

MODERNISING THE COUNCIL – TRANSFORMATION PROGRAMME UPDATE

1. Purpose of Report

1.1 The purpose of this report is to present Members with the second update on activity and progress of the Transformation Programme 2018-2023, which was agreed at Full Council on 26 June 2018.

1.2 Full Council decided to engage with residents, staff, customers and partners during October to December 2018 on agreed outline proposals for implementation for the 2019/2020 – 2021/2022 Budget. The report presents summary feedback on the agreed Consultation programme.

2. Recommendations

Members are asked to:

2.1 note that a Briefing Note will be provided to Members on the details of the 2019/2020 Local Government Finance Settlement, which is due to be announced by the Scottish Government on 12 December 2018, at the earliest opportunity and will be followed up by a report to Policy & Resources Committee in January 2019;

2.2 note the update on progress on the Transformation Programme, and associated activity summarised at section 3.6, including the progress of the Budget Development process which is aligned with the Transformation Programme timelines, as set out at **Appendix 1**;

2.3 note the Communications overview of the Consultation process (**Appendix 2**); and findings and comments from the Budget Simulator detailed in paragraph 3.9 (**Appendix 3**); Community Conversations at paragraph 3.10.2 (**Appendix 4**); staff at paragraph 3.10.3 (**Appendix 5**); customers at paragraph 3.10.4 (**Appendix 6**); and partners at paragraph 3.10.5 and an overall summary analysis at 3.11;

2.4 agree that these findings be considered by Political Groups as they develop their Budgets for consideration at Full Council on 28 February 2019;

2.5 note that further partner engagement will take place through stakeholder Impact Assessments on Budget proposals during January/February 2019; and

2.6 note the next steps in the engagement work and around the culture change to support the Transformation Programme as set out in paragraph 3.16.

3. Considerations

3.1 At Full Council on 26 June 2018, Members agreed a Transformation Programme to address the challenges of providing high-quality service across dispersed rural communities to an ageing population, against a backdrop of addressing a funding gap over the over the next two years of an estimated £30.215m.

3.1.1 The funding gap was updated in the Council's Financial Strategy in March 2018 as follows:

	2019/2020	2020/2021
	£000s	£000s
Funding Gap	21,081	36,326
Policy Development	421	421
Previously agreed savings measures	(1,751)	(2,201)
Council Tax Increases (3% pa)	(2,124)	(4,331)
Remaining Funding Gap	17,627	30,215

3.2 The Financial Strategy assumptions will be reviewed following the announcement of the 2019/2020 Scottish Budget, which is due to be announced by the Scottish Government on 12 December 2018 and the 2019/2020 Local Government Finance Settlement, which is likely to be announced by the 18 December 2018, following the Scottish Budget. A briefing note will then be prepared for Members after this and will be followed up by a formal report to Policy and Resources Committee in January 2019.

3.3 Council finances and staff are under pressure. Increasing demand for key services means this Council can't continue to provide them as is the case just now. In summary, given the economic projections the Transformation Programme is based around the following agreed principles:

- The Council will be unable to deliver the range of activities that it does currently and will achieve outcomes in different ways than it does currently.
- Priorities and Commitments in our Council Plan – focused on our economy, children, vulnerable people and sustaining our communities – are where we will sustain and focus our activity. That means that the Council will have to be clear with staff and the public on the options to reduce or stop other important but less priority activities. Mitigation will always be in place to protect the most vulnerable people as services change.
- The Council will maintain a presence in our communities but in helping communities achieve their ambitions some outcomes will have to be delivered by other organisations and local communities themselves.
- The Council will not be able to pay for all our existing ageing estate or face to face customer interactions. Customers and staff must have access to services or resources they need delivered in a sustainable manner that balances cost and outcomes. Use of technology must be maximised but with constant reflection of the needs of a rural and ageing population.
- The Council will maximise the funds available for front line service delivery by having a modern shared support service that minimises the bureaucracy for staff and customers.
- The Council will have fewer but more multi-skilled staff and staff will increasingly have to be supported and retrained to transfer into new roles in emerging priority areas.

3.4 Achieving a sustainable and modernised Council represents the most challenging task Members and officers have had to undertake. The economic constraints create an enormous political challenge to provide direction on prioritisation of services and activities that by default will lead to reductions in other areas.

3.5 Transformational change is now an essential part of the Council's agenda, with effective leadership, clear planning and constructive Member/officer working essential to its success. The delivery of the Council Plan and the transformation required under the agreed themes, at a time of budget and funding cuts, is a significant task. Past experience in this Council has proven that sustaining direction and leadership through a programme, led by Members with senior officers, provides a consistent and strong approach with a high level of success.

3.6 Activity since August 2018

3.6.1 A series of Proposals for the 2019/2020 Budget were presented at Full Council on the 25 September 2018 and the options to consulted on with residents, staff, customers and partners. The Transformation Programme outlined the working arrangements to enable progress to be made and these are proving helpful and providing a positive approach to ensure the programme proceeds as expected. The initial work of the Delivery Boards has been to provide options for the 2019/2020 Budget and establishing the approach focused on the agreed Themes to ensure the Transformation Programme provides a basis for work to close the future gaps for three year Budget planning.

3.6.2 The development of Business Cases for agreed outline proposals is underway and a process of development and officer review and scrutiny, aligned with the agreed Budget timetable, has been undertaken. All Council managers remain engaged in the development. The agreed Budget process and timetable is provided at **Appendix 1**. The format of Business Cases is an improvement and development of previous approaches within the Council and draws upon good practice development in other local authorities. They ensure all information in relation to a proposal is included; that financial and resource information is clearly presented; and that there is a common basis for ensuring all factors impacting on a proposal are recorded consistently. Members will aware that a briefing pack on the Business Case process was circulated, with some worked examples based on previous budget decisions, to illustrate how the information is to be presented.

3.6.3 A set of Business Cases for all agreed proposals for the 2019/2020 Budget and information on areas of efficiency will be provided to all Members to support their political Budget process. During January- February 2019 Stakeholder Impact Assessments will take place on Business Case proposals.

3.6.4 At the same time as working ahead of the 2019/2020 budget and associated Transformation Programme development, officers continue to make good progress on delivering the current year Budget and information on this has been presented to Members through the November cycle of Committee meetings.

3.6.5 It is recognised that it is a considerable collective challenge undertaking the delivery of the Transformation Programme, while progressing current year savings, at the same time as managing and leading other important operational and strategic activity.

Regular engagement and discussion with the 12 Delivery Board Co-Chairs is proving helpful in ensuring that competing demands can be effectively managed and continued progress is made.

3.7 Transformation Board

3.7.1 At Full Council on 30 April 2018, Members agreed arrangements for the operation of a Transformation Board to lead this programme. The Transformation Board met for the third time on the 31 October 2018. Discussion took place in relation to the Programme activity; Delivery Board Theme 3 (Customers) efficiency projects; participation and engagement plans; Business Case development; and delivery of current year agreed savings. The Board was provided with a demonstration of the Budget Simulator which forms a core part of the consultation activity. Recognising the Transformation Programme is a five year programme, a series of meeting dates for the Transformation Board as agreed for 2019.

3.8 Participation and Engagement

3.8.1 The Consultation Mandate for the Council's Budget was agreed by Dumfries and Galloway Council at its meeting on 25 June 2018. Consistent with our Council's Participation and Engagement Strategy and Framework, it provided for a range of methodologies and focussed work with different stakeholders.

3.8.2 A Transformation Engagement Group was established, with representation from each of the six Transformation Delivery Boards and expert advisers from Financial Services and Policy and Communications; and reports have been submitted to each meeting of the Transformation Board about the Group's activity and plans.

3.8.3 The Group's first piece of work was the consultation on the Council's Budget for 2019/20, drawing on the Council's agreed Financial Strategy which requires over £30 million of savings to be achieved by 2020/21.

3.8.4 Pre-consultation work was undertaken with our Tackling Poverty Reference Group and expert advice from the Consultation Institute on the methodologies.

3.9 Budget Simulator

3.9.1 The main focus of our Budget Consultation was a Budget Simulator. The move towards an online tool to engage was an innovative approach for our Council. Supported by a comprehensive Communication Plan, the Simulator has proven to be effective in reaching a wider audience than in previous years, raising awareness of the level of savings required and opportunities for income generation and priority areas for investment. A Communications overview of how the Simulator was promoted is provided at **Appendix 2**. Alternative methods to participate such as Community Conversations and focus groups also took place providing options for those who were unable or chose not to engage online. The website had detailed information on our current Budgets drawn from the "ABB" Book; and a short animation describing the financial situation.

3.9.2 The content of the Simulator was derived from the Budget Savings, Income and Investment proposals agreed by Dumfries and Galloway Council on 25 September 2018. Almost all respondents completed it online, with hard copies made available upon request – the findings presented at **Appendix 3** show public, customer, and partner findings and

staff findings and comments. Where an individual could be identified by their comments, this information has been redacted (blacked out).

3.9.3 Interactions:

- 7,926 individual visits were made to the Simulator site. Visitors therefore have an awareness of our Council's financial position and the need for an anticipated £30 million of savings to be achieved by 2020/21.
- 4,374 people started the challenge and therefore are likely to have a more detailed understanding of how our Council's budget is currently allocated and the options being looked at to make savings, increase income and invest over the next two years.
- Of the 4,374 people who started the challenge 913 people completed and submitted budgets sharing their views on how to achieve a saving of £30 million.
- Our initial target for engagement based on research from other Local Authority areas was an expectation of 5,000 site visits and 500 budgets submitted. The last large scale budget engagement exercise received 1,000 responses from the public to an online and hard copy survey often completed at Drop Ins held in Customer Service Centres. The level of interaction with the Simulator is extremely positive. Our benchmarking with other local authorities tells us that we have received a greater level of engagement with the Simulator and a greater percentage of those who visited the site and submitted a budget.

3.10 Findings

3.10.1 Simulator

The 'People's Budget' is the average of all budgets submitted. The staff findings are shown separately but are consistent with the People's Budget and therefore the findings detailed below cover all groups. Any individual's submission can be viewed separately.

Key messages from this are:

Savings

The three areas of spend with the smallest savings applied are the three areas where our Council already allocates the majority of our budget;

- Primary School Education
- Secondary School Education
- Health and Social Care for Adults.

The areas of spend where the public have applied the biggest savings are:

- Office Accommodation and Public Buildings
- Customer and Digital Services
- Lifelong learning
- Leisure and Sport Facilities.

These are the areas where our Council currently allocates the smallest amount of our budget.

Income generation

- The proposals for developing land and buildings for commercial use and increasing commercial income were generally supported; and mixed views were received about increasing all fees and charges and the public crematorium.
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Investment

- Some submissions chose to invest in energy efficiency with a smaller number investing in social work children and young people and community asset transfer support.

A detailed breakdown of the Budget Simulator Feedback and all comments received is provided at **Appendix 3**.

3.10.2 Community Conversations

16 Community Conversations took place across 12 Wards, with some being hosted by Community Councils in recognition of their statutory responsibility for engagement with their community to represent their views to public bodies. Details of the events which took place and the comments recorded is attached as **Appendix 4**. The region's Participation and Engagement Network were specifically invited to attend their local Conversation as a group of residents who have expressed an interest in being involved in consultation activity. Levels of participation were greater where events were led by Community Councils.

The key messages are

Savings

- Health and Social Care Social for Adults should not be reduced as "these services are vital as they support the most vulnerable individuals across our region any cuts would have a direct negative impact on our most vulnerable people"
- Education should not be reduced "children and young people are the region's future and their education is vital. However, the cost of how we staff schools should be looked at particularly the use of supply staff"
- Customer Services can be reduced – delivered at a local level through existing village halls and community centres on a drop in basis
- Waste collection can be reduced – for example a service every second week whilst at the same time increasing recycling opportunities across communities

Income generation

- Increase fees and charges where possible to bring them in line with private sector for the use of gyms, swimming pools etc and implement car parking charges across all main towns as a way of generating income

Other points raised

- Community Councils could be provided with the budget to deliver some of the basic services such as street cleaning, sign cleaning, grass cutting, planting etc
- Have services and partners work together better to provide services jointly for customers and communities

3.10.3 Staff

Additional comments received during staff focus groups, normal staff meetings or routine staff engagement activity are shown at **Appendix 5**.

The key messages are:

Savings

- All services are important, but every person will see particular areas as more important based on their own personal circumstances, for example, if they have school age children or vulnerable relatives
- Digital Services/Online routes to be more fully explored

Income generation

- Generate more income from our assets, events and services.

3.10.4 Customers

58 customer groups were contacted, and further responses were received from 20 customer groups from across four Directorates. The additional comments from the customer groups are detailed in **Appendix 6**.

The key messages are:

Savings

- Education was important but there was a need to reduce costs in primary and secondary school budgets
- As a rural area, the roads are essential and need to be maintained

Income generation

- Increasing income from our land and buildings and commercial income were strongly supported

Investment

- Energy efficiency was seen to require more consideration

3.10.5 Partners

There was a report and discussion at the Community Planning Executive Group on 15 October 2018 based on the 26 September 2018 Full Council proposals. Community Planning Stakeholder Group (over 100 partners including Trades Unions) were also invited to participate in a webinar which took place on 11 December 2018 - this innovative approach was enabled by our Graduate Placement for Modernising Engagement.

The key messages are:

Savings

- There was a recognition that the health and social care budget is already over-committed and any reduction in the Councils contribution would cause additional pressure

Income generation

- There was a recognition that the Borderlands Growth Deal and the South of Scotland Economic Partnership/Enterprise Agency offered new funding streams for economic development
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Other comments

- There was strong support for service redesign and co-production across partners, and recognition that three-year Budget planning would enable greater involvement of third sector. Increased community and individual volunteering was also supported across all partners.

3.11 Overall summary and analysis

Our Council wanted to understand the views of residents, staff, customers and partners, especially those experiencing inequalities on Budget savings, income generation and investment proposals in order to achieve £30m of savings by 2020/21. The key messages overall are:

Savings

- Prioritise savings from Office and Public Buildings, Customer and Digital Services, Leisure and Sport Facilities, Lifelong Learning services
- Primary and Secondary School Education, Health and Social Care and Roads Network were the least preferred areas for saving, however opportunities for savings exist in relation to better use of school buildings

Income generation

- Reduce Office and customer buildings; and developing land and buildings for commercial use/sale
- Increasing commercial income opportunities

Other

- A need for increased recycling opportunities was a consistent theme from all stakeholders
- There is an increased awareness of the need for savings to be made; achieving £30m of savings is a difficult task was a consistent theme from stakeholders
- Understanding that the Council needs to deliver services different in the future; mainly provide more services online and enable communities to influence and deliver more locally
- Improve the management of capital projects

3.12 Profile of respondents

3.12.1 In line with our Consultation Framework and our Equalities work, the Budget Simulator required gender, age and geographic location as mandatory so that we have a picture of our respondents. In addition, the Equalities Monitoring Form was used at the Community Conversation events to give us richer data.

3.12.2 Geography

Interaction with the simulator is relatively consistent with our population spread across all 12 Wards.

3.12.3 Gender

The profile of those who submitted budgets shows a relatively equal response in relation to gender (422 Female, 393 Male, 98 Prefer not to say, 0 Other).

3.12.4 Age

The breakdown by age range is shown below.

Age Range in Years	Number of Budgets Submitted
Under 16	72
16 – 25	96
26-40	201
41-65	438
Over 65	106

3.12.5 Given the satisfactory spread in these three main determinants, there was no follow up activity undertaken. More detailed information can be made available to Members on request filtering by age, gender and/or Ward.

3.13 Using the results - As agreed at the Full Council meeting on 25 September 2018, Members will take the Consultation Findings into account as they develop their Budget proposals for submission to Full Council in February 2019. Members will also require to consider the outcomes of the planned Stakeholder Impact Assessments, being scheduled for January - February 2019 which will look at the Business Cases. Officers will also study the results to ensure any specific operational comments are addressed.

3.14 Feedback to contributors - Feedback on what happened as a result of the consultation will be available to all contributors through the Council's website, and where requested in March 2019. It will be presented in the 'We Asked, You Said We Did', "We Didn't Because" format using the agreed Budget as the evidence of what was decided.

3.15 Evaluation of the consultation - There will be a formal evaluation of the Consultation, undertaken by the Transformation Engagement Group with contributors from each of the different stakeholder groups to assess their views on the methodologies used. The Evaluation Report will be submitted to the Transformation Board and also published on the website.

3.16 Next steps for Transformation Engagement - the Group's work programme will now focus on culture change as the next priority. This will complement the work ongoing in services and build capacity and resilience across stakeholders for the transformative changes to our Council that will be required to realise the objectives of the Transformation Programme.

4. Governance Assurance

The Corporate Management Team has been consulted and agree with the information contained in this report. The Transformation Engagement Group has been involved in its development.

5. Impact Assessment

The updated Impact Assessment toolkit (which includes evidence and analysis to meet the Fairer Scotland Duty) was used to assess the Budget Consultation. There were no negative impacts.

Authors

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Approved by:

NAME	DESIGNATION
Gavin Stevenson	Chief Executive

Appendices - 6

Appendix 1 – Updated Agreed Budget Setting Process

Appendix 2 – Communications Overview

Appendix 3 – Budget Simulator Findings and Comments (People's Budget and staff)

Appendix 4 – Community Conversations Comments

Appendix 5 – Staff Comments

Appendix 6 – Customer Comments

Background Papers

Minute – Dumfries and Galloway Council, 25 September – Item 12, Modernising the Council – Transformation Programme Update

<https://dumfriesgalloway.moderngov.co.uk/ieListDocuments.aspx?CId=137&MId=270&Ver=4>

Minute – Dumfries and Galloway Council, 26 June 2018 – Item 9, Modernising the Council – Transformation Programme Proposals 2108-2022

<https://dumfriesgalloway.moderngov.co.uk/ieListDocuments.aspx?CId=137&MId=191&Ver=4>

Minute – Dumfries and Galloway Council, 30 April 2018 – Item 4, Transformation Board Proposals

<https://dumfriesgalloway.moderngov.co.uk/CeListDocuments.aspx?Committeed=137&MeetingId=1436&DF=30%2f04%2f2018&Ver=2>

Minute – Dumfries and Galloway Council, 27 February 2018 – Item 9, Agreed Budget

<https://dumfriesgalloway.moderngov.co.uk/CeListDocuments.aspx?Committeed=137&MeetingId=1434&DF=27%2f02%2f2018&Ver=2>

Minute – Dumfries and Galloway Council, 26 September 2017 – Item 9, Development of the Budget Setting Process 2018/19

<https://dumfriesgalloway.moderngov.co.uk/CeListDocuments.aspx?MID=1431&RD=Minutes&DF=26%2f09%2f2017&A=1&R=0>

Updated Agreed Budget Setting Process 2019/20 – 2021/22

Background to Process	
Full Council September 2017	Full Council considered and agreed the Council Plan, identifying the priorities and commitments for the next 5 years.
	Full Council considered the financial challenges facing the Council and agree a financial strategy for the next 5 years. This was updated in March 2018
	Full Council considered and agreed a 2018/19 - 2020/21 Budget Process including the public engagement programme on Council services, and three year rolling budget requirement.
Full Council February 2018	Full Council agreed the 2018/19 revenue budget within a three-year budget plan covering the period 2018/19 to 2020/21 and including the themes of a modernisation programme to transform how we deliver service and close the budget gap in future years.
Full Council June 2018	Full Council agreed a Transformation Programme from 2018-2023 based on the budget themes agreed at Full Council on 27 February 2018. This included the initial consultation mandate and outline engagement programmes for the Budget development process 2019/2020.
Full Council September 2018	Full Council agreed outline proposals from the Transformation Programme to be developed and refined with service users, partners, public and staff through planned engagement during October and November 2018; the associated participation and engagement programme and the alignment of the budget development process with the agreed Transformation Programme timelines.
During October and December 2018	Participation and engagement programme delivered including information on Council Services and activity, and current spending, will be distributed to support public awareness of Council Services and expenditure.
	Staff engagement and participation programme delivered.

<p>October - November 2018</p>	<p>Officers developed detailed business cases for each of the outline proposals agreed at Full Council in September 2018.</p> <p>Officer Scrutiny of draft three-year business cases based on outline proposals undertaken, including assessment of risk and impact of each aspect, to enable quality assurance/peer review and promote consistency and quality of options to be presented to Members.</p> <p>Officers developed of any other three- year operational savings and efficiencies options</p>
<p>By end of November 2018</p>	<p>Political Groups provide any requests for savings, spending or investment proposals not already included in the outline proposals presented by officers at September 2018 Full Council.</p> <p><i>These requests are not be included within the participation and engagement programme with service users, staff, partners and public.</i></p>
<p>By 18¹ December 2018</p>	<p>Presentation of feedback from engagement with service users, staff, partners and public on the agreed outline proposals to Full Council</p> <p>Full Council report providing update on Budget Gap for 2019/2020 to 2021/22 based on financial strategy.</p>
<p>Late December 2018</p>	<p>Briefing Note issued to all Members providing details of the implications of the Local Government Finance Settlement 2019/20</p> <p><i>The above is based on the current assumption that the Local Government Finance Settlement will be announced in early-mid December and will cover financial year 2019/20 only, although this may be subject to change</i></p> <p>Information pack issued to all Members for detailed scrutiny (through political groups) of all business cases based on the outline proposals agreed at September 2018 Full Council, and any officer identified operational efficiencies.</p>

¹ - Updated from 13 December 2018 to reflect change in Full Council date.

