learning disabilities. These could probably be provided cheaper and better by the Third Sector but not if they had to take the existing staff under TUPE rules. We need to look at doing this completely differently. Too many social workers are engaged in Safeguarding over very trivial issues and consequently major things get missed and other essential work such as assessments are very delayed. Direct payments are still not being encouraged by many KMC staff.
- I strongly advise the council that in making any cuts, it must be made clear to the local population that it is the national Government which has made the decision to cut back local authority spending and that this is the reason for there being less money available.
- I already volunteer and help out locally, but I'm not willing to do more, or for this to be directed by the Council. There is too much strategy, politicking, meetings about meetings etc. Don't promote 'jobs' if this means giving more money to privately owned profit making orgs, and don't trust them with services for vulnerable people - they will be ripped off, and so will tax payers.
- there are many ways the council can save money or make more money from the assets it holds. Eg looking at buildings and land that are surplus to requirement and renting or selling the asset to raise income or capital. This can be looked at with a more positive attitude of can do rather than can't do. Also the issue of sick leave needs addressing with levels far higher than those in the private sector. Tackling this issue would release more staff to provide services. Benefits need addressing with final salary schemes, sickness pay etc bringing in to line with the vast majority of the private sector
- STOP PAING COUNCILLORS AND EXPENSES LESS COUNCILLORS LESS MEETINGS NEEDED COSTS LESS
- You could do all of the above with a regular income, and a strong public sector, not necessarily in competition with the private sector, but more accommodating a counter balance could easily provide this. Even through an initial high cost.
- Take a 'Tour de Yorkshire' approach to supporting local events - allow greater freedom without having to generate paperwork - for example, the licensing team could be left to focus on other issues by placing taxi license renewals online, removing the need for licenses to trade on the streets in the smaller towns and villages around Huddersfield.
- People claiming benefits and who depend on reduced payments for services. Most of these are able to pay for themselves but can "work the system" too easily. Girls getting pregnant on purpose for the gain of a home - when sometimes their family can support them quite adequately. Some people only working below 16 hours on purpose to claim benefits - when they can work more hours. This is unfair on the rest of us....
- Beware of increasing so-called accessibility by means of eg Twitter as this would probably waste more resources than it would save, and I think the Council should (while increasing accessibility as far as reasonably poss) should retain a degree of dignity, authority and gravitas as appropriate. It would seem that many of the cuts/changes are likely to disadvantage the elderly/vulnerable, especially those who live alone. Loneliness & social isolation among these groups is increasing, and ways of increasing accessibilty for the younger (eg text, email, facebook, Twitter) can more excluding and decrease accessiblity to elderly/vulnerable. Difficulties for the latter in accessing services/info/advice via Contact Centre. Being able to access the relevant section/service easily and speak either face to face or at least over the phone to someone who can give time to listen actively and discuss in a human way (not as in Contact Centre where calls tim ed) should somehow be budgeted in as it is so important for society.
- Long term unemployed be asked to help maintain public areas or contribute in some other way , which they could choose, to society.
- abolish the role of leader of the council scrap councillors expenses
- It is difficult to see how our ageing population could be expected to get involved. It is definitely the thing to do with younger people who cannot get employment at the moment, it would give them a greater understanding of how their town operates and may in the long run help them gain employment.
- Use those on Community Service to clean streets of litter and chewing gum. Get rid of those employed to walk round town looking for people dropping litter. Reduce the number of Councillors in each ward.
- Whilst I agree that spending should be concentrated in areas of greatest need measuring that need on a Ward basis is often too crude a measure and fails to identify pockets of deprivation in what on a ward basis appear to be affluent areas. for example Slaithwaite and Marsde are often thought to be

affluent wards are compared to say Dewsbury or Batley but within them are areas of deprivation and disadvantage that would match anything found elsewhere in Kirklees

