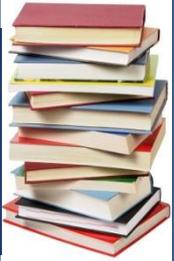


Kent County Council Budget Consultation 2015: Draft Report January 2016

THE KCC BUDGET 2016 - 2017



FACTS
international



Key Findings.....	Page 3
Introduction.....	Page 7
Context: Awareness & Attitudes towards KCC Budget Challenges.....	Page 12
Response to Proposal to Increase Council Tax.....	Page 16
Spending Priorities: Priority Services.....	Page 22
Response to Strategic Policy Options.....	Page 28
Response to Three Broad Principles.....	Page 41
Appendices.....	Page 47

Yellow Headings	= Quantitative Results
Pink Headings	= Qualitative Results
Blue Headings	= Overarching Results

Key Findings



Key Findings: Council Tax and Service Priorities

- KCC has a mandate to increase Council Tax by 1.99%.
- An increase is acceptable to those seeing this as inevitable and required to pay for services.
- A minority would agree to a greater increase to help protect services – but the expense and uncertainty of a referendum was strongly rejected.
- When asked to prioritise, respondents attached the greatest importance to support for the most vulnerable residents, with universal infrastructure services also considered key, while discretionary “quality of life” services were rated as less important.
- Support for the most vulnerable is not necessarily top of mind for the average resident – but this area of activity was prioritised over more universal infrastructure issues when residents were presented with a choice between the two.
- The prioritisation of services this year is in line with 2015/16 budget consultation findings.



Greater communication by KCC to residents about why Council Tax needs to increase and what it pays for is essential to help taxpayers understand these budget challenges. This will give residents a more informed context when they evaluate the difficult decisions KCC has to make to reduce or restrict services in future.



Key findings: Budget Challenge Awareness and Strategic Options

- Residents are not always necessarily well informed about the services KCC provides and what their Council Tax pays for.
- Deliberative participants were surprised by the wide scope of services provided by KCC and dismayed by the enormity of the task facing KCC in addressing the funding gap.
- When given a range of strategic options for closing the gap, respondents preferred positive options which did not involve reducing services.
- There was widespread belief that there was still more opportunity for KCC efficiencies.
- Income generation by KCC was generally supported where it was interpreted as an entrepreneurial, positive approach, rather than introducing charges for “core services”.





Key findings: Budget Challenge Awareness and Strategic Options

- Participants disliked strategic options requiring KCC to make a judgement i.e. “most needy”, “least valued” – There was scepticism around how well this could be done fairly and cost-effectively.
- Means testing is a contentious issue: income alone was considered a blunt criterion which could penalise workers/ savers and those living in rural communities – but there was recognition that if it was not possible for KCC to deliver services to everyone, then those most in need should be prioritised.
- There was some appetite for encouraging residents to take greater responsibility and for not letting those who abuse the system continue to get away with this.
- A range of practical concerns were expressed about how options/principles requiring significant cultural change would be implemented.
- Cost/benefit analysis was seen as an important aspect of the evaluation process with a need to fully understand the relationship between potential savings and the administration costs to be able to judge whether an option is worthwhile investing in.



There was concern that if KCC withdrew some services, this would lead to escalating problems for households with increased demand for statutory services in the long run.

Introduction

Consultation Objectives

Context:

Reductions in government funding and additional spending demands mean that KCC estimates that savings of £236m will need to be made over next 3 years

Objectives:

This consultation was intended to inform budget decisions for the 2016/2017 budget, specifically decision-making around:

- A proposal to increase Council Tax by 1.99%
- Future spending priorities for KCC's budget:
 - The **services** it provides
 - The **principles** the Council should apply when making spending decisions about these services

Key consideration:

To provide research that was **representative** of public opinion and to give **confidence** that this was a true reflection of the views of Kent's population.

The consultation built on the outcomes of the 2015/16 budget consultation which showed:

- Residents largely in support of an increase in Council Tax in order to maintain existing services.
- Domination of roads and social care in the services considered most important.
- Transport services for 'Education and Young People' considered least important, together with libraries & the KCC Contact Centre.

Methodology Overview

Open Consultation



Online question about Council Tax (1,693 responses) plus a separate longer survey on KCC website open to anyone to complete (1,198 responses).
Completed by those motivated to take part in KCC budget consultation

Council Tax

Max Diff

6 Strategic options

360° Consultation

Representative Survey

757 face-to-face interviews conducted in line with demographically and geographically representative quotas
 Each survey lasted 20 minutes

Survey completed by representative spectrum of Kent residents

Council Tax

Max Diff

Deliberative Workshops

3 x 3 hour events with 90+ residents in total recruited via telephone using random digit-dialling and on-street according to demographically representative quotas in Tonbridge, Maidstone and Dover, 1 x 3 hour event with 33 KCC staff members
Participants were a representative spectrum of Kent residents/ staff

Council Tax

7 strategic options and 3 principles



Quantitative Approach

- Two separate methods used to gather quantitative data which ensured inclusivity for all those who wished to participate, alongside the provision of a robust and representative picture of the views held by all Kent residents.
- Where appropriate, comparisons of the results from the two methodologies have been made throughout this report.

1. Online open consultation available to all wishing to participate:

- No quotas or controls on those answering – no demographic quotas, no requirement to live within KCC boundaries.
- An “Opt in” approach – need for respondents to pro-actively visit the consultation site.
- Likely to have attracted those with a prior interest in/ knowledge of local politics and/or budget issues.
- Respondents completing questions alone – no opportunity for help/ support but greater ability to able to take their time.



2. Face to face representative survey

- Quotas in place to match the profile of respondents to the profile of Kent residents by location, age, gender and working status.
- Members of the public approached at random and asked to participate using a tablet computer – may not have given much prior thought to KCC budget issues or priorities.
- Interviewers able to help respondents with queries if necessary – but respondents potentially under more time pressure than those completing online.
- First time the representative survey has been conducted face to face. In 2014 respondents were recruited via telephone and asked to complete the survey online.



The results of the face to face survey have been weighted to correct any discrepancies between the respondent and resident profile (see Annex 2 for details of these breakdowns and the weighting scheme used). However, as the online survey was not intended to be representative, no weighting has been applied to these results.

Deliberative Events

- 4 x 3 hour workshops conducted between Thursday 5th November and Thursday 19th November 2015.

Residents' Events:

- 92 participants across 3 events (In Tonbridge, Maidstone and Dover – 2 evenings, 1 Saturday morning).
- Participants recruited using a combination of random digit dialling and on-street recruitment.
- Recruitment activity designed to ensure attendees represented a cross section of Kent residents. Recruitment structured to reflect the Kent population in terms of age, gender and working status (see Appendix for the demographic breakdown of attendees).
- Recruitment screener used to ensure participants were not KCC or Kent District Council employees or Councillors or their close relatives.
 - Controls in place to ensure participants were independent of each other and did not know any other attendees.
- Break-out groups constructed to allow representation of different demographic characteristics within each group.

Staff Event:

- Event held at County Hall in Maidstone.
- 33 participants working across a range of KCC departments/services and based throughout Kent.
- Structured recruitment of participants to reflect the KCC workforce
- Break-out groups constructed to allow representation of different attendee characteristics within each group.



Key event activities

- A short self completion activity at the start of the event
- Presentation from KCC on budget approaches and challenges
- Facilitated discussions/ group exercises in small groups with stimulus material
- Use of voting, flip charting, post-its to identify areas of consensus and divergence

Context: Awareness & Attitudes Towards KCC Budget Challenges

Deliberative: Spontaneous views on spending priorities

- There was a widespread lack of understanding about which services are provided by KCC (as opposed to District Councils). Key themes were the perception that care standards have fallen, pothole repairs are inadequate, and waste collection/disposal is inefficient.

- Social care recognised as KCC's responsibility by some participants, but not spontaneously mentioned by many others.
- Considered essential services which protect the vulnerable, particularly the elderly.
- Some participants perceived standards of care have suffered as a result of cuts to frontline services.

- Complaints about highway maintenance top of mind for many participants; some perceived this had deteriorated recently.
- Many perceived that KCC does not spend efficiently or effectively e.g. some roads resurfaced at great expense (e.g. central Maidstone) or traffic calming measures introduced (Tonbridge) whilst potholes on local roads are not repaired adequately, so that the problem recurs (false economising).
- Some complaints about partial street lighting leading to personal safety concerns.



- Waste collection spontaneously discussed in almost all groups at the events; participants were largely unaware that this was not managed by KCC.
- Some complained about inconsistencies in recycling and collection policies.
- Some felt this was an area where efficiencies could be made (e.g. fewer collections, less bins, less waste management companies involved).

*Larger words = more mentions

Deliberative: KCC staff perspective

The views of frontline staff participating in the staff deliberative event were generally in line with those of the general public. However, there were some areas where their role as KCC employees brought a slightly different dimension to their feedback.

Prior knowledge/ understanding

- Staff had a deeper understanding of the budget challenges faced by KCC, often mentioning that they live with these challenges and their consequences in their role every day. The deliberative exercises were therefore more “real” and less hypothetical to them than to the general public.
- However, staff members recognised there were gaps in their knowledge, particularly around the detail of Council Tax spending outside of their own area of work. There was also some surprise at some of the detail within the presentation and some confusion around the remit of KCC vs District Councils or national government.
- In general, staff members placed a greater emphasis on the most vulnerable and disadvantaged Kent residents in their discussions compared with the general public, for example focusing on children's services, adult social care, respite services etc. This reflects respondents' expertise in these areas as well as a greater level of *contact* with these services and their users than the average member of the general public is likely to have.

Residents' response to KCC presentation

Participants were surprised by the wide scope of services provided by KCC and dismayed by the enormity of the task facing the Council in addressing the funding and expenditure gap.

Scope of services

- Widespread surprise at how much KCC provides and the high total cost of these services.
- Particular surprise about the scale of social care, and corresponding satisfaction that Council Tax is being spent on these valuable services.
- Many participants were surprised at the division between KCC and District Council service provision and struggled to comprehend the details of this.

Tough decisions

- Most participants had been previously unaware of the funding and expenditure gap facing KCC and were dismayed by this.
- All felt overwhelmed by the scale of this task and were unable to envisage how KCC could make further spending reductions without these having a negative impact on essential services.
- Most participants sympathised with KCC and the difficult decisions staff had to make regarding which services to cut and which to protect (nb. widespread lack of awareness that final spending decisions are made by democratically elected Members).

KCC Costs

- Widespread perception that KCC could and should make further reductions to its own running costs.
- Some perceived that middle and top KCC management received inappropriately high pay at the expense of the delivery of frontline services to benefit residents.