Remainder of Process	
January 2019	Stakeholder Impact Assessments on proposed savings options and policy development proposals
By 18 January 2019	Political Groups provided with final information on specific requests for savings, spending or investment proposals made in November 2018.
February 2019	<p>Publication of proposed final budget proposals (revenue and capital) covering the 3 year period 2018/19 – 2020/21</p> <p><i>These budgets and savings plans require to be consulted with the Section 95 Officer 5 days (22 February 2019) before the Full Council budget setting meeting and published by no later than 2 days before the meeting (26 February 2019).</i></p>
28 February 2019	<p>Full Council Agreement of the 2019/20 Revenue Budget and Council Tax within a three-year revenue budget plan covering the period 2019/20 – 2021/22</p> <p>Full Council Agreement of the Capital Investment Programme 2019/20 – 2021/22 as part of an updated 10 year Capital Investment Strategy</p> <p>Stakeholder Impact Assessment on the final budget.</p>
March / April 2018	Participatory Budgeting exercises with local communities, and communities of interest as appropriate, to determine the allocation of monies for relevant budgets agreed by Members

1. Council Budget Consultation Communications Overview

Press/Media	<p>Press Release issued – featured in D&G Standard, Galloway Gazette, Dumfries Courier, front page story of the Annandale Herald, BBC Radio and website, D&G What's Going On.</p> <p>Independent letters to newspapers from members of the public and articles in papers following Community Conversations.</p>
Gov.delivery email	<p>Email 1 - Launch Delivered direct to 15,997 subscribers. 5,213 individuals (35%) opened the email (15% is considered average so this is a very positive response) www.dumgal.gov.uk/budget was hit on by 1,326 people (9%) as a result.</p> <p>Email 2 – Reminder Delivered directly to the same group. 4,736 individuals opened the email, an additional 641 individuals (4%) clicked through to the challenge this time.</p> <p>Cumulatively this means that 39% of people opened the email (15% is considered average so this is an excellent response).</p> <p>Email 3 – Last Chance to participate Delivered directly to the same group. 4,147 individuals opened the email, an additional 468 individuals (3%) clicked through to the challenge this time.</p> <p>Cumulatively this means that 42% of people opened the email (15% is considered average so this is an excellent response).</p>
Social Media	<p>Facebook post viewed by 21,206 424 comments posted on our post and shared posts - common themes in comments are as follows; negative views of the Councils management of building projects mainly DG One and North West Community Campus. The perceived misuse of resources on the regeneration of Whitesands, poor management and too many Councillors.</p> <p>620 interactions with the post (including reactions, comments and shares) 15,067 views of the Budget animation (this doesn't mean they have watched it all but it has played on their feed). 10,093 clicks on the post (this means they have clicked See more to read the full text of the post) 421 people have clicked on the link to our website budget page. A range of other Facebook pages are also promoting the simulator eg local library pages, Parent Councils, Youthbeatz, Dumfries and Galloway What's Going On and other local media.</p> <p>Twitter post has reached 9,873 feeds</p>

Budget Simulator Findings and Comments

1. Residents, customers and partners Findings - Savings

Area of Spend	Existing Budget	Aggregate Public Budget	Reduction in £	Average Reduction %
Health and Social Care for Adults	£76.3m	£70.6m	£5.7m	7%
Secondary School Education	£65.3m	£61.6m	£3.7m	6%
Primary School Education	£65.7m	£62.1m	£3.6m	5%
Customer and Digital Services	£21.6m	£16.0m	£5.6m	26%
Waste Collection and Disposal	£16.1m	£14m	£2.1m	14%
Nursery Education	£12.1m	£11.0m	£1.1m	9%
Roads, Infrastructure & Public Transport	£10.7m	£9.7m	£1m	9%
Public Spaces, Culture and Safer Communities	£9.9m	£8.0m	£1.9m	19%
Leisure and Sport Facilities	£3.7m	£2.9m	£800k	22%
Economy and Planning	£2.6m	£2.1m	£500k	19%
Lifelong Learning	£2.7m	£2.1m	£600k	22%
Office and Public Buildings	£4.1m	£2.6m	£1.5m	37%

2. Staff Findings – Savings

Area of Spend	Existing Budget	Aggregate Public Budget	Reduction in £	Average Reduction %
Health and Social Care for Adults	£76.3m	£70.6m	£5.7m	7%
Secondary School Education	£65.3m	£61.2m	£4.1m	6%
Primary School Education	£65.7m	£61.9m	£3.8m	6%
Customer and Digital Services	£21.6m	£16.8m	£4.8m	22%
Waste Collection and Disposal	£16.1m	£13.9m	£2.2m	14%
Nursery Education	£12.1m	£11.2m	£0.9m	7%
Roads, Infrastructure & Public Transport	£10.7m	£9.6m	£1.1m	10%
Public Spaces, Culture and Safer Communities	£9.9m	£7.9m	£2m	20%
Leisure and Sport Facilities	£3.7m	£2.9m	£800k	22%
Economy and Planning	£2.6m	£2.0m	£600k	23%
Lifelong Learning	£2.7m	£2.0m	£700k	26%
Office and Public Buildings	£4.1m	£2.6m	£1.5m	37%

3. Income Propositions

Proposition	Level of income proposed	% of Public submissions that chose to include this income in their budget	% of Staff submissions that chose to include this income in their budget
Develop land and buildings for commercial use	£100k	69%	73%
Increase commercial income opportunities	£1m	71%	76%
Public Crematorium	£100k	54%	62%
Increase all Existing Fees and Charges by 3%	£1.5m	56%	61%

4. Investment Proposals

Proposal	Level of investment proposed	% of Public submissions that chose to include this investment in their budget	% of Staff submissions that chose to include this investment in their budget
Social Work for Children and Young People	£1m	19%	14%
Community Asset Transfer	£300k	18%	18%
Energy Efficiency	£500k	28%	24%

5. Residents, partners and customers Comments

Approximately 350 individuals left comments in the free text box available once addition to their budget submission. Common themes include: -

- £30m savings are challenging to find
- Councillors salaries and expenses should reduce
- Increase and introduce fees and charges and generate a greater level of income
- Improve online services
- Improve recycling opportunities and reduce frequency of waste collection
- negative views of the Councils management of building projects mainly DG One
- need to reduce buildings
- Primary and Secondary education is important yet there is opportunity for savings through underutilised school buildings.
- Reduce the number of managers and management salary costs
- Statutory and essential services should be prioritised over non-essential services

All individual responses are detailed below:

1.	I feel these are appropriate cuts to make
2.	Tried to be fair and reduce services that could take the reduction based on the information given here. However, I do strongly believe that leisure and sport could be put out to private sector with a little subsidy - we could do without the economics services as I have yet to see the contribution and value this service is making
3.	Difficult decisions ahead!
4.	Ridiculous that this level of *savings* has to be found. Gut wrenching to think there will be £ms more cuts to education, roads and public transport.
5.	Impossible task ahead
6.	App fun but unless I missed some aspects, ultimately useless due to lack of more detailed options.
7.	Stop wasting money on areas such as bin lorries that are not used; empty buildings not being used, flowers for bedding areas, etc. Start to charge for town parking and introduce electronic number plate recognition to cheaply control parking areas. Cut out the fancy pool cars and go for more economical ones. Decentralise essential services to cut down on needless wasted staff travel time. Stop creating expensive management posts and look at why certain departments keep losing staff. Recruitment of new staff is very expensive. value the ones you have and discourage them from leaving. either that or sack the managers who are bullying staff into leaving, costing you thousands.
8.	Council should only provide essential services - schools, waste, etc. Close all leisure. Work better with partners (NHS) as they should be providing health care.
9.	Insufficient options and detail to really map out the budget. Its fun but hardly realistic to base community and public opinion on. I hope there will be further and more detailed consultation as the budget process progresses. The app itself while fun is very difficult to actually balance the budget. By this I mean the increments in which the slider moves. I had £30.1m of savings and it wouldn't accept this. Every time I moved any slider it dropped it to £29.9m of savings and would not go to £30m so I had to reduce the

	income which I didn't want to do to balance it. As I said above a bit of fun but hardly truly useful for a budget consultation
10.	Place the Whitesands flood prevention scheme on hold for the immediate future.
11.	I would have cut less from digital services but after completing this survey I think they must be grossly overpaid
12.	We need kerbside recycling initiatives and to encourage people to compost.
13.	In harsh times we all have to expect less. No point spending more than you have trying to raise extra from cash strapped people . Just deliver less, in the short term until we are in a position to spend again. As a householder with a family . We can't always buy new clothes and have to settle for second hand, we can't always eat meat every night, but have cheaper pasta instead. We can't always go on holiday abroad so settle for days out .. you get my drift . I chose to knock 10% off everything . We will just have to cope . You will be surprised at how people will adapt!
14.	Parking needs to be sorted in Dumfries town centre and ALL ROADS NEED POT HOLES FIXED.
15.	You have to protect schools, my son has ASN, kids are already suffering a lack of support to access education.
16.	I find this really hard as we need more investment not less so I've tried to even it out across the board this wasn't easy and I feel sorry for the person that has to do this because it doesn't matter where you make cuts it going to upset parts of the public good luck.
17.	If better consideration was taken when appointing major contract contractors such as DG1 and the new Dumfries school then this would result in less outgoings being. required for alternative temporary solutions. I expect some of this will be recoverable from the contractors but unlikely to be forthcoming quickly. Stop recycling collection for all households in D&G. We in Kirkcudbright do not have this so why should others benefit? We take our recycling to the tip ourselves. I grudge some of my council tax being used so that everyone else can have their recycling collected but we cant.
18.	Very hard to do except by reducing spending in the big areas. Chosen waste as an area for the largest % hit as it would result in least pain. Should increase the price of services by 3% as this is fair. Need to improve tourism facilities as this generates income eg via planning, lower tourism VAT rates, encouraging Galloway national park, more things for tourists to do ... but this takes time
19.	It's not just about the numbers, it's about the quality and efficiency of services you buy in. The remaining 1.3m to come through drastically reducing paperwork/admin time and cutting council office staff (had to take it off roads, to be able to submit).
20.	To my mind Nursery schooling should lie with the parents, children should attend school from 5 years of age. Whilst the facility of lifelong learning is good, we didn't have these facilities back in the day. The Council owned buildings tend to be like hot houses which is wasted energy and resources. Also, the flooding prevention on the Whitesands, next to no one is in favour of the scheme this seems to include people who live and work there. But then why was part of the Nith flood plain near Cuckoo Bridge bunded so the water cannot go there? The fleet of cars operated by the Council... Why?

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	Initial purchase cost or ongoing leasing, Road tax, insurance maintenance etc etc . I could go on.....
21.	Reducing the Chief Executives Department and all the associated non-jobs; would yield massive savings but isn't an option in the Budget Challenge!
22.	Nursery education mostly a waste of time. It is predominantly a baby sitting service so that parents can work and teaches bad habits to children who are too young. Close the bridge before it opens
23.	It's quite easy to do on a slider. In reality, I think the consequences would be devastating for the Region. I do feel that in these times of austerity we have no choice but to close the rural primary schools. Also, fortnightly rubbish collection should be instigated - it is common practice in England. Beyond that, I have no idea. Good luck. p.s. the only way I could get the numbers to total 30M was to add the crematorium. Was this intentional?!
24.	Council staff should be reduced, and we need fewer Councillors. Bin collection should be fortnightly, with extra collections being paid for. This would also help the environment. Free bus passes should be within a 25 mile limit
25.	As ever this is an impossible exercise, with only losers and no winners. Your Budget Challenge is an excellent tool and really focuses the mind. Personally, my priorities are care for the elderly at the expense of education and public spaces and lesser services. I would try to minimise anything not focussed on the care of the individual. Hardly ideal but it's that or put the Council Tax up. And what a vote winner that will be.
26.	This is an absolutely ridiculous thing to ask the average persons opinion on and again another example of how the council waste money. All it does is expensively exemplify that you are struggling to cut anymore corners and that some of the legal requirements you have to meet just jeopardise priorities - why should I choose for example to cut secondary or primary education when by law you have to provide nursery education when it should obviously be cut completely rather than cut the already struggling primary and secondary sectors? It has been shown by many countries that education is not beneficial until the age of 6. It makes me quite sick that it is actually costing me and other council tax payers money for you to read this reply!
27.	Kirkcudbright academy is still desperately in need of upgrading and has long been overlooked and overtaken. Is it structurally safe?
28.	Testing the in-built slider-scale limits and message triggers.
29.	Difficult situation to be in - I believe the solution has to lie in increasing commercial opportunities. Perhaps a delay for the flood defences until the economy hopefully picks up?
30.	Savings can be achieved by making efficiencies in Education / Social Care which has avoided much of the cuts to date. In addition Leisure activities and Libraries are a nice to have; not essential. Improving our digital offer and reducing face to face as well as reducing our number of buildings is also sensible.
31.	More of the budget should be put into mental health work and additional support needs at a Primary level. The children are the future of society and providing better support at this level could lead to less money needing to be spent when these children become adults.
32.	THE BINS COULD BE EMPTED EVERY 2 WEEKS.

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33.	I think as much money as possible needs to be put into local youth, giving them the tools and activities to build their confidence and reach their potential.
34.	Far too much spent on nursery, early childcare. It's not an education any more its providing free childcare and council is providing thousands of pounds worth of new furniture, resources. So, I cut nursery provision by the largest amount.
35.	restructure loan financing to invest in Energy efficiency
36.	Focus on young people, key infrastructure and supporting SME businesses to drive economic activity
37.	saving could also be made by reducing Councillors' expenses e.g one claim for mileage exceeded £1800 for one month. Why can't they use council pool cars like other staff? Stop the needless schemes and contracts, revert back to employing staff to carry out work which would have been put out to contract. This will increase employment, increase productivity and reduce costs in administration of tenders and other associated costs.
38.	Charge car parking, encourage shops back to high streets to make them places people wish to visit, utilise empty council buildings rather than renting other buildings
39.	I think it's very difficult to keep costs low and still provide the bare essentials but education and social care are too important to keep cutting. Sell off unused properties lease waste ground for additional parking in areas with little parking pay meters an unpleasant thought I know but an additional if small stream of revenue for local car parks. Stop paying companies a fortune to plan our towns regeneration send out a questionnaire to each house and using in-house staff to collate the ideas surely that would have saved a fair amount of the budget. Dg1 is a sad tale and throwing good money after bad not ideal let's hope the company fixing it do a better job than the folk who built it same for the new school in Lochside money wasted if it can't be fixed by the company who bodged it in the first place it should be their responsibility. Reduce grounds keeping by clearing overgrown areas it's an expense to start with but far easier to maintain so a saving in the long run the moat park is a prime example of a public space left to go to seed that if it was cleared of all shrubs but the trees left it would be easier to maintain and would have the added bonus of taking away hiding places for drinkers and drug takers so by reducing antisocial behaviour in the area which is a problem. Granting resident only parking too on the streets off the high street encourages drivers to use public car parks if they are pay and display this adds to revenue for councils and could pay the wage if a parking warden or community officers to enforce parking laws. It is very much swings and roundabouts but sometimes you have to spend to save
40.	We need to stop taking funding away from schools. If we can't provide a high quality education system then everything else suffers. This is particularly true for nursery and primary education.
41.	With an ageing population in the region we must care for them but our education sector is suffering badly with shortage of teachers and support staff. If the belt has to be tightened it must be in areas I would rate non essential like leisure and sports. This is young people's future!!

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42.	There are duplications of service in employability and skills - why when you need to reduce your budget? They duplicate with the job centre and the careers SDS.
43.	Stop projects like dg1, North West Campus school and similar totally waste of money projects. those already made injections into failed dg1 could be used to boost up a further budget. also, to many lazy ██████ sitting on the `dole` and not willing to contribute at all into the local community-they just want to receive money from the government for nothing. And also, in my personal opinion, I think that all prescription from NHS up to 15 quid should be paid by patient. it will be a huge saving in general.
44.	Rationalisation of primary school estate required
45.	I've set this budget with health and education at the forefront as those are two areas that have let me down in a huge way this year, I also believe that sports facilities have caused enough financial turmoil and that instead you should focus on repairing the dire state of our high street.
46.	Have you never heard of zero based budgeting. This exercise exemplifies a classic mistake. Start from scratch!!
47.	Council staff management needs to be reviewed. Too many chiefs on large salaries, not enough indians. Disasters include DG One and North West Community Campus. The council needs to be run more like a business with business men/women at the helm. Get it sorted out!
48.	Protect investment in economy, leisure and related wellbeing of community to reduce pressures on other services. Cut services radically that are not essential eg adult learning which has other avenues e.g. third sector and colleges
49.	Main stream schools should be protected at all costs... however roads could do with more investment ...funding for the arts should be more privately funded than public
50.	Reduce the hidden costs of council in departments it doesn't need like vehicles, cleaning, graphic communication and ward workers.
51.	The page does not let me submit the budget that I would like to submit, because I plan to increase spending short term because I think this would create savings long term. Increasing spending on Social Work for children and young people will have short term costs and long term savings. These will cut the number of adults needed to support young children in schools who have social/emotional/behavioural problems and also some problems caused by poverty (eg parents being taught budgeting, healthy eating etc). Likewise, any funding that could be put into additional support needs in nursery and primary schools would be a short term spend for long term savings for many areas of spending (Local Authority priorities are early intervention and inclusion - yet there is little evidence of this in the current budget). I would cut public spaces spending. If communities could be encouraged to look after the public spaces better as a community, rather than leaving it to the council, they may take more pride in it and also have a better understanding of the costs involved! It could also help to build up support peer support systems within communities so that SW would have less to do! I believe that one difference between austerity this time around and the post-war austerity is the lack of communities looking after each other. Only once this is addressed can we start to look at other services, such as leisure (a luxury). I would not have cut the secondary budget at all,

	except I do believe it is unfair that they have so many higher paid staff than primary schools with similar numbers of children. For example, a primary school of 280 children has one depute who teaches. Secondary schools with a similar number of children have more deutes. I did not want to cut spending on any social work, but families and communities could be encouraged to look after each other more while austerity is with us.
52.	The options only allow for cuts to services and not staffing. Reduce the management level at the top with less departments would benefit and save services
53.	It was the best I could come up with, given I don't fully understand what each of the department's fully provides and how. I would need more in depth information to make actual savings based on more knowledge. This exercise is very superficial and couldn't be used in any factual way by the council. I think a lot more information is needed to make this exercise of any value. I would hope that more cooperative working with other sectors would be a starting point going forward. Look at more productive and meaningful ways to engage the public for their input. Get the message out loud and clear to the young people of D&G that they and theirs will be paying for all decisions made now long into the future. And as a footnote please make the tools provided able to stop on £30m exactly instead of going lower or higher and not allowing you to submit because it isn't balanced. Very frustrating.
54.	This budget would be fair. School funding is being topped up by government. Social work/care could be more efficient. Suggestions: Increase all fees and charges in line with inflation (no brainer), Introduce parking charges, Reduce capital budget, Reduce leisure centres, Massively reduce customer services buildings/libraries, Reduce Directors, Reduce Ward Workers.
55.	Significant overlap with existing private and third sector provision. For example, economic growth and development is delivered by third sector and centrally funded initiatives. If this programme would allow it, I would reduce this budget to £0 as the council does not provide any meaningful service not already duplicated elsewhere. Customer service staff numbers should be significantly reduced, and the council should remove its no involuntary redundancy policy. Instead, a pool of admin and comms staff should be made available to travel to departments where there is significant demand predicted (eg A&ERO prior to an election, CLD during youth beatz, Council tax when demands are issued). Should further remove the generic phone number and have the public able to contact specific departments. Council should reduce building costs by using reducing to two or three large key structures. Converting an old school in north west Dumfries into an office block in partnership with other organisations (eg third sector) could reduce costs whilst simultaneously creating revenue. Adult Care costs could be reduced by working with third sector provision to support non-critical cases. Additionally, increasing charges and contributions (eg for Self Directed Support) could reduce overall costs. Also reducing paperwork and reporting expectations on staff would free up time to deal with patients, not bureaucrats. Please add a non-binary/other gender option for all future consultations.
56.	Face to face customer services and digitisation is a contradiction. Close half of the Customer Services Centres and focus on offering access to services

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	digitally. Freeze all Council salaries for those earning over £29000 for 2 years. Cut non critical services.
57.	More income should be generated through weddings and a tourist tax on rooms.
58.	You cannot possibly take any more away from primary education. So many young bright people are being failed due to current cuts, I would bring back classroom assistants and help these young people. Additional support needs is a joke too many kids are being damaged by the system and desperately need support and help. I am shocked by the anxiety crisis facing our young people and worry about the future. I would reduce any non public working staff from the top down I'm sure getting rid of a manager of two would solve a lot of problems!! There are still duplications of service and this needs looked at. I would ask council staff how to save money as I'm sure they could come up with some really good ideas too!!
59.	The council faces some hard choices. Childrens services should be protected - they're the future. Some service areas should be cut altogether rather than cutting all marginally
60.	Of all the budget headings, the one that affects me and my family the most on a day to day basis is waste disposal. Continued weekly collection of bins is, for us, a red line. So my budget protects that, and makes cuts to all other services which do not have such a direct impact on our quality of life, some of which, such a leisure/sport opportunities, we pay for privately in any case.
61.	Try to save money wasted on the arts.The stove for instance
62.	Reduce cultural services - close Annan Museum, Sanquhar Museum, Kirkcudbright Tolbooth, Castle Douglas Gallery, Wigtown 'Museum' - and either or both of Old Bridge House Museum or Robert Burns Centre Museum. These are not major tourist attractions and efforts could be concentrated on making the others better. There has been a significant increase in private leisure and sports facilities, particularly in Dumfries since DG One closed. Council should close or transfer to private sector some of the leisure facilities - Sanquhar FUN Pool, Castle Douglas Pool, Annan Pool, Merrick Leisure Centre. Reduce the main bin collections to fortnightly or 3 weekly collections. Reduce number of Customer Service centres or re-house them in schools or other council properties. Create a better website for online payments - now! Close primary schools with less than 25 pupils where there is another available within 30 minutes' walk or drive. Reduce the number of secondary schools in Dumfries from 4 to 3. Close Dalry Secondary School and move pupils to Castle Douglas.
63.	The Scottish government give money for care and education and regeneration so we can reduce our spend
64.	Remove all Councillors and start again then you would have to try and make a saving
65.	There are services that the council must not cut which directly affect the health and well being of our population and the preparedness of our next generation to deal with changes in the future.
66.	Sort out waste recycling -the civic waste disposal are a joke. Too many bureaucrats in the council employment and nepotism is rife. Get staffing sorted so people can be fired for not doing their job including long term sick. NHS spends thousands on corporate dining. too many people getting

