

<b>Title of meeting:</b>	Governance & Audit & Standards Committee
<b>Subject:</b>	2013 Budget Consultation Report - Residents
<b>Date of meeting:</b>	7 <sup>th</sup> November, 2013
<b>Report by:</b>	Head of Customer, Community and Democratic Services
<b>Wards affected:</b>	All

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#### 1. Requested by

Administration of Portsmouth City Council

#### 2. Purpose

The purpose of this report is to provide members with an overview of analysis of responses to the 2013 budget consultation.

#### 3. Background

The 2013 budget consultation invited comments and ideas from all residents and council staff. The consultation was promoted externally via a budget edition of Flagship, online articles and press releases, and internally via the intranet and all-staff emails. Responses could be submitted electronically or via forms printed in Flagship. In addition, Chris Ward, head of finance, explained local government budgets at two city-wide public meetings (North - Springfield School and South - Guildhall) and six neighbourhood forums. Attendance figures and questions asked can be found at appendix 1 (page 15-17).

#### 4. Methodology

Residents and staff were asked to comment on 4 questions:

Q1. How do you think the council could become more efficient?

Q2. Which council service would you be prepared to see changed or reduced?

Q3. Which council services would you be prepared to pay more for?

Q4. Which council services do you value most and would like protected?

Additional comments could also be submitted.

It should be noted that this consultation is NOT quantitative in nature and cannot provide us with statistically robust data in that sense. It can however, provide a barometer, giving

insight and providing a useful platform on which to build a more detailed questionnaire type process, should we decide to do this in future years.

The qualitative nature allows people to respond more creatively and hopefully provide ideas and suggestions that they could not submit in a more traditional questionnaire. Although this free flow approach provides challenges for analysis, we have coded each response by topic to allow us to do some basic analysis on volumes for certain subjects. Full verbatim responses are also available as Appendix 2 (page 18-76). Each question is also broken down by whether the comments were from residents or staff. Although there are many pages, it is worth taking the time to read through the comments, in the respondents own words, to get a feeling of what matters and is really important to the individuals who responded.

## **5. Response rates**

As of 5pm on Tuesday 1<sup>st</sup> October the following responses had been submitted:

Residents = 240

Staff = 236

Total = 476

This report gives detailed analysis of the responses made by residents ONLY. Verbatim responses from staff are available in Appendix 3 (page 77-127) for information. Further analysis of this data will follow. Of those residents responding, 66% provided a postcode. Those providing postcodes live in the following areas:

- PO1 - 9.4%
- PO2 - 20.8%
- PO3 - 11.3%
- PO4 - 18.9%
- PO5 - 17.0%
- PO6 - 22.7%

Areas within Portsmouth that are economically more robust are over represented within this sample.

## **6. Points for clarification**

Some of the feedback focused on areas where the council has no scope, demonstrated a lack of understanding about how something works, or suggested something that we do currently. This final point in particular demonstrates that we could be more vocal about some of the very good ideas we have already implemented to reduce council spending. Common themes that could be clarified are as follows:

- Residents believing we are responsible for moving services from St Mary's to QA
- The lack of control over third parties, such as the bus operators. Residents perceive some level of control as we provide subsidies.
- Lack of understanding regarding the narrow nature of specific grants and that they are not inter-changeable.

- Although Flagship is cited as a cost cutting option by some, many are unaware that the magazine is funded by advertising and negates the need for services to print other materials as they can include information in Flagship. These points should be reiterated, and by doing so helps those who called for its cancellation to understand how useful it is and how it does not impact on services but helps them.
- In terms of council housing, some people are unaware that housing is funded by the rents paid on these properties.

## **7. Method of response analysis**

Although this consultation cannot provide us with statistically validated responses, we can identify key themes mentioned by responders and give some indication of the importance.

Broadly, all responses for all questions fell into one of the following areas. Some areas are far more granular than others, for instance cycle lanes are classed alone and not included in transport due to the frequency they were mentioned throughout the responses.

The areas are as follows<sup>1</sup>:

- 1) Pay structure
- 2) Ways council works/Contracts/Procurement
- 3) Shared working
- 4) Channel shift - move to online services
- 5) Enforcement
- 6) Fees
- 7) Benefits
- 8) Waste
- 9) Environment
- 10) Seafront
- 11) Leisure
- 12) Schools/Education
- 13) Charities
- 14) Child protection/Child services
- 15) Services for the Elderly
- 16) Health
- 17) Toilets
- 18) Landlords/Housing
- 19) Transport/Traffic
- 20) Cyclists/Cycle lanes

By coding responses we are able to ascertain the levels of importance to this particular group of responders. One needs to bear in mind some sections can include various different aspects, for example environment includes street wardens and street lighting comments amongst other things.

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<sup>1</sup> Please note these numbers and the order are not significant in any way and are for coding purposes only.

## **8. Overall key findings**

Some of the participants acknowledged how difficult finding £30 million of cuts would be and that they felt the council was already doing a reasonable job.

*"Portsmouth is a great place to live and work...the UK's only island city. We have to pull together to get through the recession and ensure there is a good local economy".*

Of course, not all participants shared these views. Individual responses can be seen in detail in the appendix section of this report.

Overall, there is a sense that many would like the council to work in a more business-like, private sector manner. There is a call for a reduction in bureaucracy, and a tougher stance with contracts/contractors to provide relevant and robust services.

Other popular ideas included further reduction of PCC buildings and more home working, reduction in the number of councillors per ward and turning street lights off.

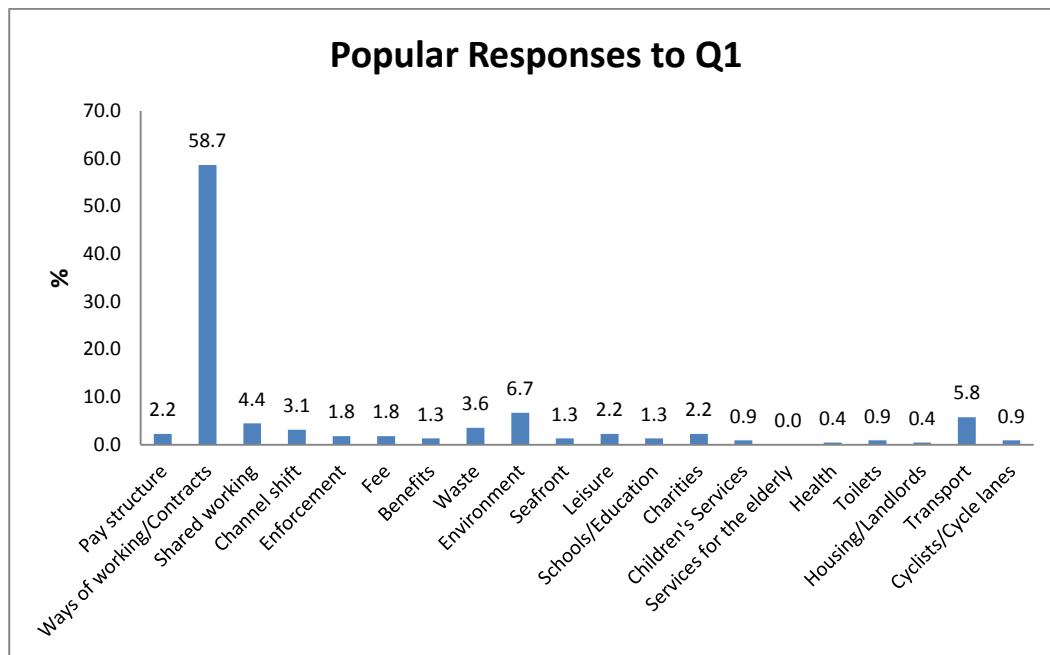
Some residents were also prepared to see charging for bus passes, minimal charges for leisure activities to help maintain services, and a reduction in the number of hours street lights are switched on for.

Many appreciated the more open method of budget consultation adopted this year, but still struggled with the 'nuts and bolts' of council finances and felt that there could still be more transparency and openness around the process.

One resident also expressed that it might be a good idea to have an on-going forum to aid budget cuts and provide the council with good ideas on our website.

**9. Responses to Q1: How do you think the council could become more efficient?**

One-hundred and eighty-six individuals submitted ideas/comments in response to question 1, covering 225 themes in their comment, which means some respondents offered up more than one idea/theme. 155 respondents submitted only one themed response to the question, accounting for 83.3% of the individuals.



**Figure 1.0: How do you think the council could become more efficient?**

The chart above shows the majority of comments (58.7%) about this question relate to how we organise ourselves, including contract management, procurement and generally doing things more effectively. Some comments highlight the fact that respondents feel we need rigorous management of our contractors, with a perception that they currently offer poor value for money. Some examples include:

*"By checking that contractors are working on the roads and highways. They charge you to do the work and there is no-one there for weeks on end. You need a site foreman checking on the work and men."*

*"Don't have two different tenders for waste."*

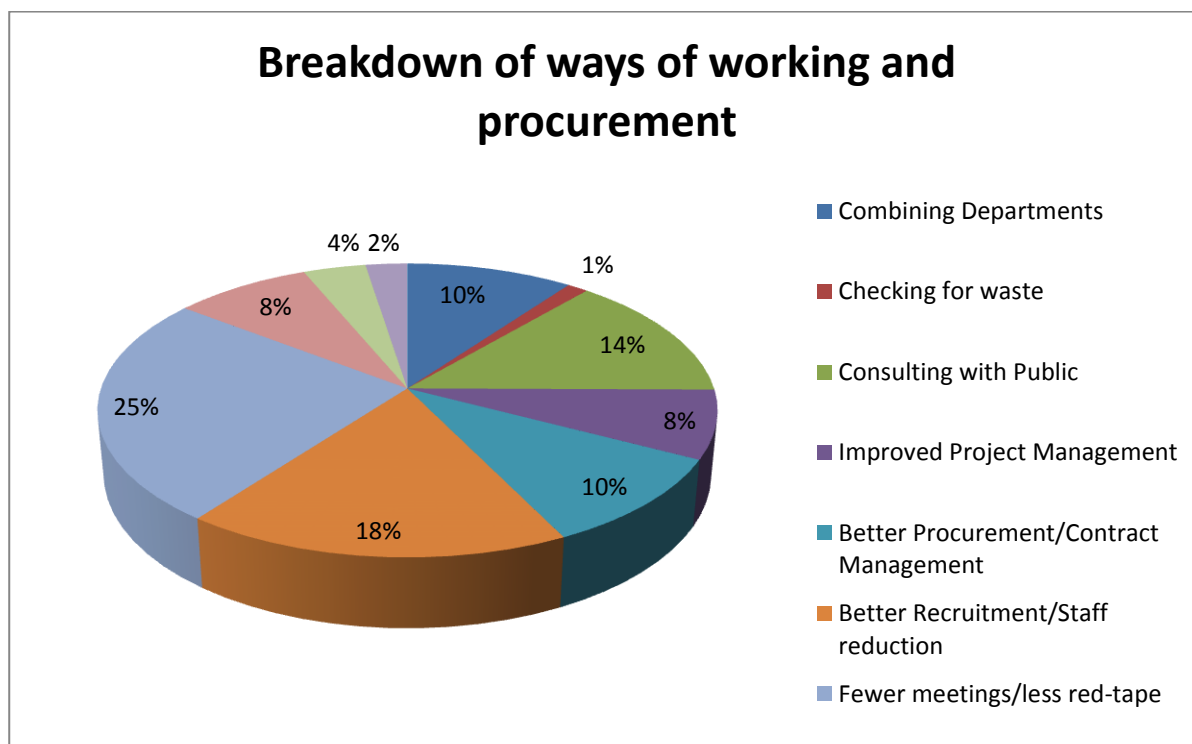
*"By being very careful about out sourcing to contractors as the motivation for many is to make a profit rather than have residents as their priority. It may seem like a good deal at the time, but I wonder how many times the contractor uses up the full year's budget before the end of the year and have to receive more money to continue running essential services..."*

There is also a theme relating to representation on the council, with a number of respondents questioning whether the number of councillors could be reduced.

*"Do we really need three councillors for each ward and the cost they incur?"*

*"By the reduction in the number of councillors who are in receipt of over £10000 per year for talking a great deal but doing very little - fewer 14 would be more efficient."*

*"A reduction by at least one third initially of total number of ward councillors, saving approx. £188,500 per annum. A lowering of the ceiling of Chief Officer salaries and/or reduction in their hours of work by half. Thereby achieving a saving approx. £840.000 per annum. Total savings approx. £1,028,000 per annum."*



**Figure 1.1: Breakdown of council ways of working and procurement.**

The above pie chart shows a break down on the bar labelled 'Ways of working/Contracts' on figure 1.1 and allows us to see how diverse and large each segment within this particular area is. We can see that residents believe we can predominantly save money in this area by having fewer meetings and cutting red-tape (25%), and through better recruitment combined with staff reduction (18%).

Other areas where respondents put forward a number of ideas included: shared working (4.3%), channel shift (3.1%), waste (3.6%), environment (6.7%) and Transport (5.8%).

Shared working was seen by some as a good cost efficiency measure: *"The council should look to continue to pool more services with other local authorities to reduce costs. Also the council could consider placing some services in charitable trust, allowing tax relief."*

A number of respondents expressed frustration at not being able to carry out certain transactions online, while others thought certain transactions should only be available online or over the phone in order to reduce costs: *"Move everything online: printed guides could become downloadable pdf documents. The council newsletter and social media could be replaced with an RSS website newsfeed. There is not organisation that has existed for some time that does not carry out procedures in inefficient ways, involving redundant procedures, unnecessary task handovers and unnecessary activities. Review how council tax payments are accepted. Every other payment has to be made in a small number of payments by means of notes or a limited number of coins, or as a cheque, giro payment, postal order or bank transfer (Direct debit). Some citizens have no bank account but they manage to make all other payments in bank/shop approved methods. Council tax should be made the same - jarfuls of coins and multiple small payments are expensive to administer and should no longer be accepted. Anyone with a bank account should be asked to pay by direct debit."*

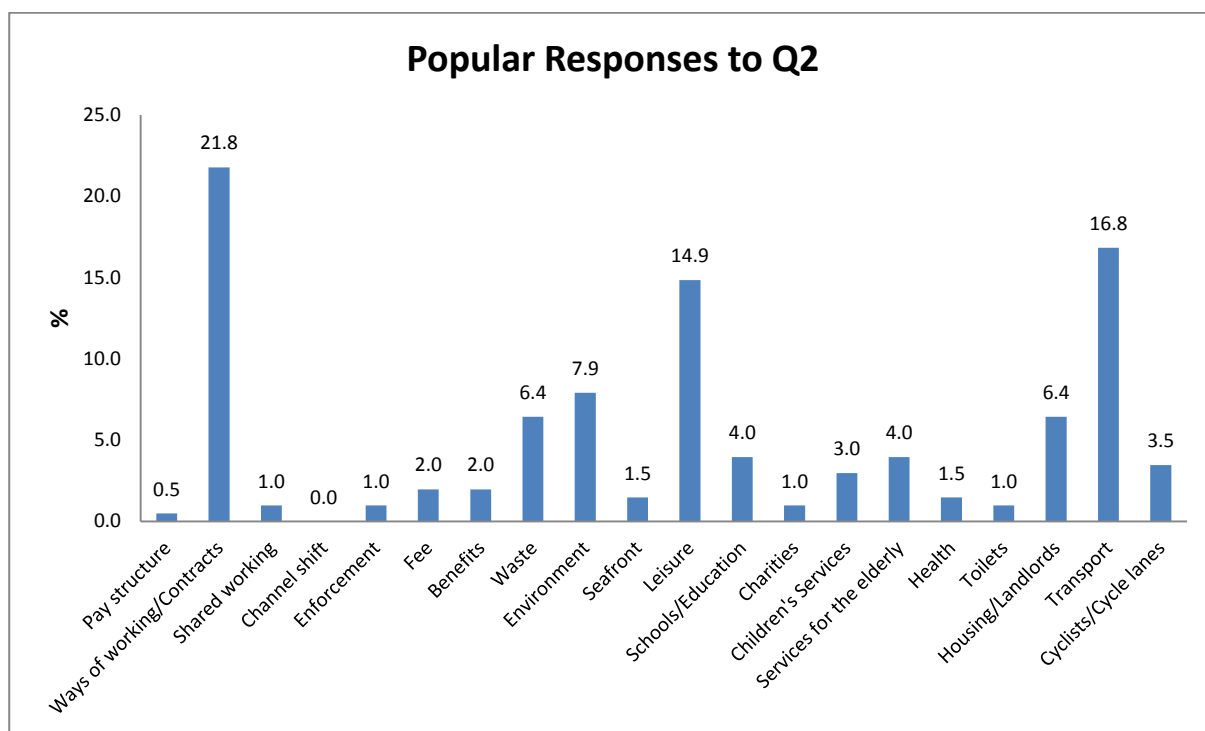
Environment was another popular theme in the responses to this question, covering a number of topics from how our community wardens work, to reducing energy bills and improving how we maintain communal and outdoor spaces. A number of respondents suggested controlled 'switch-off of street lightening, while others suggested lower maintenance perennial planting should be adopted, and community gardening projects encouraged to maintain flower beds and communal areas.

*"I think the council should be seeking to reduce energy bills. One option would be to try and reduce lighting bills by identifying street lamps that could be turned off and turning lights at bus stops off during the early hours when no buses are running. I also think that there could be a greater use of renewable energy to reduce electricity consumption..."*

Transport was also a popular theme. A number of responses related to areas like road improvements perceived as unnecessary, and development of the park and ride at Tipner, highlighting a lack of understanding that money invested in some projects is Government funding and is ring-fenced. Lennox Road layout changes were also mentioned these changes were viewed as a waste of time and money: *"Stop wasting money on unnecessary road projects...the new park and ride on the M275 and the pointless cycle path along the sea front to name but a few..."*

**10. Responses to Q2: Which council services would you be prepared to see changed or reduced?**

In general, some respondents found it difficult to identify savings and many opted to highlight changes or better uses of resource rather than an outright cut. One-hundred and eighty-three individuals submitted ideas/comments in response to question 2 and they provided 202 types of comment, which means some respondents offered up more than one idea/theme to the question. 143 respondents (78.1%) submitted only one themed response to the question.



**Figure 2.0: Which council services would you be prepared to see changed or reduced?**

As with question one, the way we work and procurement methods were a common theme, from drafting in volunteers to staff being required to cycle rather than drive to save money on travel. Again, some respondents mentioned reducing the number of councillors per ward as a way of reducing expenditure.

Transport was a key area with similar themes to Q1 including some respondents feeling that changes to road layouts is perceived to be a waste of time and money:

*"Traffic and transportation Department - there seems to be a lot of unnecessary work on roads and sign posts. The recent work on Villiers Road in Southsea was ill conceived of and had to be reversed. Signs have sprung up all over Southsea - Public Footpath for small alleyways between houses. Surely expensive and not needed. Less signs, less cluttered streets - save money."*

There were a number of responses about bus passes, including suggesting changes to who is entitled to a bus pass. This is interesting because geographic indicators from the postcode data, as well as attendees at the consultation meetings, suggest that many



respondents are likely to be from the older demographic and so potentially be directly affected by the suggestion.

*"Increase the age of free bus passes for the elderly - especially as retirement age is to be increasing! Also as Government encourage us to work at least up to seven years after normal retirement age (I worked until I was 81 and would still be working now if it were not for ill health reasons.)"*

*"I'd like to see the re-introduction of half fares on buses for elderly people and people with disabilities, free fares should be means tested so that the neediest are not disadvantaged."*

Leisure was another key theme where some respondents felt spending could be reduced, including funding to the King's Theatre, museums, events and the Guildhall. Leisure was perceived as unnecessary by some respondents in times of austerity. The Pyramids centre was mentioned by a number of respondents who felt subsidies were a waste of money. Other suggestions including reducing buildings and charging for events.

*"The amount of money wasted on the Pyramids. This money could be used to keep the toilets open."*

*"The support given to the Pyramids at Southsea appears to be a waste of money - it is underused and not easily accessible unless you own a car."*

*"Bandstand events could be charged for."*

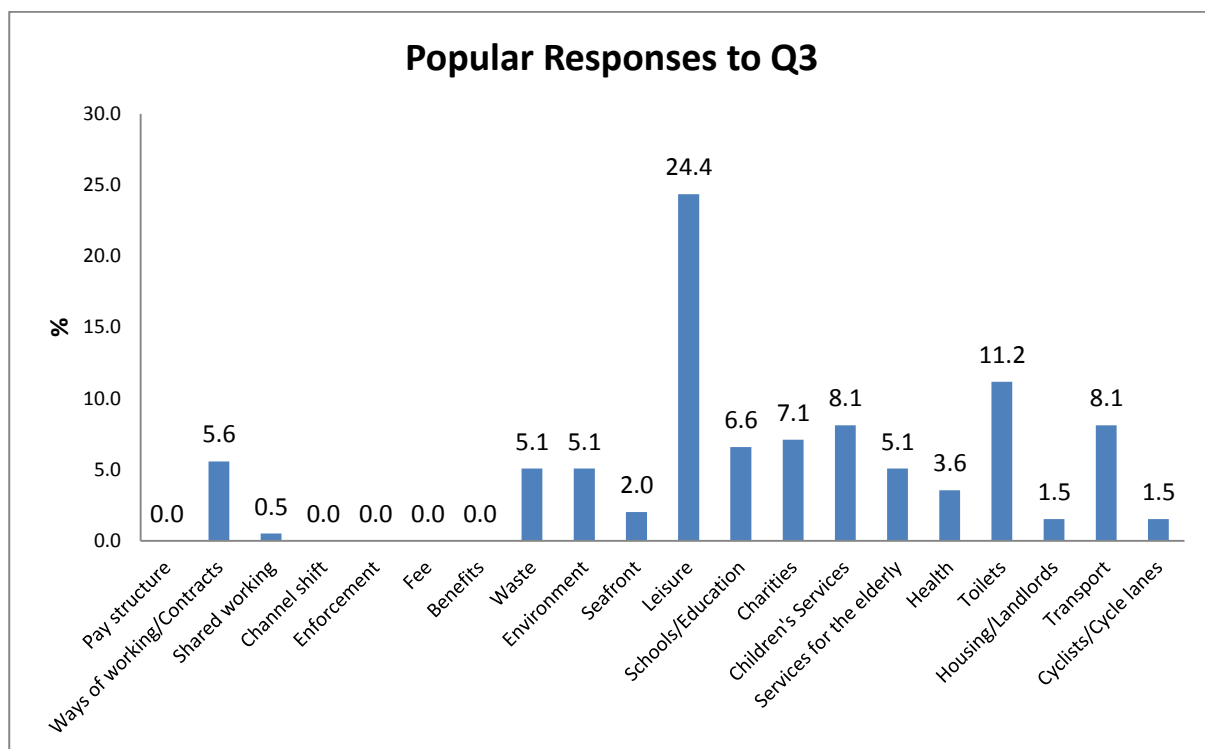
*"Sell off the museum, put the exhibits in central library there is so much unused space in the building..."*

*"Reduce subsidies to leisure facilities like the Pyramids, Guildhall, Kings Theatre and Theatre Royal."*

**11. Responses to Q3: Which council services would you be prepared to pay more for?**

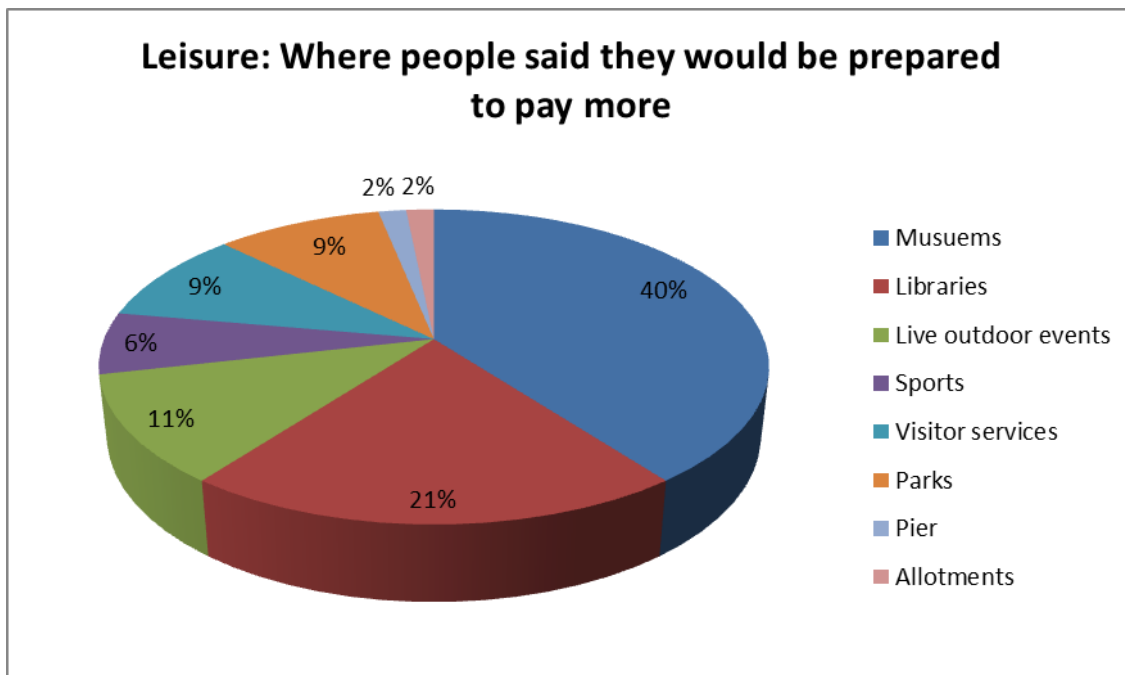
One-hundred and ninety individuals submitted ideas/comments in response to question 3 and they provided 197 types of comment. Again some respondents offered up more than one idea/theme to the question, some simply said that they were unqualified to provide an answer and did not know.

It should be noted that not all comments recorded actually answered the question. Although number of comments were recorded in support of charities, the respondents did not indicate they would be prepared to pay more for the service, just that more budget allocation should be made available. Respondents also viewed this question in two other ways: either how much more council tax they may be prepared to pay, and/or whether an extra charge could apply directly for a service.



**Figure 3.0: Which council services would you be prepared to pay more for?**

Although responses to this question were varied, with some respondents prepared to pay more council tax if it supported children's services, elderly care, education and health, and others prepared to pay for leisure facilities, bus passes for the elderly, toilets, waste collections and educational services for children, leisure figured most prominently in the responses. Suggestions included paying for events, such as the bandstand, through to paying more to reserve or order a library book. A breakdown of the leisure responses and the things people would be willing to pay extra for can be seen in Figure 3.1.



**Figure 3.1: Breakdown of Leisure for Q3**

A number of responses (11.2%) related to public toilet provision and a number of respondents said they would be prepared to pay to use public toilets. *"Public toilets privatise them or charge for use. Do not close! Unless viable alternative..."*

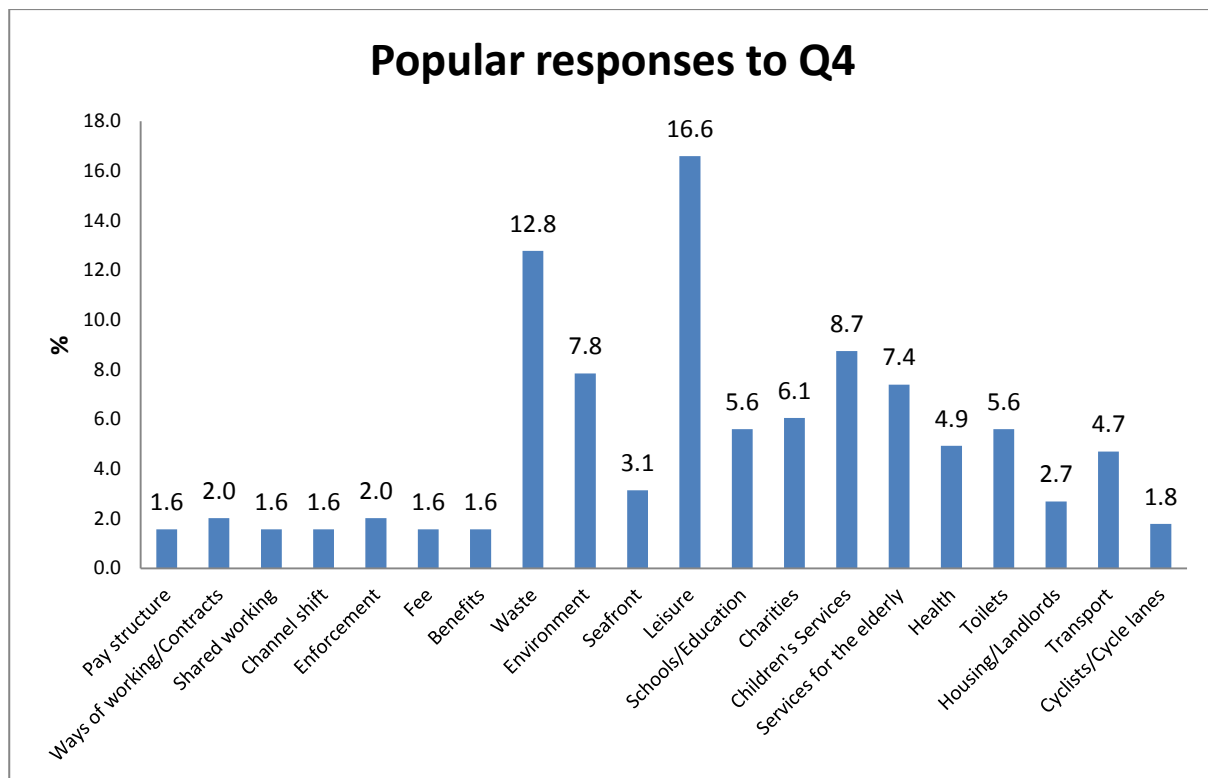
*"A 20 pence entry fee to use toilets, The proceeds to be ploughed back into them."*

*"We need our toilets."*

*"Public conveniences, their current removal is scandalous, and all public complaints made by ratepayers are totally ignored. I have never seen a council response to justify their closure."*

**12. Responses to Q4: Which council services do you value the most and would like protecting?**

One-hundred and ninety individuals submitted ideas/comments in response to question 4, providing 446 types of comment. This suggests this is an emotive question, as respondents were demanding the retention of services that they value and are unwilling to lose.



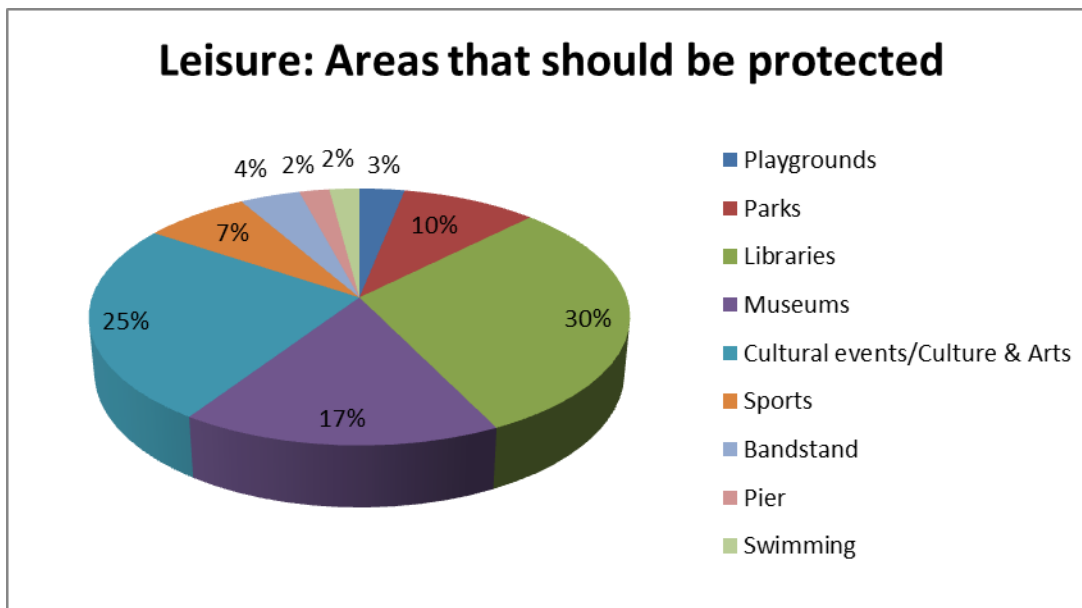
**Figure 4.0: Which council services do you value the most and would like protecting?**

Again, leisure was one of the key themes, accounting for 16.6% of responses, which are broken down in figure 4.1 below. Some respondents cited the need to promote Portsmouth as a tourist destination, linked to a need for improvement and support of cultural and leisure facilities. A number of these respondents also acknowledged charges could also be used in certain areas without affecting the overall appeal of the city's offering to tourists.