Serious and unforeseen implications

- Participants recognised that they had little knowledge and understanding of KCC services and therefore when it subsequently came to discussing strategic approaches to addressing the funding and expenditure gap they were reluctant to endorse approaches which may have unforeseen negative impacts on services that they and their families and communities may rely on currently or in the future.

Response to Proposal to Increase Council Tax



Response to proposal to increase Council Tax: Summary

KCC has a mandate to increase Council Tax by 1.99% with the majority of respondents and participants in favour of an increase.

- However, the degree to which this was supported varied between responses to the online survey on the KCC website and the face to face random and demographically representative survey.
- Respondents in the online survey on the KCC website were **more supportive** of an increase in Council Tax with over three quarters (76%) in favour, compared to a more even split between the respondents surveyed face to face who were almost evenly split between those favouring some level of increase in Council Tax (51%) and those favouring no increase (49%)*.
- Participants at the beginning of the deliberative events more closely resembled the on-street respondents with 57% in support of an increase and 42% in favour of no increase or a reduction in Council Tax.
- However, this proportion did change as a result of their deliberations so that by the end of the events 68% were in support of an increase and 32% were in favour of no increase or a reduction.
- Although the base size for the deliberative events is small, this movement demonstrates that the better informed residents are of the budget challenges facing KCC and the scope of services it provides, the more supportive they are of an increase in Council Tax.
- It also shows that deliberative event participants by virtue of being more informed moved closer to the position held by those respondents motivated to complete the question on the KCC website, who by definition were respondents who were more aware and interested in this issue than the average Kent resident.

*Unfortunately the online Council Tax question did not capture any information on the nature of respondents answering. It is therefore unclear what proportion of online respondents are KCC staff for example and whether this may have had an impact on the overall results. Although based on small numbers, the deliberative events suggest that staff are more likely to accept an increase in Council Tax than the general public. We would therefore suggest that, in future, respondents answering the online Council Tax question are asked to give some information about themselves. Being able to identify whether respondents are members of KCC staff would allow further analysis in this area to be conducted.

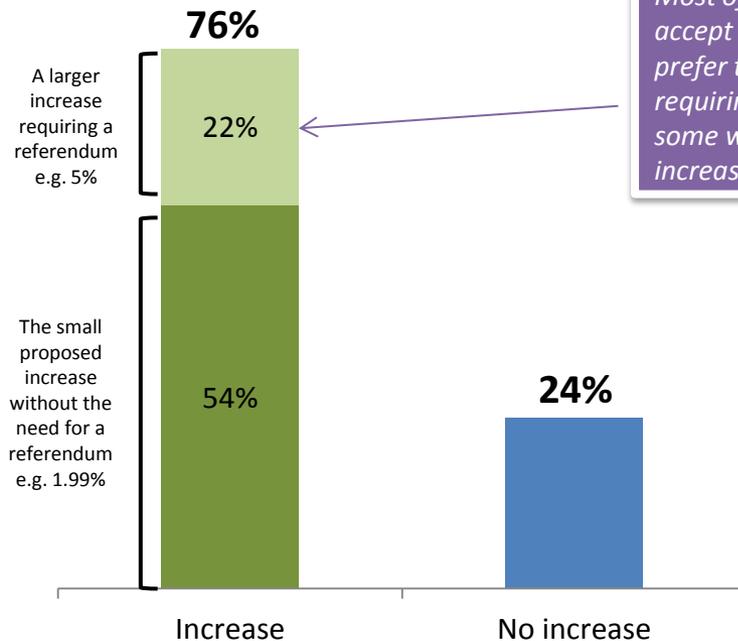
Council Tax: Quantitative data

Significant Findings:

- Those working full time were significantly more likely to accept an increase in Council Tax.
- Those who were retired were also significantly more likely to accept an increase.
- Men were significantly more likely than women to accept a higher increase over 2%.
- See Annex 3 for further detail.

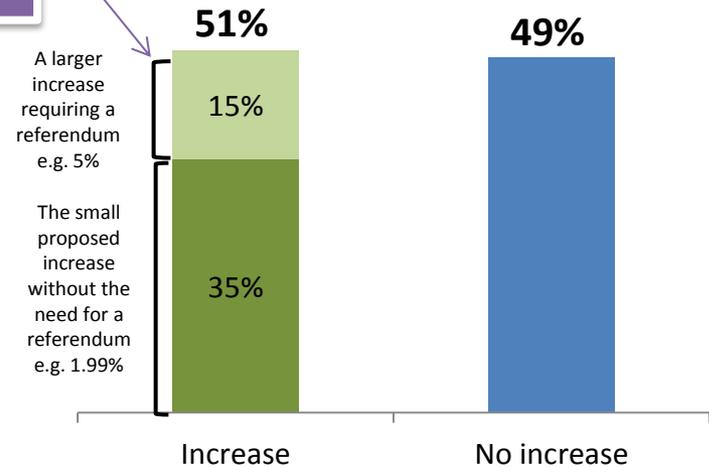
- Strong support for an increase in Council Tax in the online consultation.
- Views of face to face respondents are more mixed – but just over half would accept an increase.
- Differences likely to reflect differing interest in/ knowledge of budget issues/ challenges.

Response to proposal to increase council tax – Online Consultation



Most of those prepared to accept an increase would prefer the lower increase not requiring a referendum - but some would accept a larger increase

Response to proposal to increase council tax – Face to Face Survey



Bases: Face to face survey = 757 respondents, Online consultation = 1693 respondents.

Question: KCC is proposing a small increase in Council Tax to contribute towards the additional spending demands being placed on council services and to provide some protection for local services from the savings that would otherwise need to be found...How much Council Tax would you be willing to pay towards the financial challenge the authority faces next year?. Illustrations of the equivalent monetary increase per week and per year were given. The "No increase" option was framed as "No increase and make equivalent cuts to and make equivalent cuts to services (of around £11m per year) on top of the estimated £80m already needed to balance the budget"



Deliberative: Residents' spontaneous views on Council Tax

There was a widespread lack of awareness about what Council Tax actually pays for.

Just a fact of life

- Most participants accepted the current amount of Council Tax that they pay as an inevitability, which for many was the biggest bill after their mortgage (owner occupiers).
- Some felt the current amount was the maximum they could afford.
- Some participants did not personally pay Council Tax (exempt, or others paid it within the household).

Limited understanding

- Widespread lack of awareness about what Council Tax actually pays for and whether it delivers value for money.
- Corresponding low interest in this overall.
- Some recall that the bill includes some information about this, but few could recall the details.
- Some awareness that the amount paid is connected to property size.
- Some awareness that Council Tax varies across Kent, but no understanding of the reasons why.

No improvement to services

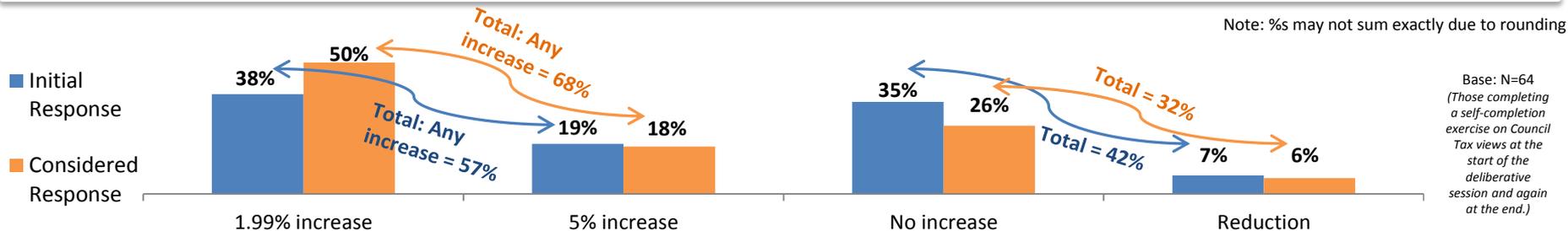
- Those participants who were aware that Council Tax had increased in 2015/16 complained that they had not seen a corresponding improvement in services.
- Some complained that recent increases in Council Tax were unfair as their own household income had not increased and they were therefore paying proportionally more than before.
- They were concerned that this disparity would widen further should KCC increase Council Tax again and they felt that this was unfair.
- Little understanding that that the 2015/16 increase in Council Tax was to help reduce the gap between government funding and KCC expenditure, and thereby maintain services at existing levels, rather than improving them.

Desire for greater transparency

- On reflection, many participants felt that they should know more about what Council Tax pays for and whether it delivers value for money.
- However, they admitted that they were not motivated to seek out this information for themselves.
- They therefore wanted KCC to be proactive and make this information more accessible and transparent.

Council Tax: Residents' qualitative response

Participants at the beginning of the deliberative events more closely resembled the face to face respondents with 57% in support of an increase and 42% in favour of no increase or a reduction in Council Tax. However, as a result of their deliberations, these proportions changed towards a greater number in favour of a 1.99% increase.



Why support an increase?

- Inevitability that Council Tax should increase in line with other cost increases.
- Increase needed to help pay for services.
- Change of mind reflecting a better understanding of the budget challenge and desire to protect essential services or to reduce KCC's deficit.

1.99% vs 5%

- Strong rejection of the expense and uncertainty of a referendum – seen as a waste of money.
- Smaller increase also seen as more manageable.

Why reject an increase?

- KCC should spend its money more efficiently first.
- Unfair to increase Council Tax when wages have not increased.
- Could not afford an increase.

Almost all staff members participating in the staff deliberative event were in favour of an increase (mostly the small increase of up to 1.99%). Their views did not change during the course of the event, likely to reflect a greater level of knowledge at the outset. See Annex 4 for further information.



Deliberative: Response to Council Tax reductions and exemptions

Participants generally felt that there were valid reasons for the current Council Tax reductions and exemptions available and there was therefore no appetite for changing the system significantly.

- Widespread perception that Council Tax was high and therefore that the reasons for offering these groups a discount were sound:
 - Most perceived that people on low incomes clearly could not afford to pay higher amounts of Council Tax.
 - Most perceived that the single person discount was fair because it reflected a proportional use of services.
 - Most perceived that it was fair that students did not have to pay Council Tax, as they had a large financial burden in the form of tuition fees.
- Widespread belief that people who struggled to pay Council Tax should be given more time and a structured payment plan that was tailored to their circumstances. Some participants had experienced being in arrears with their Council Tax and did not feel that they had been dealt with leniently; they felt that the main reason people did not pay Council Tax was because they genuinely couldn't afford it rather than deliberate tax avoidance.
- A few participants considered that it was unfair that households with more occupants (using more services) should pay the same as those with fewer residents, and that maybe a fairer system could be introduced.
- Some participants considered that owners of empty homes should be required to pay Council Tax sooner than the current situation of a year's grace.