	ESA/unemployment benefits and other benefits. increase tax on band F and G properties
67.	I would sack everyone involved in DG1, Northwest Campus and all other failed projects and ask government to put in independent measures to run our region.
68.	Spread the reduction across all areas to avoid hitting one area hardest. Income needs to increase but no more than 3% average.
69.	I do believe that our community needs to become more eco-friendly. As we are a great local area with amazing nature and forestry, i believe we should have more encouragement for recycling in the area, which could reduce the volume of weekly bin empties and volume of bins for households. Even if within every area of Heathhall, Locharbriggs, Georgetown etc we could have a recycling point for your plastics, glass etc and you take your rubbish yourself. This saves having to go all the way to the dumps just to do good and recycle - it will encourage everyone to recycle in the areas. I also think reducing the volume of council buildings is better as more people want to be working from home and have better work-life balances. I also think the Council should set up more clean up the streets volunteering programmes with schools and people who want to help. All you would need to do organise a day with some paint and bags and the community will come to help. We dont need to pay people to do this anymore.
70.	No further cuts should be made to education. It is at breaking point as it is!
71.	Customer service reduction could be reduced to save costs. Departments I deal with hide away as they are too busy for customer service so why pay for it? Service is poor already so no real impact.
72.	This will have a significant impact on services and the local economy, please lobby the government for adequate funding!
73.	Small schools with less than 25 pupils need to be closely reviewed and alternative options provided to parents and pupils. The council needs to prioritise the essential services only - leave economy and employability to those who can do it better and cease leisure activities for middle classes who can afford them elsewhere. thank you for the opportunity to understand simply how the money is spent at the moment.
74.	Dumfries council should support the need for local small business owners to fill Dumfries high street by reducing shop rates and enforcing privately owned building to be correctly maintained by owners. The need to keep big names on the high street of Dumfries is holding the tourist industry of dumfries back.... With regards to local projects I feell not enough is done to quality control any construction works. Looking forward more should be done to building control major public investments in regards to quality and regulation and if a date is set for a project to be completed no corners are cut because of rushing to meet deadlines!!!
75.	I would look at all non people facing roles, so in social work, actual social workers would be protected but managers and admin staff would be reviewed. The same with education although I would employ class room assistants again in primary as the whole primary system is awful and kids have no support, I also worry about their safety and the lack of supervision in the play ground!! I would encourage recycling to reduce waste. I would have one base for council workers who would share a hot desk space. Again looking at any staff member not practically working with

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	people. Therefore I would radically reduce the number of managers and councillors getting fat on expenses!! We would struggle with any increase in rates as we as a hard working couple who are not in receipt of any benefits have very little money left at the end of the month!!
76.	Put offenders and dole claimants to work on roads, verges, cleaning public areas etc. Far too much money is given away for no return.
77.	A vast majority of business can be done from home nowadays, very little need for office space & buildings now. Get rid of lavish buildings asap.
78.	I would also cut the amount of Councillors, cut staff that are not needed starting at top to bottom. I would run the waste section as a business so all money would go back into council. Also more energy projects where money goes back into council, solar fields, hydro generating project, gas plants. Basically, build up cash generating businesses where money goes to council. That's just a start with more info more savings ideas could be given.
79.	This is what needs to happen if you need to save the money
80.	Money can be saved by hot desking or working from home.
81.	I believe that the monies spent on over thinking and management of services is too high and that in many areas monies would be better spent at the coalface as opposed to consultations, top heavy management. Whilst I am a believer in life long learning, it is not the responsibility of the Council to invest heavily in this area, individuals and educational institutions should be encouraged to take ownership of such, There is a large amount of money invested in the third sector, which whilst in an ideal environment is desirable the reality of providing quality services should be the focus. I have looked at cutting both Primary and Nursery School funding, this is not to reduce the input from teachers but to be more efficient in the offering from such. By getting the documentation, consultation and process correct at the first time of asking with regard to closure of unsustainable schools would in the long run save monies. With regard to Sport and Leisure, I have made no cuts in my budget as I believe that the already cuts that have taken place and the situation with DG1 saga could all have been avoided if control measures at the point of build had been effectively put in place. There should be facilities and opportunities for individuals to improve their holistic wellbeing by being able to access these services. With regards to offices and buildings, space should be put to best use and older buildings that are expensive to maintain could be freed up to be off loaded for Commercial purposes. Whilst cultural aspects such as Big Burns Supper are all desirable, they should only be staged if they were to be income generating for both the Council and wider community. Museums, galleries are all desirable but in the modern world where money is tight there are far more pressing issues to have monies invested in them. I would also reduce the rates on high street shops for fixed periods to encourage retailers to the town Centre, be they small or larger businesses. A thriving town Centre that creates some income is better than one where there is very limited choices. I have slashed economy and planning as I do not believe that given the track record of past years that this area is strong for the Council were that to be the case the issues with new builds etc would not have happened. Planners need to proactively look inwards and the whole aspect requires streamlining and made more efficient. General efficiency improvements across all areas of the Council

	would also release funds for front line services. An example is the Council having spent vast amounts of money moving waste and refuse to the private sector to only have to take back control, begs the question as to the efficiency of the planning and groundwork put in to secure such into the future. Elected Members should not be able to claim anything other than basic expenses, this may encourage good quality business minded person back to the post as opposed to those seeking to make it their main income.
82.	This, in my opinion, is protecting the most important services and cutting less vital services.
83.	Small % change on most services but would restore this by banning vanity projects from councillors and forces efficient spending by controlling projects across the region to reduce overspend
84.	Increase Council Tax by inflation.
85.	Protect the services that address the needs of the most vulnerable in our society - very young and very old. Get more private sector involvement in our public buildings and services. Think cleverly about how we can use budgets of the new agency, for example, to fund improvements. We are not good are spotting big opportunities and using them, such as Borderlands, Rural Infrastructure fund, tourism opportunities. Ned to get smarter and get the right motivated people into key roles in our jaded council.
86.	This tool is predetermined and constructed in Officers opinions. it is not a true tool to engage public.
87.	This budget has been submitted with limited information and guidelines set by the local council. It is not a true example of what could be done as there is not enough information to generate a true budget. In each section I'm sure money will be wasted and spent incorrectly. By adapting working contracts slightly and working together small changes could be made and money saved immediately.
88.	Stop feeding staff and visitors. Let them buy their own lunch.
89.	Cut a small amount in all areas, these small savings could be made by looking at money wastage across each individual area..
90.	Need to reduce number of Council offices, reduce number of managers, increase fees I.e planning & building standards application fees should be increased. Reduce duplication of work, make processes more efficient. Or may need to move some council services out to the private sector.
91.	Fortnightly bin collection would be fine. Scrap the absurdly costly plans for flood defences on the white sands. Perhaps review the fleet/pool car system. It seems that there are rows and rows of unused cars at council buildings everyday which I presume the council pays for?
92.	Keep investing in young people. Stop throwing money at the Arts. Stop grass cutting & annual planting, use perennials & leave wild life areas. Reduce refuse collections, encourage recycling. And maybe, employ the right people to manage large projects.
93.	There needs to be a reduction in silly spending within the council
94.	Land could be used to work in partnership with private sector, schools have large ppp schools that could be better managed to generate income through sport and leisure activities particularly let's and exciting activities. Schools have the opportunity to merge in some area where schools are in need or refurbishment. Bin collection could be restructured to use other counties ways of generating money from waste. Ground maintenance could use less

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	<p>seasonal staff and look at new technologies to cut grass unmanned. Technology could offer more links with university students to help develop or maintain essential services or work with third party agencies that would have cheaper staff. Some schools have 3 dept head teachers, I think there is scope to downside the large incomes of £40k+. Joint secondary head teachers as most schools operational running is done by dept head teachers this could leave the strategic high level decisions to the head teacher. More opportunities for unskilled Council employees to find skilled employment that could benefit new or exciting services. Leisure and sport has been hit hard and taking more from the communities would damage health and wellbeing. Smart office spaces more working from home would free buildings.</p>
95.	Budget set based on priorities.
96.	<p>You need to look seriously into ways to cut small costs things like bin lorry maintenance, building maintenance and material costs can be cut by changing or negotiating with suppliers and companies. you have a university and college in town, use it. Offer students paid placements and opportunities. this way you can save money on website and digital costs. consolidate smaller schools together, sell off assets that are no longer needed and assets that would cost more to fix than an approved amount. dont be afraid to sell things that you can buy back later when the books are balanced get more shops in town, even if you have council run speciality shops.</p>
97.	<p>Priority has to be with education and social care. I feel that if children are educated properly in the first place then some of the council provision for lifelong learning will be needed less. Cuts need to come from other places because education and social care cannot take any more hits. Of course, if the council didn't waste money on follies like DG1 there might be more money to spend on other things.</p>
98.	Cancel all bonuses and restructure holiday, sickness and overtime pay within working time management regulations.
99.	Would rather have seen staffing cuts and wage levels as an option
100.	Schools need more money. The social services don't have the funds as it is
101.	<p>The whole situation is very hard but I honestly don't think schools can experience any further funding cuts. We have to give the next generation the best chance of success and cutting budgets is not the way to achieve this.</p>
102.	Cut bin collection to once a fortnight. Cut amount spent on education by reducing teaching hours by 2 hours per week.
103.	<p>I know I didn't use the savings slider. I think that everything that the council spends money on should be looked at!! Do everyone's bins need emptied every week? What about all the recycling bins the council have. Use them or sell them! I believe all school heating is set centrally. School employees and children at times are having to take off cardigans jumpers etc as they are so warm. I think that if you had some people on board that managed a household budget well they could help with savings. Swap people with other budgets. A fresh eye or a different one. I just arranged the sliders so they agreed. It's not a good survey.</p>
104.	One wonders why there are no options to cut the fat cats at the centre of Dumfries and Galloway Council. The council should consider cutting the

	number of people that sit about offices all day and are never visible to the general public. There are also too many people running about in brand new vans that seem to appear each year.
105.	Increase Council Tax to facilitate service provision. Wind farm community benefit schemes should be greater and should be administered by the Council in the general interest rather than the current lottery of applications for funding.
106.	Given what must be saved and no further breakdowns available. I chose to cut all sectors by roughly ten percent and unfortunately had to slash health and social care for adults. I also invested on projects that would see a return in 3 years.
107.	Cuts required across the board, I believe some areas can be cut more than others with less tangible impact. Waste collection can be offset by recycling, digital services are already in place so could be maintained rather than improved during this period.
108.	To get the savings to £30million, do the above then dramatically reduce all salaries for overpaid managers, Education Officers, councillors etc - little return for huge salaries.. In fact, ditch the EOs - little sign of any worth. Stop all unnecessary spending on things like restoration of statues etc - health and education are top priority. Stop all spending on travel, jollies for everyone; stop putting on /paying for unnecessary training, lunches etc provided; normal people have to provide their own lunches! Get rid off all the extra, unnecessary expenditure – the little things that add up to a hell of a lot. Ditch Seemis and Pecos in schools - a waste of money and unfit for purpose.
109.	I would like to say that this is the best I can do without causing significant changes in the services and mandatory things such as schools that the council provides. I personally think you should not increase council tax but what I could advise you to do is charge people for using the bus lanes if they wish in the most congestive times of the day such as Monday to Friday between the hours of 7am till 9.30am and 4pm till 6:30pm, this will generate a lot of income for the council. Also car parking charges could be made into effect as follows: For one hour of parking = £1.00, For two hours of parking = £1.50, For three hours of parking = £2.50, For four hours of parking = £4.00, more than four hours and up to 10hours= £6.00. Also, I feel strongly that to be able to make up the amount needing to be saved is to examine the amount local and regional councillors are being paid. I feel the amount paid to councillors and MSPs in this region is outrageous, to be able to make up the deficit of savings needed to be met then salaries of the highest paid within the local council needs to be scrutinised and the amount needs to be brought down to an amount that reflects the amount of work and investment they would be showing into this region. We cannot continue to cut public services, education, health and social care services to breaking point while councillors are standing with huge wage allowances while the public's health and wellbeing is being diminished in a detrimental and damaging way. Our region has the lowest wage to be paid in whole of Scotland but yet while the public suffer and fight to have a basic standard of life, the councillors and MSP's are being paid large amounts and also claiming expenses back for anything they have paid for. If the wages for councillors and MSP's were cut dramatically and in line with regional levels

	of wage alongside expenses no longer being allowed to be paid for councillors and MSP's then I feel very strongly that we would be able to recover and REBUILD a stronger and financially prosperous region not just for high wage earners but for every one person living in Dumfries and Galloway. This would build confidence and belief in the D&G Council from the public, people would be happier and more confident to accept cuts to services within D&G if there was also cuts made to councillors and MSP's wages/expenses.
110.	Start fining Drivers who park longer than the 2 hours and park on yellow lines who go down the vennel when it says no cars this would raise a fortune everyday. Reduce the number of councillors. Stop wasting money on DG one. Sack the clerk of works who keeps signing of all this dodgy work costing the council money.
111.	Early intervention is key. Look at Finland. Do not cut any education services. You need to focus on the young.
112.	Primary school education is of grave concern and I'm seriously worried about the safety of our children. Understaffed and very little speciality support, we NEED classroom assistants back before a serious event takes place!! Get rid of 50% of managers and that will make a huge saving. Top down!! There is still duplication of service with other services who do the job better!! A total review is needed of non essential services AND re jiggging the budget so it's not jobs for the boys!!
113.	Limit the council staff expenses as well. Put more funding into motivating the staff, and in return you'll get more productivity in a shorter time, therefore saving money
114.	Best effort at difficult areas for budget consideration
115.	If these are the only areas you have control over and assuming that after 10 years of cuts there is very little meat left on the bone we're all screwed! Maybe the senior managers need to take a long hard look at their salaries and whether or not they are all needed.
116.	Millions could be saved by stopping the bund right now. It is a criminal waste of money by the Council trying to foist this on us. Professional project managers would have saved millions on DG1, the NW Campus etc.
117.	Cause the state of the roads and transport infrastructure in Dumfries and Galloway is terrible therefore requires much money to be spent.. more than your budget requires
118.	My budget tries to recognise needs (Social Care, Roads) targets ;optional services (Leisure and Sport, Lifelong Learning). Most services have experienced a reduction in funding however I have tried to reduce those that could be serviced differently (Waste Collection, Leisure & Sport) & have made less severe cuts to services like Economy & Planning which would have a seriously detrimental effect on the local economy. I was reluctant to increase charges by 3% in this depressed area however it had to be done & was something, I felt, that residents might grumble about but still reluctantly accept. Nursery, Primary & Secondary Education has seen a large reduction as, I believe, the time has now come for our local Cllrs to grasp the unpopular nettle of rationalising the school estate & closing schools thereby putting saving money above saving their seats, at last.
119.	We must make Education a priority, prepare our children for the future ensuring they get decent jobs, are able to take care of themselves and their

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	families, less need for benefits, Social Services input and will be able to contribute towards their own care if required when they are older, all having a positive impact on the other services.
120.	I wouldn't increase the charges as the Public are already paying over the odds for lacklustre services. The whole Council and it's Councillors need to take a long hard look at themselves in regards to the DG1 and DG2 farces that they call a Leisure Centre and a Superschool! As a result of the overspend on the NW Campus us parents in the DG1 postal code area will now have to wait for our Superschool (in hind sight maybe not a bad thing!!!!) The Councillors should be mad to take a pay cut which would save huge amounts of money. Anyone in the Private Sector who performed like this would be sacked for not doing their jobs properly. Maybe it's time to have some new fresh blood in the council. Laughable too. Tried to submit budget having saved Â£22 million and it wouldn't summit. Shame the same condition didn't apply to the Council!!!!!!
121.	Education has to be the priority. Our future depends on quality education across the region. Budgets can not be cut further in this area
122.	Traffic lights at the Cukoo bridge roundabout
123.	I set this budget to help continue to utilise priority spending such as primary and secondary education to minimise cuts to these important and integral services while looking to cut money where it is being wasted such as budget for the high number of council buildings with some currently not in use or being utilised fully.
124.	Tell ██████████ to allow you to raise Council Tax on Top two categories and second homes by 30%. Ask him to be allowed to borrow on markets extra £5m. per year. Ask him to give you the rest so there are no cuts and in fact an extra £5 million a year by taxing rich in Scotland.
125.	Rationalise the school estate: Close Schools where there is significant overcapacity/ proximity to others who could accommodate these pupils or be expanded to. Fewer larger schools are more efficient/cost effective.
126.	I guess I would prioritise the necessities. You can't continue to cut school funding. Everything else has workarounds. And don't ██████████ charge people extra on fees and taxes when you are making cuts like this.
127.	It's about time D&G stood up to Holyrood and asked for a fair share of its IndyRef2 War Chest! We should not be having to make these cuts when funding is being kept centrally.
128.	Savings must be achieved in education, which has been let off for far too many years - there is a shrinking number of young people while other services are experiencing increased demand.
129.	I believe the council should concentrate its money and attention to the basic needs of the community - good road infrastructure, waste control, education and to a degree social and health care. I think protecting jobs, and buildings is secondary to these considerations when money is tight.
130.	We shouldn't take any money from schools.
131.	Too many small school buildings, bring together and consolidate, reduce the stress of the teachers and the need for temporary staff cover.
132.	Buildings sitting empty (particularly in Dumfries itself) should be sold off/transferred to other parties who will invest money in getting them improved and suitable for use. Also there should be investment in improving areas such as the Dock Park and the Whitesands. Any other town/city in the

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	country makes the most of attractive waterside locations by allowing businesses to develop the area and therefore attract more money into the area. For example, allow pop up cafe's and bars anywhere along the banks of the Nith, organise festivals and events (Nithraid is a good example of this) to attract people/money from areas outwith the town centre.
133.	A great tool which all Councils should have. Really makes you think. I think Adult social care should rely more upon personal wealth. Sport and leisure should be higher prices compared to private services but perhaps compensate by lower prices for younger/ older/ people on benefits.
134.	I believe that The Council should prioritise statutory services and reduce areas where other partners have responsibility for services - such as economic development, learning and skills development. There appears to be a limited number of income generation options on offer.
135.	Social and health care has never been in more demand. Very difficult to cut any budgets as we should be increasing not decreasing. Ironic that we have a failing council that make silly decisions bringing in consultants etc that costs the taxpayer more money with no benefit to Dumfries. A fair amount of council staff are over 65 years of age on the wind down stopping the younger generation from gaining employment and bringing in young, dynamic, forward thinking staff.
136.	All second home, including mobile statics should boat double council tax. We get too many refuse collections in Wigtownshire fortnightly for green waste and plastics, glass etc enough Cuts have been made in incorrect places which simply place burden elsewhere ie Behaviour support in schools, cutting Drug and Alcohol service grant. Festivals receive too much grant money if they aren't economically viable then they should stop being held. Cat strand and The new Kirkcudbright art gallery get ridiculous amounts of money in a very middle class area. Cut their grants and support. Spend as much as possible on alleviating true poverty, on school and social services. Cut officers to the bone.
137.	It is hoped the council chase the contractors for compensation after the new Dumfries schools fiasco. Better monitoring of staff sickness rates especially teaching staff. When schools are shut due to severe weather, staff should be asked to report for duty to their local school. Community Service should be used to clear snow, gather rubbish & relieve council staff for other duties.
138.	I think education should be prioritised within the region as we aim to be a learning town. Increased attainment by budgeting for education will provide us the workforce we need for the future and ensure we meet the needs of our generations to come. I think this is an important step when thinking of the long term plan to end austerity and financial crisis.
139.	The questions/areas offered for evaluation are vague and do not offer scrutiny. areas are deliberately excluded from the offers, ie., salaries for non jobs among higher paid officials, consultation fees paid to firms such as KPMG when in house accountants/managers where should be used and save several millions in fees and the use of public money to justify the pursuance of vanity projects, coupled with the lack of oversight of projects past and present which have led to the loss of millions of pounds from the public purse with no valid explanations as to why and who is responsible. and finally the ludicrous design of this exercise, possibly in the hope of making people give up completing it.