*"Museums - essential to tourism, attracting visitors to city. Libraries - access to informal education, enjoyment for less well off."*

*"Museums, art galleries and libraries and help retain the history of our great city. They are vital for visitors to this area to educate our children and future generations."*

*"I love going to the Guildhall - it's a brilliant venue and attracts great acts and puts Portsmouth on the map."*



**Figure 4.1: Breakdown of Leisure for Q4**

Other key themes included waste collection and other environmental services. A number of respondents value and think waste collection (12.8%) and street cleanliness (7.8% - environment) should be protected, although some respondents suggested some reduction in service.

*"...weekly refuse collections at least during the summer should be maintained. Perhaps savings could be made if collections become fortnightly for limited winter months - November to February say."*

*"Weekly bin collection! Portsmouth is densely packed with houses and very small gardens, it would be a real health risk to withdraw this weekly service."*

*"Waste disposal - they do a valuable job for the community, Also road sweepers, They are keeping the city tidy and clean."*

*"Weekly household collection and green waste collection was a good idea."*

Services for children and for the elderly also figured prominently in the responses to this question, with many indicating they would like these services to be protected.

*"Children's services and education. They are our future. Teach and educate them to be responsible citizens who are healthy and fit..."*

*"I value council social services and I would like them protected and it would be beneficial to increase the resources they have available to them."*

.....  
Signed by Louise Wilders, CCDS

**Appendices:**

**APPENDIX 1**

Neighbourhood Forums involved in the budget consultation

**APPENDIX 2**

The word for word feedback of all those who responded to the 2013 Budget Consultation process.

**APPENDIX 3**

Staff Responses

**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

<b>Title of document</b>	<b>Location</b>
Public Feedback Forms	Hard Copies
Online Public Feedback Forms	U Drive
Emailed Public Feedback	Public Consultation Inbox
Electronic Staff Feedback	U Drive/Consultation Inbox

**APPENDIX 1**

Neighbourhood Forums involved in the budget consultation are as follows:

**Summary of Drayton & Farlington neighbourhood forum Tue 10<sup>th</sup> Sept 2013**

**Present**

- 5 Committee Members
- 2 Cllrs
- 50 residents
- 3 Officers,
- (2 Community Wardens, 1 PCSO, 9 Springfield Students (left after presenting, before finance presentation))

**Questions:**

1. If the average rise in council tax for band B is 35p per week what is the average for band D, E & F going to be?
2. How specific are specific grants, was this the reason for Palmerston Road's partial pedestrianisation?
3. What are the council Tax collection rates
4. Does the council have any control on the levels of private rents?
5. How much would be saved by discontinuing bus passes?
6. How much are the reserves and how much will they be reduced to?
7. How long can we continue to squeeze costs?
8. How will the council be able to make savings in 10 years time?

**Summary of Stamshaw & Tipner neighbourhood forum wed 11<sup>th</sup> Sept 2013**

**Present**

- 4 Committee Members
- 2 Cllrs
- 10 residents
- 4 Officers
- (2 PCSOs (left after presenting before finance presentation))

**Questions:**

1. Don't business rates go straight to the government?
2. Don't the council have a lot of assets it could use to reduce the level of cuts?
3. What capital grants/spends are there planned for the next few years?
4. How much are the reserves and how much do the council build in as contingency funds?
5. What will ruin the plans for the budget?
6. Who is fighting the Portsmouth corner with the government?
7. Won't continued immigration cause even greater pressure on our budget?

Responses were given to the questions at the meetings.

**Summary of Old Portsmouth and Gunwharf neighbourhood forum Thurs 19<sup>th</sup>  
September 7pm**

**Present**

- Committee members
- 3 councillors
- 100 residents
- 2 Officers
- 1 Police officer

**Questions:**

1. Will there be an increase in council tax?
2. Does the council feel it has achieved its efficiency goals to date?
3. The latest Chief Executive receives £200K per annum an increase on the previous salary of £83K, Why did the leader approve? Did it reflect that he used to work for SOLAS?
4. Portsmouth have been allocated 26.1% of all asylum seekers, why?
5. Have you looked into sharing services?
6. How much has been spent on the enquiry into Cllr Hancock?

**Summary of questions at City North public budget presentation, Friday 20<sup>th</sup>  
September 7pm**

**Present**

- 2 Cllrs
- 4 Residents
- Chris Ward, The Leader & Security
- 3 Officers,

**Questions:**

9. What is the expected response rate to the questionnaire and how is this representative of the city population?
10. Are there any ways of generating extra funding?
11. Could the cost of the mobile library be used to keep the public toilets open instead?
12. What does the council spend on translation?
13. Highways maintenance costs seem high for the quality and amount of work that is now taking place?
14. How much is spent of interest and debt repayments.

Responses were given to the questions at the meeting.

**Summary of questions at the public budget presentation, Wednesday 25<sup>th</sup>  
September 6:30pm**



**Present**

- 14 Members of the public
- Chris Ward, The Leader
- 1 Cllr
- 3 Officers

**Questions:**

1. What about underspends reported this year, can they be used to offset future cuts?
2. Have future budget pressures been factored in?
3. What is the timescale for the budget this year?
4. Will the ideas that come in be representative of the population?
5. Are the council looking at joint working between departments to reduce costs?
6. Is the impact of savings in one area assessed in relation to increasing costs in another area or in the future?
7. Is the amount of duplicate equipment being looked at to reduce overheads/storage costs?
8. How much is the capital budget, could people be given advanced warning of the major projects that are hoped to take place?

Responses were given to the questions at the meeting.

**Summary of questions at the Fratton neighbourhood forum budget presentation, Thursday 26<sup>th</sup> September 12pm**

**Present**

- 14 Members of the public
- Chris Ward, The Leader
- 1 Officer

**Questions:**

9. The council tax figures displayed were queried
10. What happens with business rates?
11. Bus pass cost was raised.
12. Student costs to the city in loss of council tax and increased costs of rubbish treatment were raised.
13. Car Parking costs were highlighted.
14. The proposed increase in Council Tax to offset future losses was supported.

Responses were given to the questions at the meeting.

**Summary of questions at the East Southsea neighbourhood forum budget presentation, Monday 30<sup>th</sup> September, 7pm**

- 80 residents
- 3 Cllrs
- 4 committee members
- 4 officers

**Questions:**

1. Why is it not a good idea to reduce across the board?
2. Shouldn't the council be more entrepreneurial? Do we borrow ideas from other councils?
3. What is the council doing to reduce care costs and promote adoption?
4. Does PCC seek competitive quotations when they outsource work?
5. Critically important to get these cuts right - how do we know what the longer term effect might be?

## APPENDIX 2

The following copy is the word for word feedback of all those who responded to the 2013 Budget Consultation process. Text appears as it was submitted to PCC - so in some cases the text does not always reflect the question asked.

### Q1. How do you think the council could become more efficient?

1. Cut the oversized pay structure of senior council officers and use savings on public facilities
2. Retain all toilet blocks in the city
3. Develop rigorous enforcement of road safety, speeding, parking, cycling, littering, dogs on lead, dogs off beach rules, etc with spot fines. 100 x £80 fines per day = £2.9 million/yr. Incentivise good behaviour, make the city more enforcement, culture aware. Some fiscal buoyancy it'll be a better place to live.
4. Make the cycle lanes clearer. Open up the toilets and provide a fair bus service that serves the poor as well as the privileged but make people pay for it not just a few.
5. Keeping parking fees down or reduced for parking
6. Ensuring house owners especially landlords are liable for up keeping their properties including the disposal of rubbish and storage. I am concerned that the children's centres that are still open have enough funding to be effective.
7. Combining departments whose work is similar and overlap there by avoiding wastage and cost
8. Support charities to provide more core services. Better integration with health services. Cut staff costs, Cut empty homes and use as shop space. Better use of volunteers. Better support for local charities.
9. By making sure all claimants for housing benefit and council tax relief are in genuinely straitened circumstances - get a tighter hold on the black economy.
10. By Continually checking for waste and obtaining the best value for us tax payers
11. Consult with local people, listen and only change if it can be clearly shown to be beneficial and therefore not waste money. E.g. one way systems in Palmerston Rd, constant change to Eastern Rd pay out and cycle lanes which are not used.
- 12.
  
13. Turn off lights at night in council buildings (SAVE THE PLANET!). Would it be possible to have street lights sensitive to movement/noise/traffic etc. so light would only run on explicit traffic etc., at night between the times of 10pm and 5am? Could this save electricity? More staff to work from home and reducing travel and salaries like a person not having to have a car/pay transport costs and spend time travelling.
14. The LA waste time and money on building projects through lack of appropriate management. The Spinnaker Tower being the main case. However, even within my school money has been wasted through inefficiencies of the services involved with smaller building projects.
15. Fine the University and landlords for night noise and poor waste management issues. Where problems persist revoke HMO licence. Increase NDR for pubs and use that money to pay for public conveniences and street cleaning over weekends.

16. More recycling lessons could be learned from Sandwell Council in the West Midlands - they recycle almost all their household waste.
17. Stop the perks and make money available for policing. Don't have two different tenders for waste collection
18. Listening to residents and gathering residents opinions before making decisions - less secrecy
19. Energy efficiency - install double glazing in all windows and roof insulation for all council buildings. Work towards collecting as much council tax as possible - attachment of earnings for non-payers.
- 20.
  
21. Stop farming are in the community out to shoddy firms. Bring care back in house where it can be properly monitored and properly funded.
22. Stop employing people to tell tales and nit-pick!
23. Fewer meetings...reduce bureaucracy. Better management and better management of managers! Is every member of staff really earning their salary?
24. Lopping of trees are badly needed in Penarth Avenue, PO6 2AJ.
25. By listening to the public, not making decisions behind closed doors and then telling the public a load of lies.
26. Spend less on pyramids, theatres and more on the teenagers who need services such as: Off the Record. The members of the public who wish to go to the theatre can pay more for seats. Distressed Teenagers have no choice if Off the Record and similar units close down. The future of the City is in their hands. So look after them now.
27. I feel that the council has concentrated very much on being efficient over recent years managing to keep so much in spite of reduced funding...
28. Check overhanging council trees in the gardens. We cannot get our Free sat on our TV because of it and will not pay £30 a year to collect mainly leaves belonging to the council. Being pensioners we have to have my daughter sweep them up for us and there are bagfulls.
29. I believe Portsmouth City Council are doing a great job of maintaining our city There are a lot of unsightly buildings not in use and owners of these buildings should receive penalties for the damage they cause or attract.
30. Appoint someone with a modicum of sense and intelligence to sort the traffic chaos that has recently been changed in Southsea and Milton. i.e. the dangerous roundabout at Locksway Road and the traffic lights at Velder Avenue.
31. Don't build any monument type things. Allow or encourage schools to buy supplies as cheaply as possible and sell off surplus desks and chairs etc. or pool unwanted furniture.
32. By the reduction in the number of councillors who are in receipt of over £10000 per year for tor talking a great deal but doing very little- fewer 14 say would be more efficient.

33. Turn street lights off between 1 and 5 am. Charge pensioners/council tenants for gardening services. Stop free plates, cups etc. at surestart centres.
34. Saving money - dealing with drunks, litter and noise in Southampton.
35. By having surgeries in the Guildhall, bearing in mind we have an elderly but positive... who could have the opportunity to outline things in the Guildhall.
36. By reducing administrative roles within the council offices and re-directing the money to services to vulnerable people.
37. Invest in organisations that are active and working - making a difference to both people and those around them.
38. Don't use consultants instead of existing qualified members of staff. Allow staff more flexible working.
39. I would like to see lists of council employees, i.e. how many parking wardens patrol shopping areas etc. I would like to know how Portsmouth benefits from 'Twinning' with other cities.
40. By having less managers on high salaries and more ground staff. Not getting staff to re-apply for their own jobs and then getting less qualified people to take their jobs and demoting the qualified staff - this is wasting tax payer money and causing bad morale.
41. Look at all departments and see where waste occurs plus a close look at all those who have contracts to do things such as litter clearance who obviously don't so it properly.
42. Reducing the number of councillors
43. I think flagship is great and I always read it, however I am not convinced everyone does when I see them lying around in blocks of flats, could distribution be looked at?
44. Meet the people of Portsmouth more!
45. Continue evaluating all paid employees with suggestions as to how many can be reduced from confidential staff surveys. Do not employ consultants the staff know the answers. Reduce heating in all civic offices etc. by one degree centigrade.
46. By cutting the pay to the people at the top to enable more to be spent on things for the community.
47. Tighter restrictions on those claiming benefits fraudulently/unnecessarily.
- 48.
  
49. Do we really need three councillors for each ward and the cost they incur? How much profit is made from the parking system, i.e. a balance sheet showing income from parking charges set against the costs of wardens' wages, parking machines and maintenance pulse services used to traffic wardens around the city?
50. By putting what's most important first, i.e. people
51. More careful monitoring of projects to avoid loss of money/fiasco
52. Better planning, there appears to be no overall plan for Portsmouth. Ad hoc approach was alright during the 50s and 60s - but now land is getting scarce - all I can see are blocks of flats. The eastern side of Portsmouth could be better.
53. Sack some staff from the top ranks.
54. Maybe lower street light levels - mainly on main roads (no side roads)

55. Use less consultants and surveys which lead nowhere or are put on hold for so long that they are no longer relevant. Check contracts carefully and cancel those that do not fulfil their promises. An efficient office staff that do not miss refusal dates.
56. All senior staff should reside within city boundaries and therefore make a real investment in the city and local outcomes. Review the number of reports prepared with no intention of implementation, e.g. air quality had been reviewed twice in the last three years. Has anything changed? This requires highly paid officer input.
57. Provide residents with annual parking tickets for display on vehicles. This would save time with parking attendants checking cars. This would be at a reasonable sum. Charge student properties council tax. Presumably they do already pay for water, gas and electricity, why not for emptying bins, providing fire and police services, street lighting and all other public amenities. Introduce a Hotel tax/tourist tax as on the continent. Require all landlords to register with the Council and pay Houses in Multiple Occupation Tax due to the effect these properties have on the area, bringing down house values and reducing people's amenity. It is suspected that many landlords never pay income tax on their income from letting, so this would bring something into the city.
58. Promote the staff suggestion scheme strongly and act on the ideas where appropriate.
59. Helping to fund specialised organisations such as PARCS/Domestic Abuse.
60. Working cross departments and sharing resources with outside agencies such as the university, IBM, other councils and MOD etc.
61. Stop wasting money on changing traffic lights which no one uses to cross with in the case of Elm Grove/Albert Road/Victoria Road South are dangerous enough. Green man shows for pedestrians to cross and traffic in Elm Grove is Green to turn right into VRS and Albert Road. An accident waiting to happen
62. Work to keep skilled practitioners on the front line and do not replace them with inexperienced staff. Psychological support for all practitioners and less management led practise. Ensure practitioners advocate for users not managers. All senior managers to have time shadowing front line practitioners. Ensure caseloads are limited. Enable and invite service user participation proactively. Above all walk the walk don't just talk the talk.
  1. By partnering with adjacent local authorities to share corporate services (e.g. HR, payroll, estate) combine contracts (e.g. waste, recycling) and/or similar partnering with local branches of Government Departments over use/sharing of buildings and other common resources.
  2. Make council housing totally self-funding.
  3. Maximise use of "Community payback" resources for suitable projectsDifficult to find new ways given that PCC have already done a great deal to operate more efficiently over the last 3 years. I'm not aware as just an ordinary member of the public where (if any) there are inefficiencies and can only leave that to PCC local managers to decide.
63. Keeping paths/parks etc. more tidy & placing more "poo" bins around the area
64. DO a great job on the whole although why you gave pensioners money back a few years ago I really don't understand!!
65. Share administration tasks e.g. HR, Pension & Salary administration, IT with other councils/organisations. Given the prevalence of e-working & working from home etc.

Examine if the main council office still represents the most cost effective solution for PCC, Sublet PCC offices.

66. As central government is calling for more volunteers to run public organisations, the council should be run by councillors who are VOLUNTEERS. This would cut costs and also ensure that the councillors are committed to the City.
67. By being very careful about outsourcing to contractors as the motivation for many is to make a profit rather than have residents as their priority. It may seem like a good deal at the time, but I wonder how many times the contractor uses up the full year's budget before the end of year and have to receive more money to continue providing essential services or doesn't provide the best service for the clients, just the most convenient/profitable for them. I am aware of a contractor (not for Portsmouth City Council and it was 10 years ago), which used to take back handers on certain jobs (like fitting kitchens) so used to make cases for fitting many more than were actually required as this was how they made some extra profit. I am now incredibly weary of outsourcing! keeping as much in house may be harder but you will have much more control and residents will be the priority!
68. Employing fewer people. Cutting completely any translation services.
69. By not wasting money on loads of 'Public Footpath' signs on paths that everybody knows are already there and keeping lights burning in closed public toilets.
70. Having attended budget consultations over the last three years, read the current information re council on this website inc the accounts 2012-13 and attended the Guildhall consultation council I am basing my views on data has been gathered so far. It has been encouraging to see that the council has re-organised its management structure over this year. A point I made at the Guildhall consultation was that Senior Management appear to have been awarded a pay rise which, although small, is odd given the 'pay freeze' policy.

Reading the accounts I noted a large overspend on private firms dealing with children's fostering and children's homes. As I said at the Guildhall consultation, this is an area which could usefully be explored in terms of more efficient procurement. I wonder if it is the most efficient use of resources to outsource these services- would they not be better run by council teams.

71. Increase recycling and therefore reduce the need for expensive collection and processing of refuse
72. Stop wasting money. Put Money back into charities in Portsmouth who struggle to get funding those charities that help those living in Portsmouth.
73. By listening to people's views before decisions are made and not spending large amounts on schemes such as road closures unless they really fit the needs. There seems to be an attitude of "we know best" followed by token consultation. Make

parking near the shopping centres easier to attract more business. Less on culture and the arts - they are a minority interest.

74. Greater use of internet for routine form-filling etc.
75. Remove more managers. Get councillors to actually act on officers' advice. Don't do things just to spend grant money.
76. More use of online services e.g. issuing council tax demands and encouraging payments to be paid online. More attention to debt recovery- the level of debt is excessively high and presumably eventually written off. Reduce the number of city councillors- having over 40 councillors is not necessary or cost effective for a city of this size. Better traffic management e.g. traffic lights are poorly timed and hamper vehicle progress through the city. Better road planning- make the correct decision the first time-avoid costly road amendments e.g. the mini roundabout at Locksway Road.
77. Speak to people on the street more regularly.
78. By only employing people who live in Portsmouth or Southsea. If they don't live here then they only see and understand what's going on in their town and not Portsmouth. Meet the people and you have a better town altogether.
79. By not wasting money on private and expensive consultations, then not putting in positive outcomes in to place.
80. By avoiding over spends on capital projects, renegotiate contracts on outsourced services, i.e. road maintenance and repairs
81. By being more public and open The service
82. Less wasted funds on expensive parking schemes. More communication between council agencies to prevent duplication of resources
83. Shut down some of the housing offices, far too many around. Stop paying out for taxis for kids to go to school or other places. Stop printing in god knows how many languages.
84. Also, despite huge geographical advantages of the Civic Offices, the building is dated, uneconomic etc. Perhaps staff could be split into smaller buildings at satellite sites - which may benefit attempts to cut back on traffic congestion and issues around parking for staff who need their cars for work, The Civic Offices or its land, could then be sold for redevelopment for more modern offices, hotel, whatever.
85. By less spin and more realism
86. Move towards online services Less bureaucracy
87. make sure proposed projects are well thought out and use cheaper contractors
88. Scrutinise costs further and ask the question "do we really need to do this?"
89. Less paperwork & postage. I understand my ballot form has to be signed by hand but why can I not sign up for postal voting online?
90. There is enormous scope to still reduce staff numbers. However this is a management issue. Management are rarely there to manage/keep an eye on the amount of time people spend on idle chat/internet/sickness/making tea/coffee. Arriving late/leaving early and hope no one notices Managers are as inefficient as half the staff. Get rid of the lib dems, they are wholly responsible for the state this council and city is currently in



91. Let professional staff do their jobs and listen to their recommendations, which are based on best value and customer service. Politically-motivated decisions lead to inflated project costs for the benefit of a handful of people to the detriment of other residents and the wider city picture. Implement a Residents' Parking Policy and stick to it, to save areas being surveyed over and over at unnecessary cost or consultation being carried out on schemes that officers know will not work - wasting even more of residents' time and council money / resource when residents reject them.
92. Take more notice of the officers employed by the council and less of the councillors who only support spending effective for their re-election.
93. Cut down on the employees with large salaries
94. The council has just borrowed money to buy Portsmouth out of negative housing subsidy. We need to know what the cuts are. How much etc... What is being taken away? We know now father efficiency just means cuts. BE HONEST WITH US
95. The council should look to continue to pool more services with other local authorities to reduce costs. Also, the council could consider placing some services in a charitable trust, allowing for tax relief.
96. The same as so many places become efficient in the inner workings within the institution. Don't waste money on projects that either are run inefficiently or prove to be mistakes, thus wasting funds. Have proper design and implementation, with less time wasting.
97. 1. Reducing further the number of senior managers by merging departments. 2. Reducing the excessive pay of senior council officials. 3. Change to the councillors' stipend. Fundamentally local councillors should be unpaid. 4. Stop the excessive use of signage in all areas. There is no need for most of this and its maintenance in the era of smartphones and GPS. 5. Close museums. 6. Conduct a bottom up spending review based on the mandatory duties.
98. Reduce the number of rubbish collections to fortnightly, as most other local authorities do now, meaning the Recycle can be collected on alternate weeks to the rubbish
99. Think more long term, engage with possible local partners in the private & voluntary sector and look at achieving many small, free or very cheap goals as opposed to immediate, large projects.
100. Spending less money on new housing, shopping facilities and construction and using this budget for upgrading existing properties housing, sites and empty housing with compulsory purchase if needs be to maximise provision of homes.
101. Care about tourism and international visitors
102. The council has to be more ruthless in cutting public services. Whilst in an ideal world we would provide everything for everyone; chipping away at services is not doing it. Some services need to be slashed drastically and the consequences accepted by a strong council
103. More money from council tax and central government for better services.
104. No comment
105. Support and link in more to local organisations and projects- support the programmes in-kind wherever possible

106. Move everything online: printed guides could become downloadable pdf documents. The Council newsletter and social media could be replaced with an RSS website newsfeed. There is no organisation that has existed for some time that does not carry out procedures in inefficient ways, involving redundant procedures, unnecessary task handovers, and unnecessary activities. Review how council tax payments are accepted. Every other payment has to be made in a small number of payments by means of notes or a limited number of coins, or as a cheque, giro payment or postal order or bank transfer (direct debit, etc.). Some citizens have no bank account but they manage to make all other payments in bank/shop approved methods. Council tax should be made the same - jarfuls of coins and multiple small payments are expensive to administer and should no longer be accepted. Anyone with a bank account should be asked to pay by direct debit.
107. Stop wasting money.
108. By adopting lean working practices and having an internal structure which allows those doing the job to have a mechanism for real change to working practices.
109. First of all I would like to congratulate the council for the terrific strides you have made with regards to tourism and cleanliness in Southsea with regular litter bin collections and excellent workman clearing the adjacent litter that is sometimes left. As the proprietor of a guest house I notice the good first impression given to my customers, however, a few things that are not well accepted by my customers is that there is no tourist information office at the 'Hard' and are instead directed to the 'D-Day museum' when not really having their bearings seems and is a long way off for them, surely the old office was extremely beneficial to everyone? another thing that would be very welcome would be a parking pass that enabled a tourist to use anywhere within the major attractions (excluding Gunwharf's private parking) as the charges are quite expensive and if one is not sure how long you are likely to be at a certain attraction, it grates on the nerves and the pocket if you drive off to the next attraction and have to pay again, can there not be some sort of visitor day pass for say three hours at a particular site that is valid for the next attraction for another three hours and so on, although my B&B is within walking distance for most of my customers, but for those that cannot walk far they have mentioned that the charges are excessive and are disgruntled, which is a shame.
110. Focus resources on establishing the city at the forefront of tourism
111. Allow those who work in services greater influence on how they are run. End unhelpful interference from Councillors.
112. Utilise the unemployed more; make them do voluntary work for their money, cleaning, litter collecting, etc.
113. Outsource all non-core services, reduce the number of managers/team leaders, stop staff working from home, make staff use public transport and end free parking, this will make for lower fuel bills and make the Council Greener.
114. I think the council should be seeking to reduce energy bills. One option would be to try and reduce lighting bills by identifying street lamps that could be turned off and turning off lights at bus stops during the early hours of the morning when no busses are

running. I also think that there could be a greater use of renewable energy to reduce electricity consumption. One idea I have thought of is to install solar on the roof of council buildings but try and avoid the capital cost by leasing the roof space for a peppercorn rent and allow private companies or individuals to invest in the panels and keep the Feed In Tariff payments - the council would benefit from a reduction in imported electricity from the grid. It may also be possible to consider setting up a co-operative for the public to buy shares in to invest in deploying solar.

115. Far more efficient communication between utility providers who undertake repair works, liaise with each other and ensure all work is carried out simultaneously instead of digging up the same piece of road three or four times to do varying repair works... Surely this would be far more cost effective
116. Protect a diminishing arts development role by extending the role of and outsourcing to the Portsmouth Cultural Trust.
117. It frustrates me that the council had the money for a seafront cycle route, but didn't realise it.
118. Into my consultation I think the council is very professionally and give me the expectations of services where I need although I am aware in the services and the support sometimes I lack some services the possibilities of services which I need. However in term of efficiently I don't think could be more efficiently that means have excellent coordination of services.
119. There needs to be more communication between the Council and the people living in the city and people who work for the Council so that they can pass information to people living in the city or visitors.
120. Recruiting more permanent staff rather than a high and continuous turnover of temporary staff. Lowering salaries
121. Don't know enough about its budgets to comment
122. Not an expert, sorry. Don't like the Hot Wall Development plan, I'm afraid. The arches are not usable as artists' studios, and the council is not the best organization to try and run a restaurant to finance the development. The hot walls are good as they are, if you need to do something with them use them as venue for free events, or small shows.
123. Cut the number of Councillors to 2 per ward. Council housing given to a housing association to run. Get rid of the not so helpful City Help Desk so you have contact with the department who have the knowledge and expertise. Get rid of the Community Wardens as we have PCSO's who do a similar role and more.
124. Employ litter and dog enforcement officers on minimum wage, but give them 10% of any fine they give. Next time a concession is put out to tender ensure that the contract states only cups that are reusable are used. This would stop polystyrene cups littering everywhere. Stop giving employees the extra sandwich day off over Christmas. This costs us charge payers tens of thousands of pounds (I inquired through freedom of information). If you are going down this route inform all staff at beginning of year to save a day's leave. They already get generous holidays plus their

- average 9.5 days sick a year (your figures) Do we need the civic offices any more?  
Smaller more efficient properties could be used, making use of conference calls etc.
125. By being more contact friendly
  126. The council could become more efficient by ensuring that staff levels are adequate so that a cycle of sick leave and absence is not created.
  127. Commission more
  128. By spending money more wisely and not wasting our funds on the football club.  
How about raising the education level in the city, which remains one of the worst in the UK?
  129. Outsource to the voluntary sector to provide specialist community work/advice/support
  130. Outsource IT, HR, Finance and examine overheads not related to Frontline
  131. Giving staff a pay freeze, I haven't had a pay rise since 2008.
  132. The Councillors to become more statesman work together listen to your council officers. Represent all residents but don't allow the very vocal few to drive decisions.
  133. Empower staff to make their own small changes and savings by recognising their achievements when they do. At the very least, this will encourage a motivated workforce which is value for money itself, but at best staff will find many small ways to make savings that will add up. Unfortunately this isn't going to happen through a process, it's a culture change that will involve holding managers to account when they make stupid decisions or demotivate their staff. For example, something as small as the fact snr managers in every department I've worked in have had 'special' stationery. Why waste that money? You need to be encouraging managers to take on board suggestions, even if it means admitting their own mistakes.
  134. Stop wasting money on unnecessary road projects.... the new park and ride on the M275 and the pointless cycle path along the sea front to name but a few. Maybe spend the money on improving road surfaces and not needing to try and charge people to park everywhere in the city.
  135. Investigate benefit fraud and increase prosecutions. Make bin collections fortnightly.
  136. Get rid of some of the unnecessary jobs.
  137. One department of PCC communicating more efficiently with another and also outside agencies.
  138. By working in smarter ways and investing in issues before things reach a crisis.
  139. Children and education - the sure start centres are great and I used various services after my first child. I would have been happy to make a nominal donation to the sessions I attended. It was sometimes difficult to attend sessions due to their timings and my children's nap times however. Environment and community safety - look at how we as a community can recycle more, e.g. current exclusions from green bins for example Yoghurt pots, shredded paper etc.
  140. Better communication, working together as a whole team rather than each department being a separate 'business'

141. Bear down on all waste in all departments. There are still too many admin people, overcomplicating the way things can be managed. Too many council processes are too complicated, and red tape needs cutting
142. Stop punishing motorists. Punish bad cyclists. Support pedestrians
143. By working in active partnership with the voluntary and private sector across the city. Despite so many recent internal reviews, PCC still has a reputation as being cumbersome and difficult to work with particularly for small traders and often the voluntary sector.
144. I actually think PCC is very good with what it provides & the current cost of this! Perhaps stopping non-essential services for those who won't pay council tax & also reclaiming monies from them?
145. no real overall knowledge to make a valid judgement
146. Reduction of repetition of services.
147. Strategic work and projects to be tied up more effectively so as not to waste time and money. Improved Understanding of impact of reactive measures to reduce costs.
148. Invest in jobs and service and refuse to implement cuts from central government.
149. Engage brain before taking decisions
150. I haven't seen any signs of inefficiency
151. Less managerial staff. Stop pouring money into the Pyramids
152. Stop 6 staff from Health and Wellbeing attending same meeting. More use could be made of cascading info
153. 1. Reduce the number of lower level management/ senior roles. 2. More enforcement and fining of people for littering, not picking up dog mess, parking on yellow lines, cycling on pavements etc. 3. Reduce the number of empty properties. 4. Sell council buildings and move staff into the Civic Offices. 5. Give a higher priority to energy-saving measures e.g. ensure lights and PCs are switched off when not in use (Too many staff leave their monitors on overnight and over the weekends).
154. By ensuring that contracts that are awarded are carried out to the specification as laid out in the contract. By managing meetings more efficiently, not everyone needs to attend. By approaching contracts more efficiently - value for money.
155. Remove all political agendas from local government: it is a business, and as such should be run by a competent business team whose judgement is not impaired by following the party line
156. Better benefit checks. People on benefits having to do voluntary working if they are fit.
157. have recycling bins in all offices for waste paper even if it needs to be shredded first
158. Stop daft schemes like the Osborne Road planters. Have advertised scheme links working on the website before they are published.
159. Don't know
160. The Council could avoid duplication of effort. For example why does it run neighbourhood forums when there are lots of community run organisations which could offer as good or better consultation opportunities without the need for officer input, separate publicity etc. . Our parks and open spaces are beautiful, but is it why not

changes to lower maintenance planting, meadow land planting on hard to maintain areas such as sloping areas such as the banks in Winston Churchill Avenue or by Southsea Castle. Park planting could be undertaken by community gardening projects like Southsea Greenhouse or Landport Community Garden how involve a wide range of people in growing. Mental Health and other community projects could adopt an area of a park or a flower bed to maintain. More council information services could be delivered from buildings in the community in the way Southsea Library is used, so that this becomes the norm for service delivery and smaller council offices are needed. Businesses which operate after midnight could pay an additional payment to cover the cost of the additional cleaning and policing required.