Spending Priorities: Priority Services



Introduction to “Max Diff”

- Respondents taking part in the face to face survey and the open online consultation were asked to undertake a Maximum Difference Scaling (“Max Diff”) exercise to provide an indication of Kent Residents’ prioritisation of different items of KCC spending.
- The Max Diff modelling technique (also known as best/worse technique) involves participants being asked to indicate the best and worst options out of a given set, as opposed to using an importance rating scale. This “choice modelling” technique offers more effective results than scale questions where differentiation is required (e.g. it avoids results where respondents rate everything as “very important”).
- A set of 20 budget items was tested, with each framed as different activities that £1,000 of KCC funding could support. Respondents were presented with 4-5 items at a time and asked to indicate which is most important and which is least important.
- In the face to face survey, respondents were handed a tablet computer to self-complete the exercise, allowing them to fully read and consider the different options in their own time.
- A similar Max Diff exercise was undertaken last year, but some changes were made to the list of items tested and to the wording included around each item. This year, descriptions of each item were shortened to make them more understandable to respondents. The item descriptions tested in 2014 are shown in Annex 5.
- The following slides explore residents’ service priorities based on this Max Diff exercise, with these showing a clear pattern in terms of the greatest priority being attached to support for the most vulnerable, followed by universal infrastructure services e.g. potholes and gritting, with discretionary, “quality of life” services placed last. However, it should be borne in mind that the items tested included an indication of the **scale** of activity that £1,000 of KCC spending will fund e.g. number of weeks of care, number of journeys/ visits etc, so perceptions of value for money will have been taken into consideration alongside opinions on the type of activity that may be most needed.

Max Diff exercise – Screenshots:

Which of the following is **MOST** important to you?

- 62 attendances by a young person at their local youth centre
- 10 tonnes of waste disposed of, enough to support 17 average Kent households for a year
- 2 ½ weeks of residential care for one older person
- Nine weeks' taxi transport to and from school for one child with Special Educational Needs
- 500 journeys on subsidised bus routes

Back Next

Survey progress: 57%

Which of the following is **LEAST** important to you?

- 62 attendances by a young person at their local youth centre
- 10 tonnes of waste disposed of, enough to support 17 average Kent households for a year
- Nine weeks' taxi transport to and from school for one child with Special Educational Needs
- 500 journeys on subsidised bus routes

Back Next

Survey progress: 57%

“Max Diff” exercise: Summary

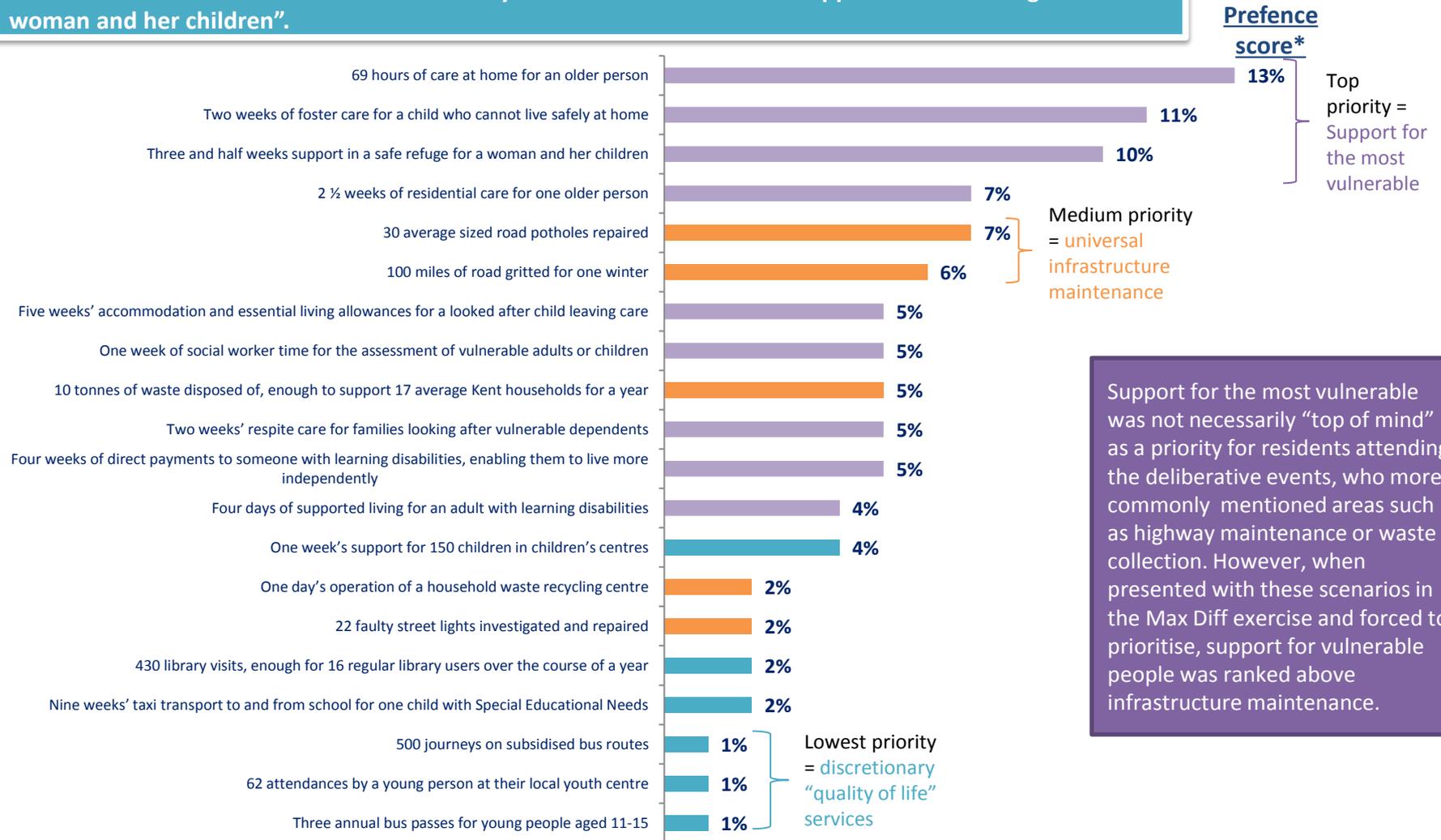
- Highest priority placed on services to protect the most vulnerable
- Essential infrastructure activity (with universal impact) next most important
- Discretionary “Quality of life” services least important

	Which services?	Who does it impact?
<p>ABSOLUTE PRIORITY</p> <p>Care of society’s most vulnerable</p>	<ul style="list-style-type: none"> • Care at home • Foster care • Refuge 	<ul style="list-style-type: none"> • Elderly • Children • Women
<p>Important</p> <p>Essential infrastructure needs</p>	<ul style="list-style-type: none"> • Potholes • Gritting 	<ul style="list-style-type: none"> • All residents
<p>Support care services</p>	<ul style="list-style-type: none"> • Respite • Assessment • Accommodation 	<ul style="list-style-type: none"> • Families with vulnerable dependents • Children leaving care • Those with learning disabilities
<p>Less important</p> <p>Lower priority infrastructure needs</p>	<ul style="list-style-type: none"> • Waste disposal • Recycling • Street light faults • Subsidised bus routes 	<ul style="list-style-type: none"> • All residents
<p>Discretionary “quality of life” services</p>	<ul style="list-style-type: none"> • Libraries • Youth centres • Taxi transport • Bus passes 	<ul style="list-style-type: none"> • Young people • Children with special educational needs

Note the ranking is **relative** – residents do value discretionary/ quality of life services and would prefer them to be protected if a choice did not have to be made.

“Max Diff” exercise: Detail

The top ranked service area tested is “69 hours of care at home for an older person”, followed by “2 weeks of foster care for a child who cannot live safely at home” and “3.5 weeks support in a safe refuge for a woman and her children”.



Support for the most vulnerable was not necessarily “top of mind” as a priority for residents attending the deliberative events, who more commonly mentioned areas such as highway maintenance or waste collection. However, when presented with these scenarios in the Max Diff exercise and forced to prioritise, support for vulnerable people was ranked above infrastructure maintenance.



“Max Diff” exercise: Sub-group comparisons

There was little difference in the ranking of the items tested amongst respondent sub-groups. Some small points of divergence included:

- **Online respondents** placed potholes and gritting above residential care and gave slightly higher preference scores for these items than those completing the on-street survey (8% potholes, 7% gritting compared with 5% each among on-street respondents).
- **Younger residents aged 18-34** prioritised foster care and safe refuge above care at home.
- Compared with other age groups, **older residents aged 55+** gave the top ranked item (care at home for an older person) a clearer lead in terms of their level of preference over the second ranked item (foster care).
 - Those aged 55+ completing the online consultation placed pot hole repair in 3rd priority position.
 - The oldest 75+ age group rated residential care for an older person highly, but placed this well behind care at home.
- A full breakdown of results by survey methodology (face to face vs online) and age group is set out in Annex 6.

Top 3 service items by respondent age group

18-34*	Rank and Preference score	
	On-Street survey	Online survey
Foster care (2 weeks)	1: 12%	1: 14%
Safe refuge for a woman and her children (3.5 weeks)	2: 12%	2: 12%
Care at home for an older person (69 hrs)	3: 11%	3: 10%

35-54	Preference score	
	On-Street survey	Online survey
Care at home for an older person (69 hrs)	1: 12%	1: 13%
Foster care (2 weeks)	2: 11%	2: 12%
Safe refuge for a woman and her children (3.5 weeks)	3: 9%	3: 10%

55+	Preference score	
	On-Street survey	Online survey
Care at home for an older person (69 hrs)	1: 14%	1: 17%
Foster care (2 weeks)	2: 9%	2: 11%
Safe refuge for a woman and her children (3.5 weeks)	3: 8%	4: 8%
Potholes repaired (30)	= 5: 6%	3: 9%



“Max Diff” exercise: Comparison with 2014

- Comparisons should be treated with caution due to differences in the items tested and their wording, but results of this year’s Max Diff exercise are very similar to those gathered in 2014. This is particularly true for the 2014 online exercise, where the top ranked services covered care for the elderly, either residential or at home, and foster care (women’s/ children’s refuge was not included in the list in 2014).

Top 5 service items – 2014 and 2015

- In the 2014 representative survey, the highest priority item was road gritting, with a slightly higher preference score than residential care for the elderly. Road gritting was ranked joint 6th in this year’s on-street survey, which may reflect mild weather conditions during the fieldwork period.
- In 2015, care at home for an elderly person was consistently rated above residential care by some margin, while in 2014 there was little difference, with residential care coming out slightly ahead. This may reflect changes in the item wording. Previously, additional information was given, describing the needs of someone receiving residential care as “substantial or critical” while care at home would be for someone whose needs were “moderate or substantial”. This may have suggested to respondents that those receiving residential care would be in greater need of support.