140.	I believe we've made enough cuts to schools and health areas that we are now suffering for it. I believe that this is all we can afford to cut. The mental health is one area that really needs worked on so people can go get jobs and it's will slowly make a difference. Work with the people. Once the people start working people will start spending money then spending money will come back to you and the town will slowly but surely regrow. The schools and social services have been struggling for years and it is slowly getting worse. There are barely any leisure facilities as it is, same with waste disposal and the roads. If you cut these in the next 2 years they will deteriorate and we won't be able to repair them. There's no shops in Dumfries for people to spend money in and they are now traveling elsewhere so a cut to transport will be a crucial mistake for those who are struggling to survive as it is in our town. I feel the council has not taken the time to ask the town what it needs or even walked through the town and asked the public face to face what they need. And now it's too late. You are asking for money that we simply cannot provide. There is no trust with our council anymore especially after the new super school, the sands rebuild and the DGone situations. Before you start taking more money maybe you should try rebuild the towns trust back first. I for one would happily express my opinion to the council on what I think the town is in need of instead of what the council thinks we need because they've made one to many mistake. They have developed a bad name through bad choices and now are asking for another £30million to possibly go to waste on other situations like DGOne and the super school.
141.	Correcting council priorities
142.	Education, transport and roads must be a priority for a rural area such as Dumfries and Galloway. Fortnightly bin collections, a sell off of unused Council buildings and a reduction in middle managers in all directorates will generate some additional income. Cuts to staff interacting with the public is short-sighted and should be avoided. The debacle that is the NWCC and the unnecessary Bridge project represent major strategic mistakes and a significant waste of public funding. As for DG1, if money had been better spent, then these cuts would not have to have been so significant. Greater scrutiny is vital in future to prevent Council Officers spending money on vanity projects.
143.	Stop lining your own pockets. Reduce MPs salary. Stop wasting it on failed projects and ridiculous things. Stop free lunches to social work.
144.	Sell More, Charge More or Cost Less, Challenge Sickness Levels, Introduce Compulsory Redundancies, Seek, Efficiency Improvements, Streamline Complaint Handling, Re-visit the Executive Structure and Management Structures
145.	There is not enough information here to make properly informed decisions.
146.	All services are stretched. We need all of them, so I chose to reduce all, initially at 10%. However, had to tweak here and there. I do not understand how the government think that services and the economy can continue with continual cuts every year when we are living longer lives. When cuts are made, jobs are also lost. One area I feel could be cut are cemeteries. We do not need to bury people, most gravestones are left to waste. Another crematorium may be a good step, particularly if people do not have the option of burial. Having more recycling points within communities may help

	with waste. If people recycled more, perhaps smaller bins can be used for households. More space in the lorries or collections fortnightly = less man hours required. Small % raise to council tax. Employ a volunteer co-ordinator to encourage community groups/volunteers to get involved with cleaning up their own communities: signwashing, pavement weeding, litter picking etc. This person can link in with other Third Sector and community groups. I don't know if this is possible... Give schools the right to fine cars parked in the drop-off zone. There is generally CCTV in these areas to back this up. Charge a small cost for Youth Beatz i.e. £5.
147.	I feel that savings could be made within Corporate Services and within the Ward managing sections however, I have been unable to see this being offered? I don't think we should be cutting services to our most vulnerable members of the population. Within Secondary schools there appear to be an excessive number of low level management posts. This doesn't seem to be a proper consultation document as it is very prescriptive and skewed.
148.	This budget will require councillors to make some unpopular, non vote winning, decisions. These decisions must be made for the good of the region. There is no easy solution to this, as demonstrated by attempting this exercise.
149.	Maintaining education budgets for our children should always be priority with smaller schools already stretched.
150.	Increase Council Tax by 10%, stop winter fuel payments, stop free bus passes, stop free prescriptions.
151.	Schools: Unnecessary 52 wk contracts of non teaching staff when most staff work time in lieu to take all school holidays. Majority of budget is spent "panic buying" in the last two months of the financial year, deeming it not required. Sports and Leisure: people doing the same job in Active schools and leisure centres. Active schools unnecessary when school admin staff/parent helpers/teachers deliver/administer their work. OAP's could surely contribute a small fee to each bus journey -£1 per trip? Bring in line with new pension age. Can't unemployed people be given a little dignity and job skills by being 'employed' by the region for their benefits - classroom assistants, libraries, road maintenance- drain clearing etc. Absolutely no need for anyone on higher earnings to receive a pay rise, regardless of their position, when lower paid workers are constantly overlooked. Review all budgets this year after period 10 and reduce balance left by 50% from 19/20 budget of those with 40% or more of their 18/19 budget left to spend.
152.	OK, first and most important comment - I'd be very pleased if you would completely IGNORE ALL THE ABOVE SUGGESTED CUTS! The Council should, in unison with all other local authorities in Scotland, approach the administration at Holyrood for the shortfall. Instead of sending £100's of millions back to Westminster each year, that money should be spread around the local authorities. Furthermore, I believe that the council should be pushing the Holyrood administration for extra money to be spent on the main arterial routes to and through the area. Improved transport links would hopefully result in an increase in prosperity in the region, leading to more money going into the council coffers through rates and council tax. I have some small comments to make on the things that the council does have some control over. I find it hard to believe that only £100k could come back into the budget from developing land and buildings for commercial use. The

	<p>council estate should be rationalised as much as possible to increase one off income and also reduce maintenance liabilities. I would like to see the community safety wardens powers extended to enforcement of on street parking regulations. Stranraer is an absolute joke to try and get on street parking in as people know that the one hour waiting time regulations are not enforced. I would also like to see those on community payback orders doing more useful things within the community, i.e. picking litter and clearing weeds from paths. This should be done within the offenders own communities, saving on transport costs and, hopefully, having the effect of embarrassing offenders down the straight and narrow path of law abiding. The path around Blackparks Road in Stranraer is probably about half its original width due to it being overgrown.</p>
153.	<p>Reduce Chief Executive Department. Outsource Human Resources. Reduce number of Council buildings. Stop employees from taking vehicles home. Stop Task and Finish. Look at what employees are doing - Chief Executive Department - what does everyone do and is it worthwhile?</p>
154.	<p>The only real point in this exercise is that it illustrates how difficult it will be to make these budget savings. Without detailed knowledge of each of these services and the impact of cuts, it is difficult to make any judgement. However, areas of service which I feel should be looked at to achieve saving are; All services should have to make efficiency savings including education and social services. Cut area committees and the associated services we are a regional council. One councillor per ward to reduce the number of councillors but look to make wards smaller, Maximise capacity in schools and cut small schools with small numbers however unpopular locally, Charge for car parking (may encourage the use of public transport), Reduce frequency of rubbish collection, Increase council tax, Charge for more services, Qualifying age for bus passes should be state pension age, and should only cover off peak travel, Cut all bedding plants and replace with permanent planting, Reduce grass cutting, Cut maintenance of cemeteries, More innovative income generation, But overall the Council and local people should lobby Scottish government for greater funding at a local authority level.</p>
155.	<p>There is no straightforward answer to this and some areas will have to have service delivery impacts. Obviously income streams need to be maximised and I would increase charges and fees by more than 3%. Efficiency savings need to be made across all council departments, and basic services such as social care and education need to be protected as far as possible. But at the end of the day good public services need to be paid for so really there is little choice but to lobby the Scottish Govt to allow further increases in council tax or block grant funding.</p>
156.	<p>We need to invest in the young and help and support them, they are the future. We couldn't afford a rate increase!!</p>
157.	<p>I wanted to see what the challenges are - massive! You don't say anything about council staffing. I have found some council departments to be very inefficient due to errors. Maybe improve quality of staff or systems? Also you could charge more for certain services eg pest control. Also some people eg parents may be willing to pay for resources etc. Initiatives on waste reduction. Contributions for health care for those able to pay?</p>

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158.	This is a balanced budget. Although having confidence in D&G Council is impossible after the fiascos of DG1 and Northwest Community Campus. At least they're putting something to the public for a change. I doubt engagement will be above 1%. Its a shame, thumbs up for trying!
159.	This is an artificial construct and no way reflects the considerations and consequences of amending services within our Region. The public cannot see what the Statutory duties of Councils are and where priorities must remain. They are not being told which services, within which departments are not statutory. Whilst it is a way to consult with the population, I feel it is little more than lip-service and not true consultation on these important matters. As such, it is a waste of time and resource for all parties - and should be cut from the budget.
160.	Basically not enough areas to look at. Tough decisions need to be made. Consider selling sites/land to housing associations and private housebuilders to raise more income.
161.	Close one secondary school in Dumfries burgh. Close one primary school in Dumfries burgh. Remove out of all leased buildings e.g. Cargen Tower.
162.	Thanks for asking - be prepared you wont please anyone!
163.	Using community payback/prisoners to maintain public areas and assist with waste management.
164.	Street lighting switch off every alternate lamppost in certain areas after say midnight, charge owners for floodlighting buildings. Look at some bus routes perhaps use mini buses instead of large coaches this would save on fuel, look at community lead buses. Start charging for parking every other LA seems to charge don't see why we should be any different. Close down some council offices and share remaining with other partners.
165.	Outsource services where possible - HR, IT, Payroll. Reduce senior management and reduce top wages. Reduce the number of local councillors.
166.	Some of the items I have saved on was very difficult but others such as sport was fairly easy. Unfortunately, when savings are needed the very essential items such as roads, education waste collection should be least affected. Whereas items less important unfortunately needs to be reduced as non essentials
167.	I think we need to radically change the way we deal with waste looking at how other countries deal with this might be an option. Smarter working could make savings across the board and other strategic investments could lead to future saving.
168.	When finances are limited as they are currently NO money should be spent on arts, events or given to charities etc. Savings should come from services that while good to have are not essential for life, e.g. adult education and sports facilities. Far too much money is spent on events such as youth beatz when frontline services are struggling.
169.	No easy answers to this one. Not enough information for me to make proper decisions. I think Councils should introduce a local tax to domestic rates, to help cover costs.
170.	We really need more housing, and then that would help the local economy. Dont penalise the most vulnerable in society, ie children and adults that need help. Why don't the staff take a reduced salary for a year. Especially the management staff. Let them see what its like living on the breadline. My

	daughter lives in a mouldy cold house with a coal fire and no other means of heat. She has a three month old daughter and a three year old daughter. It's the twenty first century, but you would not think so to look at her home. Build new homes and then the budget will be better.
171.	Cut down on energy waste by switching off street lights during the day.
172.	Quite hard trying to reduce the money allocated to these facilities however maybe a small reduction in each category will allow yous to reduce your budget.
173.	Small primary schools must now close, a pity but essential
174.	Council own lots of buildings: sell off unused ones consolidate some of them and stop building new ones. Scrap Whitesands project and look after what we have. Make appearance of town look better and then folks might take more pride in their place too
175.	To meet the mandatory reduction of £30m by taking as much as possible from areas, whilst retaining the highest possible service to high priority areas
176.	a slight increase in council tax would help.
177.	Difficult! Achieved by efficiencies to all service areas, and adding all four sources of income, but investing in Community Asset Transfer, PLUS close either Dumfries High or Dumfries Academy (there is sufficient capacity at the other Dumfries schools), close some of the primary schools (small rural or where excess urban capacity), reduce Lifelong Learning to just youth work and mandatory training for staff, reduce Leisure and Sport Facilities (by requiring the majority of LL services and L&S facilities to be delivered through new social enterprise(s), along the lines of 'The Usual Place'), continue to reduce the number of offices and public buildings, and lastly run Waste Collection, Disposal and Recycling much more efficiently, to include using every means available to educate and expect EVERYONE to Reduce, Reuse and Recycle, and to include finding markets for recyclates which are currently going to landfill.
178.	This narrative is not about the budget I have set so much as a list of cost-cutting measures that might help save a little. STOP providing Councillors with lunch after committees. The staff who attend have to get their own lunch and do a full day's work, so why this dispensation after just half a day's work? Charge for Youthbeatz - I appreciate the arguments about inclusiveness but HONESTLY??? Get towns to fund-raise around shops and businesses to supplement the cost of Xmas lights. Veto one-day events and festivals from applying for Area Committee funding - if they can't show a significant amount of ECONOMIC benefit to the area AND their own fund-raising then they shouldn't be funded. Make Area Committees award all their discretionary funds at the start of the year so that every applicant has an equal chance of funding (or not). I am sure applicants in areas that hold money back have different restrictions and expectations placed on them, or get smaller awards, as the budget dries up later in the year which is not fair. Turn the street lights off at night in small villages in the sticks - if car headlights are enough to get you there, they are good enough to light the way once you arrive. Incentivise recycling somehow. If communities or groups got recognition for meeting recycling targets they might be encouraged to do more of it, thereby cutting refuse collection costs. Charge more for allotments, hire of halls, library book fines and other small /

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	<p>occasional charges that people would only need to pay occasionally. Levy a nominal fee on school trips to Council venues e.g. museums etc.</p> <p>Encourage businesses across D&G to sponsor refuse bins, vehicles, equipment (mowers, street cleaners etc.) uniforms, sports activities, things in schools etc. Allow more remote working so that staff can work at home, thereby reducing the need for desks, office space, overheads etc. Where IT equipment doesn't need to be State of the Art, utilise equipment that is already owned by the Council e.g. PCs for Councillors. Reduce the heating in Council offices and adopt a "wear an extra jumper" policy, like we did during the Winter of Discontent in the 70s. Use the expertise of existing staff to train others & use local trainers so as to keep the £ in the local economy. Take a leaf from the likes of Google and hold meetings standing up - if they can do this and have it work, so can the Council. Get schools growing produce/keeping bees and use the produce to supplement their lunches or allow them to sell it for additional funds. I know all these ideas will only produce small benefits as a percentage of the total multi-million pound budget but even modest changes might help save some 90 year old's Home Care a bit.</p>
179.	<p>1. Convert the Elected members positions to a voluntary basis - saving £1.2 million pa. Community Councillors are voluntary, why not Elected Members? Reduce the number of elected members. Reduce the excessive employer pension contribution from 21.5% to a more realistic 8-10% as with the private sector. Convert the schools to independent academies and sever links with the council for expensive central services (as has happened in England). Reduce the salaries of senior staff so that no employee earns more than the Prime Minister. Raise Council Tax by 5-6% pa. If these savings are factored into the budget then the target of £30 million could easily be achieved</p>
180.	<p>None of the savings really palatable. Possibly greater savings in education and health care will prompt central government to do something.</p>
181.	<p>Stop wasting money on DG1, and other grandiose building projects. We didn't need a new hospital, just more doctors and nurses. We didn't need new schools, just more teachers.</p>
182.	<p>D & G has an aging population. Enabling people to live independently at home or with some council support will be cheaper than providing care in care homes / hospitals, especially if people do not have to enter homes/hospitals earlier than necessary because the appropriate support is not available. Families should be assisted to care for their elderly or disabled relatives. My husband is disabled. Without the self directed support funding I would not be able to access or fund appropriate, adequate care for him. I do supplement his care funding and, in effect, provide his with a lot of 'free' care. The alternative is a hospital bed - much more costly, much less suitable for him and also for me. If the school age population is decreasing, economies will become possible naturally. Funding has been spent on proposals for flood prevention. Consideration should be given to whether this will be cost effective / efficient in the current climate. Perhaps it could be delayed. The history of large funded projects i.e. DG One and the new schools complex is horrendous. Funding could be saved by managing these projects more closely. Is a crematorium in the west of the region really necessary? Travelling times to Roucan Loch or to crematoriums out with</p>

	the Region are long but not impossible or disproportionate to travelling times for people in other regions. Increasing funding in sport / leisure activities can only be justified if it attracts people to come to the region and therefore have benefits to the economy.
183.	Get rid of job and finish for the refuse collection men. What a waste of money paying them when they aren't working! Also bin men shouldn't pick up extra waste at bins.
184.	To show support for those who have to make the decisions.
185.	Savings could be made by reducing , for example, councillors' expenses and allowances and allowances paid to senior management. Staff management could also be significantly improved which would provide savings without impacting vital services. Adult social care budget could be greatly helped by charging wealthy incomers who have sold valuable property elsewhere to move to Scotland to take advantage of free prescriptions and social care. A small surcharge would make a big difference. Income could also be generated by doubling the community charge levied on holiday properties Council charges could also be increased to generate income.planning applications etc.
186.	Strive to maintain outputs by improved efficiency and savings but where actual cuts occur need to be minimised against those who actually generate the Council revenue. The Social services budget is abused by countless scroungers happy to abuse the system endlessly at the expense of genuine people. School performances continue to deteriorate regardless of how much money is thrown at the service....
187.	Make people stand on their own two feet and be responsible for their own children.
188.	Stop giving money to other organisations to employ staff when you can't afford to pay your own and consider whether we actually need to spend such significant amounts of money on 'Major Events' when we have things like Common Riding / Riding of the Marches which attract thousands and are put on by local community groups and only takes a little bit of support from the Council. Do away with Family Learning Assistants.
189.	Reduce the biggest outlay, wages, by 20%. Reduce councillors expenses to minimum. Dismiss the council officials who supported the fiasco of DG1. Recent observation of a council site indicated a vast waste of manpower, energy and vehicle/plant use while refuelling for a day's work. This should be rectified.
190.	I have sought £4M of savings from most services ex. education and health care. Seek additional income from buildings and land, eg. plant trees, ensure all unused buildings are maintained and brought back to viable use. Crematoria price increase also possible. A 3% fee increase is not unreasonable. Focus investment in energy efficiency to achieve longer-term gains in running costs, both commercial and domestic + Renewables opportunities. Invest in children and young people social work - show them local opportunities. I dont envy you, your task. That was brutal.
191.	Suggest divesting council of excess land and buildings. Looking into ways of combining services with adjoining regions to share costs. Payroll etc
192.	With all these reductions, where are the reductions on the council tax? If we are paying for less services we should be paying less tax!

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193.	Get real! We need to close some wee schools and buildings and so does the health service and police and just have one place in each town where you go for everything. And not have weekly bin collections - a luxury we can no longer afford. Charge for car parking. Keep police out in the community and repair the roads and look after the elderly!
194.	Stop wasting cash on signage into villages 111/11/1 countdown is ridiculous. The road infrastructure is in free fall, will in the future only be fit for ox & cart in some areas. Consider a Farming Contractors Tax on the size of machinery & the distance travelled from farm to field with dairy waste, particularly with super size dairy's, which are using other people's farms for their lagoon waste. [REDACTED]
195.	I have set this budget as I believe efficiencies can be made internally within some of these areas, too much money is spent on highly paid people sitting in meetings That come to no constructive conclusions, instead of picking up the phone and getting things sorted. The budget spent on leisure facilities have been overspent on DGOne and therefore no more should be given to this area to be mismanaged. Renewal of IT equipment can wait too many people want the latest up to date equipment and render adequate equipment obsolete before their time. Lifelong learning facilities should reduce year on year with new generations already obtaining knowledge.
196.	Children should be at home until school age and adult Learning can be achieved independently. Refuse collection could be every 2 weeks encouraging recycling.
197.	I believe that the focus of this budget should be the environment. We should be investing in more affordable renewable energy & recycling facilities. I also do not believe that we should be investing in land development for industry given the fact that most people choose to live here because of the greenery and the slower pace of life.
198.	Allow staff who want voluntary redundancy to leave and redeploy some who would like to stay and have a job under threat. Think carefully before using outside contractors whose fees are often Sky high
199.	Stick to essential supplies and services which there is a statutory obligation to commit to. The private sector can and do supply many sports and leisure facilities often in competition with the council
200.	Strive to provide opportunities for large companies/retailers to enter our high streets, reducing rental rates on commercial leases (some income from commercial rent is better than no money form empty units). Sell unused nursery spaces to people. Raise council tax by 1% (if you pay £100pm then charge £101pm. 149,000 population, roughly 3,000 unemployed means an extra £146,000pm = £1.75m per year). Encourage and promote tourism, (Dumfries and Galloway has many historically significant sites.) Promote Scottish independence and use the money made in Scotland to spend in Scotland.
201.	I believe efficiencies can be made in schools and in leisure facilities
202.	Education, education, education Teachers should not be having to provide budgets out of their own wages to buy items for teaching in classrooms!! This is disgraceful! We should at least be recycling plastic there is no excuse to have no curbside recycling of this material. Come on think bigger.

203.	I did not find this questionnaire to be very balanced. There are many ways that the council can save money, they waste a huge amount of money on procurement, on Muriel sparks books for every library. Libraries are a vital part to a community, and are struggling to remain open. Do not cut front line services, these are already been reduced what needs to be done is reduce management, and creators of work and to stop reshaping the council, this just keeps managers in post, but does nothing for staffs morale and for being cost effective with staff going off sick due to stress. The council need to stop having so many highly paid people justifying their jobs. There are very few front of house staff, but they are managed by more managers than there are people actually doing the job. Restructure from the top... remove high paid. The front line staff are nearly on minimum wages and are committed to producing good customer service, for a service which is disjointed and top heavy. Money is wasted all the time due to miss management, over management and top heavy management. Simple solutions are not sought, and external contractors are used who provide a poor job and higher costs - the roads are a good example of poor management.
204.	You have to save the money somewhere. Some of the things I could have cut would have affected more people. Why don't you do more means testing. Cut the number of Councillors, expense claims are costing vast some too. Most people don't get expenses for travelling to their work!
205.	The Council has too many schools that are under occupied and spends more on keeping buildings open than we should - this isn't about education - and more about premises - the Council can't afford schools with a handful of pupils or with empty classrooms - Culture and leisure are better run by local communities and looked after outwith the council. The Council needs to rationalise customer access - most people want to do things online and this needs to be offered that and not keep many sites open with no-one using them just because of personal lobby interests
206.	Millions are being squandered, i.e. running empty bus services. Anything not economic must go. Withdrawing/reducing household waste collections is madness. Reintroduce recycling centres could substitute-ie Dalbeattie to full time- and charge for entry -if necessary. As always, council inflicts pain at the bottom of the tree and throws away vast sums on vanity projects- [REDACTED] committing to ongoing funding liabilities when inevitable annual shortfalls arise. Stop this profligacy!
207.	cuts to areas which seem less important - but very difficult
208.	Too much money is still spent on non-essential projects. Ensure that all taxpayers are treated equally. Ensure that the taxpayer does not pay extra for mistakes made by the council (e.g DG1 fiasco and latest school problems at Dumfries) Cut back on highly paid management staff. Cut the money that goes to Swestrans. Reduce the amount of council meetings/committee. Reduce the amount of officers for each committee. Ensure best value with any and all contracts
209.	Least impact for most vulnerable will require more. Volunteer and public participation.
210.	Increase council tax for those who can pay, including me. Keep public transport. Encourage energy saving.

211.	Make cost savings across council staffing and management. Spend less on consultants and do more of that specialist work in-house. And sort out roads and potholes quicker and keep the B roads clear so i can get to work so we can keep tax income coming in!!
212.	I have set this budget to propose cuts of expenditure and increase income to enable for the 'Council to achieve the proposed savings and to still deliver essential services. In my opinion any cuts to education should be kept to a minimum but as I have found out this is not as easy as I thought.
213.	Protecting services for vulnerable people plus education services, as much as possible. Does this take into account a rise in Council Tax? The situation is clearly unsustainable - hope the Council is lobbying for replacement of Council Tax by a more progressive system and for Westminster to end unnecessary austerity.
214.	The council can no longer afford to provide sport and leisure facilities which are essentially a luxury. Nursery education should only be funded to the absolute legal minimum requirements. However there should be no cuts to primary or secondary or lifelong learning as these are very important to the future development of those living in our region.
215.	<p>There is no ability to increase the budget on the various areas on your tables above. [REDACTED]</p> <p>[REDACTED] As a region we are trying to grow tourism, however we have a horribly deteriorating road infrastructure, if this cannot be improved immediately, indeed we may be beyond the point of total collapse (see the area in and around Waterbeck/Middlebie, serious repercussions will occur, your departments have allowed contractors to destroy huge tracts of public road with cheap ineffective reinstatement following cable laying for windfarms etc. This affects every driving constituent in D&G not just the visitors. For the survival of our area please increment the CT to save the area [REDACTED]</p> <p>Also the quality control and time and motion monitoring on all road improvement/ repair works and major projects should be properly managed and enforced, don't just pay contractors to throw tar in holes. The well published failings in D&G's project management are a disgrace, DG1 and the new school project in Dumfries are a total embarrassment, the slopey shouldered senior management are a laughing stock and the press soundbites [REDACTED]. I regularly see filled potholes which are poorly repaired, unsealed and surrounded by washed out chippings only 2/3 days after the repairs, I have spent many hundreds of pounds on vehicle repairs in the last few years which are solely the effect of the appalling roads(potholes) I drive daily.</p>
216.	What a brutal exercise. All these areas seem essential to the future economic sustainability of Dumfries and Galloway. I'm not sure there are any areas I would be comfortable seeing huge cuts in so perhaps a simple pro-rata application of cuts across the board is the only solution. Though resources are surely at breaking point already.
217.	Education and health are important. D &G is a rural community and needs good roads to get around.

