

Budget Challenge 2014 Community Conversation report

Lets talk about how the council spends your money

Through November and December 2014 council budget community conversations took place across the borough. Our residents were also given the opportunity to complete an on-line survey and feedback and meetings also took place with representatives of our partners in the voluntary sector. The aim of the exercise was to ask local residents their views on how the council should prioritise its spending in the face of ongoing reductions in funding from central government.

The consultation responses summarised in this report will be used to inform the council's cabinet about resident's priorities for budget setting decision making, starting with the 2015/16 council budget.

Introduction

1. In October 2014 the council's cabinet tasked officers with undertaking a budget consultation with local residents to inform decisions to be made about the council's budget in future years, starting with the 2015/16 budget.
2. This report provides an analysis of resident's responses to the Budget Challenge consultations that took place in November and December 2014. Over 200 residents responded to the budget challenge, 185 residents at nine community conversations; comprising of five Community Councils, two busy local markets (East Street and North Cross Road), a community conversation with 14-18 year olds at Southwark Youth Council, and a community conversation with disabled residents at Southwark Resource Centre in Walworth, and a further 37 residents completed an on-line survey. One more community conversation has been scheduled in for early 2015 with Southwark Pensioners Forum. We also consulted the voluntary sector through meetings with 20 VCS representatives at Community Action Southwark and the Forum for Equalities and Human Rights in Southwark. We are very grateful to everyone who gave their time to talk to their council about "how we spend your money".
3. Council budgets are set annually, and in advance of the start of the council's financial year, which runs from April to March. The Council's cabinet proposes a budget for consideration and agreement by the Full Council of all 63 elected councillors in February each year. The cabinet, which includes the leader and deputy leader and the councillors who head up each service area, considers all the facts before it, including the ideas provided by residents through these Budget Challenge consultations.
4. Our community conversations took place at a vital time for Southwark council; because at the time of undertaking the exercise the estimate was that the council would lose £90m due to cuts in central government grant over three years. This grant alongside other council income pays for the eight local service areas that we asked residents about, such as Children's Services and Environment services, it is £330m this year, and of course we expect it to fall to £240m in three years time.
5. The budget consultation exercise focused on the controllable parts of what is known as the general fund budget. The council has other sources of income which are ring-fenced for expenditure on specific things, such as council homes (£275m), money for buying and maintaining physical assets such as buildings and parks (£376m) and for schools (£195m). The savings that the consultation exercise addressed were the estimated £90m from the general fund. We explained all of this to the people who participated in the exercise; who were given spending figures for each service area, very detailed information on each service area, and information about overall council income and expenditure. This was designed to help those who participated to make more informed choices about how we should spend money in the coming years. Staff working on the community conversations all reported back that many residents commented on how, while the choices to make were very difficult, they were nevertheless pleased that they were able to be engaged in this important matter with us. It was entirely understandable that most people found it a challenge to find a "safe home" for reductions in spending on local services. Such prioritising is extremely difficult and we were told by many that that there are no easy ways to reduce spending. Everyone who took

part was reassured that their considered choices would inform how the council made its budget decisions for 2015/16 and for two subsequent years up to 2018.

6. The first thing we asked residents to consider was the existing spend, which is split between these 8 service areas:

- Adult services (£96.1m – down from £104.8m in 2013/14).
- Children’s Services (£85m – down from £86.3m in 2013/13).
- Central and support services (£64.6m – down from £72.2m in 2013/14).
- Environment (£38.8m – up from £38.5m in 2013/14, due to increases for waste, transport and street cleansing).
- Housing and Community Services (£22.2m – down from £25.2m in 2013/14).
- Public Health (£22m – up from £21.8m due to increases in sexual health services, public health advice, and physical activity services).
- Culture, libraries and leisure (£9.2m – down from £10m in 2013/14).
- Regeneration and Planning (£3.3m – up from £3.1m due to increases in regeneration and strategy).



7. The information provided explained what each section of a council service area does, and broke this down into more detail. For example there are 7 areas covered by Adults Service; including Care for Older People Living at Home, and Care for Adults with Physical Disabilities. Or for the case of Environmental Services; there are areas such as Community Safety and Waste and Transport. This information was distributed to residents as a booklet and on large consultation panels that explained in understandable terms what is a very complicated picture of local government finance. Staff were on hand to explain and respond to queries from residents, but not to influence the choices they made on their priorities.

8. The consultation also explained existing council commitments and the key priorities of the Council Plan, and the 10 Fairer Future promises that were approved by cabinet in July 2014. This enabled residents to take these promises into account when they thought about prioritising spending for the future. The promises were reproduced on a consultation panel alongside the areas of expenditure and residents were directed to this when completing the exercise. These 10 Fairer Future promises are:

- i) Value for money.
- ii) Free swimming and Gyms.
- iii) Quality Affordable Homes.
- iv) More and Better Schools.
- v) Investing in Nurseries and Childcare.

- vi) A Greener Borough.
- vii) Education, Employment and Training promises.
- viii) To revitalise neighbourhoods.
- ix) To become an “Age Friendly Borough”.

9. The methodology used and the places we went to were very similar to previous Budget Challenge consultations (in 2010 and 2013). We spoke to:

- 185 people at Community Conversations held in every neighbourhood in Southwark.
- 37 people sent us their comments on-line.
- 20 people talked to us about our budget challenge at voluntary sector forums.

10. In 2014 there were 9 community conversations over two months; and 17 community conversations took place over 3 months in 2013. When we analysed the 2014 results we took into account what people had said in 2013, and looked for any significant change over the year. This meant that we did not need to repeat exactly the intensive series of community conversations held in 2013. Taken together, we are looking here at the views of over 700 people; 232 respondents in 2014, and 516 respondents in 2013.

11. 232 responses in 2014 is a considerable number of people and each response represents a considered, thoughtful and careful set of ideas. The number of people responding allows us to be comfortable with the validity of the findings, and a comparison to 2013 shows that overall people’s ideas and thoughts fit a similar pattern of response over both years, giving us confidence in the results.

12. Any differences in the results since 2013 are discussed below in the commentary below table 1 and table 2 (on pages 9 and 11). The main difference appears in summary to be an even more pronounced wish a year on from the last time we asked to protect children and young people from any reductions in the services they use, including schools, youth clubs, services for children in care or at risk, the things we do to support vulnerable and disabled children, and our work with whole families. The converse of this is of course with respondents needing to reduce their support for other services. In general the results give a sense of residents wanting to protect services for vulnerable people.



Summary of the results

In general the comparison to 2013 shows that overall people's views on their priorities fit a similar pattern of response over both years with most people likely to want to protect frontline services and make reductions in things they see as managerial or back-office. This is reflected in budget consultations across the country. There was however some significant differences in results and these are outlined below.

Comparison with the 2013 results shows a strengthening of support for protecting and increasing spend on Children's Services, and some amount of fall back in support for Environment Services, and for Culture, Leisure and Libraries services, and about the same rates of response for all other services.

Residents also left comments explaining their responses to the consultation in more detail. In total there were over 400 individual responses. An analysis of these comments suggests the following:

- With regard to savings people were more likely to comment on the need to make reductions by significant service redesign or transformation and increasing collaboration with others, for example through finding more cost effective ways of providing services to customers and better integration of services across council departments. This was described by many of those responding as finding cheaper ways of providing services that they valued in a way that as far as possible protected the frontline.
 - With regard to services that people wanted to protect residents were more likely to mention protecting specific social care services (rather than adults or children's services as a whole) in particular services; for people who were seen as vulnerable. For example, care for older people at home or in residential homes.
 - With regard to increasing investment people were more likely to comment on increasing services that were seen as providing opportunities for residents such as sports, libraries, schools, and youth work. Highways, Parks and Open Spaces was also seen as an important service because of the value these add to neighbourhoods and the public realm.
13. Taken as a whole the responses residents gave us demonstrate that they are more likely to want to protect services that they see as dealing with the most vulnerable people. Many residents wanted us to protect Children's Services and Adult's Services from spending cuts, with services for children and young people, disabled people, and care for older people often receiving a mention. Overall frontline services are highly valued and these included, but with slightly less priority than those for vulnerable children or adults, environmental services, culture, libraries & leisure services, public health services, and housing and community services.

14. Back office costs were most often seen as the safest place to save money, compared to front line costs. Therefore spending on management costs, and savings on those services that are needed for longer term success, were seen as being less essential in the current financial context.

15. One further trend can be seen in responses; in that many people saw changing the way we provide customer services as a potential way of saving money.

16. We should also highlight the diversity of views amongst local people. For example, whilst few people, if any, had negative ideas about social care services, some commented on the relatively high cost of these services and wanted the council to find more cost effective ways to provide these. As before people were more likely to see services that they personally used as higher priority.