Rank	2014		2015	
	Representative survey	Open online consultation	Representative survey	Open online consultation
1.	Road gritting (100 miles)	Residential care for an older person (2.5 weeks)	Care at home for an older person (69 hours)	Care at home for an older person (69 hours)
2.	Residential care for an older person (2.5 weeks)	Care at home for an older person (69 hours)	Foster care (2 weeks)	Foster care (2 weeks)
3.	Care at home for an older person (69 hours)	Standard foster care (2 weeks)	Safe refuge for a woman and her children (3.5 weeks)	Safe refuge for a woman and her children (3.5 weeks)
4.	Standard foster care (2 weeks)	Road gritting (100 miles)	Residential care for an older person (2.5 weeks)	Potholes repaired (30)
5.	More complex foster care (1 week)	More complex foster care (1 week)	Potholes repaired (30)	Residential care for an older person (2.5 weeks)

Bases: 2014 Representative survey = 514, 2014 open online consultation = 853, 2015 representative survey = 757, 2015 open online consultation = 1158. For the full list of items tested in 2014 and corresponding preference scores, see Annex 5.

Response to Strategic Policy Options

Online survey: Strategic Policy Option question

Keeping in mind the growing demands for services and a need to balance the budget, how strongly do you agree or disagree with the following actions KCC could potentially take?



	Strongly agree	Slightly agree	Neither agree nor disagree	Disagree slightly	Disagree strongly	Don't know
Restrict access to services to only the most needy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourage local people to voluntarily provide certain services in their communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raise additional income from other sources e.g. charges for services, tackling council tax avoidance, etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Find more efficient ways to deliver the same level of service at a lower cost e.g. by buying in more services from the private and voluntary sectors, sharing services with other public agencies, etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce demand for publically funded services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce or stop services which are least valued by Kent residents and provided over the statutory minimum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

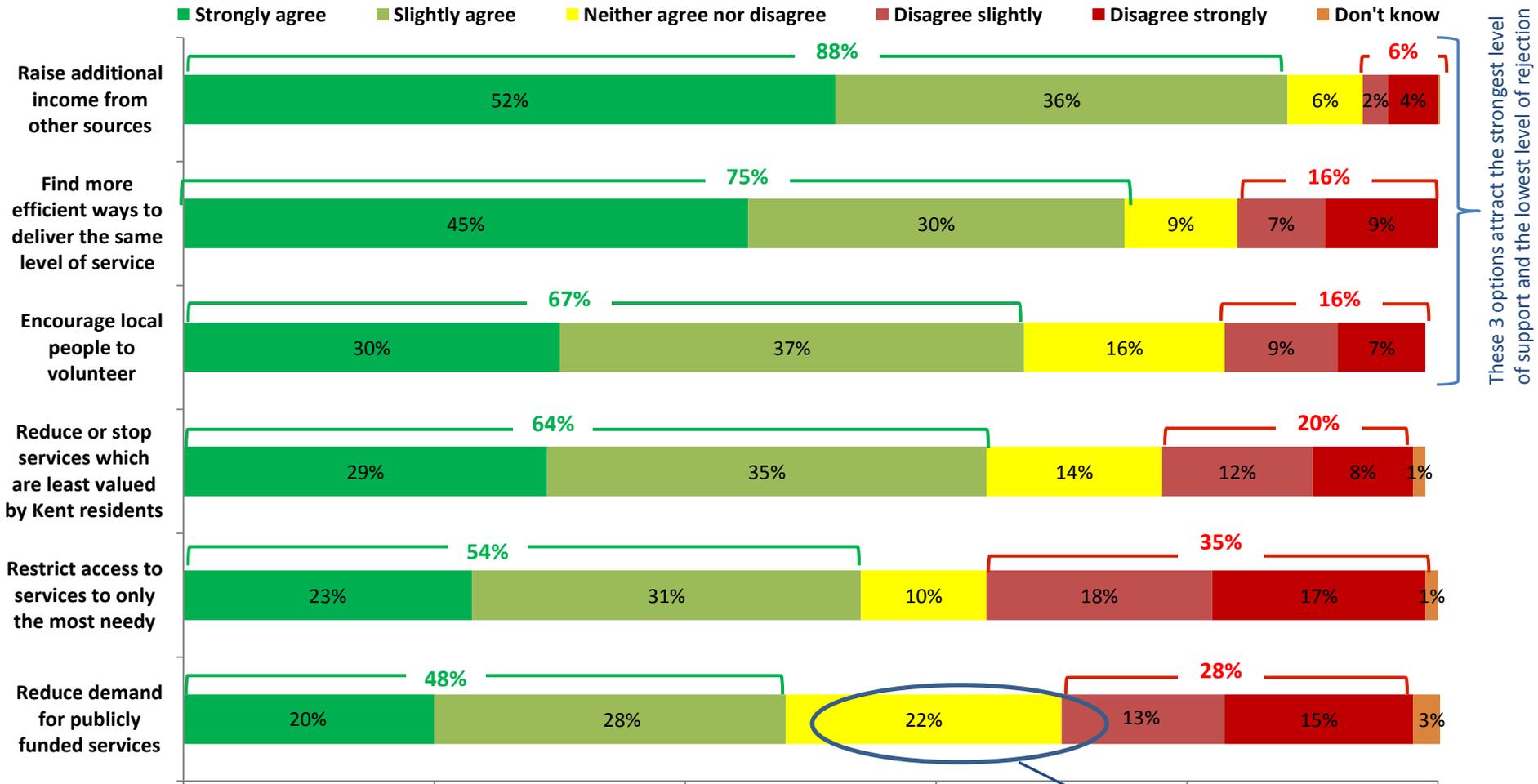


Response to Strategic Policy Options: summary

- Participants in the deliberative events were asked to consider the appeal of the 6 options from the online survey (previous slide) and to consider a new option in addition to these: **Reduce or remove discretionary services.**
- Deliberative event participants were also provided with additional information about each of these 7 options to help them understand more about what would be involved.
- Overall, a consensus emerged between the responses to the online consultation and the deliberative events as to the most appealing strategic policy options. The most appealing options for both audiences were those which did not threaten to reduce public services:
 - **Raise additional income from other sources**
 - **Find more efficient ways to deliver the same level of service at a lower cost**
 - **Encourage local people to voluntarily provide certain services in their local communities**
- However, many participants in the deliberative events found it challenging to choose between the options presented in terms of most and least appealing because they felt that the most appropriate strategic direction would be dependent on practicalities rather than abstract principles, i.e.:
 - How much money would actually be saved by implementation? What would this mean in terms of the impact on specific services? Could the option be implemented effectively and fairly?
- As a result, many participants considered that it would be preferable for KCC to implement those strategies which delivered pragmatic solutions that maintained the best services possible, whilst having the least negative impact overall.

Online response to Strategic Policy Options

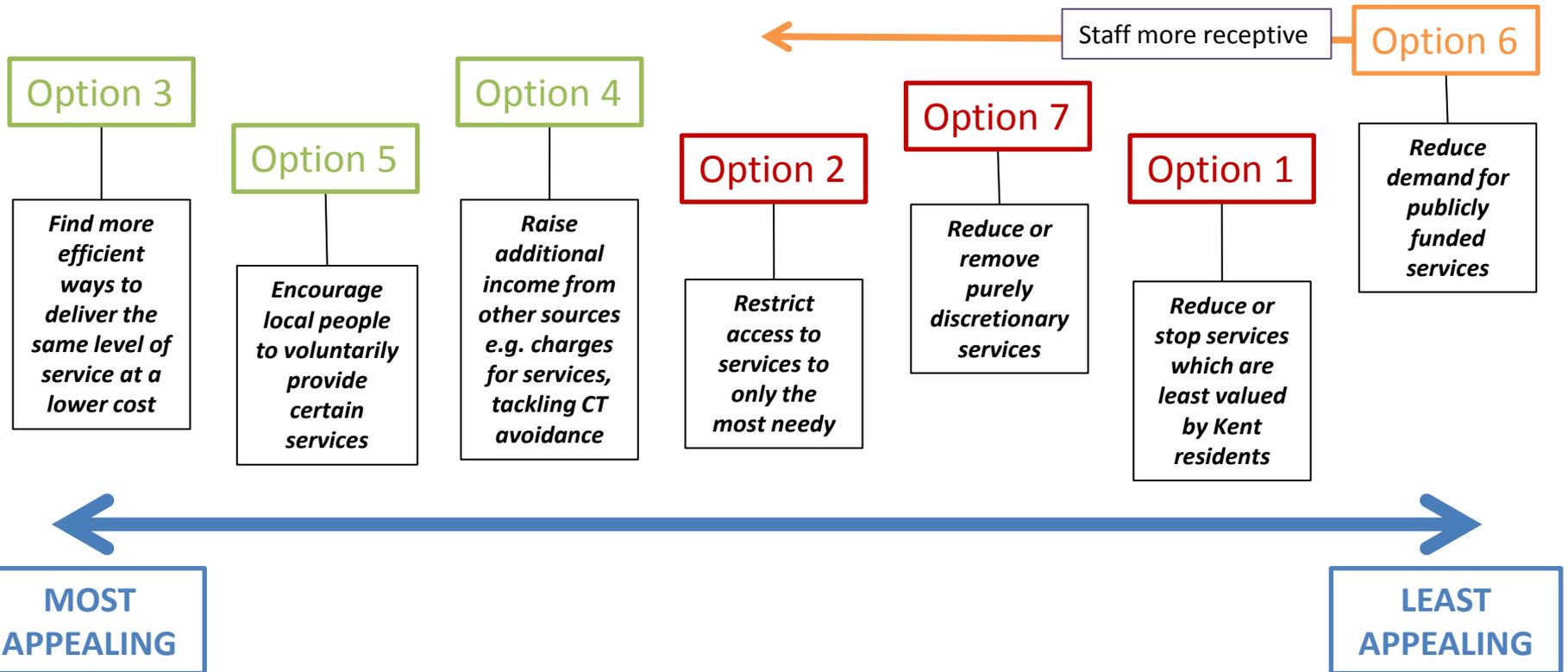
• Respondents favoured positive, pro-active approaches felt not to threaten service delivery.



Base: 1147 – 1155
From Q4. Keeping in mind the growing demands for services and a need to balance the budget, how strongly do you agree or disagree with the following actions KCC could potentially take?