- While it is important to support the most vulnerable, I know from experience that it is possible to pour resources into some of these people with minimal actual change (or even minimal prevention of deterioration); the effectiveness of interventions and support needs to be measured. Suggest that big cut-backs could be made on heating of public buildings, which are usually at least 5 degrees too warm - let the staff put on cardigans and jackets, brains work better when not too hot. Ditto in schools. 21 degrees Centigrade is quite warm enough.
- there is a huge need to standardise the boundaries of the organisations in the local area eg it is Kirklees Council but Mid Yorks NHS and countless other NHS this and that trust - why can't it just be NHS Kirklees, NHS Leeds. Also, Metro should be merged with the South Yorks equivalent and include Hull, York etc. Kirklees needs to remember a significant proportion of residents are always going to commute to Leeds, Manc, Sheffield, London etc and needs to make itself an attractive place to be based even if you don't actually work in the area. Planning permission for major development proposals whether regeneration, housing, industry or whatever needs to be the quickest and friendliest in the country - that is the way to attract more inward investment
- I think that the most needy should be supported in basic living requirements but ought not to expect the council to fulfil a wish list that can be met by doing more for themselves. I also think that council help should be given in kind and not handouts that can be used or traded for unnecessary luxuries.
- Already work for a charity (full time) so limited time/energy for more, but after retirement will do. Council needs to show more trust when working with voluntary sector - be less risk-averse, less focused on control-freakery (which you do in the name of quality control, safety etc), less bureaucratic and, dare we say, less arrogant in your certainty that you know best. Actually, Kirklees is pretty good, but needs to get real about employee pensions, conditions etc (we know the unions make it tricky!).
- Lobbying central government on council funding, use of national budgets eg Trident v education, health, social care, tax collection from corporations and other wealthy tax avoiders.
- go back to government and ask for some money from the arms budget!!!!!! we would not be in this situation if the governments had spent so much money on war..instead of peace.... government should stop selling arms to other countries...councils are just lying back and allowing the government to waste money whereas communities are asked to have less services.
- The Street Lighting Switch off needs to go ahead as it is only at night time but would save a lot. Parking should be free in town centres on weekends to encourage more people to come to the town instead of shopping centres where parking is free. More needs to be done to reduce waste especially with jobs which are not really needed. Certain public service buildings should be together for example the library and town hall in Batley can be together in one building.
- Due to recession I have to work longer for the same money so less time for anything.
- Sorry but my time is valuable as I now have to work weekends!
- It could be useful to look at some recent long term studies on educational achievement since this is a huge area of expenditure. Several high profile academic studies done by Leeds Universities have found contrary to current accepted wisdom that there is very little correlation between education attainment (in terms of results) and progress of and kinds of expenditure above a basic level i.e. more cash isn't 'better'.
- This private and/or volunteer panacea touted by the nch Tories and their Lib/Dem poodles never ceases to both amaze and annoy me - decent guaranteed services should be provided by council + governments out of disemployment where the rich pay the most and the poor pay the least.. Many of today's politicians have never had to starve in their lives and I refuse to listen to those privileged Tory minnows who use so called legal loopholes to avoid paying income tax.
- More community working with each other to keep estate tidy and clean to live in. Find money to repair security lighting in estate. Cut grass frequent, weeding, having windows cleaned.
- Pay enough in Council tax - why should I volunteer more of my time when I have to work 3 jobs already plus am a carer.
- As regards question 9 the "BIG" society existed before politicians jumped on board. We volunteers are already fully committed and not able to take on more.
- Consider the amount of Cllrs. in each ward in Kirklees, are those amounts of Cllrs. in each ward now justified?

- We spend too much time on assessment and investigation - is this worth it for the few cases of fraud that might be perpetrated. Many people are able to judge things they need for themselves such as what homecare they desperately need and what they don't and if a personal budget was allocated for this they could prioritise what the money was spent on.
- These questions are insufficiently specific. What services? How do you expect us to vote on something we don't know anything about. I would be prepared to receive my Council rates bill on line if that would save money.
- These questions are insufficiently specific. What services? How do you expect us to vote on something we don't know anything about. I would be prepared to receive my Council rates bill on line if that would save money.
- Not sure if this is relevant but I live near Ravensknowle park and walk through it daily and notice whilst it has two crown green bowling greens only one is used regularly in fact I have only seen someone on the green nearest the museum on one occasion this year whilst last year it was three occasions. However, I regularly see someone working on it keeping it in good condition, is this cost effective? My suggestion is that that area could be used, as encompassed by a secure fence, for people to let their dogs run loose and then they are the only people effected by the loose dog problem leaving less of a problem in the rest of the park. If set up correctly all that would be required is the occasional cutting of the grass and a rule that the gate should be kept shut at all times.
- Again far too simplistic to be meaningful.
- Turn electricity off in council buildings. Dont give councillors top branded and most expensive ipads, perhaps a standard tablet would be sufficient. Don't employ so many people in customer service centres as they just stand around pointing people to use the phone which we could do from home.
- Kirklees are in my opinion trying to get more and more done by volunteers to save them money, volunteers already do enough without any pay maybe the Council leader and Councillors should go back to it being a voluntary position as to being one of the more things or committees I go on the more money I can claim for being on these things, I also think that some areas in Kirklees have more money spent on them than others like Birkby for instance has had lots of resurfacing of roads, paths, speed humps etc not many other areas go the same and as an ex Birby resident a lot of this work was not needed.
- I appreciate seeing street cleaners and the result of their efforts but is it necessary for them to work on Sundays! with the additional cost involved.
- One could possibly cut back on such things as the Festival of Light if it is not profitable. The same applies to the special markets which seem to be a frequent occurence in the Square. How much water is wated in the Square?
- De-centralise Kirklees Council and bring back local ones.
- Councillors reduced to 2 for each ward. Kirklees split up to form local boroughs as before with their own budget plans.
- Fly tipping stopped. Contact big businesses e.g. TESCO to clean up and make safe their land (especially in Cleckheaton). It is beginning to look like Beirut or nomans land - we pay our rates too - don't forget neighbourhoods.
- I feel that existing library buildings should be kept open as a key and valuable community resource in themselves, but could also act as core meeting places to help to co-ordinate and expand the voluntary and community sector - perhaps being the base point for voluntary co-ordinators. Could not library buildings be used for local groups to meet (perhaps including a fee?).
- The Council need to work smarter and more efficient and get rid of the dead wood (workers!) who are edangering sinking it. I think the local co-allition Councillor/MP of Conservative & Lib Dem's need to be held accountable in public domain and give answers to these financial cuts in the same way the questins are laid out above. I also think more transparent and clearer informatin should be given in terms of 'golden handshake agreements' Expense claims +
- Council departments and services should become more business orientated employing more private sector individuals who have the skills to implement and manage positive change. Services not able to demonstrate positive outcomes should be critically assessed and adjusted accordingly with a forward thinking, long term attitude which meet the needs of local residents. Council staff should be effectively supported and encouraged to embrace the changes as opposed to feeling threatened by them.