17. Because of the inherent complexity of understanding what 300,000 people want their local council to do about spending cuts, we listened carefully to the ideas that people had about how we can go about making savings, and asked people to write down their ideas for us. Some of these comments are based on daily observation of the council services closest to home, such as street cleaning services, or about the interactions people have with council staff when they contact us. Some comments were about the need for more collaboration with community groups or with the NHS. These ideas form a rich source of information on people's views and perceptions of individual services.

18. The remainder of this report explains in more detail the results of the exercise.

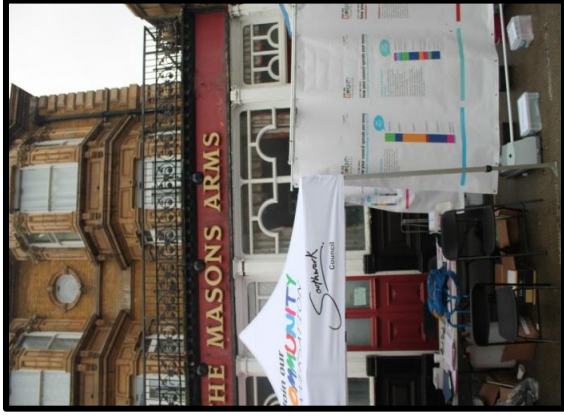
Methodology

19. The Spending Challenge methodology involved providing residents with information on departmental budgets and functions and inviting them to decide how to make £90m in funding decisions. This replicates – in a user-friendly, accessible format – the decision-making process the council will be undertaking in the coming years.

20. The exercise was not a referendum on the council's budget but gives us a sense of our residents' priorities when faced with difficult choices.

21. In order to take part in the challenge, participants were provided with a number of "cheques", worth either £1m or £3m to allocate to relevant services:

- 31 red savings cheques of £3m each (to allocate to the service/s where they would make savings if they were the council)



- 3 green increase cheques of £1m each (to allocate to the service/s where they would make increases if they were the council)
- 1 blue protect cheque (to allocate to the one service they would spare from savings if they were the council).

Feedback and comments about this consultation exercise

22. The vast majority of residents were very pleased that the council had come out to talk to them close to where they live, or at meetings that they were attending. The general feedback was that the importance of the topic was understood and our commitment to listening was also commented on. Most people said that they liked the “cheque” method and felt it gave them choices to make about how to prioritise council spending.
23. As before lessons learned from this consultation will be used to inform future consultations.
24. The most common comment about the consultation itself was along the lines of “but will you take any of this (our views) seriously”. In response to this staff engaged in the consultation exercise reassured residents that the results would be presented to the most senior decision makers in the council, and committed to feeding back the results of the exercise to residents.

Data Validity and Demographics

25. There have been 9 Spending Challenge events to date, with 185 people taking part in these (and another 37 people filled in an on-line consultation form). Local people from all age groups, ethnicities, income groups and neighbourhoods were involved. We compared who took part against the 2011 census to check the extent to which the sample was representative, and we found that we had included a relatively balanced sample of the population.
26. Not all respondents completed the monitoring form, as is common in these exercises. Therefore, we have a smaller sample than the overall sample size; however in general the data confirms that the views given can be taken as representative of people from all backgrounds and identity in the borough.
- Age:** of those who returned the monitoring forms the younger or older age ranges are well represented. These are the age ranges that can be missed out unless we design consultations properly and make sure we talk to these age groups.

Age range	Percentage (%)	Southwark population Census 2011 (%)
Under 16	21	18.5
16-24	10	13.9

25-34	4	23.6
35-44	7	23.7 (35-49)
45-60	34	12.6 (50-64)
65 and above	24	7.7

Gender: The majority of those completing the monitoring form (66%) were female. This is similar to other consultation exercises like the one in 2013. Our view is that this does not make the overall results unrepresentative of the wider population.

Gender	Percentage (%)	Southwark population Census 2011 (%)
Female	66	49.5
Male	34	50.5

Ethnicity: A significant majority of respondents were from Black or Black British (41%), with White British respondents (29%) being the next largest group. This is consistent with the aim of talking to a wide range of people from typical Southwark backgrounds and identities although not a precise mirror of the census data.

Ethnicity	Percentage (%)	Southwark population Census 2011 (%)
White British	29	54
Mixed/duel heritage	3	5.1
Asian or Asian British	11	4.1
Chinese	3	2.8
Black or Black British	41	26.9
Latin American	3	No specific data
Vietnamese	3	No specific data
Prefer not to say	7	No specific data

Summary of findings

Table 1: Summary of all 185 off-line Community Conversations results (with 2013's results in brackets)

Choices Made/Service Area	Adult Services	Children's Services	Public Health	Environment	Culture, Libraries and Leisure	Central and Support Services	Regeneration and Planning	Housing and Community Services
Protect	21% (19%)	38% (30%)	11% (11%)	6% (11%)	10% (17%)	3% (4%)	5% (2%)	6% (6%)
Increase	19% (20%)	29% (23%)	13% (9%)	9% (14%)	13% (14%)	2% (2%)	4% (7%)	11% (11%)
Reduce	9% (11%)	8% (8%)	9% (11%)	11% (6%)	8% (6%)	29% (30%)	14% (10%)	12% (14%)

27. When reading Table 1 it is worthwhile thinking that if all the cheques had been evenly distributed between all services, then all 8 services would get 12.5% each (8 divided by 100 = 12.5). Therefore any results deviating significantly from 12.5% indicate a strong preference for that choice.
28. In terms of protecting a service, or increasing spending on a service, the choices people made were clearly for Children's Services (38% to protect and 29% to increase) and Adults Services (21% to protect and 19% to increase).
29. For finding ways to save money only Central Support Services stands out as being very different to the 12.5% average, as it is the choice made by 29% of respondents. There are no other large scale swings away from the average of 12.5%.
30. The figures in brackets in table 1 above represent the results from the 2013 community conversations. The comparison shows a strengthening of support for protecting and increasing spend on Children's Services since 2013, up to 38% from 30%. Overall some amount of fall back in support for Environment Services, and for Culture, Leisure and Libraries services is evident; as fewer respondents allocated protect and increase "cheques" compared to 2013, and more respondents allocated reduce/savings "cheques" to these two services. Results for Adult Services, Public Health, Regeneration & Planning, and Housing & Community Services have stayed at similar levels to 2013.

Chart 1: Bar chart showing 185 off-line Community Conversations results, shown as % of choices made