Deliberative response to Strategic Policy Options: overview

- Consistent: Strongest appeal = options that do not threaten to reduce existing services; positive, proactive alternatives
- Participants were reluctant to endorse options cutting essential frontline services / involving means testing



Methodology: Group exercise to work together to map these options on a spectrum from least appealing to most appealing. Group discusses each in turn and works to come to a consensus. Diagram reflects general view across all groups. In some cases, respondents found identifying a distinct order quite difficult.

KCC staff response to Strategic Policy Options: Overview

- Reflecting their position “on the ground”, staff members had an insider perspective when evaluating the different options.
- They also commonly mentioned that their view on some of the options would depend on how these were interpreted. There was a particular staff angle to discussions on the following:

Efficiencies

- “Find more efficient ways to deliver the same level of service at a lower cost” could be interpreted negatively if this was to involve staff or other ill thought out cuts. However, staff did feel there were areas where services could be delivered more efficiently and mentioned frustration at what they saw as inefficient practices, such as the need to use official KCC suppliers, which could be more expensive than buying from other sources.
- There was particular negativity around “efficiency consultants” as well as around outsourcing more generally. Reflecting concerns raised by the general public, this was felt to be less efficient than delivering services in house.
- It was suggested that frontline staff could be the best experts on efficiency savings to be made in their area on a day to day basis and that small improvements in efficiency across the council could quickly add up.
- In common with the general public, staff members raised concerns around the salaries/ benefits enjoyed by top leaders within the council.

Preventative services

- While concerns around the **long term** impact of potential approaches and the possibility of knock-on effects on other areas were raised by the general public, this concept came out particularly strongly at the staff event. Staff members called for joined-up thinking across different services and for encouragement/ support of **preventative** activity, considered an “easy target” for cuts but vital in terms of both the impact on people’s lives and in saving money in the long run.
- This led to mixed feedback on Option 6: “Reduce demand for services”, with staff in favour of this option if it would mean supporting early intervention in order to decrease the need for more complex and costly support.

Deliberative response: Find more efficient ways to deliver the same level of service at a lower cost e.g. by buying in more services from the private and voluntary sectors, sharing services with other public agencies etc.

This had the greatest appeal overall as participants perceived that there were considerable inefficiencies within the system and it made sense that KCC should focus on getting its own house in better order before inflicting service cuts on residents whilst increasing Council Tax.

RATIONALE TO SUPPORT OPTION

- Widespread perception that KCC (along with government/public sector in general) was wasteful and made bad spending decisions by pursuing the wrong priorities and spending money on things that were not crucial e.g. did not deal with potholes, but introduced expensive traffic calming measures; built a big new library, but apparently now needed to reduce opening hours; built a new school in an area where this was not really needed.
- Widespread scepticism that KCC (and government/public sector in general) was making the most of its resources e.g. property, land.
- Widespread suspicion of waste via bureaucracy, highly-paid managers and inefficient and costly use of sub-contractors who may be profiteering at expense of taxpayers.
- Widespread belief that there was too much duplication in local government and that KCC should work with other local councils to reduce costs and pool resources (both within Kent and outside of Kent) e.g. a central admin function for all councils.

CONCERNS

- Some participants believed that KCC has historically focused too much on unwelcome cuts to frontline staff rather than making greater efficiencies at higher levels within the organisation i.e. senior management and County Councillor running costs.
- Considerable concern about false efficiencies: perception that contracting out services was not always cost-effective.

STAFF VIEWS:

- Some staff were less supportive of this option as they equated 'efficiencies' with expensive management consultants, restructuring and redundancies which they consider have not necessarily improved services for service users e.g. closure of Dorothy Lucy Centre.
- However, staff also perceived that there were inefficiencies within the system which should be addressed, particularly around procurement, with some mandated KCC suppliers perceived to be more expensive than non approved contractors.

Deliberative response: *Encourage local people to voluntarily provide certain services in their communities*

This was a palatable, positive approach which was regarded as having the dual benefit of being good in principle by encouraging better citizenship whilst at the same time avoiding cuts to essential services.

RATIONALE TO SUPPORT OPTION

- Widespread appeal because participants could easily understand this principle and they considered it to be feasible: many had experience of either volunteering themselves or knew people who volunteered. They were confident that this was a more workable option in comparison to some of the other options discussed.
- Many participants suggested it should be compulsory for unemployed people to volunteer as it would improve their skills/employability whilst simultaneously providing a useful service by giving back to the community (some felt that this should be extended to people on community service/in prison).

STAFF VIEWS:

- Staff views were consistent with the public.
- Staff with experience of working with volunteers sounded a note of caution over the reliability of services run by volunteers and the cost/benefit ratio of managing them.
- Some staff considered that KCC staff could make more use of the time they are allowed to take off for volunteering.

CONCERNS

- When participants thought this through in more depth, there was some concern around its feasibility in terms of delivering reliable services to the public.
- Some were concerned about the reliability of volunteers – regular, paid staff would still be needed to ensure services run regularly and smoothly.
- Widespread belief that this would only be suitable for some services as volunteers wouldn't necessarily have the right skills / checks/ insurance to work with children / the elderly.
- Some participants identified there would be considerable work involved in delivering training and managing DBS checks, so the overall efficiency would need to be assessed.
- Some participants questioned whether it would be possible to encourage more people to volunteer beyond those who do so currently. Participants in full time work and with young children felt that they would not have the time to spare so the responsibility would rest with others to step up.

Deliberative response: *Raise additional income from other sources e.g. charges for services, tackling council tax avoidance, etc.*

This option was divisive: many participants felt that it was a legitimate, positive and proactive strategy for KCC to increase revenue by charging for certain services and pursuing avoidance. However, others considered it to be less appealing if it had a negative financial impact on themselves.

RATIONALE TO SUPPORT OPTION

- Those in favour regarded it as a legitimate strategy for KCC to charge for certain services.
- Better to charge a flat fee for some services, rather than means testing which would involve an upfront cost.
- Some participants were comfortable with KCC charging for some services, such as art galleries and possibly libraries (although there was the concern that this may mean people stop using these services altogether).
- Fines should be given to people who are avoiding paying council tax or fines they owe KCC, but only if the individual can afford to pay – people who genuinely can't afford it should have a tailored payment plan devised to help them pay the council back.

CONCERNS

- Rejected by those who saw it as adding to the cost burden imposed on residents.
- They believed that this was the easy option for KCC to take and that KCC should address its own efficiencies before charging residents for services.
- Some considered that charging for services was unfair if council tax was going to be increased.
- More details about the costs and services involved were needed for these participants to be able to judge this option fairly. Would charges be means tested as happens with social care for the elderly? And how much would be saved if additional administration was required to manage the processes?

STAFF VIEWS:

- The concept of KCC being more creative in raising income was welcomed by many staff.
- There was some awareness that KCC has been moving in the direction of charging externally for its central business support services such as HR and this was welcomed.
- Some staff felt that KCC should have a more entrepreneurial ethos by making its assets work better e.g. hiring out meeting rooms in public buildings, selling goods in libraries etc. They felt that more could be done around working in partnership with the private sector/businesses to maximise the value in KCC assets.

Deliberative response: Reduce demand for services e.g. by encouraging people to take more responsibility for themselves rather than the Council funding certain services, such as families/friends taking more responsibility for helping with care needs for vulnerable people, parents take responsibility for getting children to school, etc. In these cases services would no longer be available.

- This was the least appealing option for residents as participants struggled to believe it would work in reality. However staff considered that it was a good principle in theory.

RATIONALE TO SUPPORT OPTION

- Some participants did support this option as they felt that people have become too reliant on state support and that they should return to supporting themselves more, especially those who rely on the system without a genuine need.
- Some participants believed that encouraging people to take greater responsibility was laudable but this was regarded as a long term solution rather than a short term fix for the budget challenge.

CONCERNS

- Many participants were unable to envisage how this would work in practice.
- They believed that many people were less willing to help themselves or others and this has led to an increase in service needs. They questioned how KCC could realistically encourage people to do more themselves.
- Many participants associated this option with cutting essential services, particularly care services and therefore rejected it.
- Some participants were concerned that cutting services could lead to greater problems which would be more expensive for KCC to resolve further down the line.

STAFF VIEWS:

- Many staff considered that this had already been happening in recent years; it was a good principle to encourage people to take more responsibility for themselves but that in practice it does not always work.
- Many considered that if this was not managed carefully it could lead to greater problems when people struggle to manage themselves and their needs escalate. Staff emphasised the value of preventative services in avoiding more costly interventions later on.
- Some felt that sometimes those who had access to services were those who 'shout the loudest' and they were not always those in greatest need e.g. respite care allocation, SEN transport provision. Therefore KCC would need to ensure that vulnerable residents were not disadvantaged further if this option was implemented more widely.

Deliberative response: Restrict access to services to only the most needy e.g. should the council continue to offer services universally to everyone or limit access to only those who have no other choice than to access publicly funded services

- This option was largely rejected as being too challenging and costly to implement fairly.

RATIONALE TO SUPPORT OPTION

- Some participants supported the concept as they recognised that there were potential areas of universal access to public services which were not necessary for everyone e.g. over 60s bus pass, Winter Fuel Allowance.
- Some participants believed that if people could afford to pay their way more than they should.

CONCERNS

- Many participants felt it would be too difficult for KCC to define 'most needy'.
- Many rejected this option because they considered that the high cost of implementing means testing would negate the cost savings achieved by restricting access to services.
- Also widespread suspicion that means testing would unfairly impact on people with middle incomes whose income just exceeds the entry criteria.
- Many participants also felt it would be unfair to restrict services to certain groups of people as people who work hard would therefore be penalised for doing well, which therefore removed the incentive to work hard and do well.

STAFF VIEWS:

- Staff expressed similar doubts about the fairness and practicalities of this policy.
- Some perceived that this approach was already being implemented with day care centres and children's centres being shut which has had a negative impact for many service users. They would not like this to be further extended.
- A number of staff perceived that often those most in need of services were the least empowered and informed. Therefore if KCC introduced means testing this would be a further barrier which could disadvantage the most vulnerable. KCC would therefore need to be proactive in reaching out to these people.

Deliberative response: Reduce or remove purely discretionary services. These are services which the council does not have to provide by law but are generally well received by residents such as young person's travel pass.

- This option was widely disliked because of the impact on services which many participants regarded as essential.

RATIONALE TO SUPPORT OPTION

- A few participants felt that if the budget situation meant that KCC needed to choose between cutting essential services and providing discretionary services, that the discretionary ones should be the first to be impacted.
- A few participants suggested a distance based Young Person's Travel Pass so that 11-16 year olds are only eligible for a bus pass if they live in rural areas.