161. I think it is more important to become more effective than just focus on efficient
162. Reduce spending on adult social care, children and learning support, community safety and housing. As someone entitled to use (or with family entitled to use) the first 2 on this list I feel embarrassed that people who are significantly less than me are asked to support these unnecessary facilities.
163. A reduction by at least one third initially of total number of ward councillors, saving approx. £188,500 per an. A lowering of the ceiling for Chief Officer Salaries and /or reduction in their hours of work by half. Thereby achieving a saving of approx. £840,000 per annum. Total savings approx. £1,028,000 per an.
164. Volunteers, particularly elderly bored could be helping skilled council employees in doing the unskilled parts of their job, in parks and gardens. Unemployed or people on benefits could be caring assistants, street sweeping or any unskilled, non risky pursuits freeing up skilled trained and paid staff from unskilled parts of their jobs. Benefits should become part of the workforce, good for council budget and the recipients feeling of worth.
165. Review balance of controllable spending (75%) on special interest groups compared to that which works for all the citizens (25%). You'll find the cost of administration of the former is huge compared to the latter, and that's where the savings lie.
166. Streamline some services and make cuts on those services that are less in demand.
167. Office staff who do not deal directly with the public should work from home.
168. By micro management of spending. By better and closer control and monitoring of third party suppliers using KPIs and targeted deliverables/productivity. Short term investment of funds received for delayed or staged payment type projects.
169. Joining forces with other local authorities to reduce internal head count and allow joint procurement of services to reduce overheads. Strategic use of outsourcing where it delivers value.
170. Reduce the number of councillors and senior managers
171. Greater promotion of services through social media, community engagement through champions and volunteer services in the city. Making more use of the assets in the city. Promoting more of the success through these channels as well as better relationships with the media

172. If you can reduce the number of managers by 18 how about reducing the number of councillors by a third?
173. Plan for the future not just next year. Budgets are likely to be cut in the future too plan your services for 5 or 10 years' time. E.g. social care provision is going to get bigger and more expensive. Develop more internet services and apps. Have high street services available
174. Dispose of the lease of the mayoral car and get the mayor to use the local public transport.
175. Combine back office services and management with other councils
176. Your policy to support cyclists simply doesn't work. Either create real lanes or stop wasting money on markings that are a farce.
177. Ask the council leader GV-J to speak with the deputy PM to inform him how damaging the cuts are to the city.
178. Charge for use of public toilets not get rid of them. People need toilets. If none are available people will urinate in bushes/trees. Biggest part of budget (nearly 50%) is non-controllable spending....attack this!
179. Using less buildings, listening to what the people have to say
180. When cutting grass areas clean up properly instead of blowing grass cuttings into the gutters this then leads to increased flooding. Also it is a waste of time to clean the streets before the dustcarts have collected the rubbish, time and effort wasted?
181. With such little flexibility in the budget, most of the spend is committed. This could be easily managed by middle managers. A swinging rationalisation of senior management could save millions. Such strategic positions can be replaced in future years when strategy becomes more important than tightening our belts, keeping calm and carrying on. What percentage of the spend is on IT Services. Many other councils have saved millions in collaborative shared risk outsourcing deals, are PCC exploring such options. Most in house IT departments have highly paid long serving employees whose roles could easily be fulfilled by cheaper (not necessarily offshore) resources.
182. Leaflets and magazines could be cut ; make a small charge for the peoples network 50p in libraries ; no unnecessary trips for councillors ( fact finding)
183. Concentrate on core activities/services such as Education, Social Care, Benefits,
184. I think the council could save a massive amount of money on the above if there were fewer buses, ie cut out the 'Every 10 minutes' as per the slogans on number 21 through Anchorage Park which are constantly empty or carrying one or two passengers. Every 10 minutes is totally unnecessary, every half an hour should be more than sufficient and would cut down the subsidising, currently at half a million pounds, considerably.
185. Stop sending the street cleaner around the day before waste collection and then the street cleaning machine the day after - seems a dreadful waste of time and money and not well planned.
186. Now you are looking at extending the area of paid parking charges I suggest you make available annual parking season tickets for sports grounds etc

187. Thank you for the opportunity to comment on the PCC budget. I completely respect the way the Council spends its money to maintain the maximum possible level of service to the community. The result, for me, is a city that can boast superb open spaces, better social housing than one sees in most places, excellent libraries, frequent refuse services, steadily improving schools and a very good (and indeed generous) leisure and cultural offering.
188. "Move everything online: printed guides could become downloadable pdf documents.
189. The Council newsletter and social media could be replaced with an RSS website newsfeed.
190. There is no organisation that has existed for some time that does not carry out procedures in inefficient ways, involving redundant procedures, unnecessary task handovers, and unnecessary activities.
191. Review how council tax payments are accepted. Every other payment has to be made in a small number of payments by means of notes or a limited number of coins, or as a cheque, giro payment or postal order or bank transfer (direct debit, etc.). Some citizens have no bank account but they manage to make all other payments in bank/shop approved methods. Council tax should be made the same - jarfuls of coins and multiple small payments are expensive to administer and should no longer be accepted. Anyone with a bank account should be asked to pay by direct debit.
192. "You could be more efficient by outsourcing work more carefully, or employ our own workers. I was horrified to read about the newly painted shelter at Eastney that cost £47,000 with rusting screws already. Or even ask for volunteers to give their time towards preserving our beachside/local Heritage., and make it a group event/commitment.
193. I have noticed that a couple of our old shelters on the promenade next to the gardens by the Pyramids are rusting badly. They are such an integral part of our seafront, and would be a great loss.



**Q2. Which council services would you be prepared to see changed or reduced?**

1. Traffic and Transportation Department - there seems to be a lot of unnecessary work on roads and sign posts. The recent work on Villiers Road in Southsea was ill conceived of and had to be reversed. Signs have sprung up all over Southsea - Public Footpath for small alleyways between houses. Surely expensive and not needed. Less signs, less cluttered streets = saves money.
2. Increase the age for free bus passes for the elderly - especially as retirement age is to be increasing! Also as Government encourage us to work at least up to seven years after normal retirement age ( I worked until I was 81 and would still be working now if it were not for ill health reasons)
3. Sell management of City museum.
4. Greater effort should be made to evict council tenants who cause trouble and make no effort to pay their rent. ( I am in a place where there is all council tenants)
5. Concessionary fares for everybody with a slight difficulty on buses and income related bus passed for elderly - NOT Free
6. More help for people in Portsmouth to get their library books and CDs for the disabled or infirm.
7. Stop subsidising the Pyramids - it's should stand alone and pay its own way.
8. Reduce services which cost the most to run while helping the least numbers.
9. Parks and gardens - cheaper ways - shrubs etc. Reduce sport spending, leisure and culture (or charge more). All sports spending, leisure and culture (or charge more). All sports privatised - those on benefit free passes or reduced rates museums.
10. The council has done a good job in creating housing in dead space - Somertown/WC avenue/Watts Rd - good small scale developments not council house ghettos. More of this. Spend capital for income.
11. The amount of our money wasted on the Pyramids. This money should be used to keep the toilets open.
12. Council plans to develop Hot Walls area into Arts Facility. Expensive Hard Interchange upgrade. Abandon the Northern Quarter plans. Decide that Southsea is not a tourist resort and just keep it for the local residents - close pyramids.
13. Traffic wardens: Most of Portsmouth Councillors must live outside the city. As I see traffic wardens continually booking cars at 7:30am when people coming home the night before cannot before cannot park. They could at least leave it until 9 when people have gone to work. You are taking people's money which is highway robbery.
14. Could some street cleaning and parks be done by local volunteers (unemployed getting expenses or work experience for their CVs)? Existing worked might train and upgrade their jobs - perhaps doing less hours for reduced pay? Indeed education for future prospects.

15. Services need to be effective but efficient. Too many cuts will impact on the public and cause issues in other areas. School admissions could be handed back to schools.
16. Recognise move to protect the most vulnerable so some of the 'nice to haves' which could be community led such as flowerbeds, reduction in street lighting in some areas, council opening hours..
17. Some housing benefits - especially young single mums
18. Those that have allowed this area to become saturated with student bedsits to the detriment of the council taking paying residents now live with squalor, noise and filth.
19. More emphasis on street cleaning and stricter control on waste.
20. As above - utilise local knowledge and expertise to promote events and activities which would save the council money in the long run.
21. Reduce all this Tennis lark.
22. I'd like to see the re-introduction of half fares on buses for elderly people and people with disabilities. Free fares should be means tested so that the neediest are not disadvantaged.
23. Re the new Brown Bin Garden waste collection. I note that this will now replace the present Green Waste Sacks. There are many of us who do not want or who will be unable to have this type of receptacle. Would it be possible to have the option of a bag similar to those issued by Fareham Council which is PVC type bag with handles collected fortnightly? I live in a terrace house so a bin at the front is not practical and too large for those of us who are elderly with small gardens and do not create large quantities of garden waste. Whereas a bag is more easily transportable through the house after being filled up in the back garden. I would gladly pay a reasonable annual fee for such a system.
24. Why don't Councillors pursue more school reorganisations, so there are fewer schools to support? All services are important, especially those for vulnerable children and adults.
25. The overhanging branches cause much unnecessary work in the garden and roadways. This would then save the council much money in road maintenance.
26. Reduce the amount of money spent on cutting the verges, when the grass is no longer in a growing season. Just arrange a shorter contract for grass cutting.
27. I am very proud of this city - I like it the way it is.
28. None - I already have my travel tokens cancelled. Bus travel is of no use to me. NHS foot care specialists I have now to pay for. Are we going back to mediaeval times by closing toilets? A breach of human rights. I wouldn't have thought up this in a 1000 years. Farcical and £35K to knock down two. And one for sale at Bransbury Park - shame on you. Also stop issuing taxi licences. Drivers struggle to make a living already. For the council coining it by making money on charges for these licenses - I think so. Also stop councillors taking computers home - they can buy their own. I could go on - Re boot sales on the common. I think the health and

- safety issues and H&S people should have a look around - no way out if there is an emergency.
29. Resources - I believe the council should do more regulated checks on families on benefits. There are too many people in Portsmouth cheating the system. How is it that I would more than 50 hours a week to pay for my home, bills and taxes etc. and I struggle to pay for a holiday yet those on benefits get a nicer house than mine and have all the latest gadgets and can have as many holidays abroad - for forgetting clothes and shopping every week.
- 30.
31. better as well as wasting so much money.
32. The councillors in each ward - we have far too many. 42 reduced to 14 as could officers should be given advice from Councillors and in America less is much better.
33. Waste and recycling to fortnightly and four weeks
34. Improving visual aspects in the city and Southsea.
35. I like many others applaud all is being undertaken for us, except for the dragging of feet, of the building...(rest of comments are unreadable)
36. Some cultural, leisure and sporting projects could be put on-hold until this period of austerity is over.
37. I would increase the services at PARCS as the capped initial sessions they offer is not enough given the strength of work and limited funds is why.
38. Scrap free swimming for over 60s; all those I know in this category could well afford to pay.
39. Don't subsidise buses. Private parking, wardens, keepings an eye on it all
40. The support given to the Pyramids at Southsea appears to be a waste of money - it is underused and not easily accessible unless you own a car.
41. Council tax reduced - as all service have been cut as well as police services, this is making us pay more for less. The streets are filthy, e.g. Southsea and Commercial Road - we need street cleaning.
42. Please do not reduce rubbish/litter clearance services. There are huge problems with this already. I see lots of areas covered in litter/rubbish and it's bad for people and wildlife.
43. Cancel Flagship and Housetalk. Both very readable but savings on publication and delivery would help council economy. Re-start when economic times are better. Scrap plans for bathing huts at Eastney. Waste of money at this time.
44. Are all car parks used to maximum potential? Could enterprise centres be run by separate company?! How useful are Neighbourhood forums?
45. Road tarmacing etc., traffic lights and road works
46. Switch off all residential road lights from midnight until 5am. Make libraries 5 days a week including Sat, i.e. Mon, Tue, Thurs, Fri, Sat - staff rota. Charge rates for

- Charity shops selling any new goods. Evaluate Business waste collections including market clearance.
47. I feel that lots of money is spent on parking services and its 'policing' - not confident that this is fully necessary?
  48. We don't need weekly rubbish services. Mountjoy contract needs to be addressed urgently!!! There is too much wastage, e.g. carpenters sent out to do plumbing jobs, wasting hours, waste for parking passes. I have many more than that.
  49. Reduce the time and money wasted on so called improvement schemes such as pedestrianisation of the lower part of Palmerston Road, the cycle and parking fiascos on the eastern part of the seafront. Mini roundabout which do not slow down traffic but only inconvenience buses and coaches.
  50. Alcohol
  51. They all serve a purpose - child protection services I feel could do with more funding. If you don't put the right work into it then it's not going to work.
  52. Council house/community housing maintenance is done by contractors. Would it be financially more economical to employ PCC own workmen? Obviously contractors must make money which cost the council. With the current unemployment it would not be too difficult to employ workers.
  53. Cut down some trees which are higher and overgrow and dangerous in high wind.
  54. Please get rid of the awful lollypop things on the roundabout at top of Commercial road
  55. Portsmouth is bursting at the seams and yet more and more flats and houses are being built. Confine development now to Tipner and stop any further large scale development on Common land.
  56. A review of car parking charges should be undertaken to see if the quick return justifies the decline in Commercial Road shops and lost business rate revenues. Free car parking for out of town stores deters people from using the city centre - are we getting value for money?
  57. Staff using bicycles instead of cars in the city to reduce car allowances. Councillors revert to getting expenses only plus a fee for attending each meeting rather than a standard fee whether they attend or not.
  58. All those which enhance and promote the City's heritage offer to residents and visitors should be developed and funded.
  59. Road sweeping
  60. Less money on help to cut smoking
  61. Health and Social care stop spending money on alcohol and drug treatments. If the victims' got themselves into their situation. More money spent on elderly care, day care for disabled -

62. Anything which does not target front line services and inequality such as corporate events with big budgets, training which has little chance of implementation as there is no budget to follow and luxury items such as marketing and publications.
63. When I look down the list of services PCC provides, it's so difficult to identify any that I'd want to see reduced as they're all so vital to the local community. Possibly cut back on financial support given to theatres as these have their own trusts and supporters to rise funding.
64. The traffic department should take a look at what mess they have caused, driving in Portsmouth couldn't be in a worse mess even if the department was scrapped completely. Stop students bringing their cars in.
65. It seems some services have already been reduced
66. maybe reduce some streetlights and or amount of days seafront lights on Mapping coming soon signs in the pavement seem rather a waste of money Person calling at doors to discuss my journey didn't really seem worth the money Give me space posters!! are they going to change anyone's behaviour
67. The TV in the Guildhall Square could be removed. Review the cost of Flagship to PCC Cap/stop subsidy for the Pyramids Consider selling off pyramids for a hotel development
68. There should be a change in the way that Chief Executive Posts are filled in that the Chief Executive and other high-salary council posts are appointed to those who can show that they have resided in the City for at least one year before appointment. This would stop the appointment of individuals who are highly paid but who know nothing whatsoever about Portsmouth and are only taking on the job for the salary. In this time of severe cuts, no-one on the City Council should be paid more than the minimum wage. If they cannot fulfil their duties with this salary then they should not stand for appointment. The Council needs to take back in-house all security and housekeeping jobs. This would eliminate third-party payments which inflate costs but do not get paid to people actually doing the work. All artwork owned by the City Council should be sold and the revenue paid into the budgets for Social Services for the elderly and children (the sale of art works owned by councils is already taking place elsewhere in the UK and Councils have no remit to act as art collectors)
69. Toughie - because most services are essential! but sadly as much as I enjoy the arts & culture, people should come first.
70. I don't think politicians spend money wisely, so would be happy to see cuts across the board with the exception of the below.
71. Cut more staff. I have two examples, one from a colleague and one from a relation that proves that most council workers are less effective than the private sector.
72. Discussion at the Guildhall focused on a range of suggestions. It appears that previous discussions regarding the Colas project have been fruitful in moving creative approaches to the contract forward. I would be keen to hear more about the possibility of street sweeping being reduced somewhat. From the council accounts, it appears that 'spend to save and spend to invest reserves are being fed and protected-

- A very small point is that, the allotment inspector has survived all efficiency drives and continues to visit allotments and photograph plots and send out letters- all costs money and takes time- this could easily be taken over by allotment committees thus making them self-managing.
73. Stop subsidising the Pyramids centre and pass the responsibility for this to the company running it
  74. Avoid schemes like the farcical seafront parking which now produces less revenue than it would have done. Avoid more expenditure on almost unused cycle tracks.
  75. None!
  76. Reduce social services
  77. Despite Government guidelines expenditure on cycle lanes is a waste- their infrequent use by a tiny minority does not justify their high cost- they certainly do not encourage get fit cycle ownership!! Museum artefacts and art work which is not on display to the public. Why were such items purchased [at public expense] if they were never to see the light of day! If the cost of insurance is too high- sell them!
  78. Cycle lanes, fines for not using them.
  79. If people live in flats and have a communal garden then why not ask the tenants if they want to take care of their gardens - provide a lawn mower and spade etc. for that block of flats and hence saving on grass cutting year in year out.
  80. I think all the public services are valuable. I would like to try and save as many that can be saved.
  81. Waste collection, large bins at end of roads, less to empty saving amount of collection crews, works well in Brighton. Less money spent in sure start areas on children's days out to give parents a break, also small charge at children's supervised play areas.
  82. The services we have at present are there for a reason or the people of the city would not have the service in the first place ..."Any service that is not used by the public"
  83. Mail shots from child services should be reduced - billing, council communications should move to an online service. Residents should specifically opt out in order to receive mail via the post.
  84. Parking wardens.
  85. Staff numbers appear to be have cut to the bone. So consider reducing the number of electoral wards, especially across the south of the city, or reducing from three to two the number of councillors for each ward. Consider dual management of more services with Southampton - in which the two unitary authorities share senior managers to perform the similar roles across both authorities (in the same way that public health responsibilities have been shared), providing taxpayers won't be burdened with extreme redundancy packages...so perhaps move in response to

- retirements etc.. Depending on the profits to the city of the ferry port, is it also time to consider selling off the council's interests here - IF it helps preserve vital services.
86. None I think they are all cut to the bone already. Although still see significant waste of money on projects such as the lollypops on Commercial road roundabout
87. adult social care
88. none
89. Anything that is being subsidised. School escorts are a terrific drain on finances, school crossing patrol; place the onus on schools and parents
90. Subsidised bus services. Commercial companies should be encouraged / forced to promote their services better and make public transport more attractive. Drop the "softly softly" approach to the enforcement of parking restrictions, leading to improved enforcement and income levels. Continue to support the government's attempts to bring welfare costs down and change the "benefit" culture.
91. Member services reduced. A more open and democratic policy for planning and development within the city.
92. Assuming services were set up where there was a need it would be difficult to see any cuts
93. We are now down to the bone I think.
94. Free bus passes
95. PCC should look to reduce the amount of property it owns - starting with moving out and disposing of the incredibly inefficient council offices and leasing alternative office space
96. Too late now, but it is hard to see how the new Park and Ride at Tipner will be successful, particularly being on the island. Make the council departments lean and mean, but also well run, with proper management structure and good morale.
97. 1. Adult social care and health. 2. Children's social care. 3. Playgrounds, sports centre and museums. 4. Council housing and housing benefit.
98. Rubbish collection
99. None, to be honest.
100. Reduce social services cost Upgrade parking costs while at same time equally working closer with Bus Company to improve the park and ride schemes in order to reduce car travel to Gun Wharf and major shopping centres. Make less frequent but economic repairs to roads
101. 1. Some councils have passed their libraries to private hands which has saved them a lot in running costs. Alternatively the libraries should be reduced and as a radical alternative just provide council internet cafes since the majority of users only want internet access. This could be incorporated into the super connected city roll out. 2. The closing of Sure Starts was held back last time. I am not sure this was a good idea. The government is talking about providing additional funding for child care hours so unless the council can "Claim" this money then I think we should be reducing this service 3. Despite the tie in we currently have to weekly bin collections I think consideration should be given at the earliest opportunity to going

- to 2 week collections with a limit on what can be collected. This may encourage more recycling as well as saving money.
102. free meals for all infant school pupils
  103. I don't want to see any services reduced.
  104. Parking enforcement
  105. The coloured lights along the seafront could be reduced, switched on only during peak tourist season and/or replaced with much cheaper bulbs than originally proposed in the seafront development scheme. Save money by switching off the coloured lights outside tourist season. Contract other spending on seafront developments not fronted by private businesses. Rely on simple signage rather than installing any interactive media for navigation on the streets. Could consider reducing slightly the discount offered for Portsmouth leisure card holders. Sell current social housing and buy cheaper property elsewhere - many of the houses available as social housing are far better than can be afforded by many middle earning professionals in Portsmouth. Simplify planting and gardens - invest in interesting perennial, low maintenance designs. If possible, limit free bus travel to OAPs who are local residents and introduce a means-tested fee for the bus pass amounting to at least 50% of the price of a bus the average number of bus journeys made by elderly people.
  106. On street parking charges - not fair and does not help businesses Residents Parking - it creates more problems than it solves.
  107. None
  108. At present I pay 'BIFFA' over £300.00 per year to have my rubbish taken away, my neighbour who also has a B&B with more rooms than I have put their rubbish out for general collection, I have spoken to the refuse department at the council offices who say that they are satisfied with the arrangement my neighbours have (no other collection is made from them apart from the weekly council collection) I would like my rubbish collection reduced to allow me to have the same facilities as my neighbour i.e. FREE
  109. No reductions - stand up to central government and oppose ideological cuts.
  110. Benefits. See above.
  111. IT services Financial services, Asset management Libraries, Media, Help desk,
  112. No comment
  113. None
  114. Arts Services outsourced
  115. I would like to see the police acting on dangerous driving and speeding around the city, and enforcing the 20mph zones- which the council spent a lot of money creating, and which currently the police do not enforce. I would like to see a huge push for cycling in the city, and especially encouraging safe family cycling, rather than the lip service attempt so far. And proper enforcement of clearing up dog mess.



116. - the help the people to live independently where will be increase it means the governance funding going to decrease literally saving more money with controllable budget in the result of services can be differently - the funding services as well as the savings requirements are introduced in the proposals by the governances services - the scope for savings are instable due the priorities of contracts into the services also the proportion of budget into the current assessment into the governances services.
117. Housing
118. Roadworks/ "improvements" to the traffic system. Parking fines.
119. as above
120. Be more inventive with the municipal planting. It's stuck in the 1950's for most of the sea front which is a shame. The new planting around the bottom of the M275 is a good development. Do more of that!
121. Housing, Social Services, City Help Desk, Community Wardens.
122. City Rangers. Seafront Manager. What has he achieved? Chief executive. Why do we need one?
123. None
124. The recycling services which are inadequate. Other councils allow residents to re-cycle glass and food stuffs. The brown bin for re-cycling garden waste is hopelessly impractical, most other councils allow residents to have multiple very large box shaped canvas like plastic weave backs which can hold significant amounts and are easy to store away.
125. Tighter checks and restrictions on those fraudulently / unnecessarily claiming benefits, or those claiming benefits but not spending the money on their children / necessary items.
126. I would be prepared to see savings in planning services.
127. Street cleaning and gardening. Also I think community wardens /parking attendants etc. should be one job
128. Funding to progress football and more funding towards education and athletics.
129. Neighbourhood wardens - never see them anyway.
130. Organisations always change
131. The proposed alterations to Cosham high street.
132. I can understand the difficult decisions required to be taken, however please protect bus services. Many people need those bus services to provide access to health services, jobs, shopping and to visit friends and family. Without them many will be isolated in their homes.
- 133.

B) Our recruitment processes are so poor we are advertising a job that isn't fully explained, so we're going to attract a poor calibre of

- candidate, which is also wasteful. I'd also be willing to see a lot less of the "My Journey" type projects. Surely we're all aware by now that bikes exist, and that walking is healthy? What might encourage more people to get out of their cars is improving the pavements so that they are more accessible to disabled people, better enforcement and raising awareness of traffic offenses such as parking across dropped kerbs, that discourage people from walking, and improving cycle lanes so they don't suddenly end with nowhere to go - if you build it, they will come!
134. Get rid of residents parking schemes, it is too expensive to run and in some areas has not improved parking problems. Also drop the amount of Christmas light switch ones - Make the Commercial Road Xmas lights bigger and better and drop the other ones (southsea/cosham) that are run by the council.
135. Using escorts to transporting children to school when their parents are at home and have a car.
136. No reduction is acceptable on access to public toilets. I do not believe there was sufficient public consultation.
137. Painting of council houses/flats and fences
138. None
139. I think services have been cut as far as they can go
140. Greater pressure needs to be applied to ensure all council social spending goes to the people who deserve it, not people who are taking advantage of the system.
141. Parking charges reduced
142. I'd be prepared to see any services changed in the interest of better, more innovative working that could also save costs. A radical plan for the local authority is needed to work in partnership to maintain service levels, not continue to hack away at them until there's nothing left. More transparency and accountability in commissioning would also be useful - it's very hard for local people to understand why money continued to be poured into supporting a failing operator for the Pyramids against officer recommendations while frontline services are being cut. We also don't seem to use our assets efficiently, preferring to sell them off for short term gain rather than arrange better contracts that could see the city with a steady income stream. PCC seems to be lacking a long term plan, a clear strategic direction in the current economic climate and leadership - I'd certainly be prepared to see that change.
143. Although I & my family make use of them because our income is very tight, there are many subsidised leisure activities & family/children's services in Portsmouth which are not essential and these could be reduced, although we would be sad to see them go. Also, I vehemently disagree with the policy of free nursery places for 2 year olds unless there is substandard care at home. I strongly believe that 2 year olds need the emotional security of home and family and that nursery and playgroup places should begin at 3 years of age. This would also save you some money.
144. - translation.

145. Transport - roads, school transport, cycling, H and S Tourism and facilities
146. None
147. Funding of the Pyramids and grants to the Kings Theatre, which is supposed to be self-funding.
148. None. I would prefer council tax went up and services remained the same.
149. Weekly recycling collections would encourage more recycling and be very handy.
150. Bandstand events could be charged for.
151. Health and Wellbeing funding for Older persons should be increased not decreased in our efforts to encourage independent living
152. Stop subsidising the pyramids. It's a waste of money. Drastically reduce the number of public toilets - people can go to pubs/ cafes.
153. More efficiency does not necessarily mean reductions, just better working practices.
154. 1. Any expenditure on advertising to attract advertising, vide the ridiculous lamppost banners. Has one of these ever been successful? 2. Any expenditure on ludicrous interpretation of human rights legislation/health & safety over-reaction and any excess of political correctness
155. Benefits to people who are able to work.
156. I'm not sure
157. Road management to make the city and surrounds flow. Too many bottlenecks.
158. Not aware of any
159. The council should explain the cost of "free" services to people at the point of use so that there can be an open and informed discussion about priorities. the council should buy a set of portable bike racks for use at all large public events which they can use themselves and rent to others running events. This should be part of on-going encouragement of people biking or walking rather than using cars. Students without mobility issues should pay to bring cars with them to university. Households with more than two cars should pay additional council tax. 2 weekly refuse collections for houses and flats on streets should be introduced in conjunction with fines for persistent littering and fly tipping. Landlords should be made responsible for the litter and fly tipping of their tenants.
160. None reduced there have been enough cuts to public services already.
161. Adult social care, children and learning support, community safety and housing
162. Information Services, Development and Culture whilst arguably essential in delivery of necessary services could possibly be maintained by smaller workforce e.g. Museums/Libraries/ Parks etc. kept "in house" but reduced salaries. More input from semi voluntary sector e.g. pensioners, post grads or suitable jobseekers (e.g. paying a small retainer rather than salaried).

163. Hand-outs to the so-called vulnerable of society create a dependency culture. Radically reduce aid to this bottomless pit and invest our money in things which we can ALL appreciate.

Stop cutting back on the gardens using green rhetoric (Brian Kidd should sue you for using his name outside Southsea Castle!), and of course restore repair and modernise the public toilets (just lose a couple more unnecessary administrators to pay for this). Accept bids for council projects from small local firms, not just your usual expensive groups of cronies.

164. Services that are not public facing and do not have an impact on residents.

165. Hand over the management of parks and gardens to local voluntary gardening groups. Litter picking could be done by local volunteers. Every street to have nominated people. Energy efficient bulbs should be fitted in street lamps plus residential street lights should not be left on all night. Recycling: now there is a UK depot dealing with tetra packs we should be able to include them.

166. Cease the additional tax via the brown garden bin waste collection service, and provide a composting service that subsidises itself, via the sale of a quality composting media/by-products.

167. I would like to see savings in overhead and admin rather than front line delivery.

168. Reduction in bus subsidies.

169. I think services need to become smarter with decision making. You hear all the time about services making the same mistakes, making silly choices and not making the most of the resources in the city, paying over the odds to buy things. Get services to get more from the big businesses in op

170. The use of computers in libraries. If I order a book I am charged £1 which I am happy to pay. Why can you not charge a £1 for 30 minutes on the computers?

171. planning; finance; support services

172. Housing budget is outrageous and council home occupiers should be ENCOURAGED to do more for themselves

173. Get rid of ceremony around mayor and councillors and scale back their spending and allowances, can these be made more transparent?

174. Marketing and promotion Support for football club

175. Green issues, until China and India do something you are just wasting my hard earned money.

176. None - push back to the government who are making the ordinary man pay for the failures of the banks. We are also allowing multinational corporations and individuals to get away with evading paying their full taxes. Collect al these and we won't need to cut public services. The central government cuts are ideological - they hate the welfare state. It is not necessary. Remember what happened after WW2! We spent our way out of trouble.

177. sell off the museum ,put the exhibits in central library there is so much unused space in the building; the civic offices are going to be need replacing the Zurich site is available then rehouse the council staff there, sell off the site in the guildhall for affordable homes for Portsmouth residents...cut pay and pensions to all top level management
178. Economic development. When times are tough, concentrate on core public services and let the private sector sort itself out
179. I would like to see money for rent given to private landlord go back in to the council hands i.e. build more affordable social housing ; at the moment landlords are blighting Portsmouth with rundown properties and substandard housing for council tenants. If it goes back to the councils you could employ more people and get better cheaper accommodation. People who haven't paid in to the system should not be given free hand-outs
180. Reduce subsidies to leisure facilities like the Pyramids, Guildhall, Kings Theatre, Theatre Royal etc.
181. "The coloured lights along the seafront could be reduced, switched on only during peak tourist season and/or replaced with much cheaper bulbs than originally proposed in the seafront development scheme. Save money by switching off the coloured lights outside tourist season. Contract other spending on seafront developments not fronted by private businesses.
182. Rely on simple signage rather than installing any interactive media for navigation on the streets.
183. Could consider reducing slightly the discount offered for Portsmouth leisure card holders.
184. Sell current social housing and buy cheaper property elsewhere - many of the houses available as social housing are far better than can be afforded my many middle earning professionals in Portsmouth.
185. Simplify planting and gardens - invest in interesting perennial, low maintenance designs.
186. If possible, limit free bus travel to OAPs who are local residents and introduce a means-tested fee for the bus pass amounting to at least 50% of the price of a bus the average number of bus journeys made by elderly people.
187. "Could you also consider switching off the irritating television in the Guildhall Square and just using it for special events/showings. Nobody watches it and the students certainly don't want it as they already have their own gadgets attached to their bodies.It spoils the charm and atmosphere of our elegant old square and I can no longer enjoy walking across it. Also, could we not switch off some lights everywhere for certain times.Street lights, office lights, shop lights.
188. I have a street- light outside my window which I have to barricade myself against so that I can sleep. I would be absolutely delighted if it could be switched off.or moved up the road outside the older residents houses. How about alternate lights on and off ? Also how much did it cost to put all these information plaques into

the pavements all over town with regard to new mapping coming.?. Why was this necessary?. People would find out about it when it happens,whatever it is.

**Q3. Which council services would you be prepared to pay more for?**

1. Public services not wage increases
2. Council tax in proportion to annual inflation.
3. Public toilets (10p a wee). This will stop the inevitable weeing on the pavement that will occur when the human dignity and right to wee is defiled. The diseases that will spread due to short sighted penny pinching could be avoided by letting us spend a penny.
4. Toilets to be left for public use
5. We have two cars; I'd be prepared to pay for the first parking permit in the scheme - reduced to £20. Motor bikes should be charged too. Nominal charge for museums.
6. Those services which affect the greatest number of people which have the smallest financial outlay.
7. Home insulation. Bus travel efficiency not on benefits. Museum entrances. Use of sports facilities.
8. Job creation, particularly for school leavers currently disadvantaged by poor education - real jobs or training for real jobs not just council payroll.
9. The use of public toilets - particularly in parks
10. Via council tax ensure the city is a clean, tidy, grass cut etc. - make the city a pleasant environment to live in.
11. You could save money (i.e. demolishing of toilets) by not accepting the highest bidder by saving £35K on the toilets which are essential. Surely the policy should be having free tender for work undertaken.
12. You could save money (i.e. demolishing of toilets) by not accepting the highest bidder by saving £35K on the toilets which are essential. Surely the policy should be having free tender for work undertaken.
13. New service? Waste collected from supermarkets to be prepared in KITCHENS IN COMMUNITY CENTRES (AND OTHER PLACES) BY STAFF/VOLUNTEERS and made available to local people.
14. We have lost our school crossing patrol already and the tree maintenance had been reduced. Schools are also buying more services from their DSG this year!
15. Control and manage poor landlords - would pay to have our streets back. Residents parking - we want it in our area and would pay. Management and enforcement of Southsea Common and seafront - litter and BBQ.
16. Proper street cleaning, the gutters are swept but the paths are not.
17. Museums and libraries
18. Rubbish collection and recycling. Children's crossing control. - If they need a boost to keep them running as well as they already do - any increase would eventually be paid back by the increase in efficiency.
19. Live outdoor entertainment, e.g. The Bandstand. Music in the shopping areas.
20. I would gladly pay a small transaction fee in libraries providing that money was used to keep libraries open and well resourced. It is also vital that regeneration continues to encourage businesses and investors into the city.