- again, give Surestart to the people the community, so it is better used by all the community. The questions you pose above don't really explain how you will support the vulnerable or how you will work with children, so it is hard to answer a question without more information.
- Please take into account and do not underestimate the value and importance of investment in the long term future...for example preventative work with vulnerable people can actually save money in the long term. Think long and hard about investing in young people's futures and don't be afraid to be radical and creative when thinking about different ways to approach the challenging times ahead. The Council won't be able to do everything itself, but it can lead the way forward to bring about a win-win approach, for example, the Food and Drink festival enables local businesses to thrive AND you bring people together at the same time. Invest wisely in infrastructure and think about the longer term gains, not short term 'crowd pleasers'
- In the current climate, work to support the most vulnerable has to be the priority rather than the provision of services which enhance people's lives rather than being essential. Personally I would be happy to pay more Council tax when the Government veto on this ends.
- This may only be a small saving, but I keep noticing that the local memorial gardens in Cleckheaton are having plants dug up and new ones put in, so I assume this happens elsewhere as well. Why not make the gardens less formal, and lower maintenance with more plants that can be left in rather than replaced each season? Also, unless they make money in some way for the council, then surely things like the Festival of Light and other large scale events are not a priority to spend money on at the expense of people with learning difficulties, physical disabilities, age and frailty etc.
- Quality of life in specific locations? Is the quality of life reduced by factors internal? If so get to root of problem.
- Some of the questions asked above are meaningless at best, and malicious at worst, without a proper context. I have indicated that I think the Council should prioritise vulnerable people and I wonder why it is participating in the Government's Stronger Families initiative (however it is badged locally). This programme is directly reducing the income levels of the most needy in a punitive manner yet the council persists in supporting this action. Blaming the poor for their poverty is as despicable now as it was in Victorian times, even if it appears less crude.
- IMMEDIATELY you massively cut the ridiculous unjustifiable salaries of directors and assistant directors. You then look at ALL salaries paid and ALL pension contributions that are funded by the poor local taxpayer. To do this you establish a panel of self employed people and directors of SME's to quantify, more importantly JUSTIFY why lots of people are paid unbelievable and ridiculous salaries. This panel would interview everyone earning over 30k and report back with their ideas and suggestions regarding these 'posts'.
- I am full time worker, and parent to young children and therefore do not have capacity to volunteer or run activities for free. When my children become older and I have spare time, I may consider helping out
- I think people would be more open to an online contact if they knew they'd get a decent considered response quickly rather than being ignored for weeks on end
- Stop all translation services, English is the language of this Country. Stop wasting money on Kirklees propaganda. eg the newsletter. Spend less on immigrants.
- I suppose my main concern as a resident that travels a great deal within the area and uses the outdoor facilities available, is to avoid any further reduction in those services that affect the 'feel good' factor of Kirklees as an area. Specifically, the cleanliness of the area - street cleaning is absolutely essential. Should this be reduced, residents lose confidence and respect for their area this then results in a 'couldn't care less' community with all the social problems that creates. Also, in the same vein, open spaces are equally as important to the feel good factor. Simple things like weed control, overgrown trees, grass cutting, etc, are of immense importance to the appearance of the area and crucially to the pride we as residents, have for our town. People living in a clean and cared for environment tend to have a great deal of respect and pride for it and act in a way to protect it. It also helps to encourage more people to become involved in their local communities - one of the strategies proposed.
- Withdraw entirely from all sports centres, keep fit activities, football grounds, etc. Those activities belong in the private sector.
- Could cutbacks be made in staffing levels? do we need so many men watching us struggle to unload our cars at the tip?