CONCERNS

- Many residents believed that just because a service was discretionary did not mean that it wasn't essential e.g. YPTP and subsidised bus services provide a lifeline for those in rural areas.
- Many participants felt that the removal of much needed but discretionary services was a false economy and short-sighted, failing to take into consideration the holistic impact: if these services were cut / removed then problems could escalate and there would be a greater need and demands on services in the long term.

STAFF VIEWS:

- Generally staff agreed with the public, however they had a greater sense that KCC had already achieved significant efficiencies in recent years and there was scepticism that there was more scope to cut back discretionary services further.
- Many were greatly concerned that this policy might involve reducing "quality of life" services leading to social isolation for the most vulnerable e.g. providing transport for an elderly gentleman to go to lunch once a week might be seen as discretionary, but this would make a big difference to his quality of life.
- Many felt that it was a moral responsibility for KCC to provide services which delivered a better quality of life to people and which were over and above the parameters of statutory responsibility.

Deliberative response: Reduce or stop services which are least valued by Kent residents and are provided over the statutory minimum e.g. services that KCC has some choice over the extent to which they are provided such as the number or opening hours of libraries, care services for those not qualifying for formal intervention, subsidised bus routes, etc.

- This option was also widely disliked as participants were sceptical about how KCC could define ‘least valued’ services.

RATIONALE TO SUPPORT OPTION

- A minority of participants believed that there were some services which could be cut as they were not valued / used by many residents, e.g. library services, community wardens.
- Some suggested merging services instead of stopping them altogether – e.g. rather than reducing library hours or closing them down, more services could be housed within the library, and schools / clubs could use the space more.

CONCERNS

- Many participants found it challenging to envisage which services might be least valued and therefore rejected the concept of losing services.
- Many participants considered that specific services would be of value to some residents, so it would be unfair to reduce or stop these just because others who do not use them do not value them.
- Many participants considered that reducing services would possibly have a long term impact on communities and the quality of life. It was felt that quality of life was hard to measure.
- Widespread concern about how ‘least valued’ would be defined by KCC; they were unsure how KCC could do this robustly and fairly.

STAFF VIEWS:

- Staff had very similar views to the public.
- Some staff considered that there were services which were less important and that KCC should not be subsidising bus routes and transport services to the extent it does.
- Other staff were concerned about defining value and some envisaged that this could lead to a ‘postcode lottery’ whereby access to services differed considerably by area.
- Some staff considered that stopping any services would revitalise interest in them from the public, leading to pressure on Members which would mean that decisions to reduce or stop those services would be reversed.

Response to Three Broad Principles

Deliberative: Overview of response to three broad principles

- Following discussion of the strategic policy options, participants then considered in more detail the appeal of the following three broad principles:
 - ***Better targeting of current universal services so that they are provided only to those most in need***
 - ***Penalising people who abuse the services by fining them or withdrawing Council services from them***
 - ***Stop providing services which the council is not obliged by law to provide***
- Again, additional information about how these might work in practice was shared with participants to help inform their discussions.
- Participants strongly rejected '***Stop providing services which the council is not obliged by law to provide***'. They considered that these services existed because there was a demonstrable need for them. Whilst the range of non-statutory and discretionary services may not have been relevant to them currently, participants rationalised that they or their families may well personally have need of these services in future and they would therefore not gamble on supporting a principle which could end up having a negative impact on their lives in future.
- Within this context, deliberative event participants were broadly more in favour of:
 - ***Better targeting of current universal services so that they are provided only to those most in need***
 - ***Penalising people who abuse the services by fining them or withdrawing Council services from them***
- However, these two principles were not enthusiastically welcomed nor seen as a panacea to the budget challenge facing KCC. This is because participants envisaged that implementing them fairly and effectively would be costly, as it would require KCC to establish new systems for means testing individuals (better targeting) and monitoring misbehaviour (penalising people), both of which would need to be very carefully managed to avoid having a range of negative unintended costs and consequences.

Deliberative Response to 3 Broad Principles: Overview

- Unenthusiastic response consistent with views on strategic options.

Penalising people who abuse the services by fining them or withdrawing Council services from them e.g. fines for traffic violations, withdrawal of services for those in arrears on Council Tax, fines for those who don't recycle waste correctly.

Better targeting of current universal services so that they are provided only to those most in need e.g. young person's travel card means tested by parental income, families to make financial contribution towards cost of care services for relatives (including looked after children). getting children to school, etc. In these cases services would no longer be available.

Stop providing services which the council is not obliged by law to provide e.g. support for those not meeting the criteria for care intervention, subsidised bus routes, community wardens, etc.

PREFERRED =
LEAST
UNAPPEALING

LESS PREFERRED
= MOST
UNAPPEALING



Deliberative: Better targeting of current universal services so that they are provided only to those most in need e.g. young person's travel card means tested by parental income, families to make financial contribution towards cost of care services for relatives (including looked after children), getting children to school, etc. In these cases services would no longer be available.

- Participants recognised that this principle was a development of the earlier options which focused on limiting services. It was supported and rejected for the same reasons as those options. It was regarded as a less draconian approach in comparison to the other two principles.

RATIONALE

- When forced to make a choice, many participants considered this to be the most appealing / feasible option and perceived that KCC would have little choice but to implement it in this era of government spending cuts.
- It was more appealing than removing a non-statutory/discretionary service entirely.
- Some participants believed that some residents would volunteer to give up or pay for services as they appreciate others are more in need, but it would be difficult to administer this.

CONCERNS

- Again this raised substantial concerns around how KCC would control access by means testing and the feasibility and cost-effectiveness of this.
- Participants were also concerned about fair implementation of means testing and imposing a threshold – again many felt that people on middle incomes often lose out unfairly.
- Participants considered that to be fair, means testing should not just be based on income, but also take into account individual circumstances, e.g. rural vs town living.

STAFF VIEWS:

- Overall staff agreed with the public regarding the pros and cons of this principle and its relative appeal.
- They were similarly sceptical about how it could be implemented fairly and cost effectively.
- They repeated concerns about whether this strategy would lead to further inequalities where the most vulnerable and least informed residents are unable to access the services they need.



Deliberative: Penalising people who abuse services by fining them or withdrawing Council services from them e.g. fines for traffic violations, withdrawal of services for those in arrears on Council Tax, fines for those who don't recycle waste correctly.

- Some participants welcomed the principle of those who abuse the system being held to account. This principle was overwhelmingly rejected by staff as unworkable and undesirable for KCC to implement.

RATIONALE

- Widespread agreement that some people do abuse the system and get something for nothing unfairly and that authorities such as KCC should penalise them for this. (Some participants voiced their frustration at migrants/asylum seekers in Kent being a potential drain on local services and resources.)
- Many participants believed that KCC should receive revenue from traffic violations and imposing more severe restrictions would have the dual benefit of easing congestion and raising revenue.

CONCERNS

- Widespread scepticism about how withdrawing Council services would actually work in practice – if services such as bin collections were taken away, how would KCC/District Council manage not collecting one person's bin on a whole street? How would KCC stop these individuals from fly-tipping or using someone else's bin?
- Many participants also considered that this principle would unfairly penalise people who genuinely can't pay Council Tax and that fining them further would make the situation worse. These participants felt that those on lower incomes were likely to need more services, so it would be a false economy to remove essential services from them.

STAFF VIEWS:

- Widespread strong rejection of this principle on the basis that they did not want KCC to become a 'police force' and that it would also not raise much income nor solve the problems facing those residents who fall into arrears or fail to follow procedures correctly.



Deliberative: Stop providing services which the council is not obliged by law to provide
e.g. support for those not meeting the criteria for care intervention, subsidised bus routes, community wardens, etc.

- This option was widely rejected as participants did not want essential (albeit non-statutory) services to be cut.

RATIONALE

- Some participants considered that this principle could be applicable for some services but it should not be a blanket principle to apply to all non-statutory services; each individual service should be reviewed and the potential cost saving / impact calculated to see which services could be stopped.

CONCERNS

- Many participants considered non-statutory services such as YPTP and subsidised bus routes to be essential services which need protecting as they provide a lifeline for those in rural areas.
- Widespread belief that stopping certain services would mean escalating problems and potentially further cost and demand on other services long-term.
- Some participants felt that if KCC reduced services to the statutory minimum, then KCC would not be responding to local needs, and therefore are not adequately providing services to the whole community.
- Some residents suggested introducing more volunteers to certain services rather than stopping them completely.

STAFF VIEWS:

- Widespread strong rejection of this principle on the basis that KCC's service provision has already been limited and there is not much scope for further removal of services without this having a serious detrimental effect on Kent residents.
- This principle could have many unforeseen consequences which would make the situation worse for those in need for services, leading to the need for expensive interventions later on.

Appendices

Annex 1a: Online and Face-to-Face Respondent Profiles – Location, Gender, Working Status and Age

Location:

	Online Survey	F2F Survey	True Kent Proportion
Ashford	9%	8%	8%
Canterbury	11%	9%	10%
Dartford	4%	7%	7%
Dover	6%	8%	8%
Gravesham	3%	7%	7%
Maidstone	14%	12%	11%
Sevenoaks	4%	8%	8%
Shepway	5%	8%	8%
Swale	10%	9%	9%
Thanet	7%	10%	9%
Tonbridge & Malling	9%	8%	8%
Tunbridge Wells	6%	7%	7%
Outside KCC/Unknown	13%		

Gender:

	Online Survey	F2F Survey	True Kent Proportion
Male	42%	48%	49%
Female	53%	51%	51%
Prefer not to answer	4%	1%	

Working Status:

Employment Status	Online Survey	F2F Survey	True Kent Proportion
Working full time paid employment	52%	38%	61%
Working part time paid employment	14%	14%	
Self-employed	7%	6%	
Out of work	1%	5%	12%
Homemaker	3%	4%	
Student	0%	3%	
Retired	16%	26%	27%
Prefer not to answer	3%	3%	
Other	3%	1%	

Age:

	Online Survey	F2F Survey	True Kent Proportion
16-24	3%	14%	28%
25-34	11%	14%	
35-44	22%	18%	34%
45-54	23%	16%	
55-64	22%	16%	38%
65-74	11%	15%	
75+	2%	7%	
Prefer not to answer	5%	1%	

Annex 1b: Online and Face-to-Face Respondent Profiles – Ethnicity, Detailed Disability and Employment Status

Ethnicity:

	Online Survey	F2F Survey
White English	85%	79%
Other White British	2%	4%
Other White	3%	5%
BME	2%	9%
Prefer not to answer	7%	3%

Physical/ mental health conditions:

	Online Survey	F2F Survey
Physical impairment	5%	8%
Sensory impairment	2%	1%
Long standing illness or health condition	6%	6%
Mental health condition	2%	4%
Learning disability	<1%	1%
Other	1%	1%
Unspecified impairment/condition	1%	1%
Total % with any physical/ mental health condition	13%	18%

Note: Respondents may have multiple conditions

Employer detail (% of those employed):

	Online Survey	F2F Survey
Large private sector employer	14%	36%
Small-Medium private sector employer	13%	37%
Kent County Council	32%	2%
Other local government organisation	7%	2%
Other public sector employer	13%	9%
Charity/ 3rd sector organisation	11%	5%
Other	3%	5%
Prefer not to answer	8%	5%

Bases: Face to face survey = 369 respondents, Online consultation = 759 respondents.