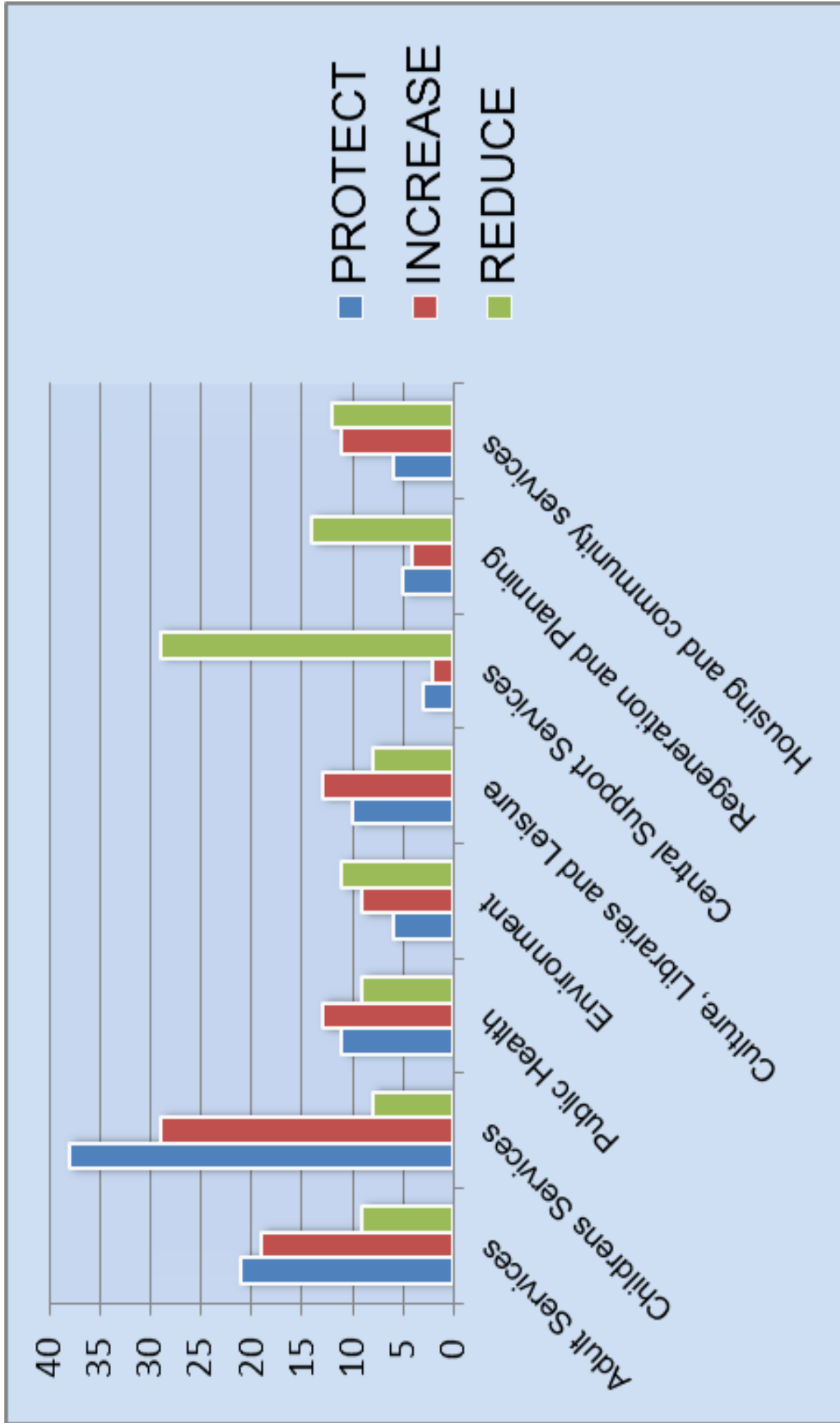
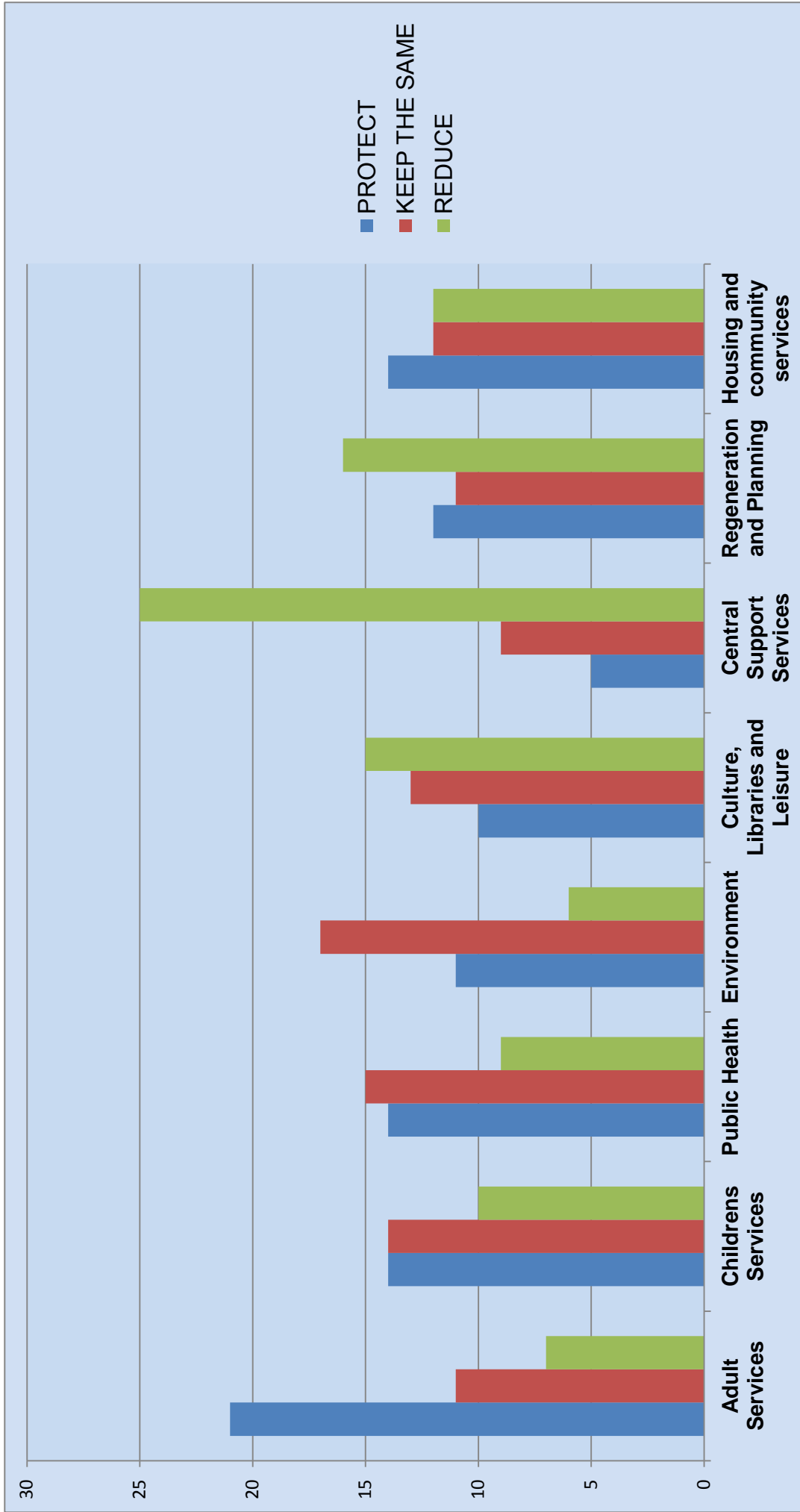


Table 2: Summary of all 37 on-line results (with 2013's results in brackets for the reduce line)

Choices Made/Service Area	Adult Services	Children's Services	Public Health	Environment	Culture, Libraries and Leisure	Central and Support Services	Regeneration and Planning	Housing and Community Services
Increase	21%	14%	14%	11%	10%	5%	12%	14%
Keep the same	11%	14%	15%	17%	13%	9%	11%	12%
Reduce	7% (14.8%)	10% (10.7%)	9% (10%)	6% (8.3%)	15% (9.5%)	25% (22.2%)	16% (10.7%)	12% (13.9%)

31. Remembering that 12.5% is the average result, we can see that this table differs slightly from the off-line results in that answers are more evenly spread between service areas.
32. There are two non average results. 21% of respondents wanted an increase in spending on Adult Services, whilst 25% indicated reductions in spending on Central Support Services. However, the preference amongst off-line respondents for protecting or increasing Children's Services was much less evident at 14% and 15% respectively, which are quite close to the average of 12.5%.
33. The figures in brackets for the reduce line represent the data that we can use to compare to results in 2013. This shows that fewer people were thinking that savings could come from Adult Services, with 7% down from 14.8%, and that a greater number of people felt that savings could come from Culture, Libraries and Leisure services, with 15% up from 9.5%, and from Regeneration and Planning services; 16% up from 10.7%. There is no significant divergence for the rest of the council's services.
34. However we should treat the on-line results with caution because there are a smaller number than for the community conversations, and this contributes to the differences between the two. There may also be other factors that define on-line results as different from off-line results, such as access to the internet, or willingness to use the internet for exercises such as this one.

Chart 2: Bar chart showing 37 on-line Community Conversations results, shown as % of choices made.



Analysing people’s comments

- 35. In order to get richer information and to better understand the responses that participants gave; we analysed the 408 comments that respondents wrote onto their cheques. Understandably respondents did not confine themselves to the way councils title their services, and people wrote in the service type which they felt the council should really concentrate it’s thoughts on protecting, increasing or finding savings in, and explained this in their own words.
- 36. A full list of all 408 comments is provided in appendix A. Many people made more than one comment.
- 37. In order to analyse this qualitative feedback we used three different researchers who grouped responses and analysed and categorised comments into broad headings. Using three different researchers gives more confidence that there was no bias in how the comments were analysed.
- 38. We also did not start off by imposing our own set of headings or categories on the data, but let these emerge from what residents said, so giving us greater confidence that the categorisation reflected what most people would be likely to respond.
- 39. Many respondents’ comments lead to the conclusion that residents’ views where they wanted to protect services did not reflect their views on a whole department but on specific individual services.
- 40. Table 3 shows the categorisation of comments on Protect cheques, along with some examples of these comments.

Table 3: Summary of comments made about protecting a service

Type of service/numbers of comments made	Numbers of comments	Examples of comments
Social care services	23	Protect services for disabled people, protect universal childcare services, and protect care for older people living at home or in residential homes.
Frontline services	22	Protect school nurses, protect sexual health services, protect highways, parks and open spaces.
Protect by significant redesign and increase collaboration	5	Protect the voluntary sector and protect police.

41. A very similar exercise was done for all the comments written onto the Increase and Reduce/Make Savings cheques, with the results presented below in tables 4 and 5.

Table 4: Summary of comments made about increasing spend on a service

Type of service/numbers of comments made	Numbers of comments	Examples of comments
Frontline services	55	Increases for adult education, increases for apprentices, increases for community engagement, increases for libraries, increases for youth work, youth clubs and adventure playgrounds, increases for sports and leisure facilities, increases for arts & heritage.
Social care services	26	Increases for disabled people, increases for older people, increases for services for people suffering mental health illness.
Increases to bring about significant redesign and increasing collaboration.	9	Helping schools to improve.
Back office services	2	Increases for commissioning services.