- Partner with neighbouring authorities on things like recycling, roads maintenance, securing private sector services etc
- The council should KNOW how to spend the money wisely without asking. Managers are well paid to do this and it seems to me that this is a cowardly, chinless wonder way of making decisions. The council are avoiding responsibility by asking Joe Public vague leading questions with a limited choice of answers
- Very difficult question without a lot more information. Generalization is not the best way without in depth look at all the options involved.
- Sorry, already made all my comments in the previous box.
- Try as far as possible to avoid handing services over to the private sector, as they will end up costing more for a poorer service. Handing services over to community/charity groups is a possibility but should not be done in cases where this might end up being unsustainable (i.e. through poor financial support or dwindling volunteers) or would lead to perceived or real loss of equality (for example, asking the Salvation Army to provide a service when they have an obvious Christian and anti-LGBT agenda).
- Look at not always reducing or cutting services but ways to improve the service that is already being delivered or given by increased efficiency, savings on running costs equipment etc. Sometimes there is a lot of waste both in time and resources which all cost money. I am sure these are things that are already being looked at or have been looked at in the past but it may need fresh eyes (within the council not external consultants that would cost more money).
- I would support providing funding and support to specific areas and groups of need providing this is done to move these out of that bracket. I think there should be a positive result for the support they are given with an aim to improving themselves and their situation. Not given an easy life.
- Voluntary work can be cost effective but does not always come free. It needs to be well organised, safe, legal and supervised and this may mean an investment in paid staff at least initially. If money is invested then it should be clear that there should be "added value" in that you get more than you pay for.
- In whatever area of Council work; be it planning, requests, suggestions, the most important thing is for Councillors to LISTEN to those who have voted in the local elections. So many issues over the last year have been taken at Council level with no regard to how it will affect "local" people - why, for example, do councillors from the Heavy Woolen side of Kirklees have a say on planning applications in The Valleys. Crazy decisions that have been made will make no difference to their communities, but make a heck of a difference to those who live at the other side of Kirklees.
- Interpreter service is costly. People who choose to live in England should learn English or bring a family member to interpret. Please don't shut anymore libraries. People depend on them more than the council seems to think!
- More resources should be utilised in the local community such as schools and sports centres to provide services for young people, families and older people after hours ie evenings and weekends
- Due to recent Council departmental changes and reviews there are now more staff in generic teams, for example marketing & communication, web development and IT. These departments should be reviewed to ensure there is right level of staffing as there may be less work. savings could be made in these departments.
- There are definitely some services provided by the Council which could be charged for, (or subsidised less,) such as use of tip/recycling facilities - charging for this would increase revenue in the short term, and longer-term, customer pressure would force retailers to more carefully consider the packaging they use. For the most part, I disagree with removing services to the Private Sector - the fact that the Council provides services such as refuse collection, parks & gardens maintenance, building repairs, pest control, training courses, etc., means it is able to provide these services internally and to more vulnerable and deserving customers, at reduced cost - I think more effort should be made to 'sell' these services to people who would pay. One idea might be to utilise existing resources and staff to develop internal Health & Safety, First Aid and Driver Training Services, which could become almost self-financing, since they could also be sold externally. If I were a local small business owner, with a responsibility to train my employees in first-aid, Health & Safety, etc., and I could get that training, probably at a very reasonable price, from the Local Authority - who, under most of the relevant legislation is charged, along with government, with providing examples of best practice in implementation of these regulations - I would probably do that, rather than 'go private.'

- above all save money by reducing payments to councillors AND senior employees
- All people are equal. so stop patronising ethnic communities, and gay/lesbian/TV etc. citizens. Stop providing interpreters, people will never learn to stand on their own, if mollycoddled. Like the next section, why do you want to know my sexual orientation, and whether I'm black white, or brown?
- Contacting on line is not possible for many especially older people. This draw back could be assisted by volunteers helping those who cannot go on line.
- The Council need to engage more pro-actively with the voluntary sector to support and develop local initiatives by giving or offering support and a small fund, local communities can put forward improvements to their local areas i.e. developing green spaces for children, residents to enjoy. Some areas have seen no investment in outdoor amenities as they are deemed affluent. Our children need to be stimulated and encouraged to lead healthy active lives or they cause anti social behaviour and become involved in activities which are not beneficial or positive to families or communities. Give communities a voice in deciding the best ways to improve and invest in their local areas - Councillors often put their own interest before the communities they represent.
- Are you already: - e-mailing people rather than sending letters? - cleaning desks of employees less (they clean more themselves)? - done at our work! Change residents who persistently mess up green bins or litter, Create more energy - efficient schools - often v hot in schools! Use solar power or wind power on council buildings (inc schools). Using energy - efficient light everywhere inc street lamps and making some street lamps dimmer e.g. residential streets.
- Reduce expenses of Councillors. If the public are willing to do voluntary work, perhaps council members could reduce their expenses!!!
- Council spends money sending out info - costly and probably not read by majority of people. Whilst I do agree with Council supporting/helping people in need they also need to encourage these people to help themselves - so easy to let others do the work!! Use people on community service to sweep roads; clear snow; work in parks etc - giving something back into the Community as well as saving money.
- Spen Valley Civic Society wishes to register its opposition to the proposal to remove budgets from the Area Committees. To do so signals the council is not prepared to help community groups to serve their own communities. SVCS has received several small grants from the Area Committee (including just last week). These grants enable us to carry out work worth several times the "contracted" value via the free time and effort and some additional funding we are able to provide. Our work helps with environmental improvement and with making the area more attractive, for both residents business and visitors, thereby helping generate economic activity.
- Over the years I have been involved in Voluntary groups but became very disillusioned 18 months/2 years ago when we got little support - grant cuts etc. so I packed in.
- Volunteer groups should be run by paid people 'in charge' to prevent petty squabbles.
- Spending some money on Adults between 18 - 50 who have a physical disability to enable them to socialise and to help in community. Support adults with physical disability to have a voice in local community. Provide easy read leaflets on Council.
- The major cutbacks should be in Education expenditure given that a £20 million cut in a £264 million budget is easier to absorb than a £20 million cut in, say, the £23 million health and wellbeing budget. Close down the Economic Development service. No one has noticed the Government's closure of Business Links which had much bigger budgets. Hire off redundant but culturally significant buildings to a new charitable trust, the Kirklees Historic Building Trust, which could raise private monies.
- Very badly worded questionnaire Not enough information or detail No key discussion or statutory & non-statutory services. We are not willing for statutory services to be provided by private or voluntary means. Don't mention some savings - e.g. stop using consultants and don't make "away" trips.
- Cut Councillors allowances/pay? Leader of Heckmondwike Council used to do it for nothing!
- Chief Exec for Council should have pay halved and also Leader of Council should take a substantial pay cut.
- Are there any Kirklees owned buildings which may be eligible for selling, or renting to local businesses? Make sure that the revised LDF Core Strategy complies with the statutory 'duties'. The investment of money spent on the LDF that has not to be withdrawn is a huge waste in the present climate, and would have paid for some of the services. It's essential that the next LDF complies & Kirklees needs

some fresh planners who are not blindered by ideology. I approved the LDF plan, with amendments but didn't realise it was not complying with statutory 'duties'! Please get it right next time.