Annex 2: Face-to-Face Survey – Data Weighting

Achieved interviews by age, gender and location with true proportions and weighting scheme

Item	Description	Achieved		True Proportion in Kent Population	Weighted Proportion	
		Number	Percentage	Percentage	Number	Percentage
Gender	Male	315	42%	49%	364	48%
	Female	437	58%	51%	386	51%

Age	18 – 34	214	28%	28%	212	28%
	35 - 54	256	34%	34%	257	34%
	55+	282	37%	38%	283	37%

Location	Ashford	63	8%	8%	61	8%
	Canterbury	68	9%	10%	76	10%
	Dartford	55	7%	7%	53	7%
	Dover	62	8%	8%	61	8%
	Gravesham	52	7%	7%	53	7%
	Maidstone	91	12%	11%	83	11%
	Sevenoaks	58	8%	8%	61	8%
	Shepway	60	8%	8%	61	8%
	Swale	65	9%	9%	68	9%
	Thanet	72	10%	9%	68	9%
	Tonbridge & Malling	59	8%	8%	61	8%
	Tunbridge Wells	52	7%	7%	53	7%

Working Status	In work	412	56%	61%	463	61%
	Not in work (e.g. student, homemaker, unemployed)	140	19%	12%	91	12%
	Retired	179	24%	27%	205	27%

Annex 3: Responses to Council Tax question by respondent group – Face to Face Survey

	% who would accept a small increase (e.g. 1.99%)	% who would accept a larger increase (e.g. 5%)	Total % who would support an increase	Base
All Respondents	35%	15%	51%	757
Men	33%	18%	52%	315
Women	37%	13%	49%	437
Age 18-34	36%	15%	51%	214
Age 35-44	34%	12%	47%	256
Age 55+	35%	19%	54%	282
Working full time	37%	18%	56%	262
Working part time	32%	10%	42%	107
Self-employed	43%	9%	52%	43
Not working (e.g. unemployed, student, homemaker)	34%	15%	49%	319
Retired	36%	19%	55%	179

Significantly higher than women

Significantly higher than 35-44 age group

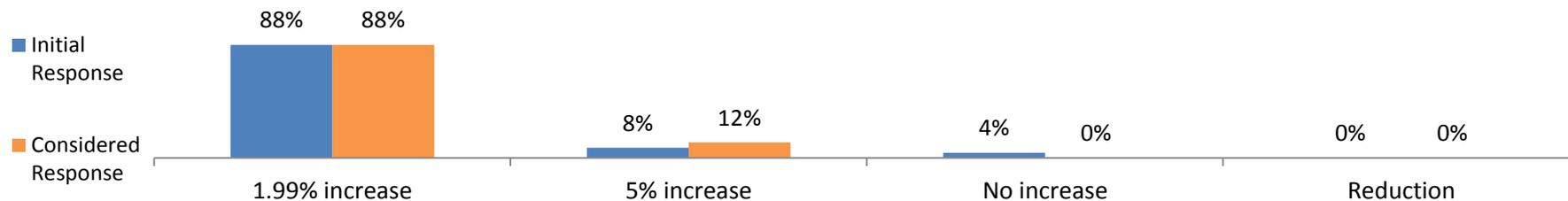
Significantly higher than other groups

Note: %s may not sum exactly due to rounding

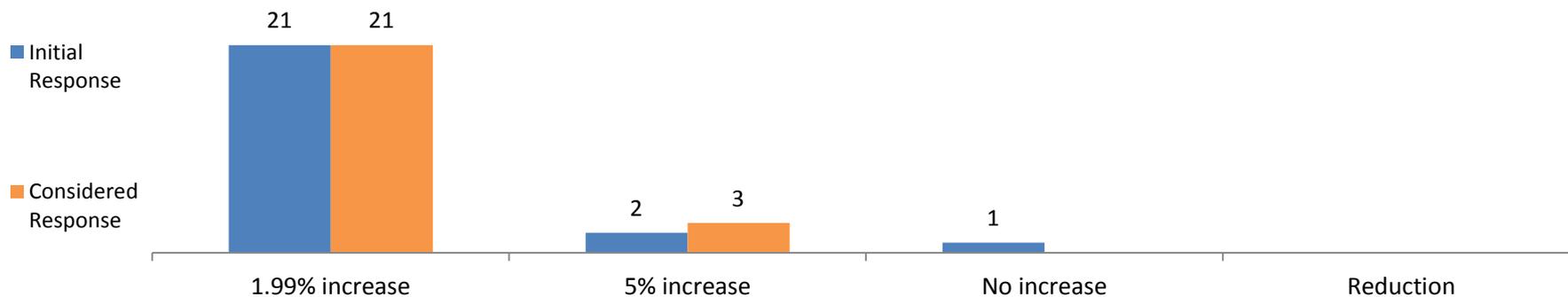
Demographic breakdown is not available for online Council Tax question

Annex 4: Response to Council Tax Exercise – Staff Deliberative Event

% Breakdown



Actual No. of responses



Base: 24 staff members a self-completion exercise on Council Tax views at the start of the deliberative session and again at the end.
 Question: KCC is proposing a small increase in Council Tax to contribute towards the additional spending demands being placed on council services and to provide some protection for local services from the savings that would otherwise need to be found...How much Council Tax would you be willing to pay towards the financial challenge the authority faces next year?. Illustrations of the equivalent monetary increase per week and per year were given. The "No increase" option was framed as "No increase and make equivalent cuts to and make equivalent cuts to services (of around £11m per year) on top of the estimated £80m already needed to balance the budget.

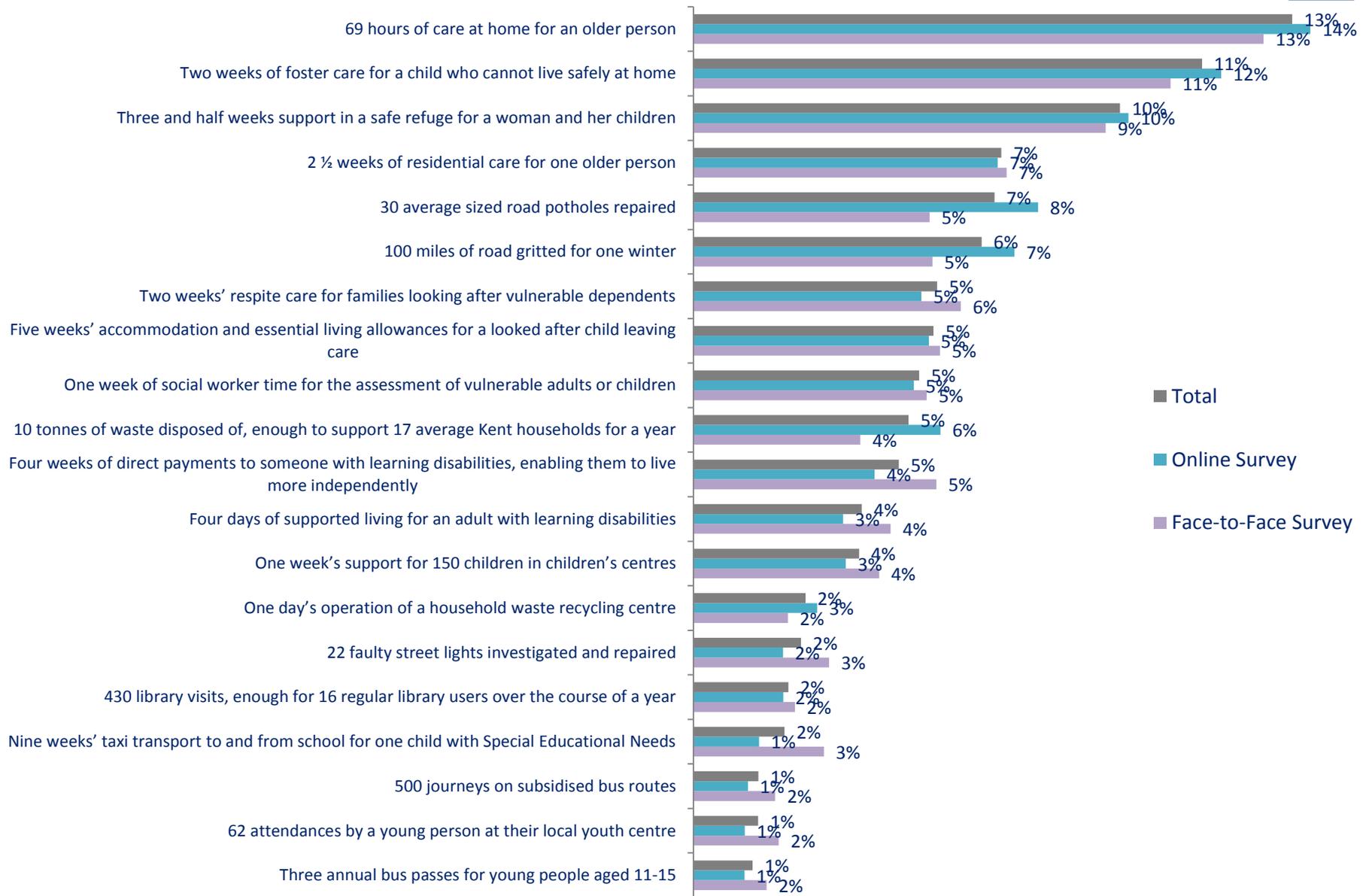
Annex 5: 2014 Max Diff Exercise – Items tested and ranked preference scores

Item	Representative survey	Open online consultation
100 miles of road gritted in bad weather over the course of the winter	9%	8%
2 ½ weeks of residential care for one older person whose needs are judged substantial or critical and who cannot meet the full costs themselves	8%	9%
69 hours of home care for an older person whose needs are judged moderate or substantial and who cannot meet the full costs themselves	8%	8%
2 weeks of foster care for a child who cannot live safely at home, provided by a KCC registered foster carer	8%	8%
1 week of foster care for one child who cannot live safely at home and whose needs are greater than those that can be met by a KCC registered foster carer	7%	7%
30 average sized potholes in the road repaired	7%	6%
10 tonnes of waste disposed of, enough to support 17 average Kent Households	6%	6%
4 days of residential care for one adult with learning disabilities whose needs cannot be met by family or other carers	5%	6%
1 week's support for 150 children in children's centres	5%	4%
1 week of social worker time for the assessment of vulnerable adults or children	5%	6%
100 hours of support and assistance for vulnerable people not assessed as needing formal care packages to help promote their independent living	5%	5%
4 weeks of Learning Disability Direct Payments to someone with learning disabilities to enable them to live more independently	4%	5%
22 faulty street lights investigated and repaired	4%	3%
Keeps a household waste recycling centre open for a day	3%	3%
Approximately 500 fare paying journeys on subsidised bus routes which are considered "socially necessary but uneconomic routes"	3%	3%
2 days of specialist advisor support for a school identified as failing by Ofsted	3%	2%
4 children given free transport on buses or trains to and from their nearest secondary school for one term, where the school is more than three miles from their home	2%	2%
1 child with Special Educational Needs transported by taxi to and from school for 9 weeks	2%	2%
62 attendances by a young person at their local youth centre or interactions with a youth worker in their local community	2%	3%
3 annual bus passes for young people aged 11 - 15 to access educational or recreational activities via free bus travel across Kent Monday to Friday	2%	1%
Responding to 280 email or telephone calls to the KCC Contact Centre	2%	2%
430 separate library visits, enough for 16 regular library users over the course of a year	2%	2%

Bases: Representative Survey = 514 respondents. Open consultation = 853 respondents. Preference score = a statistical index figure showing the overall level of preference given to each item across all respondents completing the survey.