21. Toilets! The current situation is a disgrace and a show up! Tourists won't come back - re-open toilets!
22. Our council tax is already high. We should seek savings first but small year on year increases are acceptable (though wages have not increased)
23. I would be willing to pay for the use of public toilets. A town with so much history for tourists without public loos is a disgrace.
24. Keeping public toilets. The tourists and residents deserve better than hoping to find a café or pub that will let non customers use their toilets. Not all of them have a disabled facility anyway. 645,000 hits on website. Were they looking for a toilet in the city?
25. A small quibble in the state of the planting in Southsea shopping precinct - a bit disappointing and neglected for such a busy area for both visitors and residents.
26. Traffic and transportation: where I love, parking is a nightmare! Despite parking issues we have caravans down our road, people who do not use their garages or park in front of them and we have people who do not live in our area, parking down our street so they can use the snooker club and takeaway shops etc. I work shifts and sometimes do not get home to early hours of the morning and drive round and round to park, walking a long distance late at night home. Please, please, please introduce permit parking to encourage others to walk or use public transport. Or a weekly park and ride service in and out of Portsmouth.
27. None! It is time that some were reduced, i.e. the increase in parking fees. Plus the plan for additional parking meters. Therefore why ask if we are prepared to pay more for services when you make us pay more at your own pleasure.
28. Public toilets! They are really necessary! (Visit Portsmouth) Perhaps I could get a pre-paid card to use or something and/or you could come up with a super plan to save them!
29. Enhancing the environment. Music in the open, Trees, flowers and light plants.
30. Toilets for one, I am very concerned re the proposal closing many toilets knowing full well we have many elderly residents and with many visitors to our city.
31. Museums, Art galleries and Libraries
32. I would be prepared to pay a little more for sporting facilities until the budgets improve.
33. Pay PARCS more so they can increase the valuable work they offer to the community - this impacts and helps people with their future and out society.
34. PARCS
35. Residents parking permits should be £15 each per year.
36. I am fortunate to have a free bus pass - however I realise the cost to the council and so I would suggest any Senior Citizen who uses public transport pay 50p per trip - anywhere - any distance - I believe this is a fair price to pay and the council would save money still.
37. We pay too much for an already awful services.



38. Litter picking and clearance, there is a huge problem with this and dog fouling and it really makes areas look awful and uncared for which has an accumulative effect on how people feel about the city.
39. On a strict budget myself so would find it very hard to pay anymore.
40. Difficult as increasing payments in certain areas will always make someone annoyed.
41. Improving the vision of Southsea seafront, bandstand and Palmerston Road
42. Keeping toilets open in the community.
43. Early years education services as this will hopefully prove to be a long-term investment with benefits for whole communities, i.e. less money needed for e.g. prison/substance support services.
44. None - you have to be efficient with what you have and get rid of wastage (of which there is plenty) and corruption.
45. PARCS has been providing services in Portsmouth since 1981. It is professionally constructed and effective. The staff and volunteers are highly trained. The service is a specialist one, invaluable for survivors of rape and sexual abuse and DV. The impact of this crime is far reaching and long term. Lives and families are disrupted and changed. However with appropriate support and skilled therapeutic intervention this does not have to be the case long term. PARCS has a record of positive outcomes. It is important to remember that in law, rape is second only to murder.
46. The telephone help services leave a lot to be desired. It is frustrating to be kept on hold for up to half an hour with repeated recorded messages that all your staff are too busy dealing with customers. Most businesses aim to answer calls after 3 rings.
47. Counselling, Child care
48. Therapy
49. Maybe empower someone to check and collect names of cyclists on pavements!
50. Culture (not Sports) It is culture that makes us civilised - without it we remain mainly skilled savages
51. PARCS services are valued very highly to myself and many others. I have used this service for over a year and it has made a huge difference to how I am as a person and look forward in my life.
52. Donation boxes at the museums/civic offices to help with running costs - as a thank-you for really good service.
53. The vulnerable need help and assistance - they must come first so SureStart, Off the Records, Meals on Wheels should be protected or face the consequences.
54. Public conveniences, entrance to museums, abolish free swimming. For money for all the nursery places. Are the kids learning real skills to give them speedy entry to 3 x Rs?
55. Introduce a fee for mis-using bus lanes such as £60 fine. Also for parking on Cycle Lanes.
56. All heritage related activities, e.g. tourism, museums and local history services and activities.
57. Specialised organisation as above

58. Housing only if it is for Portsmouth families who have been on waiting list for some time and are long term residents. Not people who came here wanting everything!!!
59. Those who wish to participate in events should be charged accordingly (council tax payers should not subsidise)
60. Parking. Enforcement of laws/bylaws (e.g. littering, dog control orders, barbeques, parking violations) although this should be self-funding through fines.
61. I would be prepared to pay at least a 2% increase in Council Tax and possibly 3% if current services across the board could be maintained.
62. The Visitors Service department is a great asset, a real must keep, and they are great ambassadors for Portsmouth. Don't make more cuts to this service, tourists still rely on our Visitor Information Centres.
63. Out-reach services such as Parks or services for elderly/youths plus help for young adults who are working & trying to find accommodation (there is too much for young mothers but males get turned away ~ unless named on birth certificate)
64. Proper traffic free! cycle paths
65. Support for the elderly to stay at home/extra care homes Swimming/Leisure
66. Services for the elderly and children. Meals and home-care for the elderly and infirm should be provided directly by the council and not by third parties, as this is the most cost-effective method of delivery and prevents corrupt business practices and care abuses..
67. Children's services / troubled families - all research shows that early intervention is key. Young people are tomorrow's adults, so ensuring parents are supported in bringing up healthy, educated children is key. Addressing factors which put children and young people at risk is vital for the long term.
68. The council spends virtually nothing on the arts, and yet in my view this is the key to creating an environment in which businesses will want to invest.
69. None, we pay enough. You generally give a good service but need to get better at not wasting money.
70. I absolutely believe that children's social care services, early years and services for the vulnerable should be protected. I am not sure what this question actually means- does it mean pay directly or protect/increase budget for. While I welcome this consultation, please ensure that next year the questionnaire is devised by specialists as the questions in this version are very vague and blunt- sophisticated collection of data is important in such a process
71. If necessary I would be prepared to pay more council tax if it was made clear what the increase was for
72. I would like to see a large funding pot given to Portsmouth Abuse and Rape Counselling service. The work they do is outstanding. Not only do they help people with the abuse they have suffered they are constantly keeping up to date with the children of Portsmouth with their outreach team and now with their Domestic Abuse Counselling. Not only is there a paid team who work beyond their weekly hours but there is a large volunteer team who give an enormous amount of time and energy in helping others.

73. Nothing
74. Museums, galleries
75. none
76. The Arts
77. Social care - particularly for the elderly or infirmed.
78. Public toilets privatise them or charge for use. Do not close! Unless viable alternative. All we see is that only customers can use cafe/pub/shop toilets. We have witnessed people on continent urinating on streets and would not like to see that here. Gives gives flashers green light.
79. Toilets
80. None, I pay my full tax already.
81. Council housing rents should be means tested, supporting those who have little income but asking for a bigger contribution from those who can based on, some council tenants have two full time incomes yet get subsidised rents compared to private rental market.
82. In the city budget of the people there is no room to increase the costs of any service until we the people have a update to wages or pensions
83. More children's groups at the Surestart centres. Increase in the items the recycling centre can accept. Continued funding of the pyramids centre
84. none
85. Education and social care (especially for vulnerable children and older people) which should at least be ring-fenced.
86. Do not feel equipped to answer
87. any service that support children
88. Culture and leisure
89. The Arts.
90. We pay enough for everything already
91. Residents' parking. Charge £10-£15 per year for a residents' permit and only consider installing a parking scheme when 35% of residents return survey forms.
92. Culture, tourism, parks - services that improve the quality of life for all ages and groups
93. Health care, education, police - all at the ground level. Not for consultancies.
94. Give us examples first.
95. Libraries and children's services
96. Pest Control - for some services I would be prepared to pay more. The parking permit system should be expanded to the whole of Portsea Island.
97. Anything that enables tourists to arrive onto the island and enjoy the experience, thus bringing desired funds to the area. This includes elements relating to the Heritage of the area, as once gone, it will be gone forever.
98. Culture, specifically libraries
99. education and culture and parks
100. None.

101. Depends, I would need more information on what services are at direct risk, which could be re-organised, etc.
102. museums, records offices libraries and theatre
103. Tourism
104. A little tongue in cheek but to see more notices, bins and bag dispensers and ultimately penalties for those allowing dogs to foul the streets.
105. Education, social services, libraries, museums, public toilets, parks,
106. AS 1
107. Heritage/Arts
108. PARCS (Portsmouth and Abuse Rape Counselling Service) - an essential service that, particularly for vulnerable people that relieves much of the burden that would otherwise fall on local mental health services. Community centres - supporting the vulnerable, elderly and unemployed. Funding for community groups amongst vulnerable groups, such as LGBT people, and community centres for the unemployed and elderly. Both types of organisation often need venues, and modest budgets for service promotion and volunteer expenses.
109. Makin sure Portsmouth is a nicer place to live - tackle waste and antisocial behaviour, student properties etc.
110. None
111. The flower baskets that we had last year on the lamp-posts
112. All services. Council tax is too low. Council tax bands need to be reformed. Money needs to be redistributed from central funds to poorer areas such as Portsmouth which has lower value housing base.
113. Tourism - seafront services, especially if it helps do something to improve the Pier and former nightclubs area.
114. Social care, Housing services, Road safety,
115. No comment
116. Better public transport routes and a greater number of better prepared cycle lanes
117. Cultural Services
118. Deaf and Blind Services
119. None, I pay enough already.
120. Maybe the council tax or housing benefit dependent of administration of terms financial strategy there are numerous portfolios saving targets so I don't know exactly how I can be affected although the council financial position: - increase income - reduce costs - review the policies for whom maybe be eligible In to remind the budget protection for these services are limited.
121. Culture, leisure & sport as the city is so big and we could do much more with it culture wise.
122. Policing, schools, hospitals.
123. Public toilets should be kept open, as has been widely publicised. I want to cycle more in Portsmouth. There's a bit of an anti-cycling culture her. My sons are getting close to secondary school and I'm not happy with the choice of schools

nearby. Compared to the rest of Hampshire, they are quite poor. Charter seems to have done well, can this be replicated elsewhere?

124. Free cultural events in either the theatres or outdoor, such as on the common. Open air film screenings on South sea common in the evenings in summer for example. Not sure whether this should cause higher council taxes, though - it's not expensive to set up. See number 5 - reducing traffic in residential areas would be great. Castle Road is being abused by speeding cars (particularly cabs) in the early hours of particularly the weekends. Can we please have sleeping policemen in the road?
125. Environmental issues (refuse, recycling, graffiti, etc.). Toilets. Parks.
126. A 20 pence entry fee to use toilets. The proceeds to be ploughed back into them
127. any service that was also improved
128. Garden re-cycling service as above.
129. counselling services
130. Early years interventions for troubled / struggling families and education services, as this should prove to be a valuable investment with long-term benefits for whole communities.
131. Funding for support services for adults who have experienced trauma such as for services support people who have experienced domestic violence, sexual abuse, drugs and alcohol and health and disability problems.
132. Domestic abuse and sexual violence
133. Education and counselling for vulnerable populations - PARCS.
134. Increase funding for PARCS & the important services they provide which are not only cost effective but also say the public purse in the long term.
135. Leisure, seafront, culture and vulnerable people
136. none
137. Parking
138. Adults and children's social services. These are the staple issues that affect, or will affect, every single resident. Investing more in these areas will also knock-on to other departments because residents dealing with health and social care issues almost always struggle with other aspects of their life. E.g. housing, employment, council tax, education. I would also be prepared to pay more to keep real jobs - we should be setting an example to other organisations in the city to be an equal opportunities employer, and to be providing work. Replacing library staff with self-service machines tells every other organisation that it's ok to cut costs through staff. Particularly at a certain level, so there are few jobs for lower-skilled workers, which increases dependence on benefits. This expense could possibly be mitigated by reducing the useless jobs detailed above. Also we could also be doing more to improve the culture of acceptance and understanding of different cultures, disabilities etc. in the council, so that we attract a more diverse range of applicants. I've worked with people who were completely ignored at work by colleagues - not through racism or ignorance, just because people were afraid of saying something

wrong. Our "equalities and diversity" training tells us not to say certain words (encourages fear of saying the wrong thing) and that we should be "tolerant" of others (accepts prejudices instead of challenging them) - when what we need is understanding and acceptance. The One City Many Cultures booklet was handy for those who bothered to read it - but unfortunately wasn't adopted very widely. It should be updated, and then used as the textbook for the equalities & diversity training. Apologies if this makes no sense, the boxes are very small so it's hard to edit.

- 139. None - for the £2000 council tax I pay a year I think I pay more than enough
- 140. I already think it is expensive but I would be prepared to pay to keep public toilets open.
- 141. Access to independent community advocacy is essential to empower individuals and communities.
- 142. Acute services for vulnerable people.
- 143. You could ask for donations rather than setting fees (as some people would not be able to afford it and they need to have these services) by users of the Sure Start centres, the children's splash parks and the city's libraries.
- 144. I feel passionately that PCC should continue to fund services that support victims of sexual abuse such as Portsmouth Abuse and Rape Counselling Service. PARCS is such a lifesaving service who are working with victims of crime for free. To take away this support would not only increase pressure on mental health services within NHS but would leave Portsmouth as the only city in South East Hampshire who are not providing this service.
- 145. Regenerating the City is key, and the Culture and tourist industry will be so important in Portsmouth to help bring this about.
- 146. Child care
- 147. Planning - this should be being run as a combination between social enterprise and frontline service, with increased contributions made by private sector. Business support - same as above. Free service to start-ups and small businesses (dependent on earnings) and paid services to larger businesses.
- 148. Although I'm working and we don't claim any benefits bar tax credits, as a family we have less than £20k a year (before tax is deducted) to live on and I couldn't afford to pay more for anything!
- 149. See above
- 150. None currently.
- 151. Special needs education and seafront development
- 152. None
- 153. I would be prepared to pay more to see public toilets remain open, and be converted to have turnstiles installed, with a 'pay as you enter' system. There would be an initial cost, but this would be recovered in time, and they would become self-funding. I think that the residents have already 'paid through the nose' over many decades for a long-promised Library and Community Centre, with no delivery.

154. Rubbish collections to remain the same. Police, fire brigade, libraries to remain open. Social services.
155. Recycling collections, arts and culture, promoting tourism
156. protecting weekly household waste collection
157. Reasonable time for Older people Personal care
158. Parking permits - free for the first car, then pay for any more and for visitors' cars.
159. The amount of money paid in council tax, rental income etc., should already provide enough to cover all services.
160. Public conveniences. Their current removal is scandalous, and all public complaints made by ratepayers are totally ignored. I have never seen a council response to justify their closure
161. Cycling lanes. Road awareness. Since there is so much traffic in Portsmouth, this really needs to be addressed. Addressing this would increase cyclists' confidence and therefore more cyclists would cycle and not use their cars.
162. Substance misuse and the homeless
163. none as the tax to pay for services should be enough to cover all services and improve them anyway
164. None; already overstretched.
165. I would be prepared to pay more, through council tax, for children's services and arts/culture, e.g. libraries and events
166. The council tax should rise at least with inflation, better services are more important than a marginally low bill
167. The council tax should rise at least with inflation, better services are more important than a marginally low bill
168. None
169. The above, as not everyone uses them. Are they are a privilege rather than a right? I personally would pay extra to use them and thereby retain them.
170. council tax if things such as toilets are kept, this is such an important part of a tourist city, and free ones stand the city as standing out from those not offering this, able people from benefit pool could be part of this.
171. Seafront Services
172. - Events i.e. Southsea show, food markets, family events, Victorious. - Adult and Children Social services: More staff/services to support the vulnerable back to recovery.
173. None.
174. I don't currently think this council provides value for money as it is. When it can convince the electorate via full transparency of its finances that it is in fact a viable business organisation, and can properly justify the additional cost for services I would be prepared to answer this question.
175. I would tolerate an increase in council tax to retain services such as weekly bin collection. I know a lot of smaller charities are supported by PCC and believe many of these provide good value for money and hidden savings for PCC. E.g.

Relate can help keep relationships together thereby saving the council rehousing costs. Please don't cut the grants to these organisations. CAB is another worthwhile example.

176. City Centre Parking.
177. paying more of preventing our children and young people from later problems, such as worklessness, poor health and crime. It is really important we motivate positive choices while our residents are young. We need to also prevent our older residents relying on social care services by keeping them well and in work longer, preventing falls and poorly managed care homes. Getting more from volunteers in the city.
178. Ordering a book from the library £1.50 would be a fair price to pay.
179. social care; education and environmental services
180. We need our toilets
181. Nothing, happy s it is.
182. I would be prepared to pay a bit more council tax say another £40-50 p.a. My first suggestion though is that you ask CT payers and business rate payers to pay additional voluntary contributions to finance any one of a range of projects that you set out before them for which the extra funds would be ring fenced. Perhaps you could then also persuade central govt. to match the additional voluntary contributions received.
183. Helping people get jobs, particularly young people.
184. None
185. Toilets
186. keeping Portsmouth clean and gardens to attract the visitors and investment
187. allotments and beach huts., museums
188. Health and Social Care. Community Safety. Culture leisure and sport.
189. Bin collections, keeping Portsmouth green.
190. None
191. "PARCS (Portsmouth and Abuse Rape Counselling Service) - an essential service that, particularly for vulnerable people that relieves much of the burden that would otherwise fall on local mental health services. Community centres - supporting the vulnerable, elderly and unemployed. Funding for community groups amongst vulnerable groups, such as LGBT people, and community centres for the unemployed and elderly. Both types of organisation often need venues, and modest budgets for service promotion and volunteer expenses.



**Q4. Which council services do you value most and would like protected?**

1. Weekly bin collection! Portsmouth is densely packed with houses and very small gardens, it would be a real health risk to withdraw this weekly service.
2. Public toilets to remain open.
3. Street Cleaning
4. Street lighting, Waste collection.
5. Public toilets should remain open. On no account should Paradise Street toilets be closed as it is the most well used in Portsmouth. Drayton toilets must remain open as they are the only one in that area and older people especially need somewhere to go.
6. A late night bus route through Paulsgrove would be nice so we could go out at night again and not be isolated (like you provide in posh areas).
7. Weekly bin collections
8. Weekly rubbish collection. Social care budget (esp old and disabled), Library opening hours and residential parking.
9. Elderly care. Support for young people. Domestic violence, children's centres and child protections. Mental health, Housing, Playgrounds for children, Alcohol and drug therapy, flood defences.
10. Parks, gardens, hanging baskets, beach, promenade - the army of street and park cleaners do a great job in cleaning the town of its casual/fast food rubbish - as a cyclist, glass is a real problem. Litter campaign?
11. Waste collections. Again public toilets. If the City want to attract and keep visitors coming back
12. Public conveniences - all should be re-opened, not demolished and FREE paid for by council tax - Community toilet scheme has failed. Public libraries. Service for the elderly and those with special needs.
13. Waste disposal - they do a valuable job for the community. Also the road sweepers. They are keeping out city tidy clean.
14. Bus passes, public toilets (particularly pier), introduce local pound to be used by traders. Ensuring profits are spent in Portsmouth
15. Safeguarding - adult mental health and child, community wardens, parks and open spaces. Most of the portfolios need protecting but need to be managed efficiently.
16. Street cleaning, Flag, the common and libraries
17. Rubbish collections (weekly) and road - pavement maintenance
18. Noisy neighbours (mostly students) Being supported after complaining. Flagship. Those that read this and inwardly digest.
19. Surestart/Children's Services and public toilets.
20. Museums - essential for tourism, attracting visitors to city. Libraries - asses to informal education, enjoyment for less well-off.
21. Rubbish collection and recycling. Children's crossing control.
22. Mix plants and planting. Colour to 'open' areas.
23. Libraries and museums - they are vital for the education of the city. It is also vital that regeneration continues to encourage businesses and investors into the city.

24. Refuse collection! From 4 to 3 to 2 loaders per crew. Are you only going to be happy when they start dropping dead in the streets? Have a go yourself!
25. We should NOT seek to sell off homes and other assets for vulnerable people. We value the Leisure and cultural events and services...these put Portsmouth on the map!
26. I would like to see the community wardens and school patrol people looked upon with more care. In Paulsgrove we have hardly any trouble thanks to them.
27. Keeping community wardens in all areas. In Paulsgrove we have had so much less anti-social behaviour. Also in North End where my family live, the difference in the two communities is very noticeable. Police and PCSOs hardly ever come here it is mainly the community wardens that have been so successful.
28. Green waste collection - as I pensioner I/we are deeply disturbed at the introduction of a fee-paying collection service for Green Garden Waste. Many pensioners who have a garden/small patio - have no transport and are thus reliant on a collection service. They will often be reluctant to ask hard pushed neighbours to dispose of their extra green waste. I/we think there should be a concessionary rate at least for pensioners - many pensioners are on different credit. I feel there will be fly tipping or disposal in the household waste. The targets for recycling this Garden Waste could surely be reduced a little to accommodate a concessionary rate (for pensioners and the unemployed). If not many of the more vulnerable citizens in Portsmouth will surely be criminalised but paying or not paying fines over the coming years. **AND ENVIRONMENTAL TEAMS KEPT EVEN BUSIER COLLECTING FLY TIPPED WASTE!**
29. The senior bus pass - which is of enormous personal benefit in terms of active getting around to food shops (health and socialising (mental health))
30. Culture, leisure and sports - the Bandstand is a highlight of the summer and my family all go down there, just to be great to mix the weekend up a bit each year. Our culture in Portsmouth is what builds our economy and attracts tourism - it's important to protect our history etc. The pier could be a great revenue for the city, as a wedding venue, concert venue, the old market used to be fantastic and rides with seaside stalls at the back - why did it all get flattened? Really need to make Southsea pier part of the culture. Short term spend for long term profit!
31. It would appear that whatever was raised - would be ignored by the council unless it had some purpose or value to this city's councillors.
32. Public toilets - I don't actually know if I could leave the house and go anywhere without them. Also the weekly refuse collection is valued. (Are we or are we not a civilised society?!)
33. As we have almost no services in Drayton and Farlington it is difficult to say what should be protected - refuse collection and road sweeping.
34. Road sweeping and flower beds
35. Parks and gardens all praise to those who care for them - better facilities. The common is becoming patched and dangerous but well maintained otherwise by Parks and Gardens committee.

36. Please protect those listed in Q3 - museums, art galleries and libraries and help retain the history of our great city. They are vital for visitors to this area and to educate our children and future generations.
37. Portsmouth Abuse and Rape Counselling Services (PARCS)
38. At present I am using the PARCS counselling service and I am finding it invaluable. Many vulnerable people need this service to help them cope, understand and move on from tragic situations. This service equips people for a better future and helps to prevent drastic action such as suicide.
39. Adult and children social care. Environment - rubbish collection, protection of areas of wildlife interest. Culture and arts.
40. Community workforce. Making people proud to be involved in their city, street cleaning, and weekly rubbish collections.
41. Some sort of subsidised bus service and fee doable car parking at council run parks etc.
42. You do not provide a good service in our area - lights dimmed and removed, icy pavements left untouched. Pedestrian walkways unstable and full of cyclists - we do not value any council services.
43. Litter picking clearance of rubbish plus all obvious ones such as care of anyone who needs it.
44. Libraries and museums - have used these myself. Children and grandchildren. Useful learning and of interest to visitors.
45. The services that support people and the services that help improve quality of life.
46. Plants/Flowers and Lights and art work.
47. Weekly dustbin collection and fortnightly recycling collection. Road sweeping. Implement litter fines and pavement fouling more rigorously.
48. PARCS to continue to be funded by PCC
49. PARCS is a fantastic service and it is a credit to the city that such support is available free of charge. Education/Children's/Young person's services
50. All of those that help the most vulnerable in the city. DO NOT cut grants and support to charities that have to pick up the places left due to council cuts. PARCS/Off the record/ CAB are a few examples and are valuable and much needed.
51. PARCS, Libraries (Cosham) and Toilets
52. PARCS, Noise and antisocial issues
53. PARCS, Drug and Alcohol misuse, Child protection services
54. Libraries and bus pass for over 60s
55. Toilets - especially for tourists and people who live here.
56. Flower displays, free bus passes
57. Culture
58. Those services that help promote the city and foster a 'feel good' good factor or local people. Flowers, colour, clean streets, public spaces, free events, 'disguised frontages for empty shops, Flagship. These are often viewed as extras but are very important morale boosters.

59. Public toilets are a necessity of life and should be available in all parts of the city, not just for visitors. Local parks need as much attention as the seafront - gardens, decent flower beds are required.
60. Road maintenance which gives Portsmouth a much improved appearance over neighbouring towns. Regeneration which is about future jobs but are you liaising with local colleges to ensure the right courses for Portsmouth young people, so Local people can get jobs?
61. Carers Services
62. Education, Social Services and those which promote the city externally to attract inward investment and income.
63. Police, fire and ambulances
64. Children's services and education. They are our future. Teach and educate them to be responsible citizens who are healthy and fit. Too late for their parents in many cases families do this will just perpetuate Portsmouth problems?
65. children and family services including family centres, adult and elderly social care, schools, mental health and learning disability services, carers services, libraries, telecare, OT.
66. Adult Social Care - especially protect people who have learning disabilities (and their carers) and who benefit greatly from attending day centres and respite centres. Culture, Leisure & Sport - especially Libraries, Museums and Parks.
67. Visitor Information Centres and there staff, tourism brings in millions to Portsmouth, we would be worse off without them
68. Libraries, splashpool, parks , Eastney swimming pool - but of course the less glamorous services to the elderly and vulnerable are very important too.
69. Weekly refuse collection Street cleaning Garden and park maintenance Library Eastney Swimming pool
70. Services to the elderly and children
71. Surestart, Children's services in general and community safety / public health
72. Those supporting the most vulnerable in our society; elderly, young, disabled
73. As previous, I value those services which support the vulnerable- including early years and children's services. These must be protected. However, as I highlighted earlier, there may be ways of protecting the service but still bringing efficiency- i.e. reviewing private partnerships and market driven care arrangements.
74. Social care- which is a statutory responsibility anyway Libraries and maintenance of the seafront are non-statutory services I value most
75. As I've already stated Portsmouth Abuse And Rape Counselling Service needs to be protected they should not be placed into fighting for funding this charity should have the full backing of the council through their work they take a huge amount of pressure off NHS, A&E depts. and also doctors through their dedication to the people of Portsmouth South East Hants. Abuse is not going away and as a council you should be behind PARCS.
76. Weekly bin collection. Citizens' advice bureau.
77. Libraries, museums, galleries, heritage and local history elements

78. Roads

79. The Arts, Libraries, Museums, Adult Education.

80. Education Care for the elderly and infirmed

81. Weekly bin collection/toilets.

82. Council Housing. Going over to Private Landlords just does not work.

83. Think the children services and counselling services are very important. As when I worked for local government in family services, the families would have been lost without these very important support systems. If these are taken away, where would families turn for help? One example is: - Portsmouth Abuse and Rape Counselling Service is an organisation based within Portsmouth City that works with people who have been sexually violated at any time in their lives no matter how long ago. PARCS provides free specialist counselling and psychotherapy to women and men, aged 13+ who are resident in Portsmouth and South East Hampshire and who have experienced any form of sexual violation at any time in their lives. The charity delivers a number of outreach workshops (to young people, teachers and carers) covering the impact of sexual bullying, sexting, internet safety (delivering CEOP Ambassador training), the delay programme and developing empathy and listening skills. The Outreach Worker has also designed 'bespoke' workshops responding to the particular needs of individual schools using a variety of methods including art and drama. These workshops are delivered to all Portsmouth schools. Also they promote healthy relationships and alleviate the physical, emotional and mental distress associated with sexual abuse and interpersonal trauma through the provision of education, training, support and free therapy to women and men (aged 13 and above) resident in Portsmouth and South East Hampshire. Many of the families I worked with over the years working for Sure Start, benefited by this service. Help to provide a support system so they could recover to gain further skills in their lives. Which had positive effects in the home, work, lives and their long term relationships? Which had a positive effect in the way they parented they own children. Which in the long run is a sustainable piece of work that helps to prevent further issues happening...? So families have gone as far to say " PARCS "has helped to save their lives. If the families in Portsmouth feel they have some where to turn in a time of crisis then that has a positive knock on effect on the community. Supported families mean supported communities. PARCS has a community Facebook page and has been doing lots of work in the community and with families and children, with the view of preventive work for 30 years. This is one service I know makes a big difference in people's lives and needs to continue, so this is one of the services that need to be protected alongside with the other family counselling services out reach.

84. Weekly waste collection, schools budget, school crossing patrols, toilets, street cleaning

85. Free bus service after 09-00 for the retired and long term sick

86. Refuse collection, the bandstand summer season, free opera in the park, street lighting and children's groups at Surestart.

87. I think the work of Portsmouth Area Rape Crisis is essential for the city and should be protected. In my job (with the NHS) I visit families at home and see how directly the issue of sexual assault is linked to the high levels of domestic violence, violent crime, deprivation and poor education levels that sadly, still afflict Portsmouth. The service for all groups (teens, men and women) needs to be funded as it impacts on so many other areas. I do realise many services could argue this, but we have an excellent system here with workers having an in depth understanding of the city of Portsmouth, its people, culture and needs and expertise in dealing with these. It would be terrible to lose this service and I believe it would greatly impact other local authority services and budgets such as housing, education, young people's services, public health, offending behaviour and social care.
88. Education. Maintaining leisure facilities and libraries and museums also important. Despite my comments about the Civic Offices and Ferry Port, let's not sell off too much of the family silverware (especially playing fields) which may be regretted later, when the economy improves. Weekly refuse collections at least during the summer should be maintained. Perhaps savings could be made if collections become fortnightly for limited winter months - November to February say.
89. All
90. Culture, arts, sports facilities, children's centres, libraries, public events
91. libraries and children services
92. I love going to the Guildhall - it's a brilliant venue, attracts great acts and puts Portsmouth on the map.
93. The Arts. E.g. the Guildhall, Museums and libraries.
94. refuse collection and street lighting
95. Anything that promotes community "togetherness" and helps to make people aware of their impact on society / the world. This includes everything from social meetings, healthy walks and events, cycling, children's' activities etc. Services that improve our environment and transport, making Portsmouth a city to be proud of. Looking after older people.
96. Museums and libraries
97. The arts always seem to be hit by cuts but should be protected.
98. We know there are priorities, but small ones count to do not totally dispose of art and museums.
99. Libraries and museum. Bin collection.
100. Children ,s services
101. Cultural investment should be protected - it is incredibly important for changing the perceptions of the city, is great for attracting investment and gives visitors other reasons to come to the city.
102. Anything related to the Heritage of the area, thus encouraging tourists and also locals to get out and enjoy the environment. Also, care for the elderly who are so often forgotten.
103. Libraries
104. see number 3

105. 1. Rubbish collection and road cleanliness. 2. Open space and sports grounds. 3. Anti-social behaviour. 4. Public toilets.
106. Libraries, Museums, Parks, Housing, Social Care.
107. Museums library and theatre facilities
108. Heritage Culture
109. Museums, Libraries, children's centres, cultural festival.
110. Education, social services, libraries, museums, parks, the arts
111. Refuse Collection, Parks & Open Spaces, Public Toilets & Museum & Arts (not TV's in Guildhall Squares or Performance Art (too Elitist or crackers to warrant much attention)
112. Arts Programmes which promote healthy living and culture in Portsmouth Heritage- museums/libraries Youth work/outreach
113. The Records Office - this is a valuable source of information not easily available elsewhere that supports University and independent research. Historic monuments - the square and round towers and other ancient monuments.
114. Social care Education
115. Social care, environmental, planning and preservation of city.
116. The daily collection of litter bins in Southsea.
117. Value all services but culture has endured many years of cuts predating the current austerity and should not be an easy target. Portsmouth History Centre, and the museum and library services are very important to me.
118. Tourism, Education and Environment & Public Protection.
119. Housing services, Social care, Planning, Public protection, Licensing, Trading standards,
120. Recycling, parks and cycle routes
121. Specialist services for deaf children in Portsmouth. With the appalling changes to DLA provision made by the current government that effect deaf children hugely, the provision of specialist services for deaf children play an even greater role in their everyday lives? These specialist services need to be valued greatly and protected and enhanced where possible
122. Cultural Services
123. Maintenance and expansion of cycle routes around the city and on the seafront. Schools. Sure start centres. Parks and commons. Midwives. The council services which look after and preserve old historic buildings and our city's heritage.
124. The service which I value most and I would like to be protected are mixed in various department in the council services could be in health and social care, planning , resources , traffic and transportation . In my view there are various services where I still to research what are good services for my expectations.
125. Culture, leisure & sport. Children and education.
126. Police, school, hospitals.
127. I use Portsmouth and Southsea libraries a lot. I use the public parks such as Canoe Lake and the seafront. I don't use any other services that I'm aware of except the obvious: bins, roads etc.