Table 4: Summary of comments made about Reducing/Making savings on a service

Type of service/numbers of comments made	Numbers of comments	Examples of comments
Savings by significant redesign and increasing collaboration.	73	Savings on voluntary organisations, savings on the use of contractors, savings by reducing regulatory services, savings by involving the community and voluntary sector, savings by more cross departmental working and shared services, savings on communications, and savings on providing customer experience services in a different way.
Frontline services.	66	Savings on waste and transport services, savings on sexual health services, savings on sports and leisure services, savings on substance misuse, savings on events/festivals,

		savings on libraries, savings on physical activities.
Back office services.	59	Savings on revenues and benefit services, savings on the costs of managers, savings on the costs of human resources, including learning and development, savings on corporate strategy and economic wellbeing services.
Social care services.	36	Savings on care support for adults with learning disabilities, savings on day care and respite services for older people and adults, savings on services for children at risk of abuse, harm, neglect or with disabilities.
Unnecessary spending when many people are struggling.	9	Savings on projects for entertainment, savings on food for meetings, savings on office refurbishment.

42. Finally we analysed people's general comments not intended for any of the above headings, and those have been written into table 5 below.

Table 5: Summary of general comments not intended for any of the above headings

Type of service/numbers of comments made	Numbers of comments	Examples of comments
significant redesign and increasing collaboration	14	Reduce and join tenant and resident associations, abolish use of herbicides on streets to clear weeds, install more public seating on parks and public places, save money on public health by insisting the NHS pays for health services.
Prioritise differently	10	Reduce criteria on adult social care services and concentrate resources on those most in need, increase spending on adult services because these are the most vulnerable, not enough spent on street cleaning compared to other central London locations.
Comments on this consultation exercise	4	Nonsense to prescribe a financial value on each cheque, Need more information before deciding, What awful choices you have to make.
Longer term challenges we should face	3	No more cuts, give people who are not working jobs.

Better working practices	2	Improve customer care by council staff, increase income through trading.
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43. On the next 4 pages are four “wordle” type pictures of the words most often used for Protect (page 17), Increase (page 18), Decrease/find savings (page 19), and Other Ideas (page 20). These word-count images represent every word used on the “cheques”, except common words such as “and, if, the”. The computer programme shows each word in the size proportional to the number of times it appears in the written comments. You can get an instant impression of the words most often used to explain the choices people made to protect, increase, decrease or improve service areas. You do not get complete accuracy of analysis because some words seem unusual when taken out of the context of the sentence they were used in. Nevertheless a glance at the major groupings of words can help readers understand what resident’s views taken together can mean.



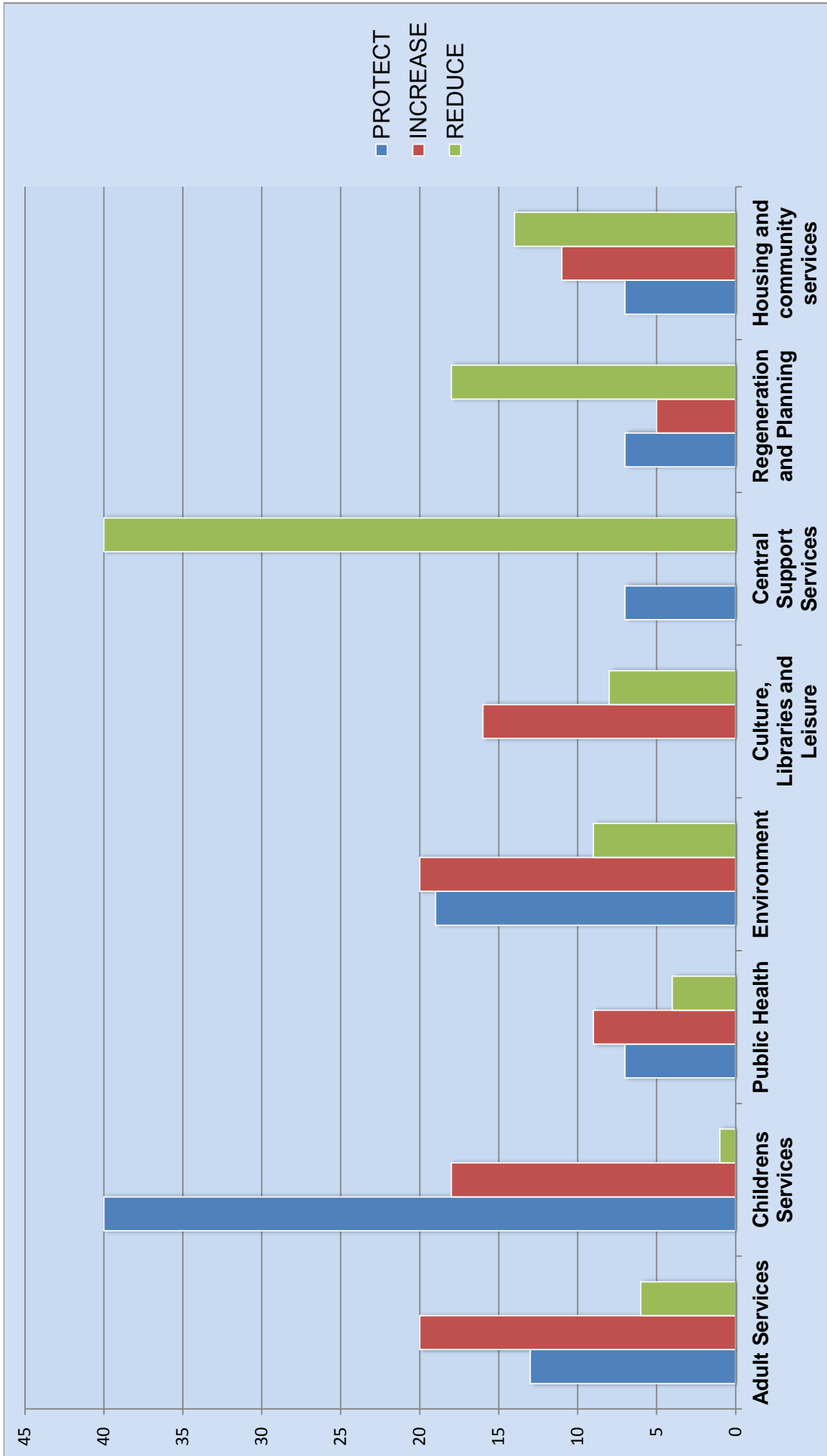
Voluntary sector, Southwark Resources Centre/Southwark Disablement Association and the Youth Council.

44. The cabinet member for Finance, Strategy and Performance held a meeting with the “Southwark Voice” forum at Community Action Southwark, on Wednesday 29th October. A detailed summary of the council’s financial situation and commitment to work constructively with the voluntary sector was presented. Points raised included the need to ensure a safety net for those people whose welfare benefits have been reduced, a greater emphasis on supporting integrated care pathways across sectors, the extent to which council departments need to focus service delivery on preventative approaches, and issues such as housing for disabled children and HIV awareness. A full record of these points can be found at Appendix B.
45. General consultation exercises can fail to include disabled people properly, so our community conversation at Southwark Resource Centre was designed to ensure that the voices of people with disabilities were represented. This took place immediately after the Southwark Disablement Association’s 2014 AGM. Not surprisingly adult services were very much understood and appreciated, and over 50% of respondents wanted the council to protect these services from cuts. The next most popular service to protect was Children’s Services. Reasons given were similar to those in the general consultation – that the council should find ways to protect vulnerable people as its top priority. Central and Support Services were felt to be the service where savings could be found (see bar chart with results on page 29).
46. A community conversation was also held with young people at the Southwark Youth Council. Again not surprisingly given the audience over 50% of the Youth Council wanted Children’s Services protected, and were particularly concerned about the need for the council to continue its commitment to “universal” youth services, i.e. where anybody of the right age can join. Public Health, and Culture, Libraries and Leisure were the second most popular council services. As reflected elsewhere savings were most often allocated to Central and Support Services (see bar chart with results on page 30).