218.	An almost impossible task. It's really difficult to decide what areas to reduce.
219.	There are too many chiefs and not enough Indians. Langholm is the forgotten town in Dumfries and Galloway.
220.	Education is paramount. This cannot be delivered by third sector, whereas many other areas may be aided in this way. The local economy will spiral inwards without any investment. Leisure and cultural activities would need to be curtailed in the short run in order to make savings. In the longer run these services need to be expanded to attract new business and wealth.
221.	You have carefully avoided asking for cuts in senior management. I'm a D&G council employee and the majority of senior managers I encounter are all too quick to dodge or pass on their responsibilities. The good ones (who are after all just doing their job correctly) are few and far between. Your policy seems to be to kick people up to the level at which they are incompetent and the weak interview processes you employ are responsible. The procedure is simple, but clearly beyond you. Invite applications, request referees, read the references then invite for interview on that basis. It's how most of the rest of the world works. Cronyism is alive and well in D&G and it leads to poor leadership, people incapable of doing the job they are appointed to and the mess of projects such as DGOne and the North West campus occurring. You cannot blame these entirely on the contractors - your total lack of oversight is fundamental to it. Competent managers would have nipped these in the bud.
222.	Why not venture into commercial activity to make money
223.	Reduce the number of elected members by 50%
224.	Possible more food banks in rural areas and more community centres for the elderly also a better understanding for staff and pupil for mental health issues with other staff and pupils
225.	The Leisure and Sport facilities should generate enough income to support their use. Offices and public buildings budget could be reduced where staff may not need to be in the office. Also the Council could make more use of technology and offer on line assistance to reduce the need to visit public buildings. More income could be generated from commercial opportunities.
226.	We think the Nursery Education for 3yr olds should be cut. We think the primary school budget should be cut, but not Classroom Assistants. We think there should be income based school meals. No more new schools. Don't use outside companies to repair our roads. Reduce the Youth Work budget. Have grass cutting etc done by volunteers. Cut the Managerial levels down significantly. Cut the working week from 36hrs to 35hrs across D&G staff. Improve the recycling system
227.	Try and protect education. Sports, leisure facilities etc may have to be subsidised less.
228.	As far as possible I have tried to protect education and fitness as these are the most cost effective measures in the long term. Health needs a complete overhaul (we need to review how we approach and fund health) so I'm afraid it takes the biggest hit.
229.	Which section of the budget is the salaries and pensions for D&G Council staff? In the private sector we cannot afford inflation proof pensions. It is time Council Staff funded their own pensions as most self-employed people have to - from their salaries. Also lump sums on retirement should be

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	abolished. No-one in the private sector gets a hand out when they retire so why should many council employees? It is not sustainable. Budget cuts should be suggested for these areas to, but instead of telling us how much pensions cost for D&G - the figures are hidden away in each department, so it is not very transparent. You do not suggest these cuts presumably as it will impact on your pocket.
230.	The stated income opportunities appear extremely limited and unimaginative. The consequences for savings in each area of budget are subjectively drawn up and limited by the imagination of the compiler. Consequently the way in which the budgeted saving can be made by me or any other contributor is pre-programmed into the interactive submission. This renders futile the whole exercise of asking for public opinion. Although projects like DG1 and the North West Community Campus are no doubt viewed as Capital Projects rather than annual budgeted expenditure there must nevertheless be an annual budget impact from these disastrous decisions. It would be good to forget any further such large projects as it is highly unlikely that the council will be able to deliver them in an effective and timely manner.
231.	Stop letting workers from refuge being paid for sitting at home. Reduce middle management
232.	The best way to save money is to reduce the amount of managers I've watched the corporate side increase dramatically. I would ask anyone on band 10 and up to come down a band and you would save an unbelievable amount of cash.i would also put a stop to the sands regeneration project that is 25 million alone
233.	Council employee who is concerned by the savings needed.
234.	It would be a mistake to cut funds from the budgets for culture which are already underfunded by the council. This is one of the key income generators in Dumfries and Galloway and even a minor short term cut would irrevocably change the area's ability to bring in income and improve the quality of lives. Museums and heritage have been proven to bring in far more income to an area than they cost. Likewise the roads and infrastructure. The council is very traditional/backward in its working practices and could easily reduce the amount of offices and economy and planning costs. The main thing missing here is the option to stop the huge capital expenditure, such as on the Whitesands bund. In the situation where the council is looking to cut spending, then it would make far more sense to stop those plans. If they are needed so much, then that could be something to reassess when the budget was healthier, rather than making the additional cuts to education and social care.
235.	As an older person with no children/grandchildren I believe it is important to maintain health & social care. Also roads & infrastructure are priorities. More gritting of roads & pavements would help reduce trips to A&E. Plastics used in roads is a no brainer & we have a local company doing this. Council Tax (or some alternative) should be increased. We all have to accept we need to pay more for vital services.
236.	TOO MUCH HEALTH AND SAFETY
237.	Increase efficiencies in road repairs - job should be done well the first time! Lots of layers of 'middle management' on high salaries - nowhere on this simulator to reduce costs for this.

Appendix 3

238.	Too much money wasted on School Education on non-essential studies.
239.	Too much money spent on new Buildings. Invest money on our Economy ,
240.	Why is there not a way to save money by cutting out some management positions, front line services and staff seem to be taking the brunt of the cuts, services can't absorb any more hits without disappearing all together. Stop wasting money on consultation fees when dredging the river would make more sense
241.	This is a simplistic approach as you have spread management overheads into services and not allowed me to focus within departments on things that could give bigger cuts that are clearly possible in getting rid of tiers of management etc whilst at the same time increasing spend in the same department on some elements that need it. Nor increasing incomes by more than the fixed amounts eg rates can go up more. Sensible Charges for things like free youth concerts etc are easy to make money.
242.	We do not need to deliver anything other than basic requirements for cultural services for example - one in each area would suffice as would one library in each town etc
243.	I would have like to increase fees and charges for a £1.5m investment. However, a blanket approach to an increase wouldn't work and would contradict the poverty agenda and prevent the council assisting the most vulnerable residents. However, fees for leisure facilities and planning applications could certainly be increased and brought into line with other councils. If you can afford a £500k extension on your house you can afford to pay a higher application fee than somebody apply to erect a fence higher than already there. Having read the report linked to these budget saving proposals it is clear that political parties are not working together to maximise income for council whilst minimising impact for staff and communities. I would be willing to pay for car parking, even a £1 a day. I am used to paying £6 per day + when I am in Carlisle, Glasgow, Edinburgh, Ayr etc. How did elected members take 10 mins to adjourn to make a massive decision affecting a whole region?! In addition, saying no to a Community Lottery fund idea due to it encouraging gambling seems nonsense! Education should keep a protected budget to a certain extent. But I am aware of surplus teachers in a number of schools where they can't be managed in the same way as with other staff through voluntary redundancy or settlement agreements etc.
244.	I appreciate the effort to include residents in addressing budget concerns in this exercise. However, my preferred option is not offered! I would like the people who earn the top 10% of annual salaries, including benefits to take a 10% pay cut and put the money into the general council pot. This would save a lot of money and would also show that DGC are 'in it' with the rest of us. The interaction with DGC employees with the public at grass roots level, on an individual basis, is usually fine, but haphazard. Everything seems to take an eternity to resolve and even though we keep being told that staff are not being replaced and are pushed to the limit, it still takes conversations with at least 2 people to get to the right person, often more than that. That leads me to think that there is not joined up thinking across the region, which makes large salaries unacceptable. Additionally, I would stop the recycling box scheme in Wigtownshire. It is an expensive waste of time if the rest of the county is sending its waste to the Eco Decco. Surely it makes

	much more sense to generate heat from general waste consistently across the region and allow people to use the recycling centres at Whithorn, NS, etc. to recycle/ dispose of things which can be recycled? The box scheme appears to be vanity project in that light.
245.	Everything has to take a hit
246.	Need to get more inventive on the income generation ie sell off paintings etc. Rationales offices hot-desking. Offices only open 4 days a week
247.	You must be the only local authority in Scotland who doesn't charge for parking
248.	Shocking amount of money spent on management salaries which I note aren't evident to public scrutiny on this
249.	Impossible choices. We should pay more for local services as individuals, means tested. Government should divert more to councils by scrapping ludicrous things such as Trident updates, etc. Any real advanced society would willingly pay more in taxes to fund a school system that is easier for teachers and better for children and an old age welfare system that focussed on health via quality of life not necessarily longevity.
250.	The ladies from the Helping Hands project said this was a really difficult thing to do as they needed more information about where the cuts will be made in each category. Roads - need to stop repairing and go right back to basics and do a good job, Schools - janitors could cut the grass for their own schools. Use local contractors for tendered bids. Use school buses outwith school hours for other bus journeys, 2yr olds are too young for Nursery. Tourism - improve the roads to encourage tourists into the area. We don't need any new schools. Small libraries be amalgamated with Halls/Community Centres e.g. Whithorn. Food bins - do collections once in the winter and twice in the summer. Use e.g. [REDACTED] 2days per week to tender for grass cutting. Leisure & Sport - Improve marketing to get more people in. Home Caring - pay families (over and above the carers allowance, which is too low) to look after their loved ones
251.	The condition of our rural roads is appalling & we are given a very poor service. More money needs to go into this. The council needs to stop wasting money on catastrophic mistakes. Rubbish bin storage, brand new bin lorries lying empty, DGOne, the ridiculous parking situation at the new hospital. If you started doing some things right you could probably save a fortune without cutting any essential services.
252.	We believe we should not have to make such a significant amount of cuts. We should not have to even consider taking money away from secondary schools as we are the future and we will be running this country very shortly.
253.	Have tried to provide cuts relatively uniformly across all departments but tried to minimise cut in education budgets
254.	Need more info on where you are going to make the cuts, it doesn't say on this...2yrs olds are too young for Nursery, Pot holes - take the whole road up and start again, No new schools required, close small schools - those smaller than 20 pupils, Social work- cut back on the treats for children who have been bad. Move small libraries into other buildings, put the books in moveable cases.

255.	This was difficult! For example I am passionate about education, but my feeling is that there has been significant spend in that area over the past few years, so reluctantly I have reduced their budget
256.	Could service users contribute to hitherto free services? Like using the bus pass together with a small amount for the fare, e.g.£2 per ride? Could the elderly and infirm and users of nurseries contribute a small amount to their care?
257.	it might not be the most popular savings with councillors, but tough decisions must be made, I would stop the lifelong learning budget altogether if the calculator would let me as this is non-essential service. All departments must look to save even in education, social work should be more reliant from the NHS budget rather than council. You MUST NOT make savings in road budget as this would detract from service already at a poor state of affairs.
258.	Shut small community schools, ridiculous the amount of money still going into such small schools.
259.	Cut down on nursery places for under 3, far too young to go to nursery and waste of money. Penninghame nursery open all summer with a 2/3 children, more money was wasted on staff costs and electricity Han to care for these handful of children!!!
260.	While the effort at engagement through this tool is laudable, the end result is obfuscatory. The budget areas do not fully represent the Council's costs and the income generating options do not reflect all the Council's potential sources of revenue, even without the local tax reform that is sorely needed. There was also little consideration of the costs some cuts will actually inflict on the council and local economy. For example, cuts to ASL provision have seen many families forced into home educating their children, reducing their earnings and leaving them reliant on housing benefit and other support. I'd have liked to see how much different areas have already had to save over recent years. I know there is very little left to cut from education, for example, due to years of cuts. Ideas for revenue generation: put culture and leisure services into an ALMO, more creative use of public buildings, introduction of parking charges, increase charges for some services above 3%. Why are the Greens the only party lobbying for radical local tax reform when Councillors are looking at choices like this?
261.	While completing this survey I felt some of the groupings of services did not allow me to make the changes I wanted to make. While I was more than happy to see cuts to funding for some major events, I did not want to cut from street cleaning, grass cutting or building and trading standards. Since these were all grouped as one area I had no option but to make major cuts. I feel the council has wasted unnecessary amounts of money on events that only benefit a small group of people. This year the council spent considerable amounts of money on events for the Year of Young People 2018. As someone who falls in the age bracket for these events I feel they were of no interest or benefit to me, and many others my age feel the same. Events like Youth Beatz should attract a small charge to attend, and if clubs or venues want to attract major sports or cultural events it should be up to them to find the funding for these. Many times while I was looking through the consequences of savings I found myself asking why the council is not actively pursuing these options anyway? Ideas like involving accredited and

	vetted community groups in education seem like obvious options. In relation to the roads and infrastructure budget, I see that some of this is spent on harbours. If Annan Harbour has to go it alone and find the funding they need to develop, others in the region should be expected to do this too. I think there are many services where the Council would be surprised what people are willing to pay for. Most people expect to pay for parking in major car parks and yet none of the Council run car parks in Dumfries are pay and display. This would be an easy way to generate revenue with minimal costs.
262.	Decreasing spending is a priority for Public Sector organisations across the UK. Reducing the budgets of most services is unavoidable and some non-essential services will suffer. An increase in income is necessary to ensure vital services are protected from the worst of the budget reductions.
263.	Stupid assessment - it is the detail and waste within these departments that we need to assess. Still too many middle managers - still a boys club for jobs. Policy driven by cutting budgets rather than whole scale efficiency reviews. Cuts driven by self-interested managers. And all the decent staff who put the people and service users first ...gone.
264.	This isn't what I intended but it was the only way to get to a balanced budget. I think the areas with the largest budgets will need to take the biggest hit, but I do not want to see front line services lost, especially not fragile things like the arts, and our museums, which have collections and special buildings that need to be kept safe for our children and their children. What would be better would be to do as they did on Ireland and have a four day working week. That way the pain will be a little for everyone and everyone will be able to keep their jobs. It is no good for the regional economy to have the Council making people redundant or shedding jobs. You are the region's main employer. Job losses at Pinnies are insignificant in comparison to the job opportunities being lost at the Council.
265.	Give communities a budget for public realm. Stop investing in galas, riding of the marches and events. Stop spending on xmas lights etc if communities and towns want these let them raise the funds. Increase sports and leisure fees. Look at wages for council staff and elected members
266.	Problem is budget set by top managers who aren't going to cut their own salaries which are huge, this is where the real savings need to be made
267.	I think there are more income making opportunities that aren't given as options. For example charging for car parking and increasing council tax. I also tried to think about which sectors are more likely to be able to get funding from grants and charities e.g. arts and culture, so made bigger cuts in these sectors. I appreciate these are very difficult decisions council employees, who are also members of our community, have to make on our behalf. For instance I'd most likely be putting myself out of a job with my budget suggestion.
268.	Introduce recycling collections for homes and businesses to reduce waste disposal costs and make revenue from the waste. e.g. Food collections could be used to make biogas via a council owned AD plant. Employ staff or use cameras to raise revenue to enforce parking and litter issues by collecting fines. The fines would pay for the employee costs and more if implemented well. Convert all street lighting in the region to LED to save money long term. Introduce solar panels on appropriate public buildings to

	improve revenue. Use road funds where they are needed the most. Stop patching potholes as this wastes money compared to resurfacing.
269.	Funding for Health and Social Care for Adults must be protected due to the ageing population in our region and the increasing pressure on the NHS. The reduction in bed numbers in the new DGRI is also a significant factor to be considered, with ever greater need for care in communities and home carers. Funding for Care & Repair, funding aid and adaptations to allow older and disabled people to remain at home longer, should also be protected. Large funding reductions for Museums and Art Galleries should be considered, as the facilities are little used and of very limited benefit. This difficult decision should be made in these times of severe austerity.
270.	Savings have to be made somewhere
271.	Money wasted on DG One terrible. Council Houses that have been built are not energy efficient. Money that goes to external companies is terrible e.g. electricians coming from Ayrshire, home care services etc. Need to look at quality of delivery. Monitoring is not in place and money is wasted e.g. care packages are not reviewed properly and money is wasted. Waste money on taxis when people have disability cars they can use or have their own transportation they can use to get children to school. We actually need to be increasing social care given the elderly community we live in. EMA needs to be taken away as young people are staying at school with no motivation or desire to be there they are only staying as parents need the money. Do not teach adults at school e.g. - they should not be doing 7th years. Do Head teachers need £60k plus a year or managers with big salaries - surely these can be cut. Take money off managers. Digital need to cut staff with face to face responsibility and give more to adult learning to enable adults to use online facilities. Waste - it would help if lifted when put out. Collect waste every 3 weeks if you give us the 3 big wheelie bins like Ayrshire has. Get rid of silly black boxes. Take example from Germany. Nursery - agree with extra hours as it good for working parents. Don't however agree with it being open all the time for younger children. We know of a nursery open all summer and only a handful of children attending. Why can't one nursery be opened during the summer with a central hub for all that need it? Don't agree with commissioning for crèche in Park Children's Service centre this service only benefits certain families and they are able to just drop their child off and leave - how is this helping. Why do nurseries pay for food and you don't have to in P.1 to P.3 surely a cost for all would be better. Public spaces - need to keep grass cutting but we can cut on culture and arts e.g. can museums not be integrated into libraries. Leisure and Sport - put this into a trust, as public we pay for services anyway. A trust would probably give us better prices and quality. We do not use holiday programmes as too expensive and too short in length. Lifelong learning - must keep family learning they provide great groups and holiday programmes that are so well attended. Cut youth work put it to a trust as there is no youth work in Stranraer from the council anyway. Plus they duplicate with Schools Development Scotland and YMCA. Office and Public Buildings - get rid of all buildings that are not needed. Council buildings such as schools need to be utilised better for community use e.g. schools.
272.	I think it's important to keep money in education.

273.	Need to have a balanced budget. School aged population is falling so need to make most economies in education budget.
274.	Good Luck Councillors - hard thankless task setting this!
275.	Review all DGC Senior Management Salaries, Chief Executive to be paid 'no more' than a Scottish Gov Minister, Department Heads to be paid 'no more' than an MSP, Salary Freeze on all employees who earn (full time equivalent salaries) more than £45k per annum, Implement full COSLA increase for all employees who earn (full time equivalent salaries) LESS than £22.5k per annum, Implement Half of COSLA increase for all employees who earn (full time equivalent salaries) above £22.5k pa and below £45k pa. Review all employees and councillors who NEED phones/Tablets/Pagers. Close all DGC nurseries and let the private sector manage the provision. Review what benefit Trading Standards bring to the public. On Large Capital projects (greater than £500k) utilise Professional Project Management organisations; ensuring they are held professionally and financially accountable for performance and hold a completion fee (say 15% of budget) for 12 months to ensure the public has no repeat of DG1!!! Employees of Contractors on Capital projects (which have since been financial failures) and who were employed by the main contractor on a 'company basis', should be pursued for professional malpractice through their own Professional Indemnity Insurance. Increase the Budget for Credit Unions. Replace Council Tax with a Local VAT', collected through HMRC, then those who elect 'not to pay Council Tax' or those who do NOT pay Council Tax will pay through their general spending. This will involve the whole of Scotland and MAY need primary legislation from Westminster. Delete the support for Customer and Digital Services (2.6M); the Third Sector can provide this advice and assistance. Identify how much DGC supports CAB and the third sector, and possibly increase this provision. We have had 5 years of CT freeze, begin increasing CT by inflation plus 1%' per annum over the next 5 years. Let the people know that the Scottish Government is reducing DGC's annual grant by £12M (4.3%) 2019/20 and by £19M (6.8%) in 2020/21 a total of £31M over 2 years What are our MSPs doing about this! Cancel the DGC budget rises £8m 2019/20 and by £17M in 2020/21 a total of £25M over 2 years. What are our DGC councillors doing about this! Items 15 and 16 are a total £56M
276.	I consider this to be a fair reduction targeting most areas, further cuts would render most services unsafe, The limit has now been reached were D&G Council will no longer be able to operate an efficient local authority.
277.	I feel there are a huge amount of money wasted in schools. The school offered me no help, if it wasn't for youth work and the oasis youth centre I would be dead. So why should schools and teachers have money to waste.
278.	Parking Charges. Better management of fleet cars, no single drivers , drop off points, reduce travel need by using Skype etc reduce the number of in town primary schools where schools are not at capacity
279.	This Council needs to step back and look at the way services are managed, Every Service is top heavy with managers, who do little for the service, having a serious cull of management would reduce each services budget. The Refuse Service needs to be privatised as a whole, this must me the worst service within the Council, there is daily complaints from both domestic and commercial customers about missed bins, management are

	afraid to tackle the Refuse collectors due to reprisals from these collectors, It is time to take the hard stance and privatise the service, a Private company would introduce Recycling and dig out the rotten wood within the service. I would raise the existing fees by 3.5% rather than 3% to generate. Put a halt to ALL new building schemes for the next five years and channel the funding for these schemes into the infrastructure of the area and into rebuilding Dumfries Town Centre as a Shopping area for locals as there is very little to attract visitors to the Town. All of this might seem harsh, but in this time of austerity, harsh decisions needs to be taken or this Council will go bust, but that's just my humble opinion.
280.	Always put money into people health, People's lives are more important.
281.	I've tried to balance the budget to make it fair
282.	I set this budget as instead of taking large amounts from everywhere I just took parts of at a time. Then gave back what I thought would need it most at the end.
283.	Recycling Education needed on recycling, and many more collection points. I suggest carers recycle things of housebound people. see below? I live alone and have very little for my wheelie bin. My management of waste disposal and recycling is [REDACTED] Why not cut back in gatehouse? [REDACTED] I have separate small bags for the following: cans and aluminium foil, bottles and glass, clothing and clean tags, shoes, paper, cardboard, plastic bottles. I find it just as easy to put items into these bags as into a rubbish bin together. I crush plastic bottles and cardboard boxes. The bags do not take up much space, as everytime I go out I recycle the contents of the bags as possible. I have to take paper, cardboard, and plastic bottles to the Castle Douglas recycling centre, also large batteries, scrap metal. In addition, my garden waste goes either on to my bonfire site or into my compost bins (I have 3). My kitchen vegetable peelings, egg shells, dead flowers etc go into a small bin with compostable plastic bag liner by the sink when full into plastic bucket outside-when full into the compost bin. Clean jars are saved for self or friends who make preserves. Food waste- I try not to have any. Stale bread goes to birds. Small batteries- Tesco's, Boots the chemist. I hope this may be helpful.
284.	Because why not
285.	I think education is important
286.	youth work should be delivered by voluntary groups not council workers
287.	Quite large but quite equal cuts in each area. Fundraising will need to take place to make up some of the money lost from areas
288.	I believe that education is very important & I have witnessed- & I witness every day what budget cuts are doing to schools & I wanted to minimise more damage to schools in the region. I ensured that secondary schools got more money because they need more resources i.e. jotters, stationary, textbooks and more. I think that health & social care for adults is very important as there are a lot more vulnerable people in our society. I didn't want to enforce more taxes on people as it would be harder to do that than to cut the budget slightly in other areas. I cut waste disposal slightly because I think it would be good for our environment to change our bins and start recycling.