128. Weekly bin collection is great.
129. Weekly refuse collections. Graffiti removal/assistance. Enforcement.  
Library. Cemeteries.
130. I value most of the services as they all help the city. It's a shame you took your eyes off the ball when Gunwharf was being developed and let the seafront go into decline.
131. PARCS, Street cleaning, Refuse collection
132. Keeping our seafront clear of rubbish and dangerous items like broken glass is paramount. So regular rubbish picking on the beach regardless of the time of year would be good, it is as though it is only done for visitors
133. Portsmouth Abuse and Rape Counselling Service
134. I value council social services and I would like them protected and it would be beneficial to increase the resources they have available to them
135. Please protect the creative and cultural offer. It is vital that these are given the support they deserve. So many cities in the UK are going through the 'sameness' model and there is a revolt of the high street. Trends suggest that people no longer go to cities for the same offer - they go for the unique. If we do not grow the cultural offer we will be left behind. The city has so many highlights and wonders that need to be promoted a lot better. Many residents love the city in a very different way to how it is currently promoted by the tourism sector. Try to up the game and promote to a much higher realm. No to travel lodge and yes to the Ritz.
136. Counselling - PARCS.
137. PARCS funding
138. Museums, libraries, parks
139. Refuse Collection
140. Bus services
141. Community toilets Community advocacy and signposting services Parks, gardens and community access Community wardens/rangers
142. Mental health, Advocacy, Older Peoples Services, Day centres, Schools, Maternity Services
143. Free nursery places, ability to send children to their first choice schools especially if in catchment area, support to the vulnerable, working with the police to reduce crime, victim support, city cleanliness.
144. Free counselling to people who have experienced sexual and domestic abuse
145. The Culture budget has been hit hard in recent years, and this needs to be protected and spent wisely to help the important cultural assets, such as theatres, museums and parks
146. Rubbish collection. Public toilets. Parks and Gardens
147. Community safety; housing services; cultural services; social services for the most vulnerable.



148. Weekly rubbish collections input into state education and (although we don't use them) services to vulnerable groups (adults, children and the elderly).
149. Cultural, art, literary activities of all kinds and sorts. Museums and library services; expand into other activities and community services
150. Those that cannot help themselves
151. Special needs support. Education, city tidiness, cultural and sporting events
152. I value all council services
153. Social care for the disabled and the elderly. Libraries and Community Centres. Allotments. Youth clubs (There has been no replacement for the Moat Club, which the Council sold off.)
154. Rubbish collection.
155. Arts and culture, particularly music
156. weekly household collection, and green waste collection was a good idea
157. Education
158. 1. Eastney beach - a Site of Special Scientific Interest and should be protected from developments such as Costa Coffee cafes. 2. Parks and open spaces 3. Libraries 4. Weekly rubbish collection 5. Museums - keep entry free. 6. Free events on the Common, Castle field, bandstand etc.
159. Rubbish collection, public conveniences, street lighting, road maintenance
160. bin collection
161. Alcohol Services
162. Drug and alcohol services
163. Arts and recreation for free.
164. Arts - e.g. libraries, museums and events; children's services
165. Adult care and social services, education and culture, leisure & sport.
166. all essential services such as waste collection etc. plus I feel the work done to support our communities such as substance misuse, AIT, social care offer real value for money in terms of the money saved through these interventions
167. Environment
168. I personally don't use Public Conveniences but in the interests of hygiene and comfort and privacy I think they should be retained. Maybe we need to look at smaller single phone box cubicle type. I value refuse ,street lighting, Ferry Port revenue, Tourism, education, social services, emergency services, sensible traffic management .environmental health.
169. Toilet supply, free or almost, no one has right change for paying ones, and it's something that cannot be put off, and should be provided free in a tourist important place like our fair city. Keeping the city clean, bright, vibrant and welcoming.
170. Bin collection, toilets, seafront maintenance
171. - Education - Adult and Children Social Services - Events - Family and children services/centres. - Public protection
172. Libraries, public transport.
173. Weekly refuse collections, and recycling.

174. Weekly bin deliveries Funding for organisations such as Relate
175. Libraries and our weekly bin collection.
176. Our public health service as they can offer other areas of the council efficiency opportunities by keeping the population well for longer. I also value to schools, young people's services and community warden who should do more to keep our younger people on the right path. And also the legal and contracts team who should prevent the services making poor choices and encourage the best value for money.
177. The local library.
178. social care; education environmental
179. Rubbish and recycle collection
180. Recycling collection. Education.
181. Personally, the culture, leisure & sport services, and recycling and waste collection services.
182. support for the voluntary and community sector
183. Development of Portsmouth...it's great!
184. All of them
185. All of them!
186. the rubbish collections ,road sweepers, libraries ,pcos, wardens, environmental team
187. Libraries and elderly care.
188. Environment and community safety, Health and social care.
189. I value the library service most . the library service is providing the best service for money taken out of council tax.
190. I have a bee in my bonnet about just two things. First, the prospect of cutting back grants to theatres. I know it's easy to classify dramatic arts as something of a luxury for the elite. But in my experience, theatre offers great opportunities for engagement, community outreach, therapeutic activity (especially for less 'academic' young people) and genuine social mixing. It would be a real shame to see any of our theatres go to the wall for lack of sustained council support: please be careful!
191. Some Council Services that I value are:- Safeguarding and making available information about Portsmouth and its people in Archives, Libraries and Museums. - Helping cash-poor owner occupiers to maintain their homes through equity release. - Supporting infants and their mums from conception to school. - Planting and maintaining trees. Providing independent advice to worried citizens. Supporting Pompey as a community owned football club.
192. The Records Office - this is a valuable source of information not easily available elsewhere that supports University and independent research.
193. Historic monuments - the square and round towers and other ancient monuments.

194. The council services I would most like protected are the dustbin collections weekly. I think the numerous flower planters that are put out through the city could be reduced without being noticed too much.. .

**Any other comments**

1. Due to its closure policy of toilets. There is not a public convenience from Portsbridge for the whole length of Copnor Road to Milton Park. It is a disgrace.
2. More done to protect pedestrians from cyclists (not being done at present)
3. Invite Tate to create Tate Portsmouth, Invite business sponsorship of cycling environment and license more sea-front café (learn from our French cousins)
4. If you were to tell us the cost of producing and distributing the FLAGSHIP we would tell you how to save the amount of money. Freeing our green bin of junk mail.
5. Grass tennis courts at Canoe Lake should not be closed as they are the only grass courts left in Portsmouth. I see these and the two hard courts there every week and so do many other people. The pedestrianizing of Palmerston road should be reversed as traders do not want it and there is too much traffic (i.e. buses, vans unloading and cyclists) so there cannot be a cafe culture.
6. Your cycle lanes are dangerously unclear. Someone will get seriously hurt sooner or later and there will be a big compensation day out. Save money by spending some on making pavements safe for pedestrians.
7. Do the main drains in our residential roads still get cleaned out? Some drains do smell really bad.
8. Other councils have comprehensive recycling schemes e.g. Lichfield Staffs - where everything is recycled. Portsmouth must be able to expand its recycling.
9. That all councillors regardless of politics work together for the greater good of the people of Portsmouth.
10. Run car boot sales to raise funds or subsidise other events. Make better use of empty shops.
11. In general, it's a default position to say the council does not do a good job, having lived in Germany and Yorkshire, Portsmouth/Southsea is a good place to love. Good access to ward councillors.
12. Enforce the 20 mph-this road is a racetrack. Chase up those who owe council tax - how much is owed?
13. Concentrate on Old Portsmouth, Gunwharf, and Historic Dockyard area. Expect all 15 senior managers to live in the city and use services. Councillors should ensure all plans dreamt up by officers are thought through properly and not just 'rubber stamped'. Reduce capital schemes and plans the city cannot afford them.
14. Have just come back from a holiday in wonderful Weymouth and seen the franchises handed out for cafes and entertainment on the beach. Surely those franchises can be adopted for Eastney end. Even if you close at a say night. Eastney is very bleak and needs tidying up and come life through it.
15. Capital project - producing better facilities for local people. Has an indoor market been considered? Swansea market has 700 small businesses. We don't need more shops and cafes run by multiples who take their profits out of Portsmouth and the UK. Job opportunities - work employment opportunities - profit spent in Portsmouth plus pay taxes locally. 6 or 7 day a week

16. The presentation explained the dilemma of PCC, however who is championing the council within the government - civil service. Deprivation factor and unitary authority are two huge factors to be stressed.
17. I was under the impression that the council were to ease this area by not allowing more houses to be turned into student lets - not happening and would like some written assurances.
18. Councillors and employees need to have more contact with residents regarding issues in the areas and more consultation.
19. Flagship is an excellent means of disseminating information about PCC - keeps it going.
- 20.
21. The plant planters in Palmerston Rd by the Lord Palmerston Drift bar a waste of money. Used as ashtrays people set on edge pulling plants!
22. On the whole, I am very happy with the council's expenditure. However, savings can still be made without causing people too much harm. I'd like to see greater proactivity in creating growth and jobs.
23. Atop housing benefits for drug and/or alcohol dependents. This is a lifestyle choice the rest of us shouldn't be paying for!
24. Portsmouth is a great place to live and work...the UK's only island City. We have to pull together to get through the recession and ensure there is good local economy. Encourage more volunteers e.g. Green and Clean (after events) Etc.
25. Endeavour to keep Portsmouth an age friendly city
26. Well done Portsmouth City Council - thank you for keeping us informed by Flagship, which is so professional and the newsletters of Councillor Peter Eddis are also very informative.
27. I like the plans for Old Portsmouth but am concerned about the parking there. What happened to the little train that went along the seafront? We have so much going on right from Old Portsmouth up to Royal Marines Museum but unless you park up again or walk can take a while to get to each. The little train could make money and make everything accessible. e.g. £5 for roundtrip from Old Portsmouth to Royal Marines Museum. £1 for every single journey.
28. Portsmouth and Southsea are becoming a joke. Dirty, scruffy and general ignored. We travel to various areas in Hampshire frequently and when we return to Portsmouth we notice what a dirty scruffy place it is. We are not the only people to feel this way. Visitors and acquaintances feel the same way.
29. I very much appreciate the libraries also. How much does this lovely looking Flagship cost to produce and deliver? Perhaps you could save the money by doing it in black and white? Parks are a top priority too and they are very good (smilie face added)

30. The entrance into Penarth Avenue and Penrhyn Avenue from Havant Road leaves much to be desired as the Havant Road is cambered and cars dip into this and then buck up into the Avenues.
31. Well done for organising Cosham bridge works so well.
32. Reduce traffic speed in residential areas. Palmerston Road needs improving. Lights and colour becoming stale.
33. I am a born and bred Portsmouth girl and I am proud of my city and all which been achieved by them. We are and have been a world famous city Let us all be ready for forthcoming international events and caring which you do so well, excuse my writing, I am 91 and a bit doddery. Regards to you all Thank you.
34. PARCS provides specialist services of rape and abuse and the support of Portsmouth City Council is vital as these services are not available through the NHS.
35. There are many valuable Councillors. If practical equipped building to deliver services, yet PARCS service if limited to funding - how disappointing for such an important service in our area!
36. Due to its closure policy of toilets. There is not a public convenience from Portsbridge for the whole length of Copnor Road to Milton Park. It is a disgrace.
37. Please advertise clearly the proposed New Park and Ride services from Stamshaw to Gunwharf. Please make road improvements from M275 to Gunsharf. When using free bus services around Portsmouth I have noticed that in the majority of cases the boarding stage bus stop printed on the ticket is at least 3 stops previous. My question is - do the council pay per trip or distance - if it is the latter that the council could be paying more than it should. Many other passengers have noticed the same.
38. Too many houses being built, but not for local people. Many Portsmouth born people have been taken off the housing register as they do not have children despite being on the register for quite a number of years and having paid their council tax.
39. I walk about around my area and other areas and everywhere I go I see where litter has not been picked up thoroughly, it's in and under bushes, on roadsides and it looks disgusting and reduces respect for my city.
40. Public toilets should not be closed essential especially for young and old, residents and visitors
41. Think lines has littering and dog fouling should be improved but as the cleaning up of this costs money...
42. Enhancing a better visual vision in what we see!
43. Increase bus passes and taxi tokens to over 70s. Sell advertising space in Flagship - there are not longer any free newspapers giving 100% penetration - a unique opportunity for advertisers.
44. Some suggestion to reduce the vehicle congestion on this small island. 1/ Move the IOW vehicle ferry to the new ferry port at the Albert Joneson Quay. 2/Prohibit all

- vehicles with a total capacity of 7.5 tonners from the Island between 0600 and 2100 hrs each day.
45. Recycle more, reduce plastic bags, dog fouling and littering
  46. It would be advisable to gradually pay off loans to reduce future borrowing costs.  
This could save millions of pounds each year, i.e. Non-controllable spending - could be reduced
  47. The new parking on Southsea Seafront is an accident waiting to happen. No consultation happened! St Mary's hospital now very much reduced in capacity forcing most patients to attend Queen Alexandra Hospital which has a 10/12 mile journey there and expensive parking. Again no consultation!
  48. Pavements - many people have fallen over from uneven paving
  49. Please don't let bus companies change routes and numbers anymore!
  50. On the whole, I think you are doing a good job indeed.
  51. Need to encourage visitors and additional spend in Portsmouth to be able to fund developments and on-going maintenance. This summer's initiative to have a park and sail to Gunwharf was excellent. So tidy up the seafront, Forget the overblown, expensive ideas in the seafront strategy (a waste of money). Don't change the Rose Garden or move the bandstand. Instead properly maintain the attractions such as the museums and the historic sites. Interlock and cross-market with the Dockyard...there is nothing in the Dockyard to tell the visitor (Or local) what else there is to see and do in Portsmouth. Losing the Tourist Information facility outside the Dockyard gates was a false economy - D day is well off the beaten track. The gardens are a great asset however I feel that the bowling greens and other land will be left to get overgrown whereas these green areas around Canoe Lake and the seafront make the area special. A quality cafe at Canoe Lake (such as East Beach cafe in Littlehampton and there is a similar venture in Hove) is needed. The new Tennis Pavilion Cafe is a great addition. Let's hope the new mapping coming soon isn't another 'when's my bus coming' project. It currently seems to be a series of trip hazards. Please not a mobile phone app!
  52. seems to be a series of trip hazards. Please not a mobile phone app!
  53. Continue support to encourage more community involvement/management e.g. Help with governance, finding funding streams...social enterprises. Keep the Help Desk
  54. I valued and appreciated the help through counselling that I received from PARCS. I believe it's a fantastic service that the council should continue to support.
  55. There is far too much emphasis made of Gun wharf and the Dockyard. The seafront has been allowed to decline to such a state that much needs attention. The pier is a disgrace and the land opposite. The pier is a disgrace and the land opposite. Improve what is there; don't build numerous outlets and huts.
  56. Support for alcohol; costs money. Yet the licensing committee always approves extensions to opening hours for sales of alcohol. Start at the root causes of problems. Reduce availability of the cheapest alcohol i.e. from shops. How many people did the council have to support 20 years ago.

57. Discussed at Milton Neighbourhood forum
58. Keep up all the consultation that you do - even when you get discouraged - We lead the UK on it!
59. I have been very lucky to have seen one of the councillors at PARCS and after 45 years of having counselling I am able to come to terms with my past. Please keep this amazing open.
60. Possibly look into a blanket 20% off all services. That way we are all taking a share of the cuts without one service being penalized more than others.
61. I do not think that at times of austerity we should be thinking of improvements such as you suggested for Osbourne Road
62. This city has many problems. We have above average levels of everything bad. High levels of ignorance, obesity, smoking, teen pregnancies, drug & Alcohol misuse, anti-social behaviour, child drink problems. Spend money widely! Too much wasted on bus shelters that never worked.
63. Invest in and protect practitioners (do not allow burnt out and emotionally damaged practitioners become promoted to manage services )
64. Why not create an online suggestions site for people to make casual suggestions for making savings or maximising council revenue, where questions are posted and answered online for all to see. It will also serve to reassure people that money they see being spent is done so wisely
65. It's so depressing that so many deep cuts to PCC services have to be made for years to come. I hate the Government's uncaring and aggressive attitude towards local authorities - e.g. policies which are designed to alienate local authorities from the people they serve and the way they are slowly destroying the expert guardians of the local community.
66. Please lets have the beach huts and further businesses at Eastney, and the seafront as a whole - saw some wonderful beach huts elsewhere which had incorporated small businesses into some such as kite shop, ice cream, vintage, beach goods Also understand problem with South Parade Pier and costs could we just reduce it and call it half a pier !! I have visited the longest in Southend and the shortest in Burnham - maybe we could market ours as something special half a pier! WE must sort out that part of the seafront.
67. Review the impact of student population on local rents/first time buyers. Consider change of use of empty offices (e.g. Baltic House) for conversion into student accommodation. Leave Northern Qtr. development until sure of benefits- Don't undertake a cheap & cheerful development or produce a " last decade" shopping centre. Do not put PCC money into South Parade pier Protect unspoilt areas of seafront
68. Councillors should no longer be paid to serve the City but should do this voluntarily. There are plenty of people in Portsmouth who would volunteer to run the Council and who would make a much better job of it than those who are currently drawing large salaries from a shrinking public purse for very little work.



69. It is very hard to give feedback, especially given the information provided on the budget. It gives us some brief explanation of how the budget is split, and says there is a small amount that we can 'tweak', however in the examples given on what the council spends money on, it is not clear what is in that 'changeable' category. There are ring-fenced elements such as childcare for 2 year olds. To give an informed response on what I'm prepared to give up, or pay more for, I need to be able to find out more about what are things that I am allowed to give up, and that aren't enforced by the Gov't etc.
70. As I pointed out at the Guildhall consultation, the accounts identify a fall in the cost of providing services to the public this year and a sum of 5.3 million is available to 'smooth the course of cuts'. I would strongly support this course of action as opposed to moving it into spend and save projects. Thank you for increasing the breadth of consultation this year. It will be interesting to see if this impact as the budget process in real terms. All Councillors should be given access to the information. Please put the personal details page at the front of the questionnaire as it is disheartening to find that, on spending time on providing my views may not be taken it not account if I am unwilling to provide my details.
71. The cycle lane on seafront was a big expensive mistake. People no longer park there, resulting in loss of parking revenue. People with young children or elderly find it dangerous. Would have been better on other side of road or on prom. Fine cyclist not using it. The Pier area is the Jewell in Portsmouth's crown; money must be raised to rejuvenate area. Owing to the British weather it would be nice to see more indoor activities like the Pyramids which are a wonderful resource for the children of Portsmouth. Long term planning for a concert/arena hall at the Hard for national venue. Look at Cardiff or Liverpool.
72. NHS is reviewing all contracts; look for better value for money in all outsourcing.
73. With elections due locally and nationally Councils, Government and would be Government should not make promises they cannot carry out just to gain power and control. The elector has very little trust in present day politics and those in power. Those given power to rule should be whiter than white but often they prove over and over the opposite is sadly more likely to be true. No greater trust can be given to any man than to allow him to govern, let those who do be more like Saints then bent Sinners or Charlatan.
74. Thanks for asking for our views. Some controversial thoughts - not without the potential for political fall-out! But you did ask. Like many others, I try very hard to recycle properly using the green box BUT I find it very frustrating that to recycle glass I have to have a car to drive to leave bottles and jars in an appropriate place (and I understand the reasons for this, but it damages the environment that the same scheme is trying to protect). **WHILST I UNDERSTAND MY RESPONSE MAY BE PASSED TO COUNCILLORS, I DO NOT WISH MY NAME TO BE USED IN ASSOCIATION WITH ANY PUBLIC DOCUMENT WITH RELATION TO THIS MATTER.** Thank you.

75. The Mountbatten centre is great but puts everybody in Southsea at a disadvantage. Closing Victoria swimming pool was a mistake and some sort of replacement should be provided. Children's centres should be reopening. There was a huge demand for them.
76. Too many managers - very few of whom are efficient
77. BE HONEST.
78. The reason the bin collection needs to be protected is because it is truly awful at the moment and further cutback would result in chaos.
79. Ask people what exhibitions they would like to see at the city museum
80. I was horrified to read in The News that the cost of the Meals on Wheels service in Portsmouth was going to shoot up to over £5 a meal when PCC withdraws its subsidy to the service from December 1. I appreciate that the cuts need to be made somewhere but I question whether this is really the right place to make a cut. Older people are on a fixed income so will not be able to absorb this increase and it might mean that they have to choose between having a hot meal and putting the heating on. Is there no other way that this service could be paid for so that the older people could continue to pay the amount they currently pay? I know I wouldn't want my grandmother, or any vulnerable older person for that matter, having to choose between eating and keeping themselves warm. Please could you reconsider this proposed cut in subsidy?
81. For any large project in the future, engage the appropriate people that can ensure costs do not run out of control and that delivery is on time and within budget. Some people still are smarting over the debacle of the Spinnaker tower, wonderful to have now but was one of the poorest examples of how to run a programme of work.
82. 1. The closure of public toilet facilities is not welcomed whilst more signs and the Guildhall Square big screen remain. 2. Council tax should not be increased.
83. Create better coordination with water gas electric and telephone companies etc. regarding the all too frequent road digging and upheaval caused and subsequent cost of both materials and labour costs for relaying. Provide car parking for the Kings Theatre and Albert Road shopping facilities and link same with park and ride system.
84. Getting really thin in museums No languages guides either Southampton really dynamic! Southampton caring about tourists
85. Cutting any services diminishes people's lives in many ways. An individual example, one of thousands I am sure. My mother, who is elderly and needs access to toilets at short notice, will become virtually housebound because her local public toilet has been shut.
86. The above are all linked & must be maintained by the people (the Council) for the people (us).
87. Portsmouth is finally becoming a city of arts/culture which promotes wellbeing, life learning and provides platforms for people of all ages. Be a shame for all the hard work and creative development to cease due to funding cuts. Can more in-kind support be provided where necessary to support the city's work?

88. Portsmouth was once a vibrant, attractive and interesting city which has been allowed to decline. Attracting investment into restoring it needs to be given a priority.
89. Please contact me for any more comments. - CAN BE SUPPLIED IF REQUIRED
90. Toilets and cleanliness in central library need to be improved.
91. Outsourcing services is the key this will make for lower costs, lower energy bills, as schools are moving away from council controls they will buy services from the private sector for example IT services at much lower prices, the Council IT department is just a middle man adding costs and has not the expertise of the private sector who will run rings round them.
92. No comment
93. I think more money should be put aside for a vastly improved safe off road cycle network. This is the only viable course for the transport solution in the city. It would solve two problems: future and certain gridlock on the roads, and obesity and other health problems. And the future city would thank any visionary who implemented this solution.
94. Just I need to have adequate consultations in the planning for to make sure I am aware of proposal by the governance's services.
95. Make more schools in Portsmouth. My daughter's been on the waiting list for 11 months for a school 5 minutes' walk home because we moved last October. This is ridiculous!
96. Having access to your current budgets would help with this exercise.
97. I'm not keen on the pedestrianisation of Palmerston Road. It's really gone downhill since cars weren't allowed. English boozers aren't like continental ones really. The whole thing has been handled badly; the council seems to be too autocratic on these things. Especially the way Lennox Road was randomly closed off and re-opened. I frequently drop a friend's son off from school on Auckland Road and found myself driving round in rings to go a tiny distance. I would support more cafes like the Coffee Cup along the seafront. It can be so bleak in winter there, we need some little bolt holes. We need to be more up-market, everywhere else is going that way. The pier is a big eyesore, but I'm not sure how to solve that.
98. See before. Re think the Hot Walls development. Castle Road is becoming a through road, more and more cars (particularly cabs) use it and it is causing real disturbance, particularly in the early hours, particularly on the weekend.
99. Litter is a serious problem in this city and you appear to do nothing to address this problem.
100. Get Hilsea Lido up and running not just the pool, have more attractions there.  
i.e. crazy golf, miniature railway
101. Please stop closing off roads to the seafront
102. Parcs is a very much needed specialized counselling service available to Portsmouth people, the counselling and helpline help us sort our lives out and give us the opportunity to learn how to trust, rebuild self-esteem and be in healthy relationships in our futures... please protect this service Portsmouth City Council.

103. It is vital to protect organisations that carry out an indispensable role in the community. Portsmouth Abuse and Rape Counselling Service should continue to be funded as they offer such an important service that improves residents' lives. It is a real asset to Portsmouth and is something we are greatly proud of.
104. "Innovative cities welcome and anticipate the social and technological shifts that have reshaped how people interact in the 21st century" AIA Culture is at the heart of public policy in world cities -  
<http://www.worldcitiesculturereport.com/overview>
105. PCC does a good job but too much money is spent on raising the City's profile by concentrating on things that do nothing substantial for the City. Education would be a good place to begin.
106. If possible it should be increased
107. Reopen toilets
108. If you cut bus services supported by the council it will impact on commercial bus services with the loss of those as well it will mean even more loss of our ability to get around and participate in life.
109. We need to encourage a sense of community, being able to access information and advocacy. Also to be able to enjoy community events and local clubs and networks to encourage community involvement.
110. I think the Council does on the whole a good job - there could be more community wardens to stop dog litter and fly tipping etc.
111. I am surprised at the high percentage of households in Portsmouth receiving benefits (over 1/3). I would like to understand what the £73m adult social care is made up of. Overall, I think the council does a great job.
112. I've lived and worked in the city for years, and although I now live outside the city, I still commute daily to it for work. It's a great place, where much has changed for the better in recent years, but more needs to be done to regenerate it fully
113. Encourage Local people and businesses back to Southsea. Make the university provide enough halls of residence for the amount of students in the city. Stop giving buildings away to university. Make university accountable for anti-social behaviour of their students without the onus being on local people to have to fight for peace and quiet.
114. I am happy for councillors to contact me.
115. I think you are in an extremely challenging situation, where someone will be angry whatever you do and I wish you well.
116. Thank you for this opportunity to comment which comes through my link to the New Theatre Royal. I met a Portsmouth resident who regularly travels across to Gosport to attend language clubs and other activities in the Discovery Centre there as she said there was nothing like that in Portsmouth. I realise that is County Council, but as a large city with such a diverse background and present cultural mix, shame on you Portsmouth! At least, surely, you could set up a Polish chat club for people to learn conversational Polish! Why not approach the Catholic Cathedral? And use the various Theatres for such things, so helping them out.

117. When asked why I chose to stay in Portsmouth the last twenty odd years the answer is; the sea, the common with all its summer events, the variety of shops [Marmion, Albert Roads to Gunwharf, the Aspex gallery but most of all the music. How could I leave a city which has the Wedgewood Rooms in it?
118. Transport and construction have had an impact on the education of the most vulnerable young people in Portsmouth. The closure of toilets is misguided
119. Lib Dems should pull out of the coalition with the Tories to prevent any further cuts.
- 120.

So much for service! I would like the Council to take preventative action so that Havant Road does not become Portsmouth's 'Bexhill', and reject any more planning applications to build retirement complexes. We already have the old Futchers site, and two McCarthy and Stone site within sight of each other, and the prospect of two more. The City Council should be listening to what the residents say, not just listening to the sound of the developers' money! The Council made a lot of money by the redevelopment of the old Futchers School site, but it pleads poverty when we ask for the promised Library and Community Centre to be delivered. When money can be found to pour money into the Pyramids, why can't some be found to spend in Drayton?

121. The council seems very well run
122. Generally, I think Portsmouth Council is doing a good job.
123. More Project facilitators could be encouraged to work in cooperation with Community centres etc. on the Health and Wellbeing Model as developed by the original model of Walking Friends Portsmouth. This project was all about Project Management, Networking, Innovation, Listening and not about Specialist Fields Maybe it could be given to the "Rising Stars" Main Stream Projects should all have Steering Committees which include Voluntary Sector representation. More funding should be directed to voluntary Projects rather than being controlled by PCC I have now moved to Denmead but still operate in the City as a Volunteer (Portsmouth born and bread)
124. The council organises many good events and local markets in the city.
- 125.
126. no
127. The council should impose a 1% charge on all developments in the city to go toward community/regeneration projects. Higher than national environmental standards on developments should be encouraged plus the use of solar or photo voltaic panels on all new and council owned. properties
128. it is unfortunate that at this time we are required to focus on reducing essential services in the city as I feel that saving a few % on a budget will end up

- costing more in the long term in both environmental and the impact on our community as well as on the pressures placed on a reduced staff team, which will I feel ultimately lead to increased sickness and inefficiency in work quality.
129. Portsmouth is overcrowded it has always been a "poor" city. It has a rising immigrant population many of whom are apparently well educated, where is the employment? More investment required in upgrading this city. And a halt on piecemeal development and fill in housing plots, enough is enough.
130. The most important one, keeping the councillors expenses in control, this must be transparent, as for us to be onside with council, we have to see that it is not all onesided - team effort, will work.
131. You've spent our money on another "seafront master plan", now budget to make it happen quickly (or guess what, we'll need another expensive plan!).
132. Encourage businesses to let the public use their toilets. Reopen all public toilets and charge 20p entry.
133. The council takes great pains to publicise its spend, albeit in as vague terms as possible, so that nobody can actually understand where it goes to. In the interests of constructive public feedback, and in order to gain citizen trust I would like to see much more transparency around the detail. I would also like to see how much income is generated by the council and where that money is being spent to benefit local people. We were promised a revenue stream from the electricity generated by the incinerator, but to date I have yet to see that itemised in the Council annual report and accounts. I would also like to see greater emphasis by the council on revenue generating projects. Including green energy generation via tidal driven turbines, or geothermal wells, solar arrays, wave generation, or wind farms on the local hills. Rather than rely on the electorate to increase their contribution from their meagre over taxed income, the council ought to be looking at ways of delivering more for less! Please also stop relying on polls and questionnaires to help you fulfil process and procedure and tick off your internal targets lists and start talking to the electorate, and above all listen to what they are telling you!
134. The council services needs to work better at working together to provide better services and better value for money.
135. The public demands on services will grow in the future and you will need to meet this higher demand with potentially less money. You need to be looking at what the city will need say in 20 years and anticipate. everything you work on should be sustainable now and in say 20 years' time
136. Perhaps I have missed them, but I am not aware of the Mountbatten 50m swim pool having been used much for national / regional swimming / water polo/ synchronised swimming competitions to attract visitors & revenue to the city. Also as a user of the pool I notice some lanes are closed due to insufficient poolside staff- why not ask local clubs if they can provide qualified national pool lifeguards as volunteers in return for free swims for those volunteers. More lanes might attract more swimmers.

137. the council continues to be overstaffed with unnecessary managerial and administrative posts
138. Please reduce traffic lights...many are not needed.
139. This consultation has poorly worded questions that fail to allow proper consultation to be allowed by the manner of the questions
140. I repeat - push back to central government. They said there was no money left in the coffers yet they were just prepared to spend millions on illegal and unnecessary military action in Syria! Their policies are down to right wing ideology
141. Portsmouth has seen the rise of so many rented properties, it is not hard to spot them as you walk around the city...if you want to attract professional people to the city and raise its profile do more to bring landlord to do their duty and keep their buildings in good repair so the city at least looks as if it's doing well as a opposed a city down at heel .It would benefit all, renters ,investors and a good place to want to come and live .At this moment it looks what it is full of renters and unscrupulous landlords making money out of people who have no other choice.
142. The council should concentrate on its core services - health, social care, community safety and children.
143. management posts could be reduced along with their salaries and pensions
144. ...I'm sure there will seem to be far more pressing things on your plate at the moment but I feel the need to write to you for the first time.Under the swingeing austerity cuts of this government, our local council in Portsmouth, like others across the country, is under severe pressures to cut costs and, where possible, protect front-line services. It therefore dismayed me to find a sign had recently been erected in my street, Clarence Road, indicating an alleyway between houses, leading to Beach Road, as a ""public footpath"".It is wrong for several reasons:1. It is unnecessary - it is so obviously a path for the public to use. It has existed since before I moved to the street in 1984 and I have never seen any body debating the rights and wrongs of using it as a throughway. 2. It costs money - money we could use on our struggling NHS, or Sure Start centres. 3. It is ugly...we all know that there has been a move in recent years to remove unnecessary signage from across the country. As a rule, the more signs you have. the more confusion.
145. Please accept my email as support for continued funding for PARCS, which provides a valuable counselling service for a vulnerable and hidden part of our society. Violence against women continues and is, on the whole, ignored by mainstream organisations. It is the women, who continue to be the caregivers to the next generation, who bear the brunt of the psychological, emotional and physical trauma meted out to them. It is difficult, mostly impossible, to verbalise and process the damage done on an individual basis without a dedicated support structure. Mainstream counselling is NOT equipped to deal with this vulnerable population and without the continued funding of PARCS' selective and sensitive counselling, the acceptance of violence towards women will continue because women will not be able to find a refuge and understanding of

their situation. It will continue to be a generational problem unless there is intervention and women are given the confidence to be able to stem this abuse  
146.