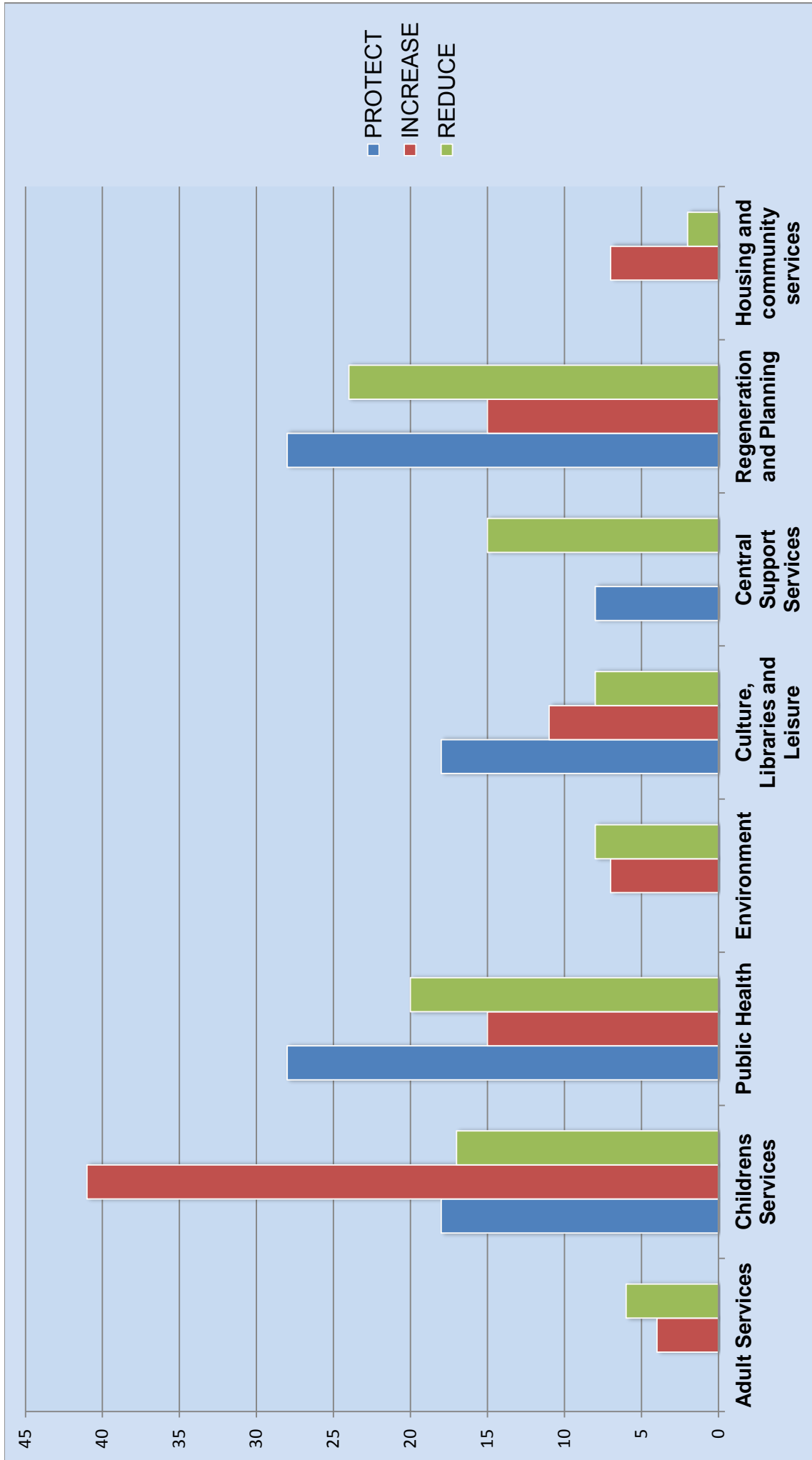
Detailed Results

47. The next section of the report consists of graphs showing the results from each of the nine community conversations. Overall these show consistency in results between the different conversations; and that adds more weight to our confidence that the views expressed are representative of Southwark’s opinion. They also demonstrate how people’s day to day experience of council services colours how they see the savings dilemma. So, understandably, disabled people knew the most about adult social care and the Youth Council know a lot about the council’s services for young people.

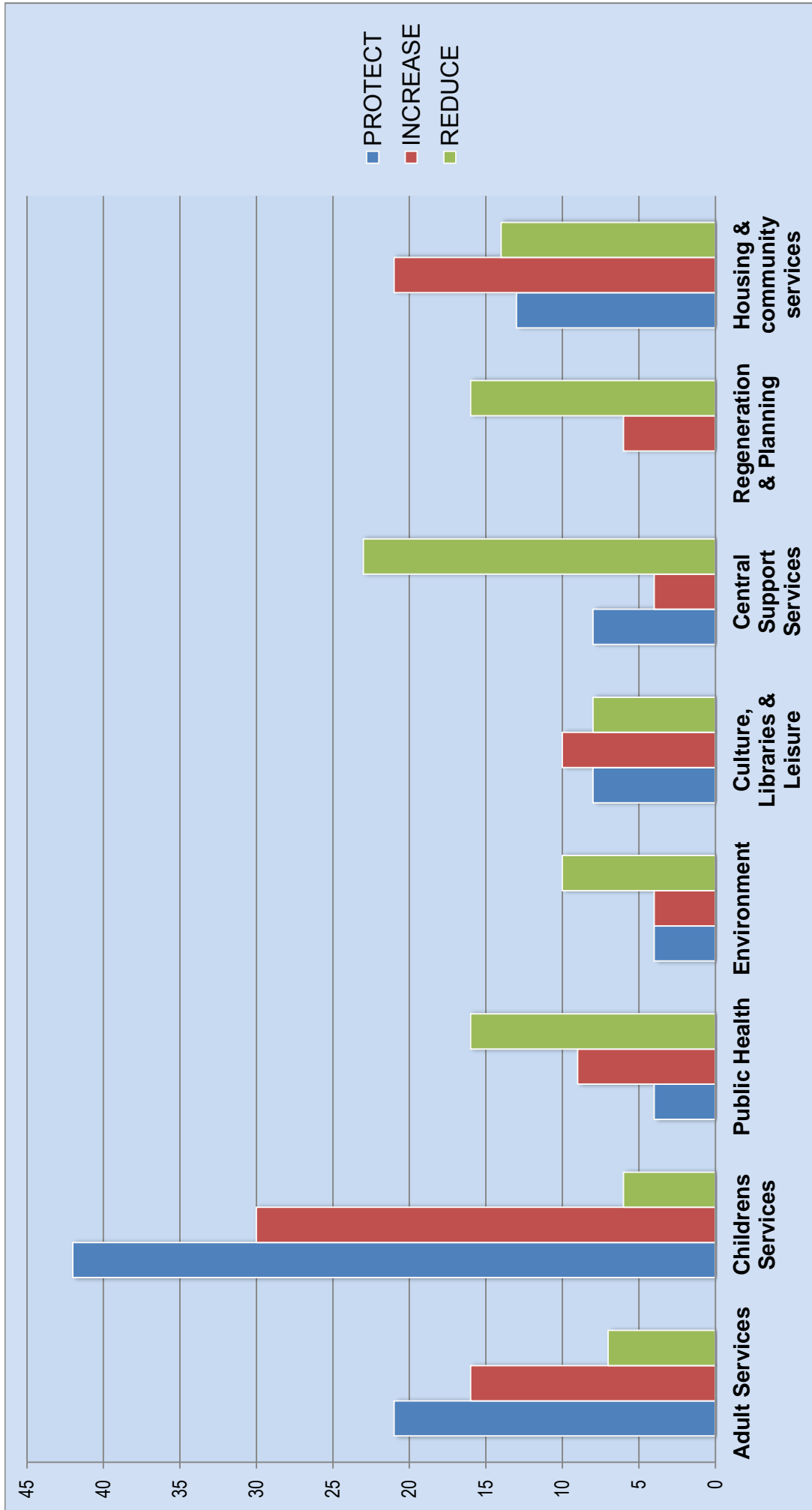
Peckham and Nunhead Community Council; 10th November 2014. Results by percentage of choices made.