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289.	I set this budget carefully as not to be harsh but I believe this could have been the only option
290.	Improve our income generation create income by creating more opportunities for our young people in Dumfries and Galloway to socialise in a positive way. Current facilities are poor. We should invest in bringing entertainment to the area for example providing Laser Quest, paint balling, young drivers courses, Trampoline, indoor climbing and other activities. Not everyone wants to go to the gym. Young people and their families travel to Carlisle or the central belt to spend. Encourage the economy in Dumfries and Galloway. In addition to this we should improve access to the region. Train lines are poor and A roads beyond the motorway are poor. How can we improve these?
291.	There seems to be a lot of investment in salary driven budgets. ie those who work at secondary/primary schools being paid when closed for the holidays. There should be a connection between adult learning/sports etc using schools during these times and evenings/weekends so a need for less council buildings, less staff as teachers could be timetabled to cover such classes this working through the whole year.
292.	Families should take more responsibility for the elderly members
293.	The council are wasting far too much money on in house services and staffing that gives nothing back to the communities. Cuts to education and social work cannot happen if we are to slow down the decline in need for adults/health when older. So many buildings lying empty costing money. Too many managers in departments doing nothing and on long term sick. That's not how the rest of us are living. Our communities are safe enough really. This is Dumfries, not Glasgow. Community officers have little respect in the communities so why have them?
294.	We need to be more robust in cutting waste
295.	Reduce waste superfluous staff at council offices. get planning right first time such as DG one. Education, infrastructure and care of elderly a priority. More means testing of care of elderly? Bus pass should not be free for all but a token payment by all? I don't envy your job.
296.	It seems to be an age we live in that everyone expects the council to help and pay for everything and anything. I looked at it as if I was running a business.
297.	This was hard! I didn't really think it would be so difficult. I had to take funding from areas that I didn't really want to. I wanted to protect as many areas as I could, but really there is no choice. I do think there is a lot of wastage in schools. I've not taken much from public spaces - we need those. Nurseries are important and don't have a very big budget - a good start for all children is needed. I hope I've not taken money from poverty through my choices. This wasn't clear.
298.	This survey is very prescriptive and simplistic. There must be other ways to generate income and cut costs. Asking us to randomly choose will ultimately only serve to let you claim this is the people's budget which is rubbish. The public sector seems to have isolated itself into a group with many self-serving individuals using austerity to justify rationalisation of services and early retirements on ridiculous packages. Talk to any 'public servant' in their 50s and the conversation will quickly turn to how to contrive an early retirement package. It's disgusting. Particularly when we see the

	games played like short term promotions to enhance the deals. Surely getting rid of experienced teachers at 55, sometimes just a short time after promotion, with 10 more years of service due is immoral? Managers across the PS board whether its NHS, Council, Education, the very ones with responsibility for managing these budgets are complicity justifying substantial enhanced personal benefits instead of getting on with doing the job till 65 as expected. And if you have too many people, which certainly will reflect on past management practices, then they should be let go on normal packages, as in the private sector, that reflect the fact they have 10 years to work and have to get a job. Tough! Why should a headteacher retire at 55 on a package that ensures they never have to work again? Or an NHS manager or doctor..... It's an awful culture and I find the survey quite patronising and disturbingly self-serving.
299.	Spend on the essentials. Cut back on festivals & non-profit making enterprises. Use more private contractors. Discipline or sack under-performing staff like a private enterprise would. Cut back on anything promoted as free.
300.	My budget centres upon Education. By better educating our kids now, the future in the way they deal with money and budgets will develop from a better sense of effectiveness.
301.	Cannot reduce adult social care unless extra funding from Govt and some education aspects and Roads need constant repair - difficult to get to 30m figure without further cuts to schooling, which is always going to be a priority
302.	Protecting front line services for the most vulnerable is a priority. Raising income and charges will be inevitable, including sports and leisure facilities. Explaining that people are paying more to protect the young and the elderly will help.
303.	A little saving in most categories with most in desirable but unnecessary activities
304.	Because you say you need to save £30 million which from above is only possible by major reduction in services. Suggest reduce DG Enterprise where they Act as main contractor and add 7.5% to actual contractors tenders, this is over and above the actual cost of the architects which comes from another department
305.	Communities now need to take responsibility for up keep of towns and villages. Otherwise health and social care, education etc is going to be at greater risk as well as jobs! Start charging for parking in Dumfries town centre and Stranraer town centre.
306.	Bring in car parking charges. central government should allow council to increase council tax or use other taxation powers. Increase spending on roads and sport; paying for this through increased tax would save me money in the end. (less damage to car and bike, less health problems).
307.	The burden of reduction should be widely spread. Education and transport should be protected so far as possible
308.	How much was WASTED on doing up Maxwelltown High for students for a matter of months? How much was WASTED at DG1 complex?... and it is still ongoing. Due diligence should have been done prior to anything being signed. Now all areas are having to pay for it.
309.	Cut have to be made.

310.	Attempting not to cut education budgets, while appreciating that some efficiencies can be made on services such as economy and planning, offices and buildings.
311.	Unable to complete full budget as I don't feel I have full enough understanding of the complex effects of reducing levels of service. Adult learning services need very thoughtful, long-term investment to engage adult in fuller participation in community-benefitting activities and developments.
312.	Consequences are not really very clear usually it just says can't deliver the services. What is required is an independent review of how services are provided to optimise the service and the cost. For example schools having to buy equipment from a central list of suppliers when they can source much cheaper and local. This would boost local economy and reduce costs making it more effective. Sometime central controls bring hierarchy governance costs that outweigh the supposed benefits.
313.	We don't have that many young people. We have a lot of older people. We need to attract families. Stop building lots of schools and start reducing the number of schools. I am older but I am providing for my old age. Build our economy, improve our roads, stop doing things that are not going to improve our region. We need to attract talent. Bit disappointed that you are not saying what you will stop doing. I think this will be hard for the Councillors but
314.	I believe that there are efficiencies to be had by reducing costs in the operations of social care, education and dramatic rationalisation of the Council's Estate. Though it pains to reduce Economic Development, there is a new Economic Agency. Planning service could also be made more simplified. I was amazed at the amount spent on digital technology, as a resident it is hard to see where this money is going. I would suggest that the Digital processes are brought into this millennium, maybe sharing the cloud platform with a larger authority. Shared Services should be considered across the public sector. This is a very difficult process for all involved. I am sure it is difficult in real life
315.	I am not aware of the number of Council staff, their salaries and any bonus scheme. However, I have a suspicion that great savings can be made in this area. Safer Communities should not be lumped together with Public Spaces and Culture. The Council MUST increase efficiency - The Dumfries Campus and the DG One projects are disgraceful failures in Project Management and Control these are key Council responsibilities.
316.	This is for one year rolled out over two years is 60 million in savings!!
317.	I would suggest getting recycling under control in the first instance. The waste already being paid each year for services and items not in use appears ridiculous. Next, if you are paying this budget for the digital services currently provided then again this needs reviewed. If the options for new commercial options are not already in place then I question why not. Dumfries needs a plan for business and supporting small businesses who will contribute. Lastly the rest of the budget is difficult and a wide range cut is required BUT perhaps we would not be in the situation if historical decisions had been better made, more informed and better judged.
318.	Impossible to set any way other than serious reduction to every budget, That said, how about not wasting capital money on grandiose expensive

	white elephants like DGOne, Idiotic Flood barrier plan, hideous and expensive granite resurfacing around Burns Statue, 'upgrade' Gretna etc
319.	Right here goes... stop throwing money away and review services first. Review all non-public facing staff. Especially councillors and those in management positions. In adult services review managers and work smarter reducing expenses! In secondary stop paying for duplication of services ie employability and skills, per pupil more money than primary yet it's too late for so many kids. What is the bridge for? Elmbank is an essential safe place for lots of kids and should not become outreach. Primary stop school meals and reduce non facing managers that do very little. Increase money to primary school to save our future and support kids before they disengage. This needs to happen in early primary. Reduce class sizes share best practice between primary schools. Fitness and lifelong are non-essential services and I would reduce these. Let's face it when can you actually go swimming? Improve recycling and only collect bins fortnightly this would be better for everyone inc environment. Please don't increase rates as I've no money left and we both work!! Get those on benefits volunteering, they can rubbish pick and give something back!!
320.	The council need to look at what they spend on personal expenses. They also need to make sure their online staff provide value for money to the rate payers who pay their salaries. How often do we see workmen driving at work and immediately taking a tea break, then another 2 hours later, then a lunch, then another tea break, then pack up by 4 at the latest. Does not give a good impression!!!
321.	Better management of budgets/mis-spending must be the biggest priority; there are companies under contract (eg. EPOS facilitators) who are incapable of delivering the services they have tendered for- and money has been spent on equipment/recycling services which are non-existent!! This is SCANDALOUS! Grass-cutting should be reduced to the ABSOLUTE BARE MINIMUM (eg. roadsides during growth periods, sporting surfaces where in regular use). What's the point of having a fleet of expensive [polluting] petrol lawn-mowers clipping grass which might have grown a few millimetres since it was last cut? The cost to the environment (wild flowers/bees) and the public purse outstrip the benefits. Don't fund school trips to exotic/far flung places. Enforce Community Service sentences for offenders so that they are putting back into society.
322.	For me, the most important services are about supporting people through social care and education. There is no sensible way to balance this budget, there is just not enough money.
323.	Without having a greater understanding of the harsh reality' of this, it is just a slider score game. DGC needs to become more efficient. Much has improved over recent years, but the Council is still wasteful (Recycling) and spends poorly, eg. DGOne.
324.	As little as possible taken from Education - it is creating people for the future. Active Sports are a service I feel could go, feel they are making a for themselves.
325.	I'd prefer if you could save money properly. We hear stories of wasted opportunities, or brand new vehicles and equipment sitting in storage. Reduce, reuse and recycle should be a fundamental part of your strategy

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326.	I set this budget with a view that so much has come from the leisure and sporting section so far and needs to be protected.
327.	There is a need to balance the budget in a manner which is least harmful to vulnerable people. Clearly essential services such as education, health and social care should be a higher priority than Leisure and Sport facilities. I am at a loss to understand why the Council deemed it necessary to build a 50 metre Olympic swimming pool in Dumfries when Carlisle does not have a pool larger than 25 metres!
328.	Roads dept need to seriously re-adjust their priorities. Stopping up laybys makes no sense, nor does adjusting road junctions such as the bottom of Maxwell St. and others in Dumfries. Spend the money on repairing potholes.
329.	Public spending too high, cut back on education, reduce health spending and then spend money to encourage a healthier nation!
330.	Dumfries and Galloway need to be pulled out of the dark ages. We need better infrastructure and increase income to the region. Time to start thinking more radically and create efficient services we need.
331.	Without local private business growth, the Region will not have the opportunity to grow as a whole. Public spending can only align to income. More encouragement needs to be given to private economic investment to achieve better times for public options. Certain Council ventures have not looked good value for money and much public faith has been lost in future plans. Would like to have made better comments and willing to help, if asked.
332.	Protection of our young people would be my highest priority.
333.	It should be obvious that there are elements that should still be protected or given higher priority within each of the services subject to savings. Those things the Council continues to do it should strive to do well.
334.	I've taken a huge amount off nursery as I believe young children thrive better in their parents care. I sit on the [REDACTED] and feel that they are already delivering a skeleton service, thus I have removed very little. I've taken a large amount from health as it is poorly managed. The German healthcare system costs less per capita and delivers better care. There is much that could be done to redefine health care delivery. There is scope for improvement in waste disposal. Adult learning is wonderful but doesn't underpin society in the same way as primary and secondary education.
335.	We could save a lot by using my 3 methods to control flooding rather than the council's embankment plan. We could also save by not SALTING the roads, & require us all to use snow chains.
336.	I believe that Council tax needs to be increased not budgets slashed
337.	I would have preferred to have the option of cutting the salaries of the most highly paid earners, and of reducing the number of managers and councillors.
338.	Health and social care for adults: For services for those with real need or hardship why not ask for a contribution from businesses and individuals in the form of a bequest or sponsorship. Allow staff to work from home where possible to reduce need of office space and/or use hot desks in local council owned buildings for office space e.g. village halls/schools. Run learning courses for over 16s in west or middle of the county not all Dumfries-centric to give a fair opportunity to all and move teaching staff

	<p>between centres alternating theory and practice for technical subjects where possible. Schools, nurseries and offices: Lower thermostat in classrooms and offices to 20C. Save energy and time by limiting coffee breaks to 15 minutes morning and afternoon and lunch breaks to half an hour also reducing energy and waste. https://www.cips.org/en/supply-management/news/2017/november/working-with-end-users-is-an-art-not-a-science/ Limit personal use of council equipment, unless a hire charge is applied e.g. no printing out personal materials or use of council vans or trailers. Keep a tight inventory on materials and cleaning products. Waste collection is not working for us at all. Having to put a wheelie bin in a trailer and hook up a trailer in order to get our waste collected means it does not get collected if we have no vehicle available even though we pay for this in council tax and business waste charges. Prefer to use communal bins as they do in Europe where waste is collected more often but fewer locations.</p>
339.	This is shocking for D&G.
340.	<p>We have already suffered from a lot of cuts in Langholm due to the Council decreasing their budgets. This is down to poor management within the Council and some outrageous decisions which nobody has taken responsibility for. Any cuts should be shared out equally across the region and not focused on the smaller rural communities while Dumfries goes untouched. This could have all been avoided with better decision making but we are where we are. The amount of money wasted within the council is unreal. It's a shame there wasn't an option to reduce that!</p>
341.	<p>Least damaging option. You need to raise the level of the rates, which you don't give as a possibility. You're in an impossible situation, because of your shortfall in income, so you really need to be encouraging people to lobby central government to give you more cash funds. A bit of an irrelevant attempt at consultation, but I suppose I have to give you credit for trying. Im assuming that as politicians you will ignore the opinion of the public.</p>
342.	<p>Prioritise services for the vulnerable and seek efficiencies in large functional budgets - waste management, education etc. Reduce funding for services used by segment of the public better able to self-fund.</p>
343.	<p>Thank you for the opportunity to comment. Please note that my own household Council Tax bill increased by 19% this year. The premise of this survey is a little dubious. The single instrument of overall financial control, as implemented via your sliders is a very blunt instrument. If I were privy to the details of the operation of each council department then I could probably make more effective suggestions. For example, if I reduce the Waste Management budget, almost immediately there are dire warnings about the frequency of collection, etc. And this is without any recycling program. I find it hard to believe that most other councils have been able to introduce recycling schemes without busting the budget. Assuming that the consequence alerts are valid, the aim of my choices is to reduce overstaffing in the administration. (During Britain's period of dominion over much of Africa, the entire Imperial administration was 1500 so why does a small town like Dumfries require 5 times this number?)</p> <p>Community projects should be run by communities - volunteers with local interests and local knowledge who will 'own' their project. Our town is full of decent, generous people. As for many things; lifelong learning; should not be the business of local government. Each individual is much better placed</p>

	<p>to decide how to develop their own skills and interests than a one-size-fits-all program. This make-work program should be scrapped. The best way to clear a budget deficit is not to run one up in the first place. Who is accountable for the overspend that we now have to deal with? What guarantees are there that this won't just happen again? Whilst I am happy to while away half an hour playing this 'budget game', I know the outcome will be only be at best a stop-gap fix to mitigate</p>
<p>344.</p>	<p>The proposal is based on >40 experience of running a manufacturing business with a turnover in the same region as the D & G budget, but with 5% of the staff. Education is an investment in the future and should be protected. However, this does not extend to nursery provision. More responsibility for Adult social care should be taken by families, as many already do. There is no need for a weekly bin collection. Improve recycling and reduce bin collection to monthly. Customer services could be provided with 10% of the current assets. The roads department needs a total overhaul and a change in work ethic. Currently, Eskdalemuir, (pop 270) is served by 60 buses/week producing 6mts of CO2/annum, yet run, for the most, empty. Apply this across D & G and it soon becomes evident where the saving can be made. Others - offer smaller amount of savings, but, easily achieved by a change in focus. Generic - There is little evidence of leadership or focus within D & G council, either from the Executive or the Council leader. Councillors are allocated roles on party political grounds rather than any ability/experience. e.g. there are no objectives for any committees nor any minimum requirements to serve on these committees.</p>
<p>345.</p>	<p>try to have school campus rather than 3 separate buildings, teachers on site to share work load less equipment needed, more sharing resources, less paying for bank staff & use of pool cars. Sell off schools that are being under used. Refuge - try make more effective routes, sell off vehicles that aren't getting used, cancel recycling refuge if not going across region, cancel job & finish always work to be done. Property - sell off all buildings not being used and any land that council not going to develop. Encourage communities to take ownership of the areas around their village. Transport - look at the vehicles that we have in our fleet are they fit for purpose? Pool car sharing - how many times has a council car passed you with ONLY one employee in it but all heading to same area of work? IE A75 heading to Dumfries in mornings Parking - sort out parking to bring in income without having to pay employees, carpark charges street parking. Leisure - reduce profiles and facility costs so that more public will use so increasing revenue. Install motion sensitive lighting in all public buildings / schools /offices Stock control - check what stock council has from other buildings in some kind of online stock control, so that instead of buying new all the time , stock is checked and transferred to other departments / buildings saving cost of always purchasing new. Invest in proper PPE / equipment so only needed to issue annually. Reduce fuel bill by having more electric vehicles especially for low mileage journeys. Make sure all routes (refuge, grounds maintenance, community safety etc) checked, time managed & economical</p>
<p>346.</p>	<p>Absolutely ridiculous levels of cuts. Scottish Government should properly fund Councils</p>

347.	Seeing where the budget is a useful exercise. None of the choices are ideal but we have to live within our means whilst maintaining the opportunities for educating young people. They are the future and if they are properly educated and get high quality jobs we will all benefit.
348.	If 30m needs to be cut the only fair thing to do is to cut a straight % across the board, say 10%. There is at least 10% in waste and/or non-producing programs in all these areas.
349.	No choice but to make efficiencies in the biggest services. Other services are small already in budget.
350.	<p>Look to reduce departments by removing the Communities Department and reassigning services under other departments and moving certain services to arms length not for profit trusts? this would reduce senior management overheads and also improve accountability, which currently can be unclear. Charges for services should not have an arbitrary cap of a 3% increase and charges should reflect actual costs. Change current economic strategy from economic development staffing to capital investment in infrastructure e.g. roads, connectivity and grant funding for not for profit enterprises. Move from direct Council staffing and move wherever possible to provision by not for profit trusts e.g. Move Leisure and Sport and other facilities such as Caravan sites to independent trusts. Concentrate on Statutory services such as Education and Social Care to include better information to the public on what are statutory duties for local authorities. Change current HR Strategy and focus on more fluid task/project based employment and avoid the proliferation of generalist so called multi skilled jobs (i.e. avoid the old adage of 'Jack of all trades master of none?'). Recent project debacles such as DGOne demonstrate the current HR Strategy is flawed. Introduce car parking charges and greater regulation over parking looking at models in other rural local authorities e.g. charging for long stay parking. Invest in decent refuse service with recycling targets, consider reducing to a 2 - 3 week collection cycle for all non-recycling waste. Look at best practice across UK. Introduce charging for certain services or move provision to voluntary not for profit sector e.g. Youth Beatz. Safeguard grant funding for voluntary sector where D&G Council grant funding can support local fund raising and attract external funding. An exemplar of this is the community/ voluntary activity in Kirkcudbright and other smaller communities supported by Community Councils. Increase Community use of school buildings through more flexible working practice and empowering local communities to provide out of school hours provision e.g. sports clubs, cultural organisations. Undertake strategic review of funeral and crematorium services in the region avoiding further ongoing and long-term financial commitment by the Council.</p>

6. Staff Budget Simulator Comments

Approximately 91 members of staff left comments in the free text box as part of their budget submission in the Staff Simulator. Common themes include: -

- £30m savings are challenging to find
- Concern about the impact of the £30m savings on those customers who need and benefit from services the most
- Generate more income
- Increase and introduce fees and charges and generate a greater level of income
- Improve online services
- Improve recycling opportunities
- Invest in energy efficiency measures in order to reduce costs
- Primary and Secondary education is important yet there is opportunity for savings
- Reduce buildings and office accommodation
- Share resources with partners such as NHS and other local service providers

A detailed breakdown of all comments received is shown below.