- The library service should never be taken away. It is a fantastic facility and one of the few pleasures that's actually 'free'. Stop paying "workers" who sit in their vans all day, reading papers and drinking tea. i.e. Building Svices.
- I'd help our (and have in the past) if activities were administered by a group such as a non-denominational church or volunteer groups. So, undesirable people - for instance - could be aided by volunteers if the organisation (tasks to person/asset management) was handled by such a group.
- Centre the people places to use and go don't shout them out just then about those people who don't have any where to go or have they need the here they real Support with these needs to people cut etc.
- Turn off street lights from midnight Abandon Kirklees Together and save the cost of producing it.
- A more 'vigourous' pursuit of the £16 million outstanding monies owed to the council. 2) Consider using 'retired' local people from ethnic communities as translators at a fraction of the cost. I also think the translation service should be contributory. 3) Use the Kirklees magazine as a 'revenue' stream (rather than a cost) by encouraging business advertising. 4) Invest in 'mobile' CCTV units in areas of dog fouling vandalism and anti social behaviour. Then issue fixed fines payable to the council. The 'units' would recover costs within 12 months.
- Not everyone is 'on line'!
- Spending needs to focus on services used by local people and in particular essential services such as refuse collection, highways maintenance and social care, maintenance of public buildings etc. Consultations such as this could be accessed via internet. The first question of any committee should be: 'What are you going to do other than sit?' When answered that should be achieved asap.
- As a 'small business' self employed sole trader, it appears that a great deal is spent on useless meetings and 'advice' - surely it is not the council's job to do this? Paying for silly events in hired rooms with patronising sweeties when libraries are being closed?
- Some services could be provided by those who are young fit and unemployed - no one should get money for doing nothing.
- Reduce costs of translation services for non-English speakers. Increase efforts to improve English language skills for people for whom English is not their first language.
- Health & Wellbeing could be better funded. Does everyone get one of these questionnaires? I found this at an Ashbrow Ward Committee meeting. I doubt I would have seen one otherwise. The questionnaires should be available to all residents.
- The Voluntary Care sector is fantastic and can offer lots of quality help to residents but we should not look primarily to residents themselves to provide this. Also it is important to focus on where the best returns on any spend/investment not always easy to measure but crucial in all decisions.

Freetext responses (emails and letters)

Dear Sir or Madam,

Thank-you for your invitation to provide feedback in respect of the draft budgets for 2014/5 and beyond. I have not yet completed the on-line survey but have looked at the document 'Revenue Budget Proposals'. I am somewhat disappointed with this document. I appreciate the desire to include the full proposals in a single document but, in my opinion, the outcome is a document which may be valuable to elected members and officers but is not readily accessible to residents. For example, where cuts are mentioned, the details of who will be affected are given but there is no column describing the details of the services lost.

Additionally, some of the assessment appears to be simplistic. For example, in the line proposing the closure of the Public Health Unit the assessment is that 'a communication plan will be implemented to ensure all service users have alternative access to health resources once the service closes'. That may be the case but, unless increased provision is made at these other resources, the quality of provision to clients will be reduced as the existing resources will have to serve more people. Outcomes, in my opinion, are not fully evaluated. Whilst there is a column of who will be affected, there is no column to assess the full impact of the reduction. For example 'A reduction in support arrangements to facilitate a single overview and scrutiny committee, replacing the 5 committees/panels currently in place' suggests a reduction in the democratic process as there

appears to be reduced scrutiny of Council decisions. However, the only impact is that Councillors will no longer sit on sub-committees.

Whilst I have not completed the on-line questionnaire, I have looked through the questions. I appreciate that you wish to assess each proposal but the 5-point scale for response does not permit a full response in that reasons for views and particular concerns (or suggestions) cannot be made. In particular, I am very concerned that, where in the column detailing any groups disproportionately affected by a proposal, the vulnerable, disabled and least wealthy residents are cited most frequently. I am of the opinion that the 'Equality Screening Tool' published on line does not help the general public appreciate the cumulative extent of these cuts on the those already at a disadvantage in society. I find it signally of interest that nowhere are the most privileged in Kirklees seen at being at disproportionate risk from any of the proposals.

I am rather surprised that Councillor Khan's introduction does not challenge, in any way, central government's imposition of reductions in funding to local councils nor does he signal support for such cuts. I would have expected the Council to take a strong view on that matter.

Finally, I am most disappointed that nowhere in this consultation, nor through the 'e-panel' has there been any consideration to the option available to the Council of seeking the electorate's view on the possibility of increasing the Council Tax above 1.9% through a referendum as permitted by Central Government.

Please note, I am sending a copy of this e-mail to my local councillors.