147. My wife and I have a large family with many young children, many of who visit us regularly, most of them travelling long distances. They, along with many friends in Portsmouth and Southsea, are concerned at the proposed closure of public conveniences. We are asking if this initiative can be reviewed on the basis that the use of public toilets is a fundamental right and to take them away will encourage more people to urinate in public places, particularly where there is no access to shops or pubs. More and more council tax payers are finding it hard to understand where their council tax is spent and to remove something as basic as a public toilet can only lead to more disillusionment.
148. Concerning print leaflets/booklets from each department within PCC-there are so many and while I agree they are very informative I do think some of them could be amalgamated this could be a saving on paper/printing costs across all departments, etc which must be huge. I attend many functions which PCC depts representatives are present and I find I am armed with a load of leaflets when 1 or 2 could have included all necessary information. This may only be a small saving cost but it is the little costs that add up. Stop altering roads in the city especially in Southsea it is costing £1000's and is unnecessary ,if it is an accident black — yes but otherwise — no. It is also taking the character out of the area. Living in a lot of areas in the city we have to put up with some inconvenience( as a resident living in



a cul-de-sac road in Southsea I speak from experience. I would rather money was spent on necessary things such as Social services — looking after the Elderly in the City - the council encourages the elderly to stay in their homes as it works out cheaper for PCC ,so make it financially and as easy as possible for them and their carers by not cutting essentials such as; - Meals on wheels and other services they have to use; after all most of them have worked hard for the city and this country. May I also suggest that money is spent on providing for the youth of the city — maybe an ice-rink (this would be a venue which could be use by all age groups but of course a lot of research would be needed before the money was spent? The youth need activities that keep them off the streets.

149. 1 Take a long hard look at the contracts with private firms who do work for PCC. . My impression is that they could/should be altered in the interests of efficiency and savings. 2. Parking service could be paired down. There appears to be room for economies in street sweeping..see above 4. Adult social care, although I would still look closely at how the £73 million (?) is spent. Would not like to see preventative measures for vulnerable older people removed/reduced, even though those with greater needs should have priority 60+ festival is well appreciated even at budget funding rate! Also the help in modest grant and in kind which PA receives 5. Last year's capital budget seemed to me to be barely touched by the 'need' for austerity. I believe savings could be made on it and thus pressure relieved on revenue spending
150. PPA will be pleased to comment when we see budget papers in the new year....
151. I would like to record the importance of maintaining the present Museum, Libraries and Records Service. The Council should recognise the importance of the city's heritage as a unique selling point; it should be seen as part of an engine room for the city's growth and not just a cost to be cut. The evidence for this can be seen with the opening of the Mary Rose Museum and the resultant increase in visitor numbers and footfall across the city. More can be done to link other heritage sites to these increasing visitor numbers, such as Southsea Castle and the impressive waterfront, which is full of historical interest. The Southsea Library is another example of success that can be achieved with imagination and initial investment; I would strongly urge that potential links between the central library and the University library service should be investigated. There is also a great opportunity to build on the Sherlock Holmes story and the Richard Lancelyn Green legacy.

### APPENDIX 3

#### Staff Consultation Responses

Although staff were given the same options and asked to respond in the same way, their knowledge of how the council work has given them a slightly more realistic view in what could be achieved within their various departments, they have unique insight into how things work and don't work which members of the general population simply could not have. Therefore their responses have been separated out.

#### Q1. How do you think the council could become more efficient?

1. Cut back on duplication of paper and computer records
2. Stop throwing things away that can be used by others. The binroom is often full of things that other sections are purchasing. Slim down management. Lower top wages and up the lower wage brackets.
3. more communication, not wasting money, if places close then offer to those who want to pay for items, not just throw away,
4. Stop internal trading - this simply moves money around the organisation and causes tension between teams. Teams should work more corporately and support each other, i.e. planning, legal and procurement should work to find solutions which benefit PCC and help departments achieve their objectives.
5. Not so many managers in a small department like parking.
6. Join up departments in their planning so decision making and costs are minimised - and the process from a-z is considered not just their part then its someone else's job. Stop selling off stations in the community, services should be community based to be accessible. stop moving pods, desks, computers at large costs when depts move around the civic, assets can be costed, and any difference refunded between depts, a pod contents could go in a carrier bag and moved by the owner to their new place, so minimising costs. And reduce the number of meetings, reduce number of managers + increase number of people working directly with the community. Consult with the community, take their thoughts on board and actually implement them - acknowledging that some adaptations may need to be made.
7. I think the council should have either a Chief Executive or strategic directors - I do not understand the need for both with Section Head managers who manage their departments and understand the dynamics of them in Policy, Business plan and strategic diversity.
8. More staff involved in face to face work with the public less or more efficient meetings
9. L&D - Stop spending money on the external trainer for management training when there are talented trainers who could deliver the training and also a Leadership and Management Co-ordinator who could deliver this.
10. By changing the amount of councillors for each ward to two instead of three. Possibly down to one councillor and asking for lay representatives to support with council business.
11. Listen more to staff suggestions, whatever level they are.

12. Not spend money on things that don't need changing (prime example is the proposals to change the band stand area along the sea front). Really put more effort into more flexible working e.g. staff working from home/desk sharing
13. Make good use of staff that already exist, give them more responsibility. The Helpdesk and frontline operatives
14. By joining up some services, for example social care and housing. Reason for this is that social care are seriously cash strapped whereas Housing services have ring fenced protected money. By combining services, this may release some of the ring fenced money to be used for social care who are seriously affected by the cuts (I do not work for social care!!)
15. There are too many small Departments which have their own hierarchy pyramid. Therefore 3 Managers have 2 Managers managing them, and one more manager manages everyone. The only productivity to be visible is the lower grades who actually do the work. Cut out the pyramid it is only there for promotion anyway, and is only for the chosen few.
16. Move more workers into civic to reduce running costs of other building and generate rental income from other buildings. Time and motion study of employees.
17. Make pay more performance based. Manage people who have 'I'm being paid anyway' attitudes.
18. By reducing the services like the wardens and ESOs as they both do the same job should we not merge them both.
19. Collect more bulky waste at a cost. For instance rubble. I recently paid Â£50 to have 1 tonne rubble removed.
20. Stop "improving" schools. Why not have just essential maintenance for the next few years instead of building new sports halls etc. When I was at school I didn't see constant improvement and I was happy with my schools the way they were.
21. Simplified process for raising invoices and simplifying/updating travel expenses invoices.
22. Stop spending money on consultants that tell us what we already know. Cut salaries of overpaid managers.
23. Reduce the level of sickness payments
24. Strip out more middle management
25. Changing the election process to be once every four years
26. Lose another Strategic Director and more Heads of Service, Share Chief Executive with Southampton City Council
27. By using latest possible technology, being paperless and streamlining processes
28. Needs to be leaner, work together more, plan a head and be prepared for any difficulties.
29. use resources correctly, outsource if cheaper. IE Printing leaflets Etc.
30. Recognise that fewer staff ultimately cannot produce the same amount of work that the previous workforce did. Some staff are so over worked and pressured, they cannot possibly maintain the level or indeed the standard to which they are accustomed and expected.

31. By working across departments more closely, rather than maintaining silo working.
32. By having staff who are committed to their jobs and productive in post. There are some staff who have a very poor work ethic; they ought to be managed out of PCC
33. A lot of money is wasted on one use envelopes for correspondence being sent between different departments internally. The introduction of envelopes that can be reused (ladder envelopes) would make a saving.
34. less senior managers, outsource specialist work to local specialist i.e. arts and culture
35. Consolidate services within the Civic, introduce a consistent policy on hot-desking and do away with staff having to have a desk making an appropriate reduction in desks, IT, etc., develop the traded services offer to schools and extend this to other organisations with an emphasis on covering costs as a minimum but making a surplus wherever possible which can be re-invested in essential and statutory services to children and young people
36. Listen more to what the customers want and if they don't value a non-statutory service, get rid of it. Carry out a zero based budget exercise. Use VFM analysis as a can opener for further investigation into areas of high expenditure/poor performance.
37. Increased hot-desking and working from home
38. Bring all temporary accommodation provisions in house Single point contact for all residents i.e. - when paying council tax will be flagged if money is owed elsewhere why build a hub when the civic is not at full capacity? Teenage pregnancy strategies
39. Employees hot desking, working from home with equipment provided, looking at senior management levels, in relation to staff line managing.
40. Acting like a business and look at generating income instead of cutting services
41. Greater focus on cross directorate savings and long term strategic planning. Rather than silo focused working and focus on single service cuts
42. Do 5 year planning with the relevant budgets to match. It is time instead of continually cutting a review is held and only provide services that are statutory and not politically correct.
43. Cut through processes and procedures, such as how long it takes to place a child into care.
44. Promote working from home more.
45. The council should adopt a clear budget reporting policy. Open to all and transparent to the public, with the true aim of each manager and service becoming "Accountable" for respective spends. The idea being to become more business orientated and move away from a blameless culture, which would not be tolerated in the private sector. With the current challenges, the budgets need to be isolated from political intervention until each year end. Enabling managers and services the full opportunity to carry out and achieve the goals and targets set forward at the beginning of the year. The budget spend should be backed up by a firm business case, and each manager should be able to demonstrate at year end "exactly" where

the money has been spent by an "independent" internal audit panel. Managers like the NHS, should be accountable and therefore moved on if they cannot perform, ensuring strong and accountable leadership in turbulent times. The council needs to consider stepping over the line and become a profit based organisation to survive the longer term maintaining the city services and wellbeing, or face the slow decline of its services through financial constraint and hardship. Revenue generation could be increased via a "pro Active" marketing team looking for businesses large and small to promote their services on larger building spaces, like they do in London. Currently roundabouts do have spaces available to let, which begs the question are we waiting for people to call us?

46. All to adhere to council policy and procedures instead of hiding behind 'Manager's discretion'
47. fewer managers and more ground/front line staff
48. Rather than changing plants at the sea front when it is scheduled, maybe do it when the plants need changing. This year a lot of plants at the seafront were disposed of and replaced even though they were in full bloom
49. Reduce wasteful spend (even if within budget)
50. I would suggest that there could be a lot more focus on trying to make money for the organisation in order to safeguard services. (As an example, we could make more of the assets we have in the long run - the council tends to have a short term view (e.g. making money through land disposals), while in the long run, keeping hold of land can be more sustainable as it remains as an income stream.) I think there is a recognition that we need to become more business-like, but the skills are still lacking. There are very few officers in the council who have any kind of business sense, because in the past this has not been necessary. Recruiting staff at a high level and across all services that have private sector experience and can create a more business-like approach to council working practices would be a great help.
51. Nationally - Looked after children and all things to protect them should be funded and transferred to a new national service. It shouldn't be local authority. This and ASC cost the most - can never offer savings it's always pressures and I don't think this should be a LA service. A decent robust reporting system - EBS is awful since the upgrade.
52. We're top heavy in too many areas, this should be where the cuts come from. Too much money and time is spent on foolhardy projects we can never cater for i.e. back the Bid, city of culture etc.
53. Pre-birth to 5 services (LA Children's Services). School transport. Support for workforce development is spread across the council. More imaginative use of the HRA.
54. Working geographically - e.g. completing visits in one area on one day so basing oneself in that area reducing travel time. Reducing duplication of documentation. Reduce meetings - are they really necessary.

55. Employ more apprentices which also will help with the high levels of youth unemployment. Look at using work placements to get boring, mundane but important work completed like scanning/ filing completed
56. Cutting down on the distribution of Flagship. Can it be emailed to people as a PDF? Also, cut it down so it doesn't come out so frequently.
57. Sharing staff resources throughout the peaks / troughs of a normal workload.
58. by employing the right people for the right jobs, too many people don't know what they are doing and create work
59. - I think this question should be about becoming more 'effective' rather than 'efficient' (doing the right things, rather than doing the same old things 'right'). - Massive focus on performance development. Too few staff have PDRs, and fewer still have.
60. I think there needs to be more opportunity for people to volunteer. For example, there is a job being advertised for a gardener at the moment. There are plenty of people who enjoy gardening as a hobby, particularly those who are retired. Perhaps this role could be offered to somebody like this just to keep them busy and play an active role in the community. It is not entirely necessary to pay somebody a salary for a task like this. There are tennis courts in Drayton Park (and probably elsewhere!) which have become overgrown and unused because nobody is making the effort to tidy it. This again could be a community project. People want facilities like these; maybe they would be willing to pull up a few weeds if it means having something to do in the evenings and weekends. If people commit housing benefit fraud, do not keep paying their housing benefit until the debt is cleared. Train the staff to work as one team, one council. For example, people in asset management could provide information regarding who owns the lease to a property in order to collect non domestic rates and council tax, which ultimately brings money in to the council. There needs to be wider information sharing. Local Taxation and Central Debt Recovery are two departments which are worlds apart but unnecessarily. The way work is dealt with on either side contradicts each other, and it seems like the overall goal is being missed. Why does a council tax bill need to be correct? So people pay their council tax. Why do we need people to pay their council tax? So staff can get paid and services can be provided. Some people in the council only look at what is directly in front of them without thinking about, or caring about, the bigger picture and the effect that doing minimal work does. There is a lot of re visiting things which could have been prevented!
61. Be able to have autonomy to make decisions about the local area, without central government control
62. 1) Invest in a CRM and streamline customer contact so anyone engaging with a customer can see the contact history and help with anything outstanding - this would also improve customer service and is a basic in business world. 2.) Increase staff flexibility, for example so frontline staff (in front offices, area offices, libraries, community centres and on the street, including parking, community wardens) can help customers with more than one thing - links to having a proper CRM 3. Invest

- in proper info sharing/knowledge management, including access to market research, so service design is based on data rather than whim (in some areas) 4. Insist upon proper performance management data linked to tangible and meaningful objectives, to make sure services make an impact - although it's painful and runs contrary to the services I personally value as a resident (like parks and events, and libraries), realistically we need to reduce those services that have little or no impact (while maintaining a city that is an attractive place to live)
63. Councillors to listen to professional staff and their recommendations to avoid spending money on things we don't have money for, to the detriment of others worse off. Reduce number of Ward Councillors from 3 to 2 per ward?
  64. More streamlining of processes - sharing information between AIS and RIO more easily.
  65. Doing more research into new developments i.e. Palmerstone Road Pedestrian Precinct. An eyesore for residents and visitors, visitors are hardly going to stay and spend in said area.
  66. Simplify processes and make those processes clearer for staff to follow - sometimes it's hard to find the correct process or area of responsibility in Intralink so it some work takes longer to do.
  67. Attract better Councillors who understand the importance of running a large business and have some experience of it.
  68. I think we are going to have new mfd's hopefully, with a scanner. Scanning & emailing between asc and heath for example would save on faxes, paper, time, etc. For archiving it would save on storage etc. Council could email invoices to people with pc's, instead of posting if this doesn't already happen.
  69. well trained staff ,energy efficiency
  70. Increase the number for front line staff
  71. Properly defining peopled roles and making sure that there is cooperation between departments rather than repetition of work
  72. Preventing duplicate work/campaigns/jobs. Services having to prove each significant spend is worthwhile, using proof from past examples. A lot of services spend their budget toward the end of the financial year in the fear that it will get cut further if they don't, so they waste money on unnecessary things. I think this is ridiculous! There must be a better way of going about it.
  73. Centralising purchasing for arms-length organisations. Being less bureaucratic and rigid with processes, allow some professionals a small amount of leeway.
  74. Continue to filter down the homeworking/flexible working to all staff, this seems to be for managers only in my service, and I think a number of benefits could be seen for other staff to work from home as/when required.
  75. It appears to be top heavy, too many chiefs.
  76. In services where there are pressures due to reduction in staff and the remaining staffs work load increases a review on how to streamline processes to help. Training as they may take on new tasks which they may not have done before. Support not only for those made redundant but those who remain. Wellbeing

benefits not all of them cost the authority money but staff may be able to get discount e.g. corporate discount. Provide services for outside organisations either other local authorities or private organisations. Promote career development although we are cutting services if someone feels like they are being invested in they will feel valued and positive therefore reducing stress and anxiety. It also means that when people are made redundant or leave that knowledge that they hold doesn't disappear with them but is retained by the authority. Use bumping for in cases of redundancy, enables those who want to leave and those that want to remain.

77. More staff on the frontline so that customers can get through to the departments they need to speak with, I have had complaints of people waiting an hour on the phone when wanting to pay council tax arrears - many would not wait meaning we have to spend more money chasing them More opportunities for people to volunteer i.e. gardeners, further education, etc. Secure debts correctly when money is lent such as Home Improvement Grants Merge council tax debt recovery with the council tax department to increase efficiency and improve working practices, thereby improving the council tax collection rate.
78. Better collaboration and or communication between sections with overlapping areas of interest
79. Look at middle managers - how efficient/effective are they
80. By looking at scrapping the process of internal charging - some departments do, some departments don't. I've worked in other authorities where no such regime exists; everyone is working towards the good of the authority. So all the people currently spending hours and hours putting together fees, managing internal transfers etc. would be freed up to assist the ever decreasing workforce to get the day job done. For example, if our internal architects were not forced to fund themselves through fees, they could be engaged on all city council development schemes, meaning no money is lost to outside firms where they sometimes offer a cheaper service. Work could be prioritised by managers on a corporate need basis rather than delivered on a who can afford to pay the internal fee basis.
81. Make more use of mobile working
82. Look at middle managers - how efficient/effective are they
83. A standardised central data base containing regularly used documents letters etc. would also help with corporate identity. A one stop point for residents to inform PCC of change of address so that departments have up to date details to contact residents.
84. streamlining departments
85. Sometimes there have been jobs advertised on the intrlink regarding youth adviser/ family support. Also banardos secured some finance from the council to deliver a NEET project? In addition to this there are NEET workers in housing? there is an ITYSS team that can often do all this work that I have seen and surely extending this team to take on more instead of spending more money outsourcing would be money well saved.



86. Streamline accommodation by reducing outstations. Those that have to stay in the community should be merged into 1 office. i.e. Housing office / children's centre
87. ensure it is charging reasonable, fair but commercially sound rates for its premises and managing its commercial premises properly
88. Spend less on consultants and more on in-house services
89. Charge Â£50 for all parking permits, first second etc., so our costs are directly covered and it is fair on shared tenancies. Make tenants pay rent and council tax by direct debit and charge extra for taking payments over the counter.
90. Reduce duplication of effort by centralising and standardising processes where ever possible.
91. Printing off hard copies only when necessary. Also using electronic documents more
92. Fewer layers of management.
93. I don't know if this is something we already offer - but we should have contractors who do gardening for residents that the resident pays for - not as in council property but using a PCC Garden Maintenance project - if residents want their garden done but don't want to do it themselves they can phone up and arrange an appointment. That would bring in some more revenue depending on how many contractors you have.
94. Cut back on second and third tier managers
95. Streamlining processes and better defined job roles - too many people getting involved in areas that don't concern them and not enough working with those that should concern them. Also, income generation and traded services.
96. Address long-term fragmentation of service delivery into small specialist teams with programme of long-term consolidation and multi-skilling.
97. Reduce number of highly paid managers. Monitor spending more closely. We see waste and knee jerk projects which should never happen. Get rid of staff incentives such as healthy living paid for walking for health which cost each dept Â£100s but some depts not allowed to join in. Better to make it equal and not pay for some staff's healthy incentives which surely they should make a personal responsibility. We should make it our personal goal to share skills with each other to benefit our well-being. Make more staff part-time?
98. Co-locating services so delivered from fewer buildings (e.g. children's - community - library centres + incorporating museums too where appropriate). Reducing Help Desk Enquiries through improved communication by other means (website etc.).
99. by working as a team
100. Make it a policy for all managers to include the perspectives of front line staff in decision making. This would lead to better quality decision making and cost savings.
101. By continuing to act more like a business, thinking about the income benefits of everything they do.
102. We need to improve the way we work with other related organisations.

103. In my opinion I feel that certain services are top heavy in management paying huge salaries that could be used on the frontline staff. I note that there are too many pen pushes rather than front line workers. In the housing department services have been re-designed so that the public receive better services. IE Systems thinking style of delivery. Although a rigid model of this way of working would not work for every service a similar model could be followed.
104. Giving services more autonomy would reduce the amount of time spent adhering to policies and procedures that often slow us down. Reducing the number of managers and skilling up staff on lower grades to work more independently-most council officers are experts in their field and/or very experienced. Constant referral upwards for often even the smallest decisions is not cost efficient in terms of time or activity, certainly not in salaries. More staff say about how budgets are spent: often see examples of money being spent when staff on the ground can see a way of getting the same result for less cost. Stop employing external consultants to advise when the council is already employing knowledgeable individuals. Let services keep the income they generate to incentivise them to make more. This is not currently the case-why struggle to make money when someone takes it away from you?
105. Some services have been protected during the budget cuts but even though they provide essential services to residents that doesn't mean they work in the most efficient way. There are a lot of cases across the council where processes are carried out in the way they always have been regardless if it's inefficient and could be done quicker, easier and cheaper. By leaving these services alone they do not have to address areas which are not working in the best way.
106. More joined up working, particularly around payments across budgets. A lot of time is spent trying to pass costs between services/departments as managers are measured by this but it's frequently coming from the same pot in the end
107. Cutting front line workers will not help the council become more efficient in the long term.
108. Create incentives for staff.
109. Some departments can be more self-sufficient, they have personnel already qualified to do some tasks, which are presently undertaken by another department (i.e. below)
110. Some departments have already gone through all items i.e. post, stationary. All departments need to look at all of their sections costs no matter how small.
111. Sending emails rather than letters to remind people they have library books overdue, particularly on children's items where there is no overdue fee to collect that can contribute to the cost.
112. Use the front line staff that are already ground operational to fill gaps in other departments to enhance those service. Thus reducing the creation of jobs and saving other departments jobs. An inverse pyramid of management is in effect at the Council and will topple as front line staff are being stripped to the bones. Start looking at department management as you don't need 2 managers to manage a

department. Look at merging smaller departments to reduce overheads.

Departments that have the capability to create revenue regardless how small, should be given the flexibility to be able to. If we have to pay people off then do so. If we have long term work related sick then get rid of them as the job is not for them and we would be helping them to get better by removing them for their benefit and ours.

113. Merge departments, such as Community Warden Service, Enforcement, EPP, Community Engagement officers, Parking, Estate Service Officers More in house marketing to be done. Community Wardens to deal with security contracts
114. Concentrate on the money generating side of things (by allowing staff who work in these areas to focus on these areas rather than the non-income generating cases) i.e. prioritise cases
- 115.
  
116.
  - 1) Be more pro-active with driving people to the web for channel shift and reduce cashiers availability e.g. open 11- 2 - this has been adopted by London councils and has a very possible impact on channel shift. Get councillors to understand that current channels although ideal cannot be sustained if budgets cuts are to be achieved...
  - 2) Introduce the facility to enable customers to pay their council bills in local convenience stores e.g. co-op , Tesco's
  - 3) Act upon services recommendations ; ensuring services actually implement changes rather than select the bits they like and dismiss the rest.
  - 4) Be consistent with sick / friends and family across the authority.
  - 5) Review jobs - there are still a number of fantasies/ made up roles / titles.
  - 6) Compulsory closure of civic building over Christmas period.
  - 7) Manage poor performance and reduce the red tape to dismiss staff.
  - 8) Reduce the number of councillors and frequency of elections
  - 9) Stop wasting money on projects that do not go anywhere , for example Northern quarter or projects that simply are not needed - car parking along the seafront - why change it if it is not broken ?
  - 10) Sell off assets for example Pyramids
  - 11) Make all housing area offices full customer service offices , not exclusive to housing - invest and add pc's in the reception areas encouraging people to self-serve.
  - 12) Educate councillors in that if they pass a policy that then they need to uphold it when engaging with their community and not waste time appealing a decision when they have been responsible for agreeing and implementing it.
  - 13) Introduce residential parking across the entire city.
117. When services are allocated annual budget it would seem that some services feel the need to spend the capacity to ensure they do not loose funding the next year. This may lead to some services spending money inappropriately.
118. More home/satellite working. Better training at the front end to reduce error later in the system.

119. By concentrating on its core duties that we are experts at e.g. why do we try to run catering operations. When we agree to cut services let's stick to decisions - pyramids/toilets. Also when we make staffing cuts let's not try to still do the same work
120. Cutting down on the amount of travel that staff are involved in / general expenses / lunches / dinners
121. Cutting down on the amount of travel that staff are involved in / general expenses / lunches / dinners
122. Three libraries, Central, Southsea and one in the north of the city  
Assessment of all business areas to clearly identify statutory obligations and why we collate/record certain information
123. Take on full time staff not temporary staff.
124. Carry out a zero budget exercise to start again with service budgets and analyse all expenditure to re-shape services. Stop the end of year spend rush where managers buy IT equipment and other items to use up their budget. Joined up services that act as one council rather than separate services.
125. Linking up more with other services, and working collaboratively e.g. NHS/private sector/community & voluntary sector. Other org's are struggling to survive/justify the need and run parallel to the potential development of other services. Savings seem to have been more around front line staff rather than senior management and now structure seems too top heavy.
126. Look at the A to Z of services offered by the council and it becomes obvious. 7 pages of hundreds of services. We are trying to do too much and control the whole city. Why, in the current climate, is there a section for twinning? With its own phone number!!!! Efficiency would be created by one help desk number, less separate services (why is Pathway maintenance and pavements in separately???Same for pest control and insect control) and stop promoting and/or offering some of the services which are of less impact (archaeology etc.). Efficiency will come when people start looking at the whole, rather than the sum of far too many parts
127. buy in bulk more
128. Stop changing strategies. Stop bringing in highly paid consultants to report what the staff have been telling you anyway.
129. There is a widely accepted notion within society that more efficiency within public services can always be achieved which may not in itself be that different a notion from that of the outside 'commercial' world as such particularly in today's more business-minded economic necessity. My point is that how far can a business, if we are having to see it as such, go to drive ever-downwards to achieve without sacrificing quality?
130. By making sure that information passed from one service to another has all relevant details. By having emails from a CSA on the help desk signed with that person's name, not a number which, apart from being terribly impersonal, means help desk staff having to check the ID then see if the person is available, all of

which can take up the time of PCC staff in other departments. By having Northgate adapted so that information added in one place can be seen in all other places, also by making sure that information for direct debits, addresses etc. doesn't have to be input twice or more. By simplifying the processes for adding or subtracting details in Northgate, I have never known such long winded processes!!

131. Too many managers: In my department (Learning & Development) we have too many manages i.e. 3 managers managing around 14 staff. One person on a management grade doesn't even manage staff. Plenty of scope there to be more efficient by cutting down on manager posts. This sort of thing is a council wide problem. We spent god knows how much on an external trainer for the LAMP suite of courses, which could have been delivered in house at a fraction of the cost whilst also working on other priorities. I.e. employee a temp trainer on between Â£26k to Â£29k per year. Some courses the external trainer delivered only had three delegates plus a member of L&D staff observing/shadowing..... Where is the financial sense in that? I would like to see more courses on e-learning and virtual learning and a better learning platform for these courses to be hosted and employees learning records to be kept. MLE is not user friendly and there are still too many members of staff not using it. Let's get the right system this time and actually include the end users in any production testing and evaluation. (I.e. don't let managers who do not use the system as much make the decision without consultation).
132. Ensure council buildings have proper insulation, reducing fuel bills. Reduce office over-crowding, it's causing distraction and impeding employees' ability to concentrate.
133. Stop throwing out good furniture, consolidate people into the Civic Offices and sell other offices like Chaucer House and other buildings in the vicinity. Don't allow more admin offices to open which involves relocating people out of the City Centre - such as in The Hub. Bring departments together to provide services - like Financial Services which is currently split up with teams servicing different managers. Move the Central Library into the Civic Offices where it is going to be let. Move the City Museum into the Central Library and sell the City Museum Site.
134. Spending less time on projects that don't move forwards. Sometimes a significant amount of staff time is put into a proposal made by a party/Councillor only for it then to be dropped when the political will changes. Think carefully before committing valuable staff time to ideas and projects and get the message across to our Councillors. Too many services are still trying to do everything they once did with less staff - look at services offered and see where they can be delivered jointly or consider dropping some elements of a service that only benefit a few. Get more services and payments online and make our website easier to use to aid this. Invest as much as we can on getting businesses into the city- this will help the city as a whole. Be braver that when you make a decision go ahead with it and accept there will be some criticism- example being the Children's Centres- the proposal suggested of a reduced but by no means was drastic cut to the number of centres

reversed because of some negative publicity - this then means other areas have to suffer. Any decision you make is going to be unpopular with somebody. Do we really need so much put into corporate communications and staff who liaise with the press? Often the service concerned has to become involved anyway so the work is duplicated.

135. 1) Reduce the number of editions of Flagship delivered to homes in Portsmouth. Why not just have one or two editions a year which lists all the contact numbers for services. 2) Do away with hard copies of papers for all meetings and instead have information up on a screen and people can take their own notes. There is still far too much paper being used in the council.
136. By taking a more holistic view of dealing with reductions in funding - all staff above 22K take a percentage pay cut - then we would all be in it together. The Council could be more efficient by retaining experienced staff. The council could become more efficient by senior managers not considering themselves more important or deserving of a job than ANY other member of staff. The council could become more efficient by serving the people of Portsmouth rather than themselves, I would rather see the old, young and vulnerable maintained while the Councils "higher" staff sit comfortably. If we are all in this recession together then let's see it - or will the council still maintain the politicians and bankers approach of passing the trouble on to lower paid people while we still pay their high wages.

Queens Road resurfacing? When Company's are hired to do a job, make them do it - Tower lift?