Annex 6a: 2015 Max Diff results - Online vs face-to-face survey results

Preference score*



Base: Total = 1955 respondents. Base Face-to-Face = 757. Base Online = 1158.

From Q3: You will now see a series of screens that list key services and what £1,000 of council spending buys. Please think about your household's circumstances and tell us which of these services are most and least important to you. Preference score = a statistical index figure showing the overall level of preference given to each item across all respondents completing the survey.

Annex 6b: 2015 Max Diff results - Comparison by age group & survey methodology (Preference Scores)

Age Category	18 -24		16 -24		25 -34		35 -44		45 -54		55 -64		65 -74		75+	
	F2F	Online	F2F	Online												
1. 69 hours of care at home for an older person	11%	9%	13%	11%	12%	12%	12%	14%	15%	17%	14%	16%	14%	21%		
2. Two weeks of foster care for a child who cannot live safely at home	13%	12%	11%	14%	11%	13%	10%	12%	10%	11%	9%	10%	8%	9%		
3. Three and half weeks support in a safe refuge for a woman and her children	12%	11%	10%	12%	10%	11%	8%	10%	8%	9%	8%	8%	7%	7%		
4. 2 ½ weeks of residential care for one older person	6%	5%	7%	5%	7%	6%	7%	7%	8%	8%	7%	7%	7%	9%		
5. 30 average sized road potholes repaired	4%	10%	5%	7%	5%	6%	6%	8%	6%	8%	6%	10%	6%	6%		
6. 100 miles of road gritted for one winter	4%	9%	5%	7%	5%	6%	6%	7%	6%	7%	6%	9%	6%	6%		
7. Two weeks' respite care for families looking after vulnerable dependents	6%	5%	6%	5%	6%	5%	6%	5%	6%	5%	6%	5%	6%	5%		
8. Five weeks' accommodation and essential living allowances for a looked after child leaving care	7%	6%	6%	6%	6%	6%	5%	5%	5%	5%	5%	4%	5%	4%		
9. One week of social worker time for the assessment of vulnerable adults or children	6%	5%	5%	5%	6%	6%	5%	5%	5%	5%	5%	4%	4%	4%		
10. 10 tonnes of waste disposed of, enough to support 17 average Kent households for a year	3%	5%	4%	5%	3%	5%	4%	5%	4%	6%	4%	7%	5%	5%		
11. Four weeks of direct payments to someone with learning disabilities, enabling them to live more independently	6%	4%	5%	4%	6%	5%	5%	4%	5%	4%	5%	3%	5%	3%		
12. Four days of supported living for an adult with learning disabilities	4%	3%	4%	3%	5%	4%	4%	3%	4%	3%	4%	3%	4%	3%		
13. One week's support for 150 children in children's centres	5%	4%	4%	4%	4%	4%	4%	3%	4%	3%	4%	3%	4%	3%		
14. One day's operation of a household waste recycling centre	1%	3%	2%	2%	2%	2%	2%	3%	2%	3%	2%	3%	3%	3%		
15. 22 faulty street lights investigated and repaired	3%	2%	3%	2%	2%	2%	4%	2%	3%	2%	3%	2%	4%	3%		
16. 430 library visits, enough for 16 regular library users over the course of a year	2%	1%	2%	2%	2%	2%	3%	2%	2%	2%	3%	1%	3%	4%		
17. Nine weeks' taxi transport to and from school for one child with Special Educational Needs	3%	2%	3%	1%	3%	2%	3%	2%	3%	1%	3%	1%	3%	1%		
18. 500 journeys on subsidised bus routes	2%	1%	2%	1%	2%	1%	2%	1%	1%	1%	2%	1%	2%	2%		
19. 62 attendances by a young person at their local youth centre	2%	1%	2%	1%	2%	1%	2%	1%	2%	1%	2%	1%	2%	1%		
20. Three annual bus passes for young people aged 11-15	1%	2%	2%	1%	2%	1%	2%	1%	1%	1%	1%	1%	2%	1%		

From Q3: You will now see a series of screens that list key services and what £1,000 of council spending buys. Please think about your household's circumstances and tell us which of these services are most and least important to you. Bases: 18-34 – on street = 214, online = 163 (note the online survey was open to residents aged 16+), 35-54 – on-street = 256, online = 521, 55+ - on-street = 282, online = 403. Preference score = a statistical index figure showing the overall level of preference given to each item across all respondents completing the survey.

Annex 7: Deliberative Events – Demographic Breakdown

		Tonbridge		Maidstone		Dover		Total
Age	16-34	5	14%	5	13%	3	18%	13
	35-54	13	37%	17	43%	4	24%	34
	55-64	7	20%	10	25%	5	29%	22
	65+	10	29%	8	20%	5	29%	23
Total		35		40		17		92

		Tonbridge		Maidstone		Dover		Total
Working status	Working (full / part time / self employed)	20	57%	16	57%	9	53%	45
	Not working (student / unemployed / looking after home / permanently sick / carer)	4	11%	2	7%	2	12%	8
	Retired	11	31%	10	36%	6	35%	27
Total		35		28 (data missing)		17		80

		Tonbridge		Maidstone		Dover		Total
Gender	Male	15	43%	14	35%	6	35%	35
	Female	20	57%	26	65%	11	65%	57
Total		35		40		17		92

Annex 8: Youth County Council – Responses to online consultation

Members of KCC’s Youth County Council were invited to complete the online consultation. 7 responses were received. This is not enough to allow analysis of responses to the Max Diff exercise, but views on the 6 Strategic Options are set out below. Note: this breakdown is based on only 7 respondents, so must be approached with caution.

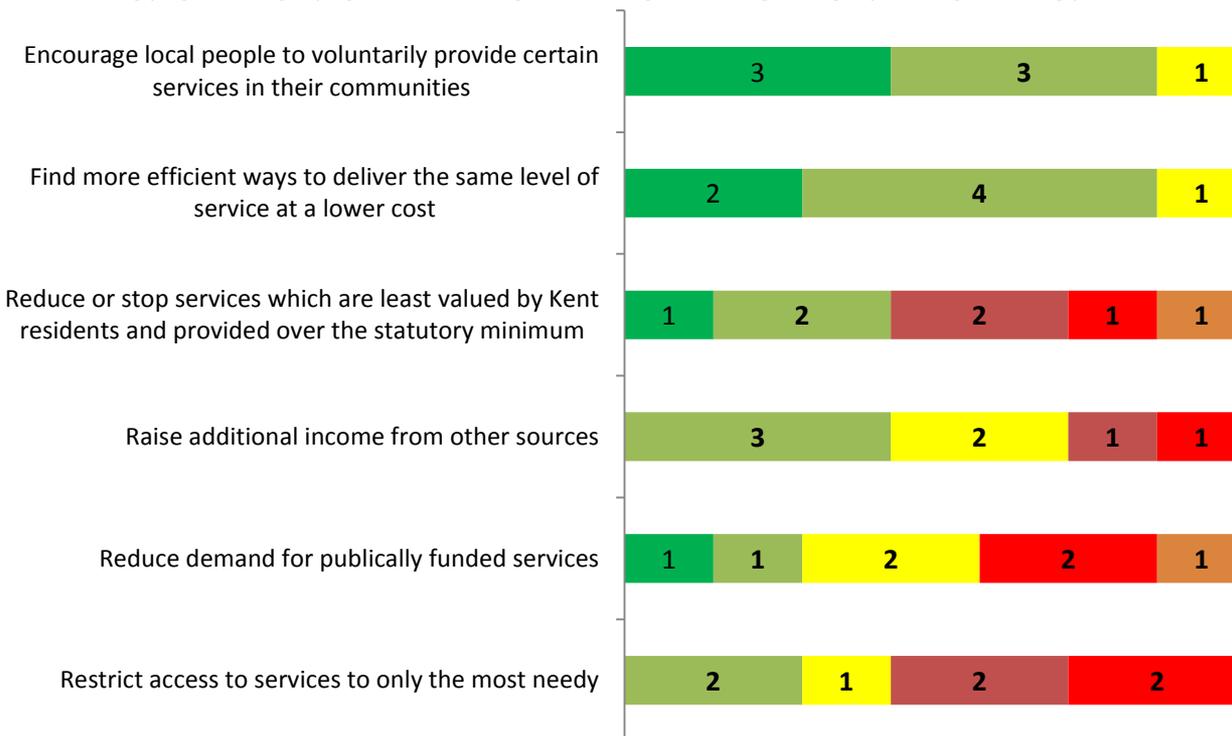
Demographic Breakdown

		Total
Age	Under 16	2
	16 - 24	5
Total		7

		Total
Gender	Male	2
	Female	5
Total		7

Views on 6 Strategic Options

■ Strongly Agree
 ■ Slightly Agree
 ■ Neither Agree nor Disagree
 ■ Disagree Slightly
 ■ Disagree Strongly
 ■ Don't Know



Reflecting the views of adult respondents, Youth County Council members appear to have a preference for encouraging volunteering and increasing efficiency with less support for restricting access to services or reducing demand.

Base: 7. Actual number of responses shown.

From Q4. Keeping in mind the growing demands for services and a need to balance the budget, how strongly do you agree or disagree with the following actions KCC could potentially take?