Hello

I am writing on behalf of a consultation we have had here at WomenCentre

It is with much sadness that we read yet gain even more cuts much more than originally mentioned! The future sure is uncertain

How ever it was with much fury , questions and enquiry that our dialogue took. It was heated, had much conflict and emotions and puzzlement! The main points are below:

- How come in such wealthy time – when government is spending HIGH in some areas that essential service to the most vulnerable people in society are being affected the most?
- Why is KMC not protesting and saying NO we cant 'manage' these cuts' , they are inhumane
- When do we all stop saying, we are only doing are jobs, when we know that this perpetuates massive inequality gaps, even more- alswy the most vulnerable 1st as ever-
- Dont we learn from history
- This is a much bigger dialogue- why are we all going along with his instead if all taking a stance
- These CUTs hit the most vulnerable-
- Can all providers both voluntary and statutory make a stance for a more equal society instead of talking all the time about efficient and effective cuts
- The way consultations are being done gives a feel that we have a say when we dont- use of Arnsteins spectrum of decision making might be useful for KMC staff involved in this process
- How can we help here- join together , not create us and them
- We are mad- many women said they know alot of other people who are mad about these decisions,
- This needs facilitating and not managing, that is different

None of the 35 women consulted, majority with mental health needs, did not they want to say – 'yes cut this in order to provide this..'.. how can we?. It is divisive and encourages people to say - this vulnerable group is more needy than this one- it produces power rank and heirarchy of needs and is not exact at all

These cuts hugely affected mental health and well being of women who use our service, 200+ per month. They affected the well being of the providers. This is works against humanity on all aspects

We understand the rational , built it is not rational

As you can tell there is a lot of energy about this.

We offer any ease around this conflict so it does not backlash

On behalf of WomenCentre Kirklees

Hi

I started to read this document and gave up.

It's unreadable, not written in Customer friendly English and almost impossible to comment on with limited &/or incomplete information

Sorry great concept but it doesn't work

to be honest us people are feckless when it comes to having a say. your neglect of this town is costing us residents daily due to your incompetence. you manipulating council tax and enforcing the people to pay £95 plus court costs is greed, an extra tax for being poor and late on paying your tax. heartless. the council wrote off 8 million recently, but will do everything possible to steal your money. cars damaged daily due to neglect and when you speak to the council regarding this, they lie and say they don't have to maintain the highways. why are the roads not being maintained in accordance to money taken in revenue in kirklees. valuable services don't get the money needed but other services get too much, what kind of person would neglect valuable services. real people don't get heard as the council has never been accountable for its actions, look at the head guy as was caught lying to the public the other year. schools are failing rapidly, we all have seen the nhs falling apart, what next i wonder. we don't seem to qualify for local help with housing anymore and jobs are not available. immigrants flocking here while there is no jobs but they are all entitled to more benefits than us are prioritised over us. you actually can be too english in england and companies are being told to hire immigrants, government still subsidising there wages i wonder. last year we gave india £290 million plus 15 other countries including china £131.9 million, china have more money than us. you reap what you sow but its ok to see MPs steel, drink profusely, rent porn, fight, take drugs and lie daily to the public, GREAT ENVIRONMENT TO RAISE CHILDREN MAY I SAY! and stay out of jail. crooks, they act like crooks and get away with murder while the public suffer at their incompetence. protecting valuable services is a joke, we have a society falling apart and our children are growing up neglected and not loved. drugs, crime on increase and families struggling to cope. families draining the country dry of our resources taking advantage of our countries lack of morals and loyalty to people born here. next year will create a whole new set of problems with Bulgarians and Romanians coming, housing, nhs, schools, services, jobs, roads and structures, all failing rapidly while you cut services. you are a laughing stock and don't deserve the positions you have, im sure we could find better people who would work for much less, to your job. i look forward to your response but in the meantime i lack faith in our local council.

SAVING BUDGETS / GENERATING INCOME

- Joint working and staff sharing locations with other agencies e.g. mental health/learning disability teams based at hospitals. Since Dewsbury Hospital has closed many wards shut down, staff can be based there, this would save on heating cost, admin cost, etc.
- Spend less on Xmas lights, we have people who are atheist, humanist and people of different faiths who also pay taxes, the Council do not celebrate their faiths/beliefs like Xmas. Saves electricity bill.
- Buy rock salt jointly with other West Yorkshire Councils to save on cost on buying goods.
- Share and exercise good practices with other councils.
- Free 1hr parking in Dewsbury to encourage more shoppers.
- Providing consultancy to other agencies to generate income.
- Prevent council officers who retire with a payout and then coming back to work within 3 months some working part time and some working even full time, this waste of resources handing payouts. Kirklees should stipulate in agreement that they can return back after one year..