137. Explore more shared services with other Local Authorities.
138. Cut the amount of managers
139. Putting more services in house.
140. More means testing
141. The council needs to be strategic and proactive rather than reactive. A resident will contact a councillor and complain about an issue and more often than not management and councillors will insist this issue is resolve even if there is no data or evidence to suggest that the problem exists or is of the scale that the resident suggests. Trusting an officer to carry out their job and produce an evidence and data based response to a resident complaint/query and accepting that sometimes residents cannot have everything they want would be very useful.
142. By taking every effort to fully understand the type and frequency of the demands placed on its services analysing the data to establish 1) what is the purpose of the service in customer terms and 2) how much customer contact is because we don't deliver what is required. Then decide what the remit of the service should be and analyse the current systems with total honesty and integrity to identify the things we are resourced to do that don't add value to the customer purpose/remit. Make sure that we build the right measures to tell us how well we achieve the purpose. In a nutshell don't make up plausible service delivery

- decisions divorced from accurate knowledge surrounding demand - cost - failure to get it right - and the variation of all of these things over time.
143. Put in a park and ride scheme and charge staff who unnecessarily drive into the city and park
  144. Currently many department and even teams within departments work in silos. There is duplication of work and in some cases more processes than there needs to be taking time and a body to action. We need to be prepared to operate like a commercial business rather than public service. Measure success and learn from it and roll out. Learn from our mistakes and let others see and if necessary take action to clear out dead wood and underperforming teams or people.
  145. Less senior managers, more effort to reclaim debts (e.g. from housing rent arrears, parking fines, social care non-payments etc.). Make more income from renting out PCC spaces for functions e.g. city museum.
  146. Less buildings, perhaps do not deliver what the private sector can do (i.e. pest control?), unless it makes us money.
  147. Less buildings, perhaps do not deliver what the private sector can do (i.e. pest control?), unless it makes us money.
  148. Less buildings, perhaps do not deliver what the private sector can do (i.e. pest control?), unless it makes us money.
  149. Targeting priority services
  150. encourage more home working for all staff,
  151. We need to re-think the strategic objectives of the Council and align services to that rather than in small chunks. We should consider the need to outsource central services, such as IT, Payroll and HR, making the processes geared towards a modern working environment.
  152. Review effectiveness of centralised corporate services. The service provided does not necessarily represent value for money to individual services for the amount service are expected to contribute
  153. Reduce the number of generic managers and project managers and allow professional and experience staff to get on with their jobs! Stop political interference.
  154. Listening to staff and working with internal and external partners. Identifying creative solutions by working with private and vole/community sector.
  155. less use of consultants/agency staff
  156. Improved IT, corporate thinking not silo, CRM, information sharing, sick absence policy, improved management
  157. control duplication as best possible within services in the council
  158. Reduce the amount of paper that is generated Turn off appliances when not needed including fans etc.
  159. Cut out the remaining duplication in areas such as ASC and Health. Remove the bureaucratic layers of authorisation in ASC, and empower staff rather than control them. Embrace innovation and stop being so risk averse. Make

- decisions and stick to them - particularly at senior level. Deal with poor performance
160. Stop getting rid of people with experience and replacing them with people who have no idea what they are doing on larger salaries
161. look at the amount of managers there are We have a manager and controller for four staff when we used to run ourselves
162. Change the procurement rules so I can buy a roll of cellotape for 50p instead of paying Â£3 through a company contracted with us
- 163.
164. 1) follow through the commitments of Transformation 2) Put decision making in the hands of the people who know the business- remove the hierarchical bureaucracy of ASC where managers sit on top of managers but can't make decisions 3) Get out of the 25year Colas contract- the work is low standard and the cost too high 4) Community schemes to keep the roads/ areas clean and tidy-
165. Benchmark our services against Hampshire County Council and look to procure from them where cheaper. Consider some mergers with HCC. Not everything to do with being a unitary authority is necessarily more efficient. Schools library service could be merged for instance with the conversion of one head librarian into a part time admin.
166. Less buildings
167. Stop people spending their budget at the end of the year on frivolous stuff to maximise next year's allocation. Allow money to be carried over to next financial year, or traded with another department who have a shortfall. Stop academy schools from going to a competitive market for services that we can provide at a cost to them.
168. Re-evaluate the effectiveness of centralised services, as whilst they may be deemed as 'cheaper' the quality of services to other departments does not represent value for money.
169. By ensuring senior managers are more in the work, instead of managing in ivory towers! They would see what is going on in the front line. My head of service never ever comes to our department to enquire or speak to the staff
170. Re-negotiate contracts to provide leaner specifications Provide more support to the voluntary sector in order to enable them to provide some of the Council's lower risk services
171. Become more of a business and embrace a private sector working mentality
172. Discourage complacency. There are too many officers who are too comfortable in their role and are not looking at ways to ultimately make the council more efficient - Have all staff on temporary contracts and more results driven. Try to make every single role have a clear and measurable impact on income generation or expenditure saving in some way.
173. Working in Partnership internally and externally. Being longer sited, ensure we are considering the long term outcomes are the swaying factor when making decisions. Tight contract management, getting the most out of our commissioned



- services. Also providing support for our commissioned services so we are making the most of them (e.g. linking with other services internally and externally)
174. review amount of managers
  175. review amount of managers
  176. Concentrate on core issues like alcohol, domestic violence and hate crime and not so much on things that could happen rather than are happening.
  177. Not spending money on things that are not necessary- i.e. office moves, renaming conference rooms, being aware of the impact of possible decisions before finalising them.
  178. The council could look very carefully at some job roles and the way that they overlap with others. Consider further rationalisation, look at services which are nice to have (HIDS) (Sure Start) (Sports Development)(Carbon Management)(Behaviour Change)(Road Safety) make the core aspects of these roles part of existing job descriptions. Some higher band roles "strategy advice" "dedicated project management" could be easily folded into existing department management structures.
  179. By pooling resources where similar jobs are completed across departments, such as welfare benefit advice, financial assessments, administration and share common tasks rather than being completed by two different departments for two different client groups.
  180. Fewer managers. Only doing what's actually necessary, not all the added extras. Thinking and acting more like a business by doing our statutory requirements only and nothing more.
  181. Improvements to increase the efficiency of communication between council staff and the public.
  182. Consider bulk purchasing of common goods across similar services, with negotiation of better discounts e.g. residential units
  183. Less councillors - 'more with less' critical evaluation of all services measuring use of resources. From my experience there are a number of services that are greatly overstaffed.
  184. Get better at decision making across the board. By this I mean - make decisions at a senior level and stick to them and empower staff at junior levels to make decisions. In areas such as ASC decisions and associated paperwork go through hoops and loops. Make managers more accountable and if they are rubbish get rid of them
  185. Sell wood from tree and hedge trimming to owners of open fires - 1 cubic metre currently costs Â£95 elsewhere. Install toll booths for people driving in from out of the city (unless residents)
  186. Cutting down on staff attendance of conferences / training/ travel and any other mis staff expenses (e.g. meals, lunches). Turning the lights out rather than keeping them on when nobody is in the office.
  187. Too many senior/middle managers

188. Apart from inflationary increases, pay rises should be on merit, not just a progression through a scale.
189. I feel that the transformation vision and supporting guiding principles and ways of working cover, very extensively what needs to be done in PCC but unfortunately these initiatives have not been embedded in the organisation. Implementing that degree of change is never easy, especially in a large public sector organisation but I believe that it (or the changes outlined within it) will be critical to achieving our goals and would suggest that we revisit things with a view to re-launching the project. Having not been with PCC during the original launch but having had experience of similar launches in the past I would be happy to offer any assistance if it were to be welcomed.
190. By having more front line services, to deal with issues before they escalate, this should prevent the need to employ as many people at a senior level to then have to deal situations when they become more complex.
191. We all work for the council yet, if you come from a department with a very tight budget you may have no money or very little budget for comms or IT or other services within the council. Are we not one council yet we have a two tier system depending which department you work for.
192. Still too many managers and not enough workers doing face to face work. Far too many meetings and talking not enough doing.
193. Services (e.g. adult social care) should be provided according to the needs of individuals rather than as part of a set menu. Commissioning makes the same mistake of limiting services to what can be specified in advance and does not meet individual needs.
194. The service needs to review PRRT as the service is fragmented and this has caused complications in delivery. PRRT must become streamlined and work together to meet criteria.
195. Start with a clean sheet of paper pretend you're designing a council from new. Then; 1. identify what services the old council provides. 2. decide what services the new one wants to provide. 3. prioritise these services. 4. identify level of income in each of the next 15 years. 5. Spec out how each service in stage 2 can be delivered in the most cost effective way and how much this would cost. 6 Put services in a list of priority. 7. Start adding from the top of the list until all the resource in stage 4 has been utilised. 8. Result - efficient use of money in meeting priorities
196. letting workers not managers have a say in what is happening
197. 1. Effective senior management with meetings monitored for effectiveness (outcome focussed). 2. Working from home should be more carefully monitored for productive work outcomes. 2. Reduce the outsourcing of services (i.e. purchase of consultancy) where existing staff can provide it.
198. Sell you buildings/land for proper prices. Understand the difference between wants and needs of the people of Portsmouth. To ask people what they need just gives people the opportunity to demand what they want. You need to consult on

- the needs of the people NOT consult on what people think they need (which ultimately mean what they want!!!).
199. Less managers Time and study motions
  200. Stop wasting money on staff benefits that we can no longer afford (paying for first 3 days sick, sandwich days at Christmas). Spend money on the clients.
  201. Cut councillors salaries
  202. Reduce the number of councillors 42 is over the top for a city this size. Only hold one election for councillors rather than the split that we have at the moment. Concentrate on its core business and drop the 'nice to haves' or encourage others to pick those up. ensure it makes the most of external funding opportunities e.g. EU
  203. Lovely and useful as a lot of it is - reduce the amount of literature we publish in paper form Shared facilities/services Curb pay rises that might be at the expense of essential services - more important to have these things (and the jobs to provide them) More sponsorship / advertising form the private sector. e.g. flowerbeds, recreation facilities even certain buildings "sponsored by"
  204. the charges for stationery appear to exceed what can be obtained on the high street with a little shopping around
  205. I don't really think it can. It can cut services, but this isn't synonymous with efficiency.
  206. More responsibility, less pay - reduction in the number of band 12+. More flexible working.
  207. Tackle benefit fraud Postpone major projects until better economic times
  208. Supporting staff to work at home more. Allowing more people to work part-time.
  209. Merge central debt recovery team(financial services) with Council Tax (revs and benefits service) we do the same job but are split over two separate directorates put us together so the post that have not been filled by either directorate can be covered by those already in post. Also all departments that bill for services should be required to bill more efficiently time and time again we see invoices that are issued for payment months after the event. If you want to bring more money in to the council you have to bill and collect more efficiently.
  210. Improved IT services to allow better working at home. WRAP service is slow. Does not have APP. Taking work laptop home is heavy and a nuisance as I do not drive. When at home working via my laptop and VPN - APP is incredibly slow. Allow services more freedom in choosing suppliers. Hot-desking is not used throughout all services. Moving other services into the civic is working, however the continuous removing of services from one area of the civic to another costs time money and resources.
  211. . Making sure that they don't get paid per job, or extra for call outs. Making private contractors accountable and having a Works Inspector to oversee things in order to ensure we are getting value for money. Prompt billing, less managers/team leaders and ensuring services are paid for before they are used or given out. Also, electronic

billing rather than paper billing is far more effective and saves on postage. Occupancy audits would help us use our space efficiently and find out which services are the most used. Bringing Council Tax Debt Recovery back into Revenues and Benefits to form one Council Tax Department. Closer/joint working between Social Care and Telecare, as customers usually use both services. Close 'The View' and franchise out the space, Chasing owed monies harder. Having more admin staff at the front end to process work, having streamlined at the top end will make the business more efficient.

212. Ensure they got market prices for buildings and land that they sell.
213. No Strategic Directors No Admin Managers A longer working week  
Less HR
214. Teams doing the same type of work being situated together. - For example, there are several accountancy teams based all around the Civic Offices. - If they were situated together, this may improve the use of current staff resource and reduce the need for expensive agency staff.
215. Avoid headed paper throughout the whole council and let the MFD print PCC local. Limit flower hanging baskets etc. in summer Paperless environment in Housing - reduces storage space so more space for desks and reduce costs of paper/printing etc.
216. Outsource
217. By putting money into communities
218. Reduce all the managers and staff in the Housing department as the department has increase dramatically over the last 5 years. Less agency staff
219. Less bureaucracy and more systems thinking solutions.
220. Far too many managers most of the work they do can be filtered down the line.
221. making more use of income generation where possible, and thinking in terms of cost effectiveness more. Also staff tend to work on a 'silo' basis and protect and inflate their own roles, which whilst understandable on a personal level does not always help the bigger picture

**Q.2 Which council services would you be prepared to see changed or reduced?**

1. Climate change - a global not a local authority concern. IT employees.
2. All of them.
3. I think that the service has been reduced either in adult social care, it's the service users who are suffering,, if you cut some of the top managers who's wages are so high, you could save the money, and our service users who need the service would not suffer
4. Planning, Legal and Finance are the experts in their fields. They should be leading the way to find new commercial opportunities. All services should outline whether they can work in partnership with other council departments, or whether they are external agencies with similar objectives.
5. none - see above , but maybe a list here would help as a trigger for best answer from all who take the survey, not just the first service that they can think of -just a thought, not a criticism
6. Strategic Directors should be taken out as feel that they are not required - the services are top heavy and ineffective.
7. Senior managers team
8. Chipping stray dogs should not be paid for by council
9. Customer service. Every time I have made contact it has taken ages to reply and nothing has been done.
10. Introduce small charges for current free services such as museums. Keep the public toilets open and levy a nominal charge to use them. Be robust in fining people for dropping litter. Get people serving community service to do street cleaning/bin collections/other basic tasks.
11. Parking - traffic wardens
12. Housing Service. There should be a review of what the housing service provide to their tenants and what tenants should realistically provide for themselves. Savings could be made by managing tenants expectations on the service and not giving in to the constant unrealistic demands of some service users. Common sense should be applied to what and how we offer services to tenants and perhaps a little of the reality approach might not go amiss, i.e. if you work and own your own home and something goes wrong, if you can't afford to fix it, it doesn't get fixed or you carry out some general maintenance yourself. I am not, for one minute suggesting that you let your housing stock run into disrepair, but the days of someone ringing and demanding someone come and fix something same day or a new kitchen fitted whenever they want one, should be coming to an end. I do believe that part of the problem is that because their budgets are protected to some degree, there is not the urgent need to address this. On a social level, I don't think the current system helps motivate tenants to aspire to work and own their own property. Let's face it, why should they when they can ring up and get everything for nothing. We make it too easy for them.
13. Staff who wish to go to University or higher education should pay at least half the costs. After all they will reap the benefits when they qualify - and they will probably

- leave then for a better paid job. If they did this training before they started work (as a Uni student) they would have to pay ALL the fees themselves.
14. Unsure - not particularly happy with dangerous cycling route on seafront or pointless closure of southern end of Palmerstone rd.
  15. ASB department
  16. Withdraw free swimming for under 16's and over 60's. Withdraw leisure cards. Make free bus passes for over 65's not over 60's. Consider charging for library internet usage after a free period. At the moment 4 hours a day are free. Make the first two hours free and charge a small amount for every half hour e.g. Â£1 for every half hour. Other library authorities charge so this could at least be considered. Close Paulsgrove and Portsea library as they are hardly used by the public and both have other libraries within close proximity. If the public are not using libraries in sufficient numbers after 6pm then withdraw the late night openings. Also Sundays at Southsea Library. It doesn't need to be open 7 days a week. Cap the number of hours of free childcare that is available especially for 2-3 year olds. Stop painting ridiculous cycle paths everywhere. The cycle network doesn't work and painting a path that leads onto a pavement is ludicrous.
  17. Museums
  18. Reduce "partial bicycle routes, they are confusing and a pointless waste of money. The Red tarmac cycle way down the Eastern Road was lifted only to be replaced with Black. Where is the value in that sort of thing?
  19. Elected members
  20. Corporate Communications team can be reduced
  21. Pay meter, reduced parking. Anything that makes day to day life more complicated.
  22. Very hard question to answer, different services are crucial in different ways.
  23. What services I know are good, everyone just be efficient. IE Lig
  24. Portsmouth
  25. No further reductions - there have been too many already.
  26. Home-to-school/college transport - reduce provision The View - increase profit or review contact Senior management - further reduce Libraries - reduce Office accommodation - flexible working/work from home
  27. Fortnightly refuse collection BUT introduce refuse wheelie bins. Lose distribution of flagship - online access only ?? artefacts owned by the council that are not on museum display - sell on to larger museums (so artefacts can be seen by members of the public)
  28. Unsure.
  29. strategy teams
  30. Anything that doesn't explicitly contribute to the core vision of enabling people to stay well and healthy, including in that the wider determinants of health i.e. reduction in poverty. Reduce council subsidies
  31. All that is not statutory.
  32. The services that have been identified that lose money or make bad decisions, such as road works that do not need to happen, stop ring fencing money.

33. Senior managers, school crossing patrols - go back to the responsibility of schools
34. none
35. HR
36. More services complimenting each other and supporting rather than desperately trying to hold on to their own clients.
37. All of them
38. PCMI manufacturing
39. There seems to be a lot of overlap with different departments offering the same type of services such as those to do with childcare, could be more streamlined.
40. The Education service needs significant overhaul and move rapidly to a charging model for services.
41. All services can be subject to change - that is necessary in this climate. I worry about high caseloads for social care workers (70 including inactive cases).
42. I don't know - it would be handy to have a list of them here so that we could number our priorities or is that too simplistic? Really surprised at free school dinners coming in for primary school children as this is not something either myself or my friends have been wanting. My daughter likes her packed lunch. Particularly at a time when there are visibly less lollypop people.
43. Not sure. Need to manage roads better though; all access to Portsmouth is a nightmare.
44. none
45. I'd say, apply the above across the board and those services not adding value would become apparent. As a resident, I am not sure why we have so many library buildings or museum buildings and think the amount of bricks we have to maintain could be reduced and the money saved used to boost the book fund, expand e-book lending (via the web maybe?) and improve the way our museum collections are presented.
46. Better enforcement of parking regulations and improved transport alternative allowing quicker journeys and more business coming into Portsmouth - not just Gun wharf. Make visitors feel welcome.
47. Events the maintenance and updating of council properties. The cost could be shared by the householder.
48. All services should be efficient and changed to be efficient - no services should be protected and allowed to be inefficient or over staffed/over spending just because their area of responsibility is sensitive
49. The inefficient ones like Adults and Children's social care and HR.
50. parking officials
51. Any
52. Some elements of Health Improvement and Development don't seem to do much more for the general public than existing national campaigns already do.

This is separate from their work with those with learning disabilities, which I think is a fair cause but could definitely be run better. As far as I know they do not generate income for PCC (which, if they wanted to present as a competitive supplier they could do easily) and are kept afloat by council funds. I think at a time when all services are experiencing cuts and frontline services are feeling squeezed, the last thing PCC should be doing is funding a failing print enterprise when there are many other better value and quality competitive services out there.

53. Stop building and funding white elephants like community centres; they are not going to generate any economic or cultural capital for the city.
54. Senior managers and heads of service
55. Couldn't say
56. Adult education, I note from our website that many of the courses offered are subsidised by the council, a minimum charge would negate the need for this subsidy
57. Home visiting services - introduce families to Children Centre were ever possible - are some home visiting services financially viable? How expensive are they?
58. Parking Services
59. Home visiting services - introduce families to Children Centre were ever possible
60. Housing
61. Harbour schools? (not sure if under the remit of PCC)
62. Reduce the number of libraries in the council. Whilst inclusion is all well and good, there are 5 libraries within a 15 minute walk of the town centre. surely these are not all require
63.

External providers provide a far superior service, price and quality. Why keep it running in this capacity, wasting other services money and time to keep it afloat?
64. Housing, Social Services and Education
65. Switch the regional libraries to every other day service and use the same staff over 2 sites.
66. Housing
67. Social care - Not so much reduced, but changed. Social care takes up a huge amount of the council's yearly budget and the money needs to spent more wisely. This could perhaps be done with an internal review.
68. Accountancy
69. Libraries, sustainability, waste/recycling, schools, parks, council housing maintenance
70. Adult Social Care.
71. Combine senior managers in all areas. Charge a small amount for special exhibitions at City Museum?



72. I think emphasis should be on education / learning and services for children rather than adult social care (so we can break the need cycle by empowering people to make positive life choices through education).
73. TO MANY MANAGERS
74. HR
75. A reduction of management especially at a senior level
76. 1. Would be prepared to have bi-weekly rubbish collection. 2. Fewer traffic wardens working what are clearly overtime hours, this must cost the council a fortune. 3. Turn the street lights off at night or at least some of them: after 12.00? This always used to be the case. 4. Libraries: I don't use them and I can receive the services they deliver (books, DVDs, internet) at home. Also, some, such as Southsea are glorified coffee shops with few books and lots of computers and meeting spaces. 5.
77. I would question whether we actually need a Lord Mayor. How much does this department cost each year for a role that is purely a luxury?
78. I think housing could become a lot more efficient. For example how much is spent on electricity lighting up so many blocks of flats walk ways when nobody is present.
79. Building Procurement & Finance Department
80. Any that have not gone through all costs no matter how small
81. Adult social care, I don't understand why the council should be responsible for caring for the elderly, this should be an individual or family responsibility
82. Housing should lose the ESO's as the Housing Officers should get out more and be proactive in meeting the Community to solve problems and not just debt collect. Also Housing revenue is Council revenue and SHOULD NOT be ring fenced and SHOULD be used to protect some departments. Or departments should be able to bill Housing for time spent in those areas.
83. Merge smaller teams to reduce management overheads and not create project development roles. Don't form new teams in departments without consultation and the consideration into merging and increasing responsibility of staff
84. Community centres: The trustees should be encouraged to make these facilities self-funded, e.g. a nursery operating from one should pay the same rates as any other private nursery in the area and the income could be set against repair costs etc.
85. Stop building massive play parks in LA Housing area's children from all backgrounds should have the same facilities in their areas. Stop the staff magazine. Hampshire Police newspaper is only available on line these days due to cost of printing. Stop using Taxis to send people to look at possible rental properties (Housing Options).
86. Reduce/change in city strategizing. We have strategic directors, why do we have/needs dozens of other strategy roles/titles. Traffic management , we swing backwards and forwards with road changes that are a waste of money for example the Eastern road ; 1 lane , 2 lane , 1 lane , 2 lane . This has happened regularly for the last 30 years and has become laughable.

87. To make the significant cuts we are facing we need to look hard at the higher spending services. Yes Adult and Children's Social care are extremely important but when have we done a proper review from outside of the service. Why don't other heads of service look at each other's services to take out the emotion of decisions? Yes protect some services to some extent but do we spend every pound efficiently? Lose the view and replace with Costa machines - I bet they would pay us!
88. resident participation housing HR
89. resident participation
90. Minimum, as above it depends on what is identified as a result of Q1
91. middle management
92. No service should be immune to cuts or changes.
93. I'm sure the above suggestion would work across all services.
94. Social care seems very protected and not open to full scrutiny from others within the council.
95. None essentials could be reduced or charged for
96. Backing up businesses that are not viable. stick to those such as the football club who only need a short-term loan that will be repaid.
97. None is the short answer. I feel the decision to close various toilet facilities in the city was outrageous to put it mildly. Saving money in this way is, I think, an action which has been taken with little thought as to the consequences of the need for human dignity for us all and particularly the needs of the vulnerable living in the city as well as those who work/visit the city.
98. Asset Management needs reform, we sometimes waste money and/or time because projects are not completed to the required standard and have to be revisited and problem solutions chased.
99. Subsidies to the Pyramids, Guildhall, New Theatre Royal, Kings Theatre. Shut down the Big Screen - except for major events. Experimental road schemes should be done using temporary changes until they are proven to prevent re-instatement works being needed.
100. Make the over 60s bus pass an over 65s bus pass - most of the 60 year olds I know using the pass are in work and can afford fares. Less Children's Centres and use some savings for more work with teenagers and young people. Make more parks self-sustainable by making them wilder planting schemes- these can look just as attractive as formal planting and take less time maintaining. Alternatively recruit volunteer help to keep parks in order. Have less community centres and keep the ones we do have in good condition or merge them with another building e.g. a museum. Look at running the Museums in the way the Guildhall is now run as a Trust. Or in the way the Dockyard is run more as a business. Charge entrance for the Museums. The Information Service seems to have an extraordinary number of staffing levels and Managers/specialists. Don't fund the Pyramids - if it cannot support itself as a viable business then it should not

be supported. It is not adding to the cultural life of a city in the way a theatre/library or museum does.

101. 1) Cut down on the number of councillors overall. Think about redistributing councillors to where they are most needed, as some wards are busier than others.  
2) Amalgamate the Typing Pool, Members' Secretaries and Lord Mayor's Office
102. Why services? Why not staff wages, why not senior manager's personal assistants - they are paid well enough to do their own job and not need additional money for a PA. Why must the public loose out?
103. Senior managers and excess managers in dept
104. Means tests on council housing. There is no housing shortage. There must be significant numbers of people in social housing who could leave and go to private housing just like the rest of Portsmouth. It is unfair that such people should be entitled to such a luxury when PCC is otherwise stringent on housing benefit payments and overpayments.
105. Scale down the Civic Offices as planned, transfer as many functions on line as possible.
106. Less frequent grass mowing on common grounds might save some money during spring and summer months
107. Have we thought about changing the way we run some of the events? Perhaps rather than bearing the cost for Bandstand, Opera in the park etc. we should be looking for local companies to provide sponsorship or looking at how we can get businesses along to these events so we can charge them to operate, i.e. maybe someone doing a weekly hog roast at the Band stand, or someone selling Opera CDs or whatever it might be. We should be looking at income generation alongside service provision. This could even be extended to include things like children centres, local businesses could be charged to advertise on the notice board. Anything we think we might lose - we need to see if it could be altered to make it commercially sustainable.
108. non-essential services such as leisure & culture,
109. Pest control (unless it makes money), the Pyramids,
110. Some of the landscaping and gardening services
111. sell off the pyramids, too much wasted money has been invested into this  
Children's centres, though this has been looked at as a service, staff that have reapplied for their jobs have actually had an unnecessary pay increase for doing the same job therefore no or little saving has been made.
112. We have too many central service teams when money should be spent on frontline services. Therefore teams like Strategy, HR, and payroll should be reduced accordingly.
113. Those services or elements of service which do not provide a statutory function
114. All - country cannot afford to carry on with this waste. Housing benefit.
115. Many services exist because of historical reasons. Some services have gone, some have been retained. Sometimes this is more due to happenstance

rather than for good reason. Many of our services can be changed or reduced. We need to ensure we support vulnerable people of all ages. We need to ensure Portsmouth continues to be an economically active and vibrant city where people will be happy to live and work.

116. Housing, Finance
117. I have noticed that many managers look for the latest gadget whether it is blackberry mobile phone, tablet, ultra laptops, etc., etc. Often these gadgets are nothing but a boy's toy and I think more control and more stringent business cases should be put for spending money on such technology.
118. learning and development
119. I do not know enough about other areas to make a valid comment. I am sure all areas can reduce the amount of printing that they do.
120. Reduce support services to what frontline services need.
121. Education & schools. Directors
122. Recycling dept etc.
123. Options for outsourcing HR, LD and Finance- they do less and less for the business and no longer are fit for purpose especially HR and LD
124. Maintenance of green areas. Woodland is cheaper to maintain than grass and more beneficial to cities so convert as many areas of grass (especially verges) to woodland
125. The Pyramids - it should not be subsidised - it is actually very outdated now. It is going to go eventually - put it out of its misery!
126. Those services or elements of them which do not provide statutory functions
127. I don't think ASC could be reduced any more. It already is impacting on vulnerable clients.
128. Reduction in Community Wardens Close low usage Libraries Cease subsidising non-commercial bus routes
129. Look to combine income generating teams and where synergies exist combine them, for example Highways and Major Projects with elements of AMS such as landscaping or structures to have an income generating design consultancy.
130. Weak outreach programs: too many uninspiring people standing around displays in the town centre - make them proactive and engaging or get rid of them. Children Centres. Having worked there I cannot find a single reason, other than superficial, for what they offer. Don't get me wrong, they deliver great work to those who need it, but to too few. There is STILL too many staff delivering non-essential work to a ridiculously tiny amount of people in expensive buildings. It does not need to be a single service, rather than a small team of well-trained workers working alongside Children's Social Care.
131. I think all services should work more at building up community networks, partnerships and volunteers/champions to save money on commissioning communications, regular expensive promotion. Where we need promotion get sponsorship by other businesses who provide social benefits to our residents.

132. community safety
133. community safety
134. Kennels as there is the RSPCA in Fareham. Reduce the hours spent out for community wardens, make them 8-8 rather than to 10.
135. Parking. Reduce the cost to park- it will attract more revenue with more visitors. Allow Staff to work from home if they are able to-this will reduce the overhead costs and traffic congestion.
136. Switch to a bi weekly refuse collection; remove special collections to those on benefits. Rationalise some adult social care services.
137. Culture and arts reduced, Leisure card stopped as it doesn't reward those who work and contribute to council tax out of their own pockets.
138. Recycling services need to be drastically improved, as well as further improvements made to green spaces. Both enlarging them and improved maintenance.
139. Support services should be reduced across the board and only deliver what frontline services need. More shared working or by in as needed for support services
140. parking
141. Do the council still pay for the services of consultants? If so then the council should stop this. The Housing Service needs to be looked at.
142. no reductions
143. Provision of subsidised Housing to those who can/should work.
144. I think that there are still opportunities in teams to save money (see above) but I feel that if we need to cut services then we should focus on outcomes e.g. which are delivering on their targets and/or achieving their outcomes. My instinct is that some services are not currently measuring these things which is clearly something else that needs to be addressed as a priority.
145. There should be a renewed effort to persuade the NHS to cooperate fully in joined-up provision for adults.
146. PRRT
147. The council don't publish a list of services so not sure.
148. no reduction in services- cut the wages at the top
149. As a resident I am happy with services. We must remember to make our City attractive and welcoming to visitors (potential new residents / business partners), as these are the life blood of the economy.
150. Services like Home Check, where staff will go and have lunch for three hours, make up problems with in their work to create delays which now means there is a ridiculous waiting list for the people of Portsmouth. I see the workers parked by Asda down a side road for hours eating food, smoking and laughing and joking with each other.
151. Streetlighting public convenience Off the Record Flower displays, parks, graveyard upkeep Libraries Car Parking wardens Cost of parking in city centre-prohibitive Sustainability

152. HR, Training, Recruitment should be outsourced. Less on community development.
153. learning and development as surely it is not necessary for some courses to be all day
154. I think the time has come to move museums over to a charitable trust rather than PCC control. We spend an awful lot of money and resource on people who chose not to contribute much especially in terms of safeguarding children. There ought to be a more proactive and concerted efforts to ensure those who have children are encouraged to look after them properly and take responsibility for themselves. I think we have more than our fair share of freeloaders in the city!
155. Library service.
156. Public toilets need to be reinstated but I see no problem in them being pay toilets. People could perhaps buy some form of season ticket or pay as you go (not meant to be a pun) card to be used at any facility.
157. I don't know about all the services the council provides but I don't see why the running costs of the TV in the civic square should be met by the local authority
158. Cut back on all of the "branding" and "retail structures." We are a civic service and don't need to spend so much developing "our brand." Fewer satellite offices; i.e. housing
159. Nice to have services i.e. civil contingencies'
160. Close the local housing offices and bring them back to the civic offices. You could release the properties to be sold bringing in additional income. The same with the Chaucer house why are PCC staff in a building next door. Sell it off bring them back in to the building.
161. Contaminated land (as Portsmouth doesn't have any under the government's legal framework), Parks service, Benefits reduction in favour of more online self-service- with better easier to navigate short forms.
162. Libraries
163. Reduce HR further
164. Library services. - I'm not convinced the demand is here for the number of libraries that we currently have.
165. Any
166. Social Services Housing Procurement FOI Cut the red tape Reduce the number of Councillors
167. Culture
168. Rubbish collection
169. Child and Adult services badly need to be looked at for efficiency and best use of resources. HR and IT \ IS both seem to be overloaded especially given that their service is poor and they do not consult services on their needs prior to changes. I'm not quite sure of the value of a whole department focussing on communications - their service is poor and sketchy. Same goes for Community Engagement - what do they actually achieve?