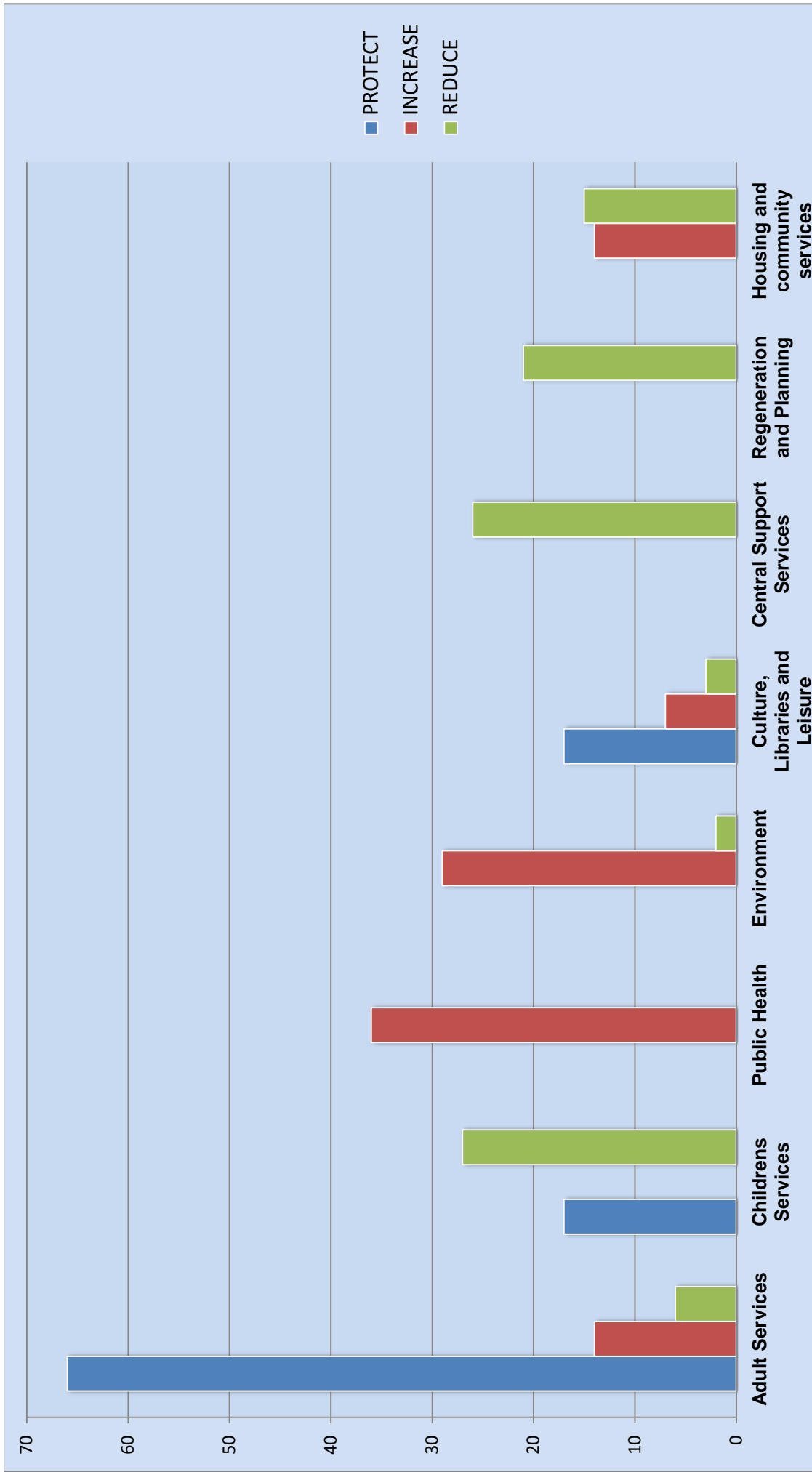
Camberwell Community Council, 15th November 2014. Results by percentage of choices made.



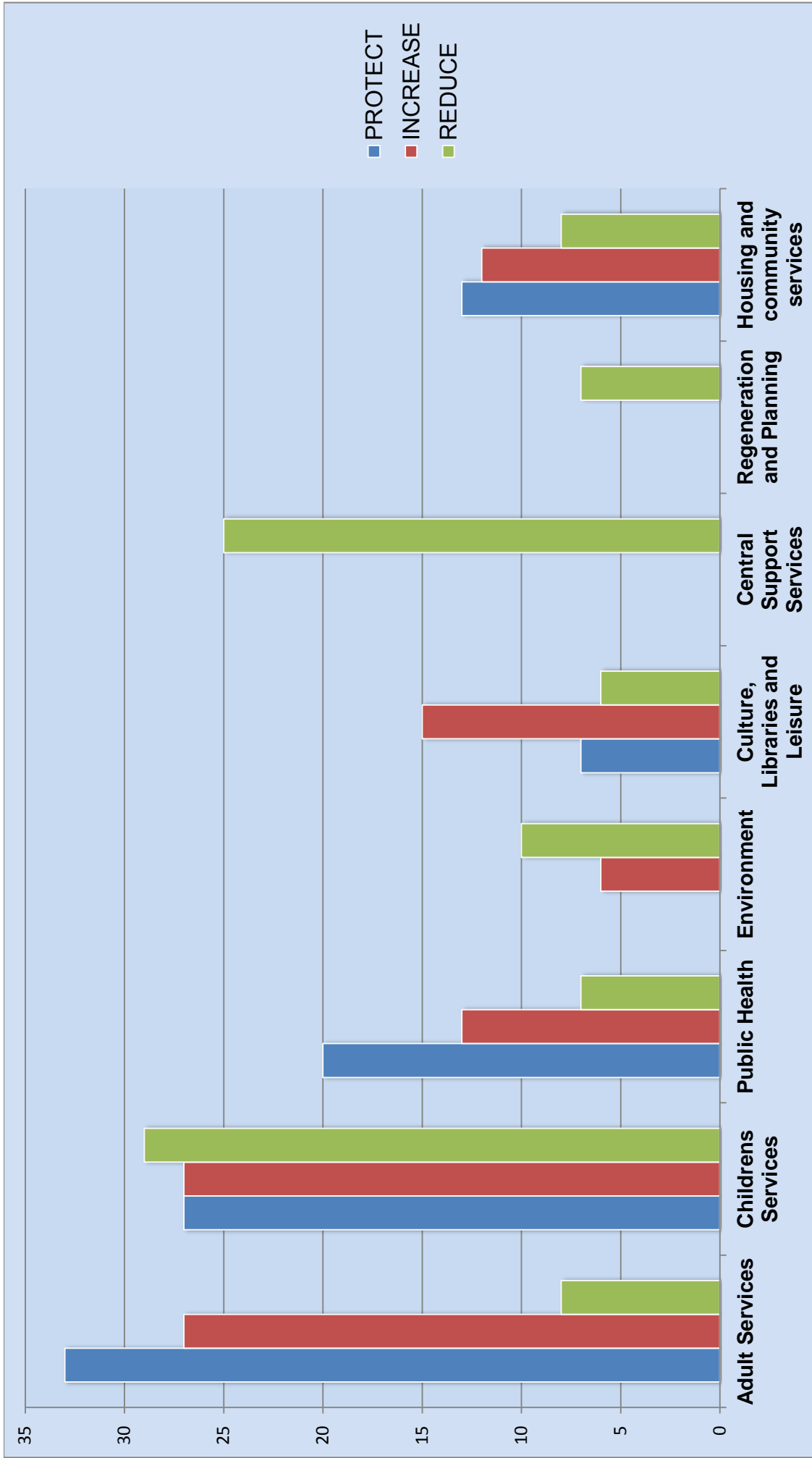
Bermondsey and Rotherhithe Community Council, 29th November 2014. Results by percentage of choices made.



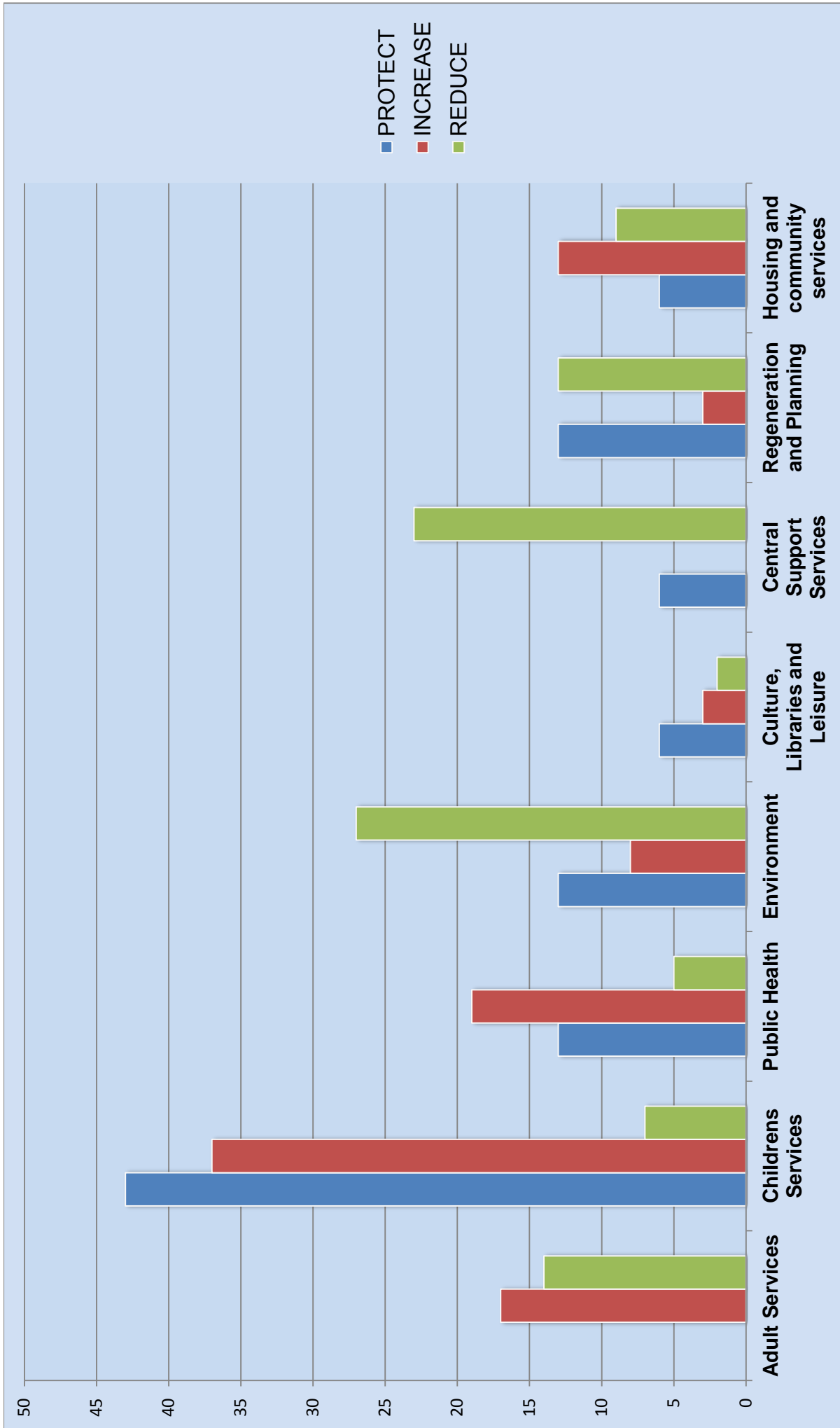
Borough, Bankside and Walworth Community Council, 29th November 2014. Results by percentage of choices made.