- Get opinion from staff before buying computer packages/systems, once bought we find they are not user friendly and not fit for purpose.
I have heard on the grapevine not many staff are happy with the new SAP system.
 - Encourage home working.
 - Community pay pack should be used more widely, using them to clean public areas, parks, cemeteries, removing graffiti, clearing snow, painting walls, planting flowers, clearing grotspot in the community.
 - Working with local groups, agencies, places of worship to have food banks in major town's in Kirklees, to help the less fortunate.
Speaking to my Asian neighbour in Batley I was surprised the local mosque and children collected food parcels for the needy, why can't we all work together as one, this should help with better integration also encourages better community cohesion.
 - Transfer some major Council services from Huddersfield to Dewsbury, since many shops are closing down in Dewsbury, with the transferring of Kirklees staff to Huddersfield, Dewsbury College moving courses to Huddersfield, hospital moving ward to Wakefield, courts moved to Huddersfield, DSS and Inland Revenue moving staff to other sites, this has all affected the local economy in Dewsbury.
As people say DEWSBURY FOLK ARE THE POOR RELATIONS.
 - Encourage new business with lower/discounted business rates rather than having empty unites and shops in Kirklees.
 - Giving grants to encourage manufactures coming to the area, we have many textile mills, business units empty in Batley and Dewsbury.
 - Work with private businesses to find how we can all work together to encourage new buesiness start ups and what they feel would encourage new business to set up in Kirklees.
 - Provide a database/directory of different type of companies that are in Kirklees and whay they provide/do. This would encourage businesses to buy locally.
- XXX 19 Nov. 2013

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Savings on Council Budgets.

- Stop renting/leasing properties.
- Have council staff working in two centralised locations, Huddersfield and Dewsbury.
- Lot of empty buildings in Dewsbury, reduced business rates, free for few months half the next and full, to encourage shop occupancy.
- Reduce parking charges / or free parking for first 30 mins to encourage people to shop in town centres, since shoppers prefer internet banking or where there is free parking
- Close council when bank holidays falls day before Friday ie this year Xmas holiday is 26 and 27th, this will on save heating and other costs.
- More homeworking and increase hotdesk sites.
- Reduce working works from 37 to 35 hrs pro rata
- Reward staff who do well in job to retain hardworking and committed staff, by additional annual leave etc.
- KNH should be brought back to the council, in order Housing Solutions and KNH can be one again, less staff needed for assessment, inputting of applications etc.
- Advertise council sites and premises for adverts, special occassions or for documentaries.
- Using recycle photocopying paper.
- Building Services or the council, touting business from other agencies.

Appendix B: consultation materials - booklet and questionnaire

Balancing the books

Planning a budget for 2014-15 and beyond

Public Consultation

We developed:

- An 8 page booklet with pull-out questionnaire
- An online survey

Introduction from the Leader of Kirklees Council

A different future

Like all local councils, Kirklees is facing **major budget cuts**. We'll have much less money from government to run local services and, just as you do at home, we need to balance the books.

Planning a budget when there is less money is hard. So your council must concentrate on spending the money it has on priorities. This is the biggest challenge faced by local government in the not too distant future. But while we have to reduce services in line with our reduced funding, I still have to focus on the ways we can prosper in the future. We will be able to keep investing in our local economy to support apprenticeships (building on the 4500 already created); supporting with the university; working with the NHS to improve health and a positive approach to tackling poverty and improving life chances.

What have we done so far?

- We've worked hard to make **cutbacks** over the last few years. This has reduced the council's budget by £62 million annually. This without too much immediate impact on people and services the council has to make more budget cuts – rising to another £10 million.
- We've been **talking to local people** to help set the scene for the planning a budget for 2014-15 and beyond – we called these **conversations**. This was all about being honest about a different future, a different way of doing things and real trust. And through conversations as part of 'It's Time to Talk' you told us that it's important to you to make sure that vulnerable people are properly looked after and feedback to inspire how we start to shape the future together. It's 'It's Time to Talk' at www.kirkleestalk.org

Where are we now?

We have put together draft budget proposals for 2014-15 and we are now asking you to tell us what you think – that's the reason for this consultation. We need to understand that our proposals for 2014-15 are the best we can do and that further budget reductions will be needed, as this is to share our current thoughts and continue the conversation with you on talking to you about the future and what happens next as we plan for the future. I'd like as many people as possible to take part in this consultation as we need to make sure that our final decisions on the 2014-15 budget will be made with your feedback has been considered. Please take the time to tell us what you think.



Mehboob Khan
Councillor Mehboob Khan,
Leader, Kirklees Council

Our approach



Our approach to budget planning is not just about deciding what we believe are the right things to do. It's about involving communities and planning ahead to give people time to get used to a different future. Our Medium Term Financial Plan (MTFP) is a **three year plan** that includes specific budget proposals for 2014-15 as well as the overall scale of budget reductions needed in different service areas in 2015-17. The proposals for 2014-15 (year one) are a starting point for the next three years. This consultation supports the MTFP by asking for your views on:

- Our draft budget **proposals for 2014-15** – with a focus on the proposals likely to have the widest impact on people across Kirklees. Your feedback here will help us to agree the final budget for 2014-15.
- Planning for **future years** – your feedback here will help us to think about the different ways services might be provided beyond 2014-15 to inform more detailed planning.

Our draft budget proposals for 2014-15

As we've been planning the budget we have looked at the council as a whole, not just individual services. We have assumed a 2% increase in council tax. We have thought more widely about the next three years, but at this stage our specific proposals are for 2014-15 only. You can read our full set of budget proposals for 2014-15 at www.kirklees.gov.uk/budget2014

These proposals cover each of the five council directorates responsible for delivering different services:

- **Children and Adults** – with a focus on families and vulnerable children and adults we know from our 'Budget Challenge' activity as part of 'It's Time to Talk' that spending here is a priority for you
- **Place** – with a focus on a strong economy, skills and investing in our local area for the future
- **Resources** – a mixture of internal support services and customer services (e.g. libraries and town halls)
- **Communities, Transformation and Change** – with a focus on working with local communities and supporting people to do more for themselves
- **Public Health** – with a focus on keeping residents healthy to improve quality of life and reduce costs.