170. Green and clean seems to be huge.

**Q3. Which council services would you be prepared to pay more for?**

1. Admission to PCC venues - museums etc. A smaller OAP concession given
2. The free ones.
3. Adult social care,
4. All non-statutory services should be charged for. This is most equitable way of allocating budgets. Different categories of residents can be charged different rates depending on their circumstances.
5. child and youth services
6. This is a difficult question to answer unless you truly understand the dynamics of all the services and the impact that they have of the residents of Portsmouth. As such I do not feel truly comfortable answering as I do not hold all the relevant information. The section heads of each service should have this knowledge - pull them together as the chief executive gain the knowledge and then make a decision.
7. I am not a resident
8. meals on wheels
9. Children's services.
10. Museums. Events put on by council services that are free - e.g. family fun days / workshops
11. Improved services from helpdesk and information available in a more speedy fashion. Feedback to people making enquiries and taking part in consultations
12. Social care. I would be happy to pay more council tax if it meant that the elderly, children and vulnerable people were better provided for.
13. Older people who fall into the category of having saved for their pension now finding that there is no further help out there for them because they are on the border line for benefits. Those who haven't saved get everything given to them and more, so I would like to see those in the "rut" helped out a bit more. I.e. reduction in their council tax.
14. I would pay for collection of garden waste and removal of large items of waste.
15. Collecting bulky waste.
16. I would pay more council tax if I thought it will save jobs and services. I would be happy to pay an extra Â£5-Â£10 per month to save jobs and services and to improve the city.
17. Council tax should rise.
18. Libraries
19. Road repairs, street cleaning and more refuse bins in busy areas. People will not take their rubbish home so provide somewhere to dispose of it rather than the street.
20. I feel Social Care services are important; however I acknowledge others feel not relevant to them.
21. Families need support, that appears to be reducing in services
22. As a resident - library services, waste collection services
23. Extra care flats Early intervention and support to Troubled families



24. reopening of public toilets sorting our dull and lifeless seafront once and for all to generate tourism to our city
25. Leisure, library
26. Library service, public toilets
27. Any as long as there is an open and honest explanation of the reasons and that in doing so we are not excluding access to those who need the services the most
28. Adult Social Care - only if they managed it properly and the service matches the funding. Children Services - as above initially back room operations through the council - seen as an easy target yet necessary.
29. Social care and related services
30. Rubbish and waste
31. School improvements/Child development
32. Urban regeneration, getting empty properties up to scratch.
33. Social care services that support vulnerable people. Children's services.
34. Prepared to pay for public toilets rather than see them closed.
35. drug misuse services children's social care
36. There could be revenue in free events such as the bandstand. There is a website for artists and musicians to raise money to put in shows where their fans want, maybe something like that. So the show will only happen if enough money is raised towards it. Alternatively, pass the promotion of events such as these to students looking to build a portfolio and gain experience, and have it done by volunteers.
37. education, dog fouling prevention
38. Happy to pay more council tax to support services across the board - I think amount paid for services should be based on ability to pay so would rather pay more tax than pay at the point of delivery, which often penalises the poorest/most in need. However, I think parking charges should increase further and the number of spaces in the city centre reduce to drive/encourage sustainable travel (reducing the congestion). I would love the opportunity to pay for a resident permit in my street but we don't have a resident parking zone (despite being within a five minute walk of Fratton Park!).
39. I think residents would be happy to contribute more if better local consultation was available and feedback made available.
40. Events
41. Don't know
42. ICT, it is one of the most effective mechanisms to make an organisation more efficient and ours is very good, they could do much more if they were supported and their value recognised.
43. Library.
44. None
45. better cycle facilities, parking for bicycles (including undercover)
46. I'd happily pay more to see better provisions for young people and families in residential areas. Our parks need a lot of TLC and the seafront needs some serious

- regeneration if we are to present ourselves as a tourist destination - at the moment it's embarrassing at best.
47. I already pay full council tax, and I receive no discounts for any of the Council's services. I'm not the sort of person that should be paying more for services... perhaps the discounts should be cut for benefits claimants, etc.
48. None, I think we pay more than enough already, sometimes for quite a poor service
49. None at this time as austerity measures have affected everyone's pocket, not just the council's
50. Couldn't say
51. Seafront events
52. Social Services, S/W
53. toilets
54. outsourcing is not always the best option as with anything you get back what you are prepared to put in
55. Would be nice to see some kind of protection in parks to prevent foul language being used by the minority around small children. More wardens, park keepers or surveillance.
56. Leisure and cultural services
57. Leisure facilities
58. I would pay more to keep a weekly bin collection. On an island as overcrowded as this one, having bin collections fortnightly would likely turn the island in to a bastion of fetid squalor.
59. Planning, cultural services,
60. None
61. I would pay more for leisure access/events and adult social care and learning opportunities for older people. Parking.
62. I think we should pay more council tax rather than cut services.
63. HOUSING
64. Front line services
65. Services that work with young people. Although the service on the east of the city is ok there is a huge whole for young for services on the west side of the city
66. 1. Museums: this city is increasingly becoming diverse and exciting culturally-but we need to be cautious before discarding the city's own unique heritage in favour of the large charging organisations within the city. For example, our free museums mean that people on low incomes can access art and exhibitions that have direct relevance to them and their children's' education for free. Not everyone can afford to go to the Dockyard and what does this teach anyone about the history of the city rather than the Navy? In terms of what the museum service costs and what it provides it is very good value. I would be delighted to pay more for it. 2. Roads: they are heavily used and clearly need continuing investment 3.
67. I worry that cultural services will be hit hard by the cuts. It is an important part of what makes the city great and also generates income by attracting visitors.
68. N/A

69. Community Safety
70. Street cleaning
71. I would pay a nominal fee to get into some of the free museums
72. ASB, Alcohol, Drug and Homeless/ begging related Asb problems, youth nuisance related ASB. Dog Fouling and Cycling on the pavement. Which takes me to all the above to make the Council Effective ,Streamlined and meeting residents expectations.
73. Early intervention and front line services.
74. As a non-resident I can't comment
75. Public conveniences. Eastern Road to be put back to 2 lanes into city. It must cost the city thousands because people will not queue they will shop elsewhere. Safeguarding children and education but it must be safeguarded from Head Teachers who think they can run a business.
76. Residential parking schemes across the entire city I would be prepared to pay an increase in council tax if I had confidence in it were being well spent.
77. None we should be able to balance the budget if we look properly right across it
78. Social care and elderly care.
79. None
80. Culture. I think the power that cultural buildings, activities and events in the city have on people's wellbeing in the city is undervalued and underutilised.
81. Happy to pay a small entry fee for museums and or to attend events i.e. firework display
82. I would need to know more about what the various cost implications this has in the various areas.
83. I think there should be increases in the costs of some services, such as planning applications and taxi licensing. I would be prepared to pay a little more for waste collection, if it means keeping weekly collections.
84. Museums
85. Would be prepared to pay more Council Tax if it meant local jobs were more secure. Charge for Museum entrance. If this wasn't deemed comfortable perhaps make them free to residents and charge tourists a fee or on proof of residence a reduced entrance? There are very few places bar London I visit where I expect free entrance to a Museum. Put cafes or gift shops into parks and the Common to make them more enterprising. Lose the Leisure card - surely it is far better to have services available than have to risk losing them because we are allowing so many to enter them free or at a reduced rate? It's a nice thing to offer but in this climate I find it difficult to justify why we offer it. Consider the implications of recruiting more volunteers and work placements- the staff time involved in training and supporting these people often outweighs financial benefits - keep local people in work!
86. Anything supporting the old, young or vulnerable or that actually responds to the needs of the local communities rather than what a manager who lives in the Civic offices thinks would be a good idea
87. Children's services intervention projects and residents participating

88. Cultural activities
89. Nothing. Things are wrongly prioritised. Further to answer in question 2, too much time is spent on looking to build new housing. I would prefer to see more attractions on the outdated South sea seafront.
90. Waste Collection and increase in council tax
91. None because I'm entirely unconvinced that the costs of services are inflated by failure and poor system design addressing this could mean I would not have to pay more.
92. Police, schools (we need more of both)
93. I would like weekly recycling collections - or for it to be easier in some way. I currently have to drag a narrow wheelie bin through my house - a wider one would not work - and I have usually filled it in the first week. I would recycle more if we had weekly collections and for this I would pay more like the garden waste scheme.
94. Slight increase in residents parking permits,
95. children's services, education, the Seafront needs investment
96. children's services, education, the Seafront needs investment
97. children's services, education
98. Social care & education
99. Education and Social Care.
100. Adult Social Care Children's Social Care Revenue and Benefits LA Housing
101. Roads Street cleaning, dog wardens, generally making the place look tidy and less shabby.
102. Care of vulnerable people of all ages. Preventative interventions that have outputs attached.
103. housing
104. Refuse disposal; education; library; general cleaning
105. Most frontline services
106. Legal, roads, planning, housing
107. Residents participation Children's services
108. The obvious would be Education add ASC but I think some areas should contribute more such as Housing
109. None. Staff are complacent that they already work really hard. They don't, they just haven't been in the private sector to realise how hard and efficient work can be.
110. The seafront (South Parade pier area), crime prevention, substance misuse services, social services
111. Parking enforcement officers. I see so many cars around that could be ticketed, but no patrols in the area.
112. It is less about paying more, and more about delivering statutory functions effectively and appropriately
113. I don't know if anyone can afford to more for anything. But not neglecting the elderly in favour of the young upsets me.

114. Residents Parking Zones Care for the elderly Increase the Council Tax by 2%
115. I don't access hardly any of the free services that are offered and I understand that on-the-whole poorer people do. I feel that the services that I do pay for, particularly parking are on the expensive side.
116. Multi-faceted services (providing benefits, efficiencies for wider areas of the council) such as Health Trainers, Teenage Pregnancy Prevention, Schools and education, careers.
117. education
118. education
119. recycling
120. Older persons Care plans with more time allocated to each individual.
121. none - look at private funding
122. Services such as Day care for the elderly are currently capped at Â£40 per week no matter how much income an individual has, I would propose this is raised to Â£50
123. Improvements in recycling schemes.
124. None
125. Most of them
126. none
127. already pay council tax for services
128. The council should only be doing the core activities it has to by law. There should not be a postcode lottery though.
129. As previous point, I feel that generally people are more willing to pay where there a service is delivering e.g. people moan about paying their road tax because of all the pot holes. For me at the moment the focus should be on activities that bring economic investment.
130. I would prefer not to pay for any more services
131. social services
132. This should be an absolute last resort (i.e. after 1 and 2 above have been introduced)
133. 1. A new service to help schools reduce class sizes through a transfer of money from council to schools on a per pupil basis.
134. There should not be costs for council services- this would just mean the wealthy have access and not low paid workers such as me and my colleagues.
135. My Council Tax is already £200 a month and as a staff member I continue to see waste here in the Council, so I think we should tackle that first. We should perhaps introduce a charge for car parking - it isn't really fair that essential users pay nothing, especially as many of these are the higher earners within the Council.
136. Where a service costs more to run, I would be willing to pay more for that service. This would need to be shown clearly and evidence of the costs broken down.
137. none

- 138. Adult social care, children's and families.
- 139. adult care
- 140. Adult Social care - this is a growing need due to the increase in older people but gain proactive services aimed at promoting independence are what's needed.
- 141. see above Weekly refuse collection is great and I don't think anyone would object if Council Tax was raised a little to cover this Raise the cost of services such as pest control, bulky items
- 142. Charge for PC usage in the libraries; raise the price of parking permits.
- 143. Refuse collection (but not recycling)
- 144. green and clean and rubbish collection and dilapidated streets / pavement improvements
- 145. Public toilets, as long as a fee was advertised clearly.
- 146. Public events
- 147. Early intervention with families- i.e. Children centre
- 148. Waste collection. - I would pay more to keep a weekly collection.
- 149. Social Care
- 150. None
- 151. Road maintenance/education
- 152. Social Services
- 153. Estate services Wardens, Community Wardens, Enforcement
- 154. none

**Q4. Which council services do you value most and would like protected?**

1. Rubbish collection. Tourism. Maintaining seafront to a high standard
2. All of them.
3. Adult care, pds
4. Those departments which are genuinely competitive in commercial markets and generate income to support other services. Services which offer early intervention should be protected as they prevent far higher costs in the long run, i.e. Family Intervention, Substance Abuse courses, training and employment projects.
5. Social care
6. Parks, community centres, youth service and children activity services, and social care and preventative service.
7. Services for vulnerable people
8. children's and vulnerable adults safeguarding
9. Refuse collectors. Once a week. They are most needed.
10. Most existing services need protecting - there is little more to cut!!
11. Gardens because when people are poor they at least have some things they visit and treasure. It improves the physical environment and increases feelings of wellbeing. In council properties and parks/gardens. Attracts tourists and money into the city.
12. Children's services. However, to avoid a Baby P episode, we should make sure we employ only those people who show an aptitude for spotting deficiencies. Too many of them tick a box without looking behind the eyes.
13. Schools Bin collections libraries community safety community wardens
14. Environmental Health service night noise team
15. Libraries Schools Community wardens
16. Culture and education
17. Parks and Street Cleaning
18. Children's Services
19. Asset Management
20. Adult Social Care, any service for people.
21. Children, family services. They can't always speak or their views heard.
22. Services that support residents (including vulnerable people) in parenting and making life choices. Some of these will be preventative in nature, but the cost gain long term is most often better value than response to serious situations.
23. Clean streets and public toilets. Free parking for Portsmouth residents.
24. Arts and Culture
25. As a resident I value all of the services provided but particularly in relation to amenities, waste collection, schools and social services for children and adults
26. Health and social care - particularly social workers Regeneration
27. library services
28. Health, education, social care
29. Social Care
30. Those that are focused in helping people find their way out of the poverty trap

31. Back room Front line services that give value for money
32. Social care, community projects and education
33. Highways, dog kennels, waste management.
34. School improvements/Child development and payroll
35. early intervention
36. street cleaning and waste collection
37. Social care, education,
38. Waste Collection; Culture & Seafront (events, open spaces; street scene)
39. Not sure
40. Children's Social Care
41. social care
42. Protection of the venerable, health, education, policing, although I don't necessarily think they should be totally protected.
43. social care
44. - Those that focus on prevention/improvement/enrichment (i.e. the kind that are usually cut in difficult times). The council should be about improving quality of life for everyone - not just managing the social problems of the minority
45. community alarms, home check, council housing
46. We need to protect the services that make the biggest difference to residents who are most in need - and not just assume that because something lives in social care it is making a difference - but we need to balance that with services that make this city an attractive place to live because we need people to want to live here.
47. Weekly rubbish collections, maintenance of parks and public areas, transport and environment improvements. A good environment promotes pride in our city and wellbeing generally.
48. Short breaks for Children with a disability (personal) Payroll (Professional)
49. Tourism, environment, community safety.
50. Services to vulnerable people in society, however not at the expense of efficiency
51. ICT, Customer Service, Community Safety, any that bring profit in.
52. Social Services Education Weekly Refuse Collection
53. culture, tourism, child services, elderly care and housing
54. Rubbish collection
55. Ones that encourage families to get out and about together, such as free museums, sure start centres
56. I think the carer's centre and support is brilliant and should have better provisions for promotion. I think PCC offers great support to families (CHAT, FIS) and that should continue.
57. The Arts. Many people in Portsmouth would benefit from cultural experiences, rather than simply watching television.
58. Social care services and community volunteer services supported
59. Couldn't say, each have their own part to play
60. Waste Collection, Road Maintenance, Seafront Services, Adult Social Care
61. Education



62. Social care
63. I value very highly our parks and open spaces.
64. departments that look after visitors to the town such as seafront events museums and visitor information
65. children's social care and supporters IE YOT, ITYSS
66. Open spaces. i.e. the common
67. Education
68. Highways / Transport
69. As a single male in my mid-twenties who doesn't drive, I am not a great user of any council services. As I said previously, emptying the bins and keeping traffic flowing are both important, as is keeping the seafront clean. I would also protect Housing Options.
70. Services for young people Services for LGBT people Care Home
71. social care, waste and recycling, street environment
72. Children's Social Care & Safeguarding
73. Culture - Museums, Archives.
74. To ensure a positive future for the city we need to protect shared public spaces and the cultural offer - these are the things that make Portsmouth a great place to live and work and will ensure future investment. No culture - no future. Other than that learning / education shd be given priority over adult social care. However, this country is wealthy enough to afford both ...
75. HOUSING FOR YOUNG AND OLD
76. Front line services
77. I value the wide variety of museums and events which make Portsmouth an interesting, vibrant and exciting city to live and visit. We mustn't forget how much income is generated from tourism to the city and visitors to the city won't get a vote in these cuts as they are not residents. Visitors won't want to visit Portsmouth if we don't continue marketing ourselves and keeping our museums and Visitor Information service going.
78. 1. Parks and the environment: in a very crowded city maintaining green spaces is extremely important-we have hundreds of trees and this adds to the appeal of the city as a place to live. This service should be protected. 2. Museums and archives: recently been dis-united which is a mistake, especially in terms of service to the public, a retrograde move. 3. Education: clearly we will be nothing without educated children, so essential. 4. Health and social care: always important.
79. I don't think any service should be protected because they should all be looking at how they can work more efficiently. Frontline services in social care need not be affected if they focus on streamlining their support services and reducing levels of management.
80. Front like workers like the youth play service and community wardens who help keep Portsmouth Safer, Cleaner and stronger.
81. weekly refuse collection fortnightly recycling

82. Those services which collect money for the LA & government. Those services which help & advise venerable persons (children, disabled, elderly etc.
83. Refuse collection, street cleaning, parks maintenance.
84. Abs related departments. Alcohol, drug, and rehabilitation. All FRONT LINE STAFF, City Help Desk, Licensing, benefits, transportation, health. Safety.
85. Social Services, Health Safety and Licencing,
86. Weekly rubbish collection. Education Community health
87. Social care - adults and children
88. social care and sheltered housing
89. Weekly refuse collections.
90. Culture!! As this is the most likely to be affected. See previous comments. I value all of PCC's services and feel they should be kept within local authority context for best practice and for the sole purpose of the care of the public. Also, if all PCC services worked colder together, more could be achieved - e.g. relationships between social care & culture could benefit both services.
91. Basics i.e. waste collection and environmental health, Schools, Museums and other educational establishments
92. Schools. Care of the elderly and those with special needs. Museums, tourism and other revenue generating offers
93. Please see question 2.
94. Weekly rubbish collections
95. Museums Libraries
96. Public Toilets, open spaces, community sports facilities, libraries
97. Adult social care must be maintained - help for the elderly who are isolated, help for the disabled, help for people with complex issues must be maintained and should never become business operated. Support for children from abusive backgrounds or at the poverty level. Consider using libraries and community centres and children's centres as information points and payment points.
98. All are valuable and all need to be protected.
99. As above
100. Children services and residents participation toilets and sure start centres
101. Museums and cultural events.
102. I do not value nor de-value any service in particular.
103. Libraries - offer helpdesks manned by council staff at all libraries not just Southsea to reduce the need for Civic Offices. Parks - the green spaces need to be protected.
104. Only those services that we know the people of Portsmouth value, because we are fully connected to their demands for that service. Clearly statutory services have more of an obligation to understand demand and the ability of the system to meet it, because they are statutory. Some of the most breath taking examples of poor system design and management can be found in these services
105. I can't narrow it down to one because all council services are worthy but would definitely like to see library services protected

106. Libraries and Children's care
107. Adult social care, weekly bin collections, children's services
108. Crime prevention, early intervention in health and supporting families.
109. Education
110. the free summer bandstand children's social care
111. Education and Social Care
112. Statutory services
113. Services for vulnerable people of all ages especially older people and children/young people under 18.
114. leisure services, social care and education
115. dial ride housing
116. Fostering/adoption; education
117. Adults, Children's, Education and Culture - with the proviso that poor performance and bureaucratic barriers PCC put in are removed
118. anything that supports vulnerable residents and helps residents
119. The rubbish collection service is excellent
120. Development and culture of the city are paramount for jobs and tourism- investment is a must
121. I do not value any above the rest. Efficiencies need to be wrung out of all departments.
122. Substance misuse, schools,
123. City Helpdesk, Libraries, Schools
124. ASC and Housing
125. Museums, Libraries and Adult Social Care
126. Contracts teams, tight commissioning teams. Schools, Youth Teams, Public Health, Independents and Wellbeing, housing. Social Care for our most vulnerable.
127. social care,
128. Social Services for older people at home. Looked after children - more opportunities for study and nurturing.
129. waste, police and fire
130. Housing benefit/council tax support. FAB team. Money advice team.  
Housing Options
131. Library service
132. Social services and education. We must protect the weakest in society and educate our children.
133. children services, in particular disability services
134. adult social care
135. everyone values the services they use, just because I don't use ASC services doesn't mean I want them cut
136. Refuse collection and street cleaning.
137. Like most people education is key but I also think that as a community, opportunities for residents to gain access to low cost sports and leisure activities is

- very important as it often has a knock on effect in so many other areas e.g. health, crime reduction, community development and general well-being.
138. Education and Social care
  139. public health
  140. Services for vulnerable people
  141. The council don't produce a list of service so I don't know for sure. But I do like the bin collection, street cleaning, street lighting and dog fouling enforcement services. All in this probably represents about Â£100 per year of my council tax. Also children and vulnerable adults must be cared for properly. My suspicion is that the council have hundreds of other odd services that are not publicised or even know about by council officers.
  142. the youth service... ops it's been devastated... all services!!! Cut the wages at the top!!
  143. Support for children and young people so that disadvantage is tackled, e.g. through education. Support for vulnerable families and adults - we have a lot in the city. Rubbish collection. Everything that makes the city an interesting place to live, including parks and gardens, bandstand, etc.
  144. Education, Early Support
  145. adult social care
  146. Adult and children's social care.
  147. Adult social care, children's social care, refuse collections, environmental services
  148. Housing.
  149. Adult and Child Social Care Education Leisure and Tourism - is the lifeblood of a city such as ours a good service for Housing tenants and Leaseholders
  150. All social care, education and libraries
  151. Children's Social Services, Education, Culture
  152. Housing
  153. I think all services which promote the most disadvantaged to build skills and take ownership of their lives should be strengthened, for the long term advantage of the local area. A small example would be the Go for It Centre - the staff used to be able to collate information on local part-time jobs for young people - they now do not have the capacity to do this. Young people also have reduced access to careers guidance in the centre (council cuts) and also a much greater reduction in school careers advice (the Govt passing this duty to schools, which some schools have taken and others haven't provided this at all). There needs to be much more youth support services for all young people - not less, or only targeted to those on tiers 3 and 4. Having worked with teenagers in Portsmouth for 7 years, I am depressed at the number who go on to be teenage parents, on benefits and in social housing. I think we need to put a lot more resources into supporting young people to avoid this. This will hopefully save us money in the long term.
  154. Social services older persons care should be protected.

- 155. Social Care, Road and Pavement maintenance and weekly bin collection.
- 156. Early Years and Children's services
- 157. Waste collections
- 158. Housing, Social Care
- 159. Parking wardens
- 160. Education/community/family learning
- 161. Social Services
- 162. Culture, Parks, any services that deliver directly to the public.
- 163. Housing
- 164. Housing, Social Services and Education. However just because some services are more 'important' than others does not mean that they shouldn't become more efficient

**Any other comments**

1. To save costs please can individual units, buildings be responsible for their own heating. This would save on excess heating and difficult and overheated working conditions when lesser or no heat would suffice
2. think the working in an office and working with vulnerable adults the sickness policy should be different, having a cold over a computer is not as bad as coughing over a service user who could die if they caught it,
3. The council should not be in the business of handing out grants with seemingly no terms and conditions attached. Instead, we should think about providing venture capital to local start-ups and expanding businesses. The capital should be provided on the basis of short payback periods and reasonable interest rates. The council should also consider adopting a strategic approach to acquiring commercial properties - Hampshire CC has been very successful at this but we seem very keen to give away all of our assets to trusts who then ask for financial help year after year. Kingston Prison would be a good place to start!
4. If we are being made redundant let us know more quickly as it is very unsettling. Counsellors need to make decisions
5. Overall I am pleased with most of the council and feel it works well. There is just the odd department who lets it down.
6. Just because someone moves offices, this does not mean they have to have new desks etc.! Do privileged people pay for the parking of their cars in the underground car park? If not perhaps they could. Pensioners in warden controlled flats pay a very small amount for their heating. Their rent is nearly always subsidised, and bills are low. Why then are they still entitled to the annual heating allowance from the Government?
7. Would it not be better to reduce the amount of Cllrs and only have 1/2 per ward this would save money for the council
8. Object to the council charging for green waste collection as sustainability is essential. The council could look into using open-source operating systems and software.

. Along with not being good for residents, why doesn't the council bring the facilities back in-house and reap the financial gains? PCC should also cut the budget for grass-mowing, as long-grass meadows are not only more pleasing, but also better for biodiversity. The same goes for flowers - PCC should move away from planting hybrid varieties and move towards wildflowers, which are not only cheaper but also better for bees etc.

9. I believe some councillors managers and staff would benefit from an understanding of budgeting in the private sector and a realisation that there is no PCC money tree growing in Victoria Park.
10. Look after Portsmouth people, to give now generation & future generation the best we can.

11. N/A
12. Please allow us to keep buying annual leave Early retirement for 60+ age group
13. Need strong leadership and tough decisions to be made to radically change services across the council and NHS
14. It is time for the blank piece of paper and PLAN for the future instead of waiting for it to come. CX once stated don't waste a good crisis....we just have!
15. Cost savings will only be found by understanding 'functions' rather than services. Savings within a 'service' without looking how you can streamline functions with others services will not work.
16. We need to look at the cost of moves within the civic offices - every time a team moves around there is a cost implication. Balance between how many people can be shoehorned into the civic and the need for space to work.
17. Would like to see more home working and being able to buy annual leave. Whilst being offered this last year I was subsequently refused. Should apply across the board. no excuses
18. - We need to make sure that any cuts we make aren't short-sighted, considering not just the short term risks, but also the long-term implications for all concerned.
19. It may only make a small difference, but I think we should look at utilising loyalty cards to increase income (or use points to provide prizes for Lord Mayor's appeal, etc.). Lots of staff use company purchase cards in high street stores, and we are missing a trick by allowing the loyalty points to be wasted.
20. Only that local authorities are in an impossible position.
21. Money and proper consultation is needed around parks and play areas. As much of the funding can be met by charities, it is the consultation that is needed first.
22. Reduce the number of Members and elections.
23. Thought needs to be put into the effect this will have on staff of PCC - not only do we have to do more for less, many are face-to-face with the public who don't always separate the "Person in front of them trying to help" from the "Council who keeps charging them more money". The staff need support and the public need proper information on what the Council is doing and how it is also affects the staff (many of whom are residents themselves)
24. The Council should look to other countries, like the Netherlands, where they have a guaranteed youth employment scheme to ensure that there are no under 25s NEET.
25. Too much money being spent on the likes of investigation of MPs like the recent one when this money could be saved and ploughed back into the community.
26. I don't know enough to answer the questions I've left blank. I have only got first-hand experience of my own area of work
27. As a non-resident of Portsmouth I felt unable to comment on items 2 and 3.
28. I believe that more should be done to encourage use of empty buildings that are rapidly becoming an eyesore. Examples are the large multi storey by the park in the centre of town with its broken windows and the large office block opposite gunwharf. If shops are empty they should have window coverings that give the illusion of a full shop. We say that we have a lack of accommodation in the city but some of these

large buildings could be utilised for short term accommodation on a budget hotel type set up.

29.

30. Temporary suspension of civic events like Mayor making for this period of budget pressures.

31. Not applicable.

32. We need more joined-up thinking and shared costs moving forward. Less in-house rivalry between teams and services - corporate message should be that we've all got each other's best interests in mind. Less spending on redundant and unused products and services. More flexibility in some areas (such as IS) could arguably lead to increased productivity in some/all areas.

33. We need trained professional staff to assist volunteers if they are to take an active role in our services. This takes a lot of time and nurturing.

34. Hard choices to make

35. What would happen if the Council refused to make any further cuts?

36. The continued freeze on council tax is unsustainable, inflation alone must mean that it should go up and to expect it not to is unrealistic.

37. There has been mention of a centralised admin resource and I think this would be a good way to reduce duplication across services.

38. I have found it impossible to answer without knowing how much Â£ or % of budget is spent on each service,

39. I would like to see office closures over Christmas brought in to save money and the saving from buying additional annual leave going to the services we work for not into the central pot.

40. Look at departments and cases that they are dealing with to quantify value, efficiency and effectiveness.

41. More needs to be done to create revenue through use of fpn Ring fenced money in profit making departments should be distributed to needed departments

42. Tackle the subsidies offered across the council to make them more transparent and obvious so each department is aware of what has been offered by PCC in its entity

43. Civic Offices should be moved from town centre location to cheaper premises in outskirts but retain presence in town centre using Guildhall for public drop in facility

44. Members need to be more realistic and accountable. They should be doing the best for Portsmouth and not just trying to protect their seats.

45. Concerned that the lights are always on at the Civic. Also not happy that external consultants have been / are employed

46. Though I work for IS it must be remembered that efficiency savings in many areas centres around better use of data/systems... maintenance and support of these does not come free. We have seen an exponential increase in work as a result of this despite still seeing cuts. Having seen some of the outputs from the transformation team, I don't believe they have had sufficient knowledge/time to produce meaningful



outputs for all services, and in some they seem hell-bent on trying to adopt HCC processes.

47. This really could be an opportunity to bring services together to deliver many objectives and perhaps find savings in the senior management structure across PCC by doing so. In my opinion, Portsmouth CC has always been a unique authority for finding innovative solutions and delivering excellent services.
48. This organisation has still not transformed to where it needs to be. Too many sloping shoulders, not enough business thinking. Too many officers thinking that working in a political organisation means we should act like politicians. Too many barriers which are created by our own policies rather than the law. In an age of austerity you can't please all of the people all of the time...but that is what we are trying to do
49. Look at management levels and try to cut out some of the red tape. Enabling front line services to be maintained
50. There is much I would like to discuss which could be included that are perhaps beyond the scope of this survey. I do think a great deal of this city in positive ways and think it's' people and the services which could be provided for them could add massively to the life experiences of each of us.
51. Museums are essential to promote inward investment - being part of the perception that Portsmouth is a good place to work and live. Museums are a key player in tourism, a real magnet for visitors. Libraries have an important role to play in continuing education and are a valuable resource for older people.
52. Spend some Capital money on the exterior of the Civic Offices to make it fit for purpose if it is being kept. Look at support services and realise that their work does not diminish as much when front line services are cut so savings targets are too high if they are across the board.
53. Have fewer buildings so that we can properly staff and manage and keep clean the ones we do have!
54. All of the above
55. Look at management levels I have a manager and a controller and we only have four in the team
56. Re-emphasise the importance to means test on social housing.
57. They're very few services left to scale down and streamline, it is now about spending the funding wisely and not in a reactive manner on works that will benefit an individual resident and not the wider community.
58. Know the true costs of the services we deliver, which will be different to the budget book entry because so much of the cost is in the flow of the work (the things staff have to do to get the job done) and not unit costs. For example I.T. that sounds plausible but actually perverts the flow of work or deploying staff in needless activity because that the way the policy drives it. Remember! Capacity to do the work and deliver the service = all the essential work, plus all the extra effort putting the wheels back on when it all goes wrong. Right first time means the capacity to do the right work goes up and the costs come down. You do more for less.

59. We need to act more commercially but keep the end user in mind. Too many members of staff moan and complain about their situation but ultimately forget what we are trying to achieve; if their heart isn't in it maybe they should look elsewhere to work. Making service viable does mean making changes and if you cannot then this won't be the place for you over the next few years.
60. Spending a huge sum of money on the Pyramids does not seem a good use of money.
61. Better provision for children with emotional and behavioural needs
62. More social activities such as victorians festival would help to attract visitors to the city and increase income.
63. Inspire your staff show leadership, stop going through this ridiculous bureaucratic nonsense. "I know that let's ask them, put forward a few suggestions, and then say it was the staff's idea". The worlds changing get real!
64. I have just witnessed a service redesigned and senior staff have had their posts deleted. I am now able to think the unthinkable. There must be similar services that can go under this level of transformation. There is now nothing so sacred that it cannot be looked at for outsourcing to private/vol and community sector. I "get" it and pray that what comes next meets the needs of our residents with little or no waste of time and resources. Those of us left to deliver these services (either within PCC or by another organisation) must be aware that we are delivering a public service to keep our residents safe, well and able to live life to the full without fear of debt and poverty. We must not let society slip backwards to where it was before 1948.
65. on the whole I believe that The Council completes a good job for the public and with any establishment improvements can be made if looked at carefully
66. What we do today will affect future generations
67. When quotes are obtained we should be able to go back to suppliers and drive prices down further. I know for certain I could have got a better price (AND a better service) for PCC if I was able to do this ...
68. University to be more culpable for the additional cost of students to Health, Emergency services, council services
69. Other countries have made savings by merging the post of the chief executive and the mayor. We should consider this. Also we don't have a valuable special number plate so it should be sold.
70. I think PCC has done a good job in trying to protect services, it is just frustrating as an employee to not be valued in your job at times
71. Seriously consider income generating teams being 'given' the opportunity to set themselves up as social enterprises or public sector mutuals. It will require a certain element of being 'let go' by senior management, but only by operating as a social enterprise and / or public sector mutual can these teams operate independently and be at their most cost effective state.
- 72.

73. We need to become more efficient at working together as a city council and with the wider workforce if we can truly generate efficiency savings.
74. These two aspects are the backbone of our society.
75. Address the problem of a lack of government funding rather than cut services
76. Individuals who are not pulling their weight should be tackled, rather than tarring all with the same brush.
77. There are some great people in PCC but I believe that they are often underutilised as a result of weak management failing to exploit their skills and abilities.
78. I think the LA has cut back so much that a further reduction in services will have an even bigger impact on the people in Portsmouth than it already has
79. would prefer anonymity in replying to these surveys
80. Ban the use of under desk fan heaters. Some people have these on even in the summer. We work with old people telling them not to use these but the civic offices is full of them. They must cost thousand as a way to heat the civic. I have sat at my desk with a t shirt on boiling while 5 of these heaters are on around me. They also regularly get left on which is also a fire hazard.
81. We need a decent pay rise!! all this reorganisation and pay freeze etc. is destroying moral
82. The city appears to have a dispropotionate amount of disadvantaged people and a high number of temporary residents (students) - all of these are costly to some services ... do we make enough money out of our population?
83. I have a serious concern over question 6! Why will my comments NOT be taken in to account if I don't supply my name and service? Some staff may be critical about services but they have the right to be as they will witness the concerns that they are raising BUT may want to remain anonymous.
84. good luck
85. Stop hurting the residents of Portsmouth and start looking at staff perks; we can no longer afford to pay staff time and a third for 6 months if sick. It is morally wrong to cut services while protecting pay and perks.
86. At present we hold elections three of every four years. This is not an effective use of the staff or money. Although it may be seen politically as a good thing, I would question this, as it stops the council from making bold and inspired moves, though sometimes they can be initially unpopular or seen as politically sensitive at the time, even if it is a short term hurt for long term game.
- Wouldn't it create more political stability if all councillors were voted in for the same term at the same time? As per most councils? Below is a rough break down of the costs that PCC incur each year an election is carried out. Numbers have been taken from PCC's own information, and though this was for the Police Commissioner position, the costs, I believe would have been the same for normal elections. (<http://intraLink/Services/8623.html>) If clerks paid £137.00 each equals £23564.00 - 78 presiding officers paid £215 each equals £16770. This is without the cost of people counting the votes, for a ball park figure of 100 people working for 5 hours at £7.00 per hour would equal £3500.00. These staffing costs of the election comes to approximately £43,834. That is without the additional costs of heating and lighting at

the various locations around the city, the cost of advertising the election and the candidates in the local press and the other associated costs, which would easily bring the cost to over £45,000 per election. Therefore for every four years PCC could save at least £90,000, or when spread across, the potential saving would be £22,500.00 each year. With a council set for four years it will help political stability, councillors and officers will be more able to make long term plans as well as helping with budget planning. It could only be seen as a positive outcome for all parties.

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88. I have a bee in my bonnet about just two things. First, the prospect of cutting back grants to theatres. I know it's easy to classify dramatic arts as something of a luxury for the elite. But in my experience, theatre offers great opportunities for engagement, community outreach, therapeutic activity (especially for less 'academic' young people) and genuine social mixing. It would be a real shame to see any of our theatres go to the wall for lack of sustained council support: please be careful Some Council Services that I value are:- Safeguarding and making available information about Portsmouth and its people in Archives, Libraries and Museums. - Helping cash-poor owner occupiers to maintain their homes through equity release. - Supporting infants and their mums from conception to school. - Planting and maintaining trees. Providing independent advice to worried citizens. Supporting Pompey as a community owned football club.

89. The Records Office - this is a valuable source of information not easily available elsewhere that supports University and independent research. Historic monuments - the square and round towers and other ancient monuments. The council services I

would most like protected are the dustbin collections weekly. I think the numerous flower planters that are put out through the city could be reduced without being noticed too much.. .