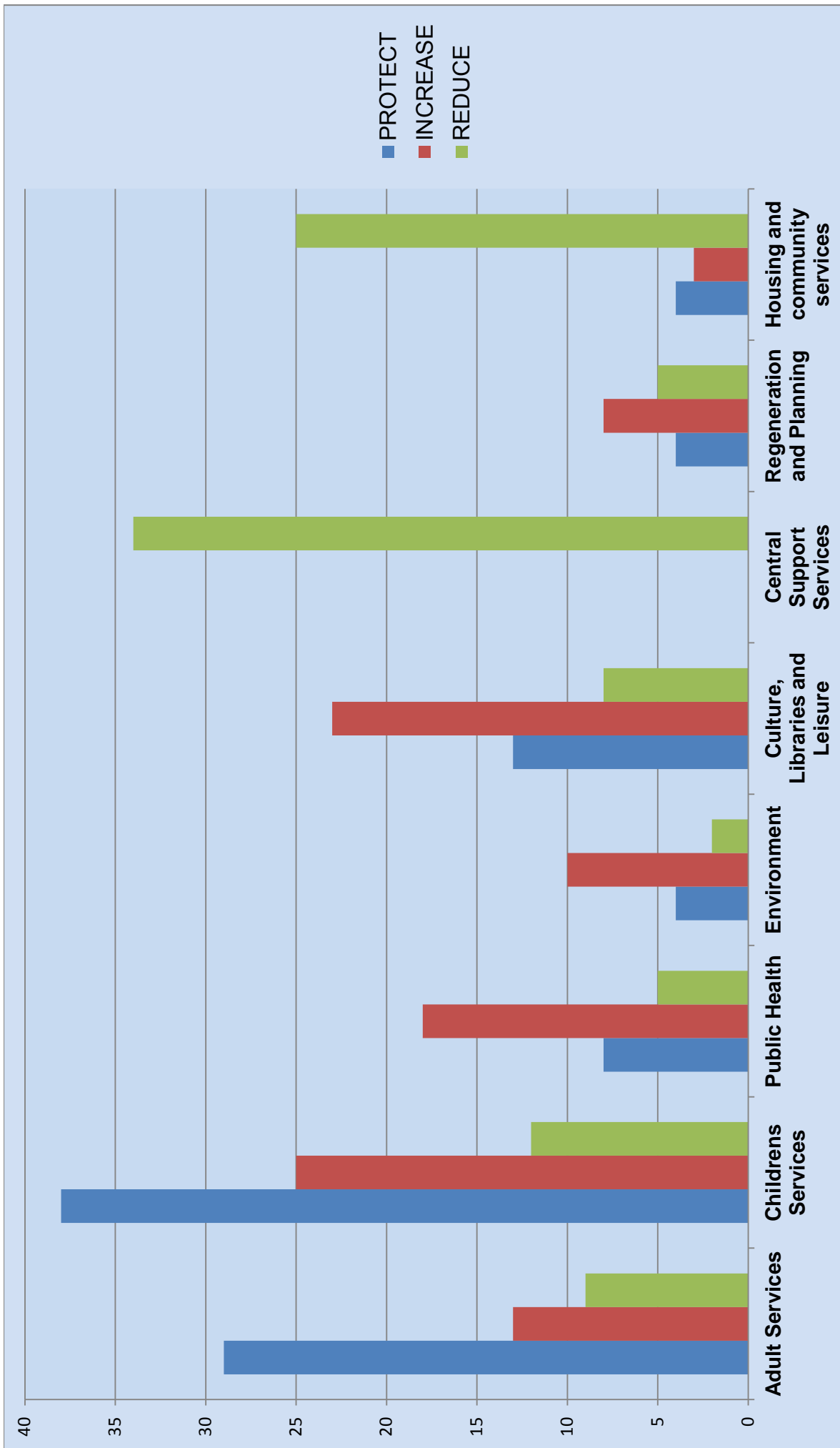
Dulwich Community Council, 3rd December 2014. Results percentage of choices made.



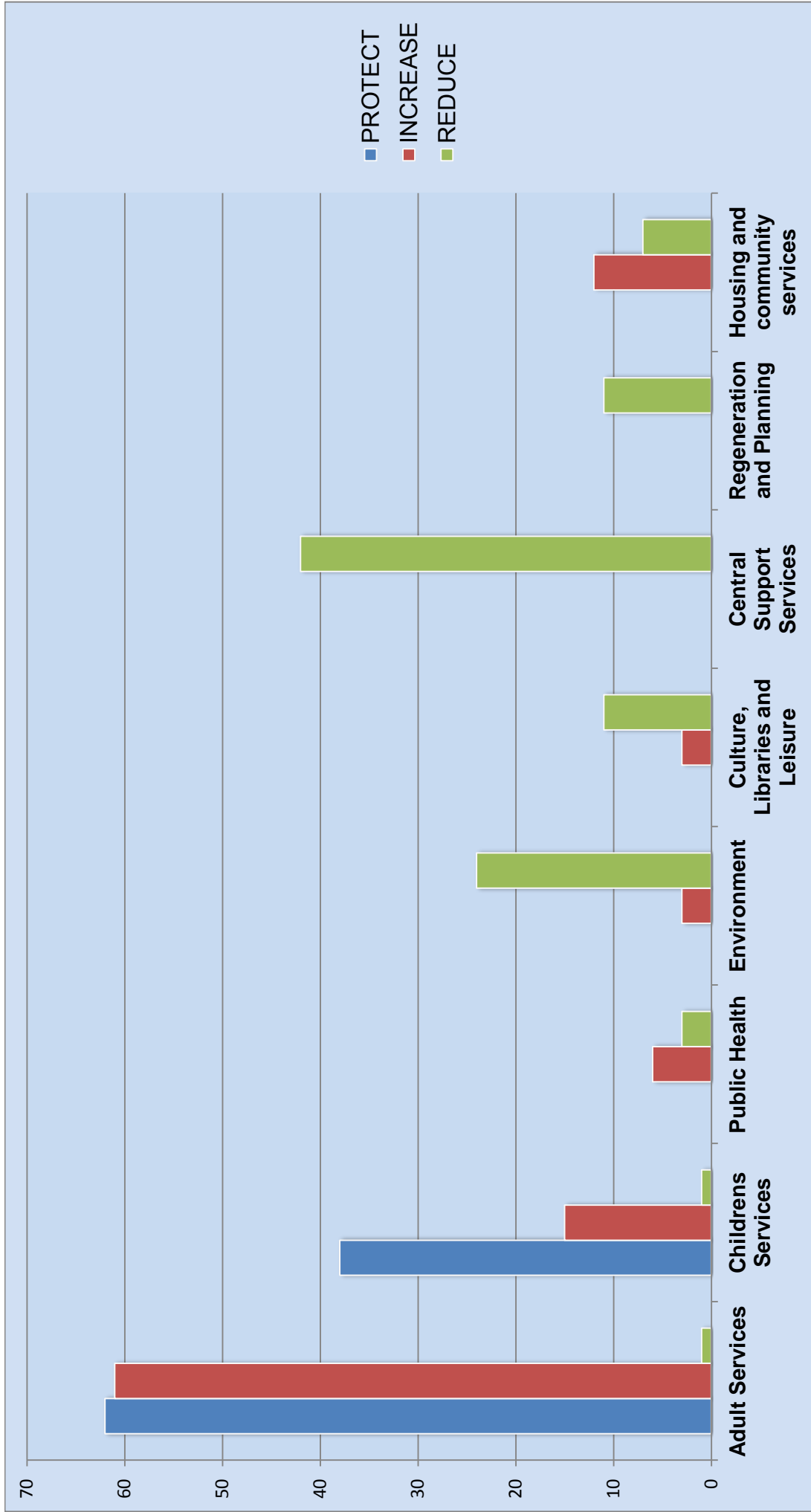
East Street Market Community Conversation, 22nd November 2014. Results by percentage of choices made.