We have identified six proposals (A-F) that we think are likely to have the widest impact on people across Kirklees. This consultation specifically asks for your views on these proposals:

Our proposal...	What does this mean?
A Reduce spending on highways maintenance .	Fewer routine repairs would be made to roads. This is likely to have an impact on the overall condition of roads and would affect residents, businesses and commuters across Kirklees.
B Hand over the running of public toilets to local businesses or groups.	The remaining 'attended' public toilets in Huddersfield, Dewsbury and Holmfirth would no longer be run by the council. If no one comes forward to take them over, the toilets would close. This could have an impact on tourism and visitors to the area.
C Start charging for residential car parking permits .	Residential parking permits, currently provided free of charge, would have to be paid for by residents. Permits would still be provided free for Kirklees Passport holders. This would have an impact on people living in restricted parking areas.
D Reduce spending on governance and civic activities .	Fewer committees to scrutinise council decisions.
E Reduce spending on areas and neighbourhoods .	Less support for council services to run local projects. This could have an impact on specific local activities and work within neighbourhoods.
F Reduce spending on internal support services .	Less 'back office' support (e.g. Finance, IT, Legal and HR services). This could have an impact on how well the council is run.

How we set the council's budget

Where does the money come from?

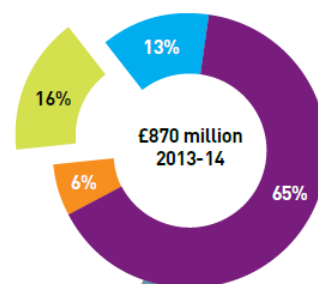
£ Most of your council's budget for 2013-14 (65%) came from central government grants and funding – including schools grants and housing related grants.

£ 6% came from our local share of business rates.

£ 16% came from the council tax you pay.

£ The rest (13%) was income from our customers – including money paid for commercial property and lettings, trade waste, pest control and parking.

There is still some uncertainty over the exact figures, but we know we'll receive a lot less money from the government in the future – around 40% less.

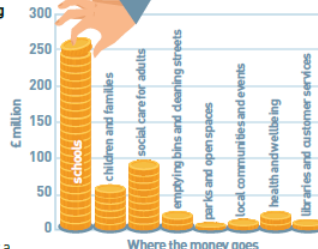


Where does the money go?

The council's budget is spent on a range of services, from road repairs and winter gritting to social care and child protection. You can watch a video of our young people talking about all the different things we do at the moment at www.kirkleestalk.org

Some examples of what we spent in 2013-14:

- £ £264 million on our schools
- £ £64 million on supporting children and families
- £ £95 million on social care for adults
- £ £23 million on emptying bins and cleaning streets
- £ £8 million on parks and open spaces
- £ £15 million on supporting local communities and events
- £ £23 million on improving health and wellbeing
- £ £10 million on libraries and customer services



Making cutbacks

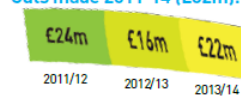
By the end of 2014 we will already have reduced the budget by a total of £62 million – for example we have:

- Decreased our senior management team by 50%
- Made our support services more efficient
- Delivered council services with 1200 fewer staff
- Reduced our borrowing costs

But the overall budget reduction needs to reach £129 million per year by 2017 – which means we have to cut the council's budget by another £67 million between 2014 and 2017. This won't all happen at once: we'll plan to do it in stages over three years.

We will carry on working hard to become as efficient as possible but we can't keep making the same savings over again – so **some big changes to services will be needed over the next three years**. There are some very difficult decisions ahead.

Cuts made 2011-14 (£62m):



Cuts still to make 2014-17 (£67m):



YOUR FEEDBACK... questionnaire

Your pull-out questionnaire
Please complete the questionnaire on the next four pages of this booklet and return to the FREEPOST address on page six. No stamp needed.

We have been talking to local people for some time now about the challenges we face in planning a budget when there is less money. We would now like to hear from as many of you as possible about our draft budget proposals for 2014-15 and how we might work differently in future years.

Please read the information provided in the consultation booklet carefully and use this feedback form to tell us what you think. Your views will then be considered by councillors before they make the final decisions on the 2014-15 budget in February 2014. They will also help to inform our plans for future years.

The questions are divided into three main sections:

- Our budget proposals for 2014-15
- Planning for future years (2015-16 and 2016-17)
- About you

Our budget proposals for 2014-15

This section asks you for your views on some of our budget proposals for 2014-15: five proposals (A-E) for reducing external spending and an overall proposal (F) for reducing internal spending. We are specifically asking for your views on these proposals as we think they are likely to have the widest impact on people across Kirklees, but you can also make a comment about any of the other proposals (see www.kirklees.gov.uk/budget2014) if you wish.

Q1 Bearing in mind that we must make cutbacks, how far do you agree or disagree with each of the following budget proposals for 2014-15:

Budget proposal:	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree
A: Reduce spending on highways maintenance . (This means that fewer routine repairs would be made to roads.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B: Hand over the running of public toilets to local businesses or groups. (This means that 'attended' public toilets in Huddersfield, Dewsbury and Holmfirth would no longer be run by the council. If no one comes forward to take them over, the toilets would close.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>