1.	The Council has no money, it needs to prioritise services for the poorest and most vulnerable
2.	We need to protect education and infrastructure as much as possible as both of those are drivers for growth. If possible, I would have worked in additional investment in Infrastructure and Economy budgets, greater investment in the region will help alleviate issues with Social Work for young people by providing greater opportunities. Thus, the reason for not increasing investment in this area. It was with reluctance that I reduced funding to schools but greater reductions in Secondary provision was the path I took as good teaching in primary would set pupils up for better outcomes in secondary. The Learning Town plan should allow the savings in secondary to be achievable through efficiency with the Bridge and North West Campus. Also, closer working with the College is encouraged. Larger reductions in Office and Customer Contact budgets are in place as the Council can make extensive savings by encouraging more flexible working and even working from home, also greater investment in online offerings reducing the need for contact centre staff is the way forward in a limited budget future.
3.	Politically there will be cuts proposed that won't be accepted. However, unless every budget area takes a reduction then some services will be decimated and possibly wiped out all together as the only way to get £30M is to drag the slider to zero for some services.
4.	Hate to see the education budget cut, but it has the biggest budget. Other services have less budget, making large cuts to those budgets makes little difference to the overall savings, but has a significant impact on those services. Social care is an ever spiralling cost. Something needs to change because it is unsustainable. We should reduce the number of council buildings, work agile but do it properly! opportunities to be fully agile have been missed, efficiency's in mobile printing and print management have been missed. Schools are a law to the themselves with printing, they don't heed the policies and just print whenever, they don't use the applications available to them such as PaperCut to save money, you could make £100k, £200k savings in printing if proper print management or better yet, channel shift was made a priority in schools. no more schoolbag mail, school bag email. every

	<p>student has an email address, send emails home to parents. only the most deprived of students should get paper copies of letters to take home. Roads are soo poor, can't make cuts here. While we need our landscapes to attract tourists and locals to have better quality of life, we also need to make sure of all the assets we have so yes, develop land for money making purposes. Switching to online and automated services will make savings. Make the most of the regions assets, drive tourism, we have some lovely roads, a south of Scotland 500, like the coast 500. DnG is brilliant for motorcycles, highlight things like this to bring more people into the area and keep people in the area. Do NOT outsource jobs. I see huge sums of money wasted on 3rd party contractors just so we can lay blame on them when something goes wrong, we live in this horrific blame culture that is stopping the council making quick efficient changes and doing any work quickly. Staff are paid to do a job, allow them to and trust them and if there is blame to be handed out, hand it out to the managers, that's what they get paid for. The more we outsource, the less money in staff pockets, the less money in staff pockets means less disposable income, and this means less money being spent in this region, which just turns into a vicious cycle.</p>
5.	<p>Strip everything to the bone. Remove tiers of management and structure that no department has a lower ratio of 1 manager to 5 members of staff. How can Heads of Service flexibly retire? Surely that shows that their job is redundant. Increase council tax, we have some of the cheapest rates in the country, which reflects on our region.</p>
6.	<p>Tried to limit budget cuts to areas that would have the minimum social/welfare effects. However it was impossible to do this due to the scale of the cuts required, so Social Work and Educational activities ultimately had to bear a significant share of the savings.</p>
7.	<p>Is to understand what we can do instead of concentrating on what we can't do, there is still a lot of management savings to be made especially in Social Work, the tiers of management are atrocious especially from the Manager of an ARC through to Chief social worker.</p>
8.	<p>Investment in Social Work for Children and Young People is extremely important and if prioritised, will positively impact upon expenditure required in other areas.</p>
9.	<p>Stop flushing money down the pan in an attempt to save face - demolish DGOne and reinstate a carpark to encourage visitors to the town centre. Far too much money wasted on social service provision for 'vulnerable people';. The council are not a safety net and cash cow for people who are not willing to work.</p>
10.	<p>Schools could be opened more to the public to generate income. Not all Public spaces / culture facilities are used well so could go to a charitable status</p>
11.	<p>There are many changes which could be made to the way the council operates ... firstly an entire overhaul of the antiquated ways that the buildings are heated including schools, museums and such. Ground source heat pumps are very efficient, and grants can be gained to achieve this work. A more streamlined set of routes for waste operatives, as quite often they can be finished well ahead of schedule. More work could be completed by these operatives. A combination of waste staff and grounds staff, using multi skills covering sickness within both areas. Heating could be automatically shut off</p>

	to prevent overuse. Lighting could also be improved, using energy efficiency bulbs.
12.	Difficult task. I think all municipal leisure facilities should be scrapped and replaced by private sector initiatives. People already pay to swim, to skate. Does the amount of use warrant a public ice bowl/indoor bowls centre? Bin collections are weekly. If the council did more to encourage recycling and tackle food and packaging waste, there would be no need for such frequent collections. Customer service. Surely the majority of the calls to customer services are things that could easily be found online. Less call centre staff meaning less wages. The SNP Government tied local authorities hands by freezing the council tax. Its time their supporters experienced the harsh reality. I would also consider what the council pays in terms of employer pension contributions. 21.5% is an absolutely shocking amount of money when on the lowest paid are taken into account. I know for a fact that West Lothian Council only contributes 14%. Publish the math for the entirety of the council, or maybe D&G Standard would like to investigate.
13.	More consultation with local communities (Community Conversations) on all services provided (especially public spaces and waste collection - more efficient ways) and possible volunteer assistance from Communities. Customer services/digital services - may need to take longer to balance budgets. Invest to save ideas (energy efficiency/CAT). More income making schemes (print Unit could be tendering for other jobs to earn money). Roads and infrastructure need to be improved to help quality of life for residents and encourage tourism to the area
14.	There are no easy choices but education has been protected from previous budget cuts. Things that help the economy should be protected as much as possible, such as roads, facilities and keeping the region clean (tourism).
15.	Found this really difficult [REDACTED] [REDACTED] Hated cutting the budget for roads as they are shocking but we can not keep taking from the services we do not give as much funding to. No easy answers I'm afraid!!!!
16.	[REDACTED] it is vital that our budget is not cut even further as this seriously impacts on the resources available for vulnerable families.
17.	Need to concentrate on what we need to deliver not what is nice to do so. We are not required to deliver arts and culture but yet we are spending ridiculous amounts of money on facilities. Same with Leisure Services. We need to get self service by default with assisted service for those who require assistance in place immediately. Put managers into jobs with skills to deliver this!
18.	we need to face reality and close some primary schools and libraries - but invest the money on transport links ((things like taxi cards and wee buses not have expensive 53 seaters driving around); and have fortnightly bin collections.
19.	The Council might want to consider the closure of very small primary schools to save money, to improve learning and teaching and encourage social cohesion in a larger cohort. A standard timetable for secondary schools as indicated in the budget calculator should be thoroughly verified and trialled. Further savings could possibly be made in reducing middle management.

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20.	Increase opportunities for further investment on key services to improve these and deliver for our customers
21.	Fortnightly bin collection - encourage recycling. Charge for events such as Youth Beatz (this is not a popularity contest for politics). Each council employee foregoes 2 hours of contractual hours per week to ensure job security for all. Concerns over budget savings when places like DG1 and the new school are costing ridiculous amounts to fix never mind build.
22.	I believe that the departments with the biggest budgets should take the biggest hit. The roads are a disgrace we all pay fuel and road tax so we expect our roads to be sorted. We cannot continue to ring fence education and social services to the detriment of all other services.
23.	What choice do we have?
24.	I have thought of effective ways of accessing skills from existing staff
25.	Education needs to be prioritised. As does health. Grass cutting should be completely cut where not essential. It wasn't an option, but highly paid members of staff in the council should receive pay cuts. There should be a public admittance that there is no money and it is impossible to provide the service that we are promised by the government.
26.	Dont take my numbers as what I would do. I was just playing with the sliders to reach £30m. Services are lumped together to make folks think more about the consequences. In reality cost savings could and are done on a much more granular level. As a general overview for public opinion (for those folks that are somewhat technically proficient) the sliders are a start. If this is to be used to actually make decisions, then in the words of an ex local resident 'We're Doomed'
27.	Education NEEDS to remain a priority for this Council. Too many children and young people are missing out on vital education and support in schools and as a parent of 2 young children entering the education system this worries me greatly.
28.	All areas need to be considered including SW and Education. Too often they are 'protected' and others suffer the consequences. Whilst we need to educate - we do not need and should not support keeping open schools with too few children in them - I am not here to support an almost private education for some. Close them when numbers are too low! In relation to Social Work we again need to protect the vulnerable yes but wrap them in cotton wool to the extent we do. We do not need arts and culture to be 'subsidised' by Council Tax payers - if you want art galleries pay to visit them like the rest of us have to do with our hobbies or interests.
29.	Another is to have FT staff across the entire Council working a 35 hour week (FT) as opposed to some who work 36 or 37 hour weeks. Reduce the amount of sick pay Council staff receive.
30.	D and G C must stop wasting money. £220,000,000 in debt and £9,000,000 per year goes on interest. Stop refurbishing buildings. Now is not the time for 'smarter working'. Stop renting buildings and spending too much on refurbishing them - Garroch and Monreith. Cut pay and benefits for top earners. Stop Youth Beatz or make a charge. If there is no money, then stop spending it.
31.	Reduce the number of Councillors and numeration they are paid. Many years ago this was seen as something to be proud of to support the local community

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	with no numeration at all. Look at the top-heavy management structure surely a lot of saving can be made here.
32.	It was interesting to test out the challenges faced in meeting the various needs of the Region.
33.	It was difficult to set the overall £30M without placing cuts against Social Work and Education which initially I was trying to minimise
34.	Too much money is wasted across departments. Buying frameworks also tie us into expensive 'approved' suppliers rather than seeking out the cheapest/best.
35.	Close buildings that are taking up a lot of money to maintain e.g. heating costs etc. Use the most of the Council's agile working. Public Crematorium would create jobs in the West and would save stress on families travelling in Ayr in difficult and stressful times. At the end of the day, every sector is going to be affected but some more than others.
36.	It's definitely a tough call, but I'd go for minimal reduction on Culture, plus Roads and Infrastructure as out of the budgets available, these are the ones which bring major and significant income into D&G. If they were to be cut, then the chances of generating income in future would be hugely limited and may not recover. Others could perhaps weather a short-term hit. There is something obvious which is (deliberately?) missing from the budget plans here. What's not shown here is the council's planned investment in huge capital projects. Surely it would be better to have these lay dormant for a few years if the economic situation is as pressured as the council suggest. So, no work on the Whitesands for a start, and limit capital spending to small grants not multi-million.
37.	while budget cuts are required - i would not increase investments - the public usually oppose any investment during times of austerity. Creates bad feeling / relationships. I have tried to minimise cuts to front line support staff and vulnerable user groups - i.e. schools and social work. Roads in places remain in a state of disrepair from last winter - with winter upon us again - i would not cut too much. However - new traffic control measures - such as those at cuckoo roundabout - are an unnecessary and in some opinion - ineffective waste of money. For roads – I'd spend only on repairs for the 2 year period.
38.	Must continue to ensure children from a young age have a good education and additional support when needed to maximise their chances of a good life regardless of background. Old and Vulnerable people in our community must remain a priority too. Put a hold on 'culture' and art until better times. Folk who access services tend to be better off and will continue to do so without council investment. Town Centre renewal - must continue, but without consultancy feesCouncil officers on high salaries must be up to the job without relying on outside bodies - and if they are not replace them with someone who is! Cut the number of council buildings, embrace new ways of working across services. Staff - focus on weeding out inefficient staff - support long term 'sick'; to return or leave the payroll.
39.	Education has always been quite well protected; however things need to change and they need to look at how they can stretch the budgets in schools. Schools seem to be very staff heavy and reductions in the past have been made to the lower paid staff, with loss of classroom assistants, playground supervisors etc. The teachers should do more eg. take a turn watching the kids at lunchbreak, take them for PE, Art or Music instead of having to bring in

	<p>additional teaching specialists. I know teachers are stretched, however they have good working hours and long holidays. The waste disposal team needs its budget reduced as I feel there is no need for the recycling lorries that we have with 2 or 3 workers manually handing all the different items. I believe we have a recycling centre in Locharbriggs which sorts out all the rubbish. If all waste was taken there, less man power would be required. I also believe that people who want to recycle will take their items to a central point and won't stop if its not picked up from their house. Many businesses and travel companies don't seem to recycle, so maybe they should be either forced to or increase their commercial waste costs.</p>
40.	<p>As far as I'm concerned, the most important thing is not to impact our young people in terms of their education and opportunities. Also feel our roads and transport are already in enough of a mess without massive reductions in budget. On another matter a lot of wastage still exists in offices still in terms of purchases of unnecessary stationery - still too much needless printing and distributing of hard copies goes on. Teas, coffees and catering for meetings where 'heads of service/directors/Councillors/external agencies' are in attendance is a joke and a massive waste of money throughout the financial year. These people should be able to afford to bring their own snack/packet of biscuits to a meeting or a box of tea bags/jar of coffee. I would imagine a lot of money is wasted throughout the year on provision of catering needlessly.</p>
41.	<p>To deliver these savings the Council will have to shift the focus to statutory provision in all but essential services for the most vulnerable. Those that can pay will have to pay for services or at least make a higher level of contribution than they do now. Arts and Culture are luxuries that the Council can no longer afford and savings delivered here can shore up the more vital services. The Council taking back responsibility for waste should enable savings to be made whilst the service is brought into the 21st century and proper recycling facilities are rolled out across the region. Whilst unpopular politically, on-street parking charges should be implemented as D&G cannot afford the luxury of being one of the few remaining councils in the UK which has no scheme. The political will needs to be brought to bear to close schools with ridiculously small numbers of pupils - some pupils cost the equivalent of boarding at Eton to receive a sub standard education with little interaction with fellow pupils given the small numbers, this has to stop. There is no place for sacred cows any longer and the politicians need to get serious about thinking the unthinkable if the Council is to come out the other end, leaner, fitter and stronger.</p>
42.	<p>It is not possible to save this much money. There are suggestions not on here - drastically reduce the recently expanded layers of Management. We never needed this many managers 20 years ago, I now have 3 extra levels of manager over me, my post hasn't changed but a lot more managers have been brought in who just go to meetings and talk, but don't actually do any work for their service.</p>
43.	<p>I think this is your way of saying that the quality of services will be cut and that staffing will be cut.</p>
44.	<p>I didn't cut the roads budget because of the terrible state they are in & the detrimental effect cuts could have on income generating activities like tourism & business. For the same reason the reduction in Economy & Planning is</p>

	<p>small. I was forced to have to cut budgets for essential services like Health & Social Care (which I tried to keep small) and Customer Services (into which some effort must go to encourage a more 'self-service'; approach by a more IT literate population 'out there' & tried to make the biggest proportionate reductions in services which I perceive as having some non-essential 'wiggle-room' such as Lifelong Learning. If the Council can encourage other organisations to provide some of the services currently provided by the Council maybe cuts on the ground can be reduced however I feel we should also recognise that just because we want organisations and communities to take on the running of services, the D&G population is an old (and ageing) one that may not wish to do so & for whom a lot of support will be required, not just at the start but also throughout.</p>
45.	Education is vital and can impact on so many areas. The education service has already seen a lot of impact of cuts and is already seriously struggling.
46.	Close small primary and secondary schools.
47.	It's got to the stage where the big budgets need to be cut - but Health & Social Care is still cut proportionately less than others in my version. Waste Collection is reduced significantly (fortnightly collections etc.). It is possible that H&SC and Education budgets could be cut by more to save some of those services that have already suffered badly, but I'm not sufficiently knowledgeable about statutory responsibilities to be able to make that call. A grim picture overall!
48.	Think early years education and caring for the vulnerable are the most important issues. I have no problem with face to face, tel contact etc being available certain days of the week ie maybe just mornings or Monday to Wednesday or maybe even using the schools as customer services centres/libraries, maybe some services could be offered in conjunction with local businesses (similar to post offices). Secondary education - it appears Dumfries has operated with sufficient school space with a school closed which begs the question do we need 3 secondary schools in Dumfries? In the absence of DG One quite a number of small leisure and sport businesses have opened and think this can be fulfilled by the private sector. Museums and art galleries are important to our history and tourism but maybe some of the smaller ones could be closed and focus on more events and activities at the large sites.
49.	I took savings from all services so it is across the board with no favouritism. This budget is difficult as is the process.
50.	it is an impossible task without cutting services and staff. education, both secondary and primary, must not suffer too much throughout this process, these children will need a decent education to sort out the mess our generation has created.
51.	Leave the budget alone as every section is already stretched to bare bones. Invest in Caravan Parks to bring money in. Run and advertised properly as they are a gold mine waiting to be tapped into. Invest in green energy solar/ wind Geo/ thermal. change every light bulb to LED. Make all government buildings have solar panels, feed power made back into the grid to make money back.
52.	Don't envy whoever is making these decisions.
53.	This exercise is little more than an 'look how hard our jobs are' PR stunt. The perceived 'consequences' are factually incorrect and demonstrate an inability

	to make cuts and economise as the council should. There are a host of 'figurehead' positions within the council that are totally unnecessary, many council buildings lying empty and initiatives which are so unimportant in the grand scheme of things are funded. You continue to remove resources from key services, expecting staff to pick up the pieces.
54.	Services need to be paid for and cuts will be required across all services.
55.	I feel that sick pay should be looked into as 6months full pay and 6 months half pay means that there is a lot of sicknesses within D&G. This means that you have to pay out more money to get other staff. If you look at other companies that don't get as much sick pay or none they have a lower sickness rate.
56.	This budget is based on preserving the statutory services where there is no alternative provision but recognises that to achieve this level of savings there will have to be a major rationalisation of the school estate to achieve this. Expectation management of the public will also need to be a priority as service output will need to be cut rather than just the service inputs. To achieve budget savings of this level there will be a need to abandon the policy of no compulsory redundancies and all income generation opportunities will need to be seriously considered ie. car parking charges. It is likely that the Council will need additional funding for the statutory requirements of social work childcare.
57.	£30m savings will now start to have an impact on the services provided by the Council. However the areas where I have indicated the reduction in budgets should concentrate on the efficiency of current processes, the introduction of digital processing and removing non statutory services with smaller demands.
58.	equal spread over all budgets approx. 10%, share and manage the pain equally
59.	This is a real struggle - I cannot think of any safe way to reduce to full saving requirement despite selecting all additional income options. It would not let me submit unless full savings met but I am not happy that this is possible or sustainable, and appreciate my proposals would be very challenging. I am particularly concerned about the level of cuts required to Health and Social Care, and Education, but appreciate other services are important also.
60.	Reduce to fortnightly bin collections. (therefore encouraging households to recycle). Start Charging for Parking. Make the flower arrangements around towns more manageable. Artificial flowers? removal off flowers. Stop wasting money on projects that are failing. Build buildings that are fit for purpose. Reduce rates in town centre to encourage more people to visit area. Fill the town centre. Encourage big companies back into the town instead of forcing them out. Make Youth Beatz a 2 yearly event. Reduce working hours by 1 hour per week (or pro-rata). Stop targeting the lower earners in the Council. Look at management level and hold people accountable of the DG1 disaster etc.
61.	We will need to get communities to do more with active involvement especially in schools and also families when it comes to care, it looks grim regardless from what angle you look at it why not try a local council lottery, also research into recycled plastics as road coverings instead of tar. Be wary of the cheapest quote as its normally the first one to fall to pieces!!!!.
62.	██████████ I see a lot of areas that are a waste of money

63.	<p>Schools and Partnership provision of services are at breaking point. Staff are unhappy; pupils are getting a raw deal, education is becoming inefficient. Recruitment is low, retention of staff is suffering, and again Learning and Teaching is paying the price. IF you continue to make cuts in education - you will certainly see a poorer workforce in the near future as well as an increase in unemployment (possibly crime as result) and a poorer standard of living in the region as a whole due to the resulting affect on our economy and wellbeing. We need investment in our region.</p> <p>I don't know where you can make the cuts to be honest. Anything is going to make the region poorer, by definition, and by quality of life. We need to fight for more investment. We cannot continue like this.</p>
64.	<p>I believe that the savings should be shared as fairly as possible across each sector rather than 1 sector bearing the brunt. I have tried to do this as a percentage of the existing budget. There are some sectors (such as education) where I believe all possible cuts have been made without there being serious impact on staff and pupils however I concede that it is not fair to expect the other sectors to face larger cuts to try to cushion Education. I believe there are going to be serious consequences when the next round of cuts is announced in terms of staff well-being and I foresee lots of staff leaving the Council or going off sick with stress.</p>
65.	<p>Staff should work a 4 day working week - this would save salary costs and also building costs. There should be one councillor per ward not 3 and 4</p>
66.	<p>why are the Council paying a rent for some buildings when other Council owned building are underutilised? Sell all property not in use, or which could be vacated by staff moving to another location. Focus on better IT and reduce the number of Customer Service Centres in smaller areas - Dalbeattie, Dalry, Gatehouse, Whithorn, Sanquhar, Kirkconnel, Lochmaben, Eastriggs and reduce Dumfries to just have the Ewart Library. Encourage community councils to take on the maintenance of local community spaces, could they set up SCIOs to maintain public spaces, apply for grants for maintenance equipment/ new play equipment. Reduce the number of grants on offer by the Council to local groups Council and Elected Members advertising in newspapers should be reduced to save costs and Committee papers/agenda should not be printed. Do not set up common good sub committees but extend the remit of Area Committees to invite community council reps onto area committees when common good business is being transacted. Trusts administered by the Council should be handed over to community groups/ local law firms to administer. Community Asset Transfers should not have a fund to support them, they have Ward Officers doing a great job and can secure funding from other sources as SCIOs, if a fund was there the Council would then be paying community groups to take on one of the Council assets and if it fails the asset would revert to the Council to look after again - overall costing more that if the asset transfer hadn't gone ahead and the Council had sold the asset instead.</p>
67.	<p>Customer & Digital Services - there should be savings in this area rather than an increase as once systems digitised there should always be a saving. Lifelong Learning – don't believe this should be a Council service. Office &</p>