North Cross Road Market Community Conversation, 6th December 2014. Results by percentage of choices made.



Southwark Resource Centre/Southwark Disablement Association AGM Community Conversation, 21st November 2014. by percentage of choices made.



Community Conversation at the Youth Council, 17th November 2014. Results by percentage of choices made.



Appendix A – written comments list

Protect this service
Youth work/youth clubs and adventure playgrounds x10
Care for older people living at home or residential homes x7
Day care and respite services for older people and adults x4
Services for adults suffering with mental health illnesses x4
Libraries x4
Health x4
Sexual health services x4
Disabled people x3
Universal childcare services x2
Highways, parks and open spaces x2
Supporting vulnerable and disabled children to access education and training x2
A&E / Ambulances
Arts and heritage
Carers services
Council services
Dementia
In some areas the service could be better but it is acceptable
Keep Council Tax low
No high rise developments over 4 stories in Peckham
Police
Positive results for ALL residents
Road crossing services
School nurses
Services for children at risk of abuse, harm or neglect or with disabilities

Sports and leisure services
Voluntary sector
Waste and transport
Increase spending on this service
Youth work/youth clubs and adventure playgrounds x19
Highways, parks and open spaces x13
Sports and leisure services x12
Libraries x11
Helping schools to improve x9
Adult education x6
Disabled people x6
Repairs and compliance x6
Older people x6
Arts & heritage x5
Services for adults suffering with mental health illnesses x4
Sustainable transport x4
Affordable/social housing x4
Apprenticeships x3
Community engagement x3
Play and recreation x2
Vulnerable people x2
Computer access/training x2
Health x2
Children in care
Children with special needs
Commissioning
Community safety

Conservation
Constitutional support and scrutiny
Creative industries
Day care and respite services for older people and adults
Early years service
Education
Free cultural events/festivals in parks
Housing benefit
Increase in Activities for 18 – 55
On my care package and health and social care
Pay contractors the London Living Wage
Physical activity
University bursaries
Recycling
Retail
Safeguarding adults and assuring quality provision
Services for children at risk of abuse, harm or neglect or with disabilities
Sexual health services
Smoking and tobacco
Social Responsibility
Find savings with this service
Customer experience x15
Communications and publicity x13
Managers x11
Revenues and benefits x10
Libraries x10
Corporate facilities management x7

Let people sort out their own problems x7
Substance misuse x7
Consultants x7
Waste and transport x7
Corporate strategy and economic wellbeing x6
Electoral services x6
School nurses x6
Smoking and tobacco services x6
Highways, parks and open spaces x6
Sexual health services x5
Involve the community and voluntary sector x5
Strategic financing x5
Cross-departmental working and shared services x4
Contractors x4
Insurance x4
Finance and financial services x4
Staff should be Better qualified x4
Keep cutting x4
Physical activity x4
Helping schools to improve x4
Day care and respite services for older people and adults x3
Repairs and compliance x3
Care support for adults with learning disabilities x3
Care support for adults x3
Developers should contribute more to regeneration costs x3
Meetings/food for meetings x3
Office refurbishment x3

Community engagement x3
Safeguarding adults and assuring quality provision x3
Human resources including learning and development x3
Sports and leisure services x2
Care for older people living at home or residential homes x2
Councillors/Leader x2
Drop the free gym promise x2
Information and data services x2
Health x2
Public health advice x2
Land x2
Family work x2
Commissioning and contract management x2
Arts and heritage x2
Become a cooperative council
Bring all services in house
Ceremony
Charge families means tests
Child Benefit
Community safety
Community Wardens
Consultations
Do not rebuild the Cumming Museum
Educate households to be more responsible about their waste.
Events/festivals
Free school meals
Admin

Adoption
GPs
Housing Benefit
Increase efficiency
Increase rents
Lots of things
Operations
Parking enforcement [shouldn't] be incentivised to give out more tickets
Planning and transport
Play and recreation
Pointless change. Use money <u>wisely</u> through community engagement
Politicians Expense Accounts, Foreign Policies, War Budgets
Projects for entertainment
Road surfacing
Services for adults suffering with mental health illnesses
Services for children at risk of abuse, harm or neglect or with disabilities x5
Services for drivers
Services for people with irregular immigration status
Specialist housing services
Sustainable transport
Pay
Staff – Temporary
Street cleansing
Too many regulatory organisations
Traffic management schemes
Traffic Wardens
Voluntary organisations

Why weren't there any African org talking about Ebola - very colonial [illegible word]
 Youth work/youth clubs and adventure playgrounds

General Comments
Need more information before deciding x17
No more cuts x6
Not enough spent on street cleaning compared to other central London locations. X2
too little spent on regeneration and planning, considering its significance in Southwark x2
increasing internet use is making spending on libraries less essential x2
the council needs to update it's working best practice rules and then save money on excess staffing x2
Abolish use of herbicides on street to clear weeds on pavements and front walls.
All public information from the council must be available in audio formats for visually impaired residents. This should be a priority for council spending discussions.
Clear accumulated leaves on side roads, which become a hazard when more leaves fall and we have wet weather.
Ensure that the council is aware of the identity and qualifications of all contractors staff (and agency + sub-contractors)
Give people who are not working jobs.
Hedges overgrown from private homes + so the council should enforce against private owners, better ramps on street for disabled people.
Improve customer care by council staff
Increase income through trading
Install more public seating on parks and public areas
Leaseholder charges have to be explained better.
Less attention paid to community identity matters, such as the label "BME"
Less parking restrictions in shopping areas
Money should be re-distributed e.g. substance misuse and smoking and tobacco should be included with public health service.
Nonsense to prescribe [a financial value on each cheque]
Reduce + join TRA's
Reduce number of fast food restaurants

School on Dulwich Hospital Site. Why can we not prioritise this and put pressure on the NHS to release part of the site? The Charter School could expand quickly + easily into it.
Schools should be included with the spending challenge
There are other services which should take priority over this.
Vouchers such as my uni-days discounts for young people from age of 13.
What awful choices you have to make!
increase spending on adult services because these are the most vulnerable.
reduce criteria for adult social care and concentrate resources on those most in need.
increase spending on vulnerable young people
reduce spending on looked after children so as to discourage some people from having "too many" children
spending on culture, leisure and libraries is what makes Southwark a great place to live, so spend more.
save money on public health by insisting the NHS pays for health services.
save money on back office costs by employed fewer staff and encouraging residents to use on-line services.

Appendix C

Report on Spending Challenge workshop Southwark Voice meeting for members of Community Action Southwark Wednesday 29 October 2014

Cllr Colley – Cabinet member for Finance, Strategy and Performance, gave an overview of the budget situation of the council. This was followed by a question and answer session with members of Southwark Voice.

Questions and issues raised

- How can we ensure a safety net for those who have lost the state safety net (housing, benefits)? Advice services might have to start limiting support to only the more vulnerable – may need to think strategically with the council about how to identify them. Cllr agrees that demand for emergency support is rising; Council will be continuing the Emergency Support Scheme.
- The relationship between VCOs and their service users may need to change. For example, they may need to be more proactive in terms of helping people with their finances – setting up standing orders. This is a more intrusive approach than they are used to.
- The VCS needs to be more involved in integrated care pathways/strategies (existing ones, and also mental health one emerging). We do provide services but this is not always acknowledged – leads to duplication. The VCS is often the ‘cement around the blocks’ which creates a ‘whole person’ approach. Cllr said the new Director for Adults and Children’s services may work on this. Also, the public health powers are new and more can be done especially around prevention.
- Families are often being given housing that is unsuitable for children’s disabilities – e.g. house by a loud road for a child with severe autism. Cllr advised groups to contribute to the new Housing Strategy and emphasise issues other than wheelchair accessibility.
- When families are assessed under Common Assessment Framework and helped, then case closes, and has to be reopened if there are more issues – which there often are. People are already in the system but have to ‘start again’.
- None of the local secondary schools are Local Authority. Some Academies are more willing to cooperate than others. There is potential for more curriculum devolution to LAs which might be helpful – can adapt the courses offered to local need (e.g. building and health services), rather than student demand.

- There is a need for regular, varied information about HIV. Awareness needs to be maintained – the problem hasn't gone away. Cllr agreed. Testing services are expensive – think what could be achieved through prevention.
- Have directors been asked about the proportion of their departments' spend which is preventative? Cllr agreed this would be a good question to ask.
- Sector welcomes the news that grants will continue – they are a key reason for the positive state of the local sector compared to others. Cllr agrees that they are important – e.g. for core costs – and says we need to find ways to put more social value into contracts too.
- Transition Fund: Work by CAS to help organisations strengthen their core is key. E.g. niche organisations serving specific groups which are losing funding.
- Contracts take a lot of admin and writing. Hard to get pots for innovation even in key priority areas e.g. digital inclusion.

Budget delegation

At the time of the discussion CAS were gathering evidence from the VCS on its preventative role and costs saved to the council. CAS planned to take a delegation to the next available Council Assembly.