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	<p>Public Buildings - Council should rent more properties and sell off some of their assets to generate revenue. Rentals likely to remain low for foreseeable future. Income - Commercial land and income opportunities – don't think that is a service that needs to be part of Council remit. Would get rid of completely and let private enterprise manage supply and demand. Existing fees and charges - an increase in fees of 3% would suffer a public backlash whilst public perception remains that services are continuing to be cut. Equally that is perhaps something the public has to accept in order for Council to generate some further income to meet overheads. ADDITIONAL INVESTMENT – don't think energy something Council require to be involved with.</p>
68.	I suggest we have fortnightly waste collections instead of weekly.
69.	<p>Secondary and Primary can not take any more cuts, this is affecting our future generations education. As a parent who already pays private tuition, I can see the effects of current cuts. There is cuts to be made on procurement, the current system is not cost effect, as there are contracts in place, companies appear to able to charge what they like and if you went to the local shop or tradesman, the council would get better service for their money. Charge for dog bags, ██████████ 99% of dog owners are more than willing to pay for these. As my Nana used to say look after the pennies, the pounds will take care of themselves; I do not believe it is possible to cut above by 30m and not being able to submit until you do is not helpful. As stated there are other areas savings could be made, which are not listed above, I realise you have a difficult decision to make but the council rarely appears to make the correct one.</p>
70.	<p>To make the extra savings I would. No more long-term sick pay for employees. No more free school meals for p1- 3. Alongside this no more cakes with every meal at school. This would also save you money for dental treatments and health problems due to obesity. School dinners are a huge issue, I see this daily!! Both of these would affect me but are both such a waste of money. transport for additional needs. This might sound harsh but if their parents are paid careers allowance and given a car why are we sending taxis for them each day. If u have a main stream child, a job and no car u are expected to bring your own children to school.</p>
71.	<p>It is obviously difficult to make decisions on limited information. But it is clear that most areas need to go to basic needs or for example just council staff training needs in lifelong learning or minimum buildings or however, cutting the lower services entirely won't help because they cost so little in the first place. Health and Social care for adults, Secondary schooling and primary schooling are the only ones where bigger savings are to be made but I am not in a position to understand how things can change in these areas and with school age children of my own who would want them to miss out?</p>
72.	<p>There are other ways to raise money than those listed. Create a local lottery; stop subsidising some services for example ticket office a Mid Steeple; if it can't break even don't do it! I hope the crematorium idea will be council run and not sold off for private development, £100k for that seems low; not all existing fees and charges are set by us, so can this target be achieved?</p>
73.	<p>introduce gardening bins, do away with food bins, DG1 - how is this building company that did the work not paying for the repairs, No more new schools, school lights should be switched off outwith school hours, Get rid of senior</p>

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	managers, The flowers in Dumfries centre are not needed, or should be saved from one year to the next, not renewed each year, don't employ anyone who has been through ERVS e.g. teachers that take ERVS then come back teaching, Do the potholes once and do it properly, too many officers watching the roadmen, do any road repairs with our own staff , Get Youth Offenders to cut grass and tend burial grounds, School dinners - everyone should pay, Use smaller buses in rural areas to save on fuel etc, Give unemployed folk bus passes
74.	because i am clued up on these scenarios
75.	This was really tough and there was no way of reaching this budget saving without significant impact on many services
76.	Really difficult task
77.	Found this really hard. Everyone has to take a hit, some more than others. Not sure what's going to happen to these services.
78.	No easy way of doing this.
79.	It was the least worse one I could manage
80.	Introduction of parking fees in the towns throughout the region. Shared use of public buildings for private customers
81.	There needs to be more money spent on roads the £10m is too little too late. Customer service and higher paid directors positions need to be cut.
82.	Look at further buildings closing and placing existing council owned land up for sale, more co-location of council services with NHS, private & 3rd sector. Increasing charges for existing services ie nursery, services to people at home. Also further redundancies
83.	It's all incredibly hard to justify. Secondary school education requires the least reduction because it is a key learning stage for young people. With such a spread of population, public spaces may manage with less support. Health and Social care for adults is essential, but also the biggest target for aiding the reduction target. Could this budget still provide necessary services? Investment in a new crematorium is a risk, it would be essential to hire specialised construction worker teams and a return isn't guaranteed. Increased energy efficiency and infrastructure will begin to integrate and incentivise users to use online services more.
84.	We did this as a group of 6 young people and found this really challenging.
85.	As you near the end of this budget setting, you are no-where near the 30 million savings target so I found I just added in extra millions here and there which isn't very representative of my views and in the end it just became a bit of challenge to just make it all add up - rather than it being about my choices. i clicked all income opportunities just to increase my savings. I then became quite unrealistic when i needed to apportion more savings and feel that i have just reduced budgets for the sake of getting to the savings total. There isn't a lot of context to enable informed choices when reducing budgets and my worry is you won't get a true feel of what the public want as they probably don't know what the real impacts are. They will likely appreciate the impacts on services such as education and social work - but i doubt they will have the same insight into customer and digital services, life long learning etc. It is a bit too woolly for me and I don't think the real views of the public will come out from this.

86.	Teachers employed by the Council in non-teaching roles should either be paid Officer grades and T&Cs or return to teaching our children. More joined up approaches with communities, multiuse buildings. More volunteer and community groups assisting Council services in an organised manner
87.	This is a horrific budget to set and no matter what happens its going to have a massive effect on all the services the council provides. I would like to see the bin collection moved to once a fortnight and a better onus onto personnel responsibility. I also believe the council should do absolutely nothing for free including giving out free dog bags and free white bags! Also youth beats should have a 5 pound charge per ticket as I'd rather charge a small amount if it helps the overall budget.
88.	It is sad to have to consider reducing any of these budgets, however some services already receive far more money than other services. Elderly care is a massive burden in this area and families should be encouraged to help more with their elderly relatives. Education is extremely important but again it has the most money poured into it, perhaps money could be generated by parents purchasing some learning material and by parents paying for their children to get to and from school. Could parents set up with the help of council staff a car pooling to help with transport. Those children who get a taxis service to school when they have parents that don't work and could walk them or take them but who are classed as chaotic should be taught to stand up and take responsibility for the children they have chosen to have. Lifelong learning is great when the money is available but why are we paying for 4 additional learning when people have already had opportunities to learn. Nurseries again are a luxury, there are those who use nurseries as childcare facilities. Those choosing to have children should plan for this event including the loss of wages until their child is of school age or those returning to work the inevitable cost of childcare. I would also like to say those very senior managers who are making decisions on large contracts like the leasing of Cargen Towers and purchase of unused bin lorries, and the building of new schools and leisure facilities which fail, should have professional negligence insurance, [REDACTED] this is not lost money to our Council but is clawed back from their insurance! Their salaries are very high so they could afford to take out such insurance and maybe if the senior managers are more carefully selected and have a willingness to listen to senior officers they might not make poor decisions which lead to these costly mistakes.
89.	Very interesting and difficult exercise!
90.	It is very difficult to choose which budgets to cut, DGC need to invest in a complete overhaul, across all departments and not be so risk adverse to reinvent and disrupt our council. The council must consider small charges for all events and facilities they currently do for free, if no-one is willing to pay a small fee, then they are probably not worth the expense of having them in the first place (Museums, Art Galleries, Sporting, culture/Music Events etc). Remove lengthy and expensive contracts that tie us into using suppliers that are out of date before they are even written costing far more than using quick quote or other pre-agreed and constantly updated frameworks for items/resources that are just bought a few times a year. Smarter working was not thought through well, the offices look nice and are well laid out, but this was not the root cause of the issue, the only thing that has actually changed

	<p>is that folks now have a locker each and a few additional break out areas, all of which could have been done with far less budget expense. It is the culture and leadership of this initiative that needed to change all the new/fewer desks and migration of offices back and forth just forced the issue on leadership. Seeking the right technology and training in new working practices/culture with leadership backing, would have the same outcome. Improve the utilisation of the tools we have by providing more training to employees, a lot of staff are feeling left behind as we all become more digital and automated, they should never have to feel this way, investing in improving the skillset of the staff we have would build a more efficient work force. I did not want to cut the education budget but feel there are some efficiencies that can be made. Utilising the technology they have, teachers and pupils can be anywhere, teaching and learning with no boundaries across schools/towns/regions/ countries. Our best, most inspirational and brightest teachers are no longer confined to the one school and the pupils that attend that one school. Technologies like Artificial Intelligence, Internet of Things, Data Science, Augmented Reality, Robotics and Automation, etc are about to take off in a big way schools should be preparing for these and providing our regions pupils the best start in life. I can see there are initiatives that departments are now starting to work more closely, but still witness refusal and nit-picking between them as to who is responsible for what, and the phrase 'it is not our issue' gets bounced about a lot, this needs to be eradicated and leadership needs to do their part in working together and involving all staff and expertise not just those at the top of the tree. Possibly look at more initiatives to partner with other councils. I do not see how all councils processes within Scotland are vastly different to each other council so more joint approaches, sharing resource and expertise in each area can only help improve efficiencies in all areas within the council. Partnering with all councils must surely improve spending power and sharing projects and resources reduces duplication, do we need 32 councils all having their own different ways (depending on what region you are in) to apply for it, pay for it and report it??? I would be reluctant to put council tax up until DGC can justify that they are improving services not reducing them. I believe our region is a beautiful region and there is so much potential within tourism that should be exploited more, our caravan/camping sites, harbours, forestry, coastline, and businesses that span the region, but our roads and infrastructure let us down, so would protect this budget but efficiencies must be made by all departments. Sometimes I wonder if we were given a blank sheet to redesign the Council in the digital age, how this would look, how could we disrupt the status-quo and the 'that is how it has always been done' and become a council with deep understanding of the region and residents and meet their needs at scale.</p>
<p>91.</p>	<p>Sell off unused waste/recycling vehicles and containers if not being rolled out throughout the region. Reduce the amount of vehicles being leased, including gritters. Sell off the small pockets of land that are not being used. Invest in a toll booth/ bar in all council car parks so all drivers have no option but to pay when they leave. Stop 'Job and Finish' culture with binmen/roads/garden squad. Adopt the 'on street' parking legislation (Bring back traffic wardens to the main towns) Ensure strict inspections of new builds so we don't go through the debacle again with DG1 and New Dumfries Campus. Insist on quality on cheapness! Keep on top of roads defects to reduce the amount of</p>

claims for damages on vehicles/people. Use sensor lighting in all buildings. Invest in training for staff, i.e .Lorry ticket for gritters, chainsaw ticket for felling trees and trailer ticket for towing. And not just to road/garden/binmen staff. Other departments can lose one or two members staff, this way creating a multi skilled staff able to assist when needed and can be adopted onto rota in winter etc. Therefore reducing recruitment of agency staff. 'One team, One Council' Use Connect to its full advantage and insist on any computer/ printer or any other tech in other depts. be put up on there first to be reused elsewhere before buying new. Share buildings with partner agencies i.e. Loreburn and DGHP or even Private Sector for rental income. re-do inventory and sell off equipment that's not been used in over a year.

Community Conversations - Comments

Background

The statutory purpose of a Community Council is to represent the views of their communities to Public authorities on matters that affect them. Given the anticipated scale of financial reduction in the Council's Budget Community Councils were invited to host a conversation on this issue in a local venue supported by officers who have been trained in Best Practice in Consultation. Where there wasn't a session led by a Community Council, the Ward Officer arranged a 'drop-in' event.

Ward	Date/ Time /Location
1. Stranraer and the Rhins	Tuesday 4 December, 4pm to 6pm (drop in) DG Customer Services – Stranraer
2. Mid Galloway and Wigtown West	Thursday 29 November, 2pm to 4pm and 6pm to 8pm (drop in) DG Customer Services – Wigtown
3. Dee and Glenkens	Tuesday 20 November, 7pm (Community Conversation) Borgue Village Hall Wednesday 5 December, 6.30pm to 8pm (drop in) DG Customer Services – Kirkcudbright
4. Castle Douglas and Crocketford	Thursday 22 November, 6pm (Community Conversation) Lochfoot Village Hall
5. Abbey	Wednesday 5 December, 4pm to 6.30pm (drop in) DG Customer Services – Dalbeattie
6. North West Dumfries	Monday 3 December, 3pm to 6pm (drop in) North West Resource Centre, Dumfries
7. Mid and Upper Nithsdale	Tuesday 4 December, 11am to 1.30pm (drop in) DG Customer Services – Thornhill
8. Lochar	Thursday 29 November, 2pm to 4.30pm (drop in) DG Customer Services - Lochthorn, Dumfries
9. Nith	Tuesday 20 November, 7pm (Community Conversation) Municipal Chambers, Buccleuch Street, Dumfries
10. Annandale South	Wednesday 21 November, 2.30pm to 6pm (drop in) DG Customer Services – Eastriggs Monday, 26 November, 7pm (Community Conversation) McFarlane Hall, Clarencefield
11. Annandale North	Monday 26 November, 10am to noon (drop in) DG Customer Services – Lockerbie Thursday 29 November, 10am to noon (drop in) Moffat Town Hall
12. Annandale East & Eskdale	Wednesday 28 November, 7.30pm (Community Conversation) Stormont Hall, Springfield

Savings

Health and Social Care of Adults
<ul style="list-style-type: none"> • Essential Services that are good for communities. • Protect this budget – these services are vital and provide for the most vulnerable individuals in society and those in receipt of home care. • This is a growing area in the region with the demographic. • Would hate to see it reduced for those who need it. • If this budget is reduced would the individuals have to pay for services? • The services provided are vital and would have a direct negative impact on our most vulnerable people • NHS Funding: A budget reduction in this area has to be taken into account with the amount of funding provided by NHS and D&G which isn't included in the consultation document. • Comprehension around a reduction of £30m over 2 years: Discussion around budgets: Is it £358 x 2 years? Explained this would be a reduction in funding of services by the end of the 2 year period – not £15m per year. £30m needs to be identified so Services can begin to change – some immediate cuts but others will take 2 years to change service delivery. Community pointed out this was only 4.1% of the 2 year budget so should be easily achievable. • Breakdown of 'cuts': No indication of what the cuts are – more detail on services is required. Community suggested that a 10% reduction in staff, based on performance reviews, would provide the required savings. As they are low performing staff, it was felt that there would be limited impact on service delivery. • Structure of the Organisation: Requires streamlining. Senior staff costs are excessive with mediocre performance rewarded with top rates. Also observed that D&G's CEO is paid more than the Prime Minister; why? • Reduction in chain of command. Non-redundancy policy needs to go. • Protection of Front Line Services: Reduction in management, retain 'front line' workers. Council structure typifies traditional problem of too many 'Chiefs', not enough 'Indians'. • Validate the Process: Cannot validate the process as the information is not structured/detailed enough. Explained the final decision will be for Members around Budget allocations and it is at this point full details will be provided on the impact of any proposed savings. It would be a huge task to cover this level of detail for all eventualities at this point. Communities are being asked to provide their 'headline' priorities. Community pointed out it would be simpler if D&G's Organisation Charts were published showing Directorates, Departments & Sections, their Responsibilities, Key Deliverables, Service Level Agreements & Job descriptions & staff costs for all posts. It is also unreasonable to conduct "Consultations" with under 1 week's notice and with only superficial, high level data. • Outsourcing Contracts: What are the control mechanisms for contracting services? Could this be managed better? Community pointed out that (for example) Pothole Repairs should be subject to a 50% retention, only payable after 12 months satisfactory outcome. Contracted work should be inspected for quality before payment.

Secondary School Education

- Transport is a waste within schools, too many people abusing the system. Ensure that children with additional support needs are using the school vehicles provided/offered to assist and support them. Personal cars provided are sometimes misused/abused and this can waste money and services.
- Children and Young People are our future and education is vital therefore this area should be protected – this should be seen as investment.
- The Scottish Government is all for education so struggle to see how this can be cut.
- A standardised timetable would mean teachers travelling between schools leading to increased travelling costs
- Why have we built all these new schools – North West Community Campus a prime example.
- The costs of 'Bank' staff needs to be assessed and a new approach that reduces the use of 'Bank' staff needs to be adopted.
- The system seems to support disruptive children who appear to get rewarded with trips etc. and this should be stopped.
- Supply Teaching: What is the rationale for using supply teachers and can it be covered differently?
- Increase efficiency of service: Flagship projects unnecessary – concentrate more on existing services.
- Demographics: What are they? Numbers for education also need to be taken into account. Community pointed out that the demographic profile for D&G is changing In 20 years 0-15s are down 19%; 16-64s down 8%; 65+ are up 77%; overall population is up 7%, but by 2026 it will fall by 1.3%. D&G's provisions need to reflect this.
- Standardised Timetable: Community agreed that this is something that should be adopted.
- Duplication of delivery e.g. The Bridge Dumfries: Why is it necessary? Don't we deliver this from the college?

Primary School Education

- Is there no way of just making efficiencies rather than cutting the service?
- Reduce the options for teachers to do 'Bank' teaching – they earn more than teachers and being on the 'Bank' is now more desirable which compounds the problem.
- Could this saving be achieved without a reduction in attainment levels, if there evidence elsewhere that could support this – if this was the case a saving might be easier to achieve / be more palatable.
- Children are our future and we should be investing in them.
- Look at the running costs of schools rather than focussing on staff – maintenance costs are high and the way the Council procures the most basic of things is extortionate and could be done cheaper if the Headteacher paid for basic maintenance done by local tradesmen.
- Reduction in teaching hours: The provision should be the minimum requirement as per Scottish Government.
- Reduction in rural Schools: Revisit rural school closures. Close any school with single figure rolls and no prospect of an increase.

- Making an informed decision: Not enough detailed information provided to make an informed decision.

Customer and Digital

- It is difficult to go online for services and we prefer to speak to someone face to face.
- Having one point of contact / method for an enquiry is useful.
- We have no notion to use digital services and many don't have the ability to use them.
- Call centres are often hard to use, particularly when more things are automated – we would still like to be able to speak to someone. Phone calls are often dealt with by call centres abroad which also makes it difficult.
- Could staff not get into different location throughout the week rather than having a physical office, for example in a Day Centre or Community Hall for an hour or two a week? A bit like what Welfare Rights used to do and what the Banks are now doing.
- Libraries and Broadband Services: Not everyone has access to IT and there must always be a 'manual' alternative that does not disadvantage those without digital access at home. All staff should be given Customer Service training; D&G is paid to provide services to us; we're not here to serve D&G.
- Improve Dumgal website: Provide more information on website to allow customers access to information on what the Council does and how it's performing. Make navigation easier and improve site operation to stop 'timing out' whilst entering data.
- Utilising Community Facilities: Deliver services at local level e.g. use village halls and community centres for Customer Service staff.

Waste Collection and Disposal

- This would be less of an issue if there was less plastic used.
- People don't all have cars and cannot get rid of waste.
- The majority of people could manage a collection every second week if additional recycling bins were provided.
- If this budget is reduced and the service changes fly-tipping will undoubtedly become a problem.
- Increase opportunities for people to recycle in their communities.
- Benchmark across other Local Authorities to see what their frequency is and what their recycling arrangements are.
- If it goes to fortnightly collections offer people the chance to pay more to get waste collected – don't limit a service to 3 items for £20.
- Why does DGC not recycle? DGC should be recycling – what are the plans for this? Why can't paper, metal & plastic collections be brought back? Why can't low-skilled labour be used to sort refuse in the Eco-Deco facility? Do Not increase charges or reduce collections as fly tipping will escalate.

Nursery Education

- Two year old is two young – this service should be one year before primary school. Kids should be nurtured at home.
- There is an issue between the cost difference of Third Sector, Private and Public Sector providers.
- Qualifies Staff: Delivery of service – does it have to be 'degree qualified' staff? Community pointed out that supervision of children aged 2-5 does NOT require academic qualifications; the need is for vocational training not a degree.

Roads, Infrastructure and Public Transport

- Increase the budget – do not save on any area of this service.
- Disband SWESTRANS as it is ineffective.
- Concerned about how roads would be prioritised as we have a lot of B and C classed roads.
- The whole way of delivering this service needs looked at.
- It is costing money to put markings around holes in roads when they could be filling them.
- Need to look at the structure of the service and provide specific detail for each aspect of this service so that meaningful consideration can be given to areas of savings
- Repairs are not being carried out right first time.
- There is no quality assurance of jobs, no oversight. There needs to be a Clerk of Works inspecting work of contractors and if its not done correctly they must be made to come back and do it again.
- Public transport – bus passes should be stopped on a Saturday as pensioners can go any other time. Or at least consider the system in England where there are restrictions. Some paying customers can't get seats a they are filled by bus pass users.
- Put on smaller buses rather than large empty buses.
- Review rural transport times and routes.
- Adopt a ring-and-ride service whereby people need to book spaces on buses and if no-one is booked on the bus doesn't travel.
- Flood defences – why not dredge the rivers? Flood Project at the Whitesands – Why?
- Efficiency of service: There is poor management of this particular service and the whole service requires attention. The community proposed the budget was inadequate given the poor and dangerous condition of so many roads. (D&G ranks 212 of 214 Local Authorities in 'Cycling UK's Fill That Pothole' league table. This is exacerbated by poor control of contractors and a lack of delegated authority to D&G staff to repair obvious defects when found.
- Flood Protection: Stop the Enquiry and the Whitesands Scheme now! The Community pointed out that over 10,000 residents object to D&G's Whitesands Flood Prevention Scheme - overwhelming in a town of 30,000. Objections include; it's the wrong solution; continued cost escalation; ignoring effective, cheaper solutions; impact on local businesses; D&G's record of multiple failures on managing major projects; damage to the

<p>historic built environment & tourism; mis-using £4m of our money on P.R. for their Scheme & £100k+ on lawyers to fight the public at an enquiry.</p>
<p>Public Spaces, Culture and Safer Communities</p>
<ul style="list-style-type: none"> • If the local Community Council has a budget for some of these basic services we could procure them cheaper than the Council can deliver them – street cleaning, sign cleaning, grass cutting, planting etc. • If local people were in control of the budget and procured local tradespeople there would be more accountability and pride put into the work. • Need to assess whether we need Major Events in our region – how much do these events cost the Council versus how much of an economic impact to the area. • Could community meadows be introduced to reduce grass cutting? • The Community Justice should have the individuals going through their service cutting grass and doing maintenance within communities. • If the budget could be broken down to small communities then communities could decide where the priorities are and with support from DGC could work towards perhaps taking on grass cutting, planting etc. • Local services: Contract out activities at the local level, e.g. local farmers can cut grass, trim hedges, grit roads, clear snow, etc.
<p>Office Accommodation/Public Buildings</p>
<ul style="list-style-type: none"> • The council should buy over properties and then rent them out, it is a guaranteed way to generate income. • Rationilisation of current properties: Cannot provide a figure for cuts as no costings available on the value of existing properties. Council should operate from fewer buildings and generate income from sale of significant buildings.
<p>Leisure and Sport</p>
<ul style="list-style-type: none"> • Privatise and sell the Ice-Bowl. • Facilities should be voluntary run and could save on rates and energy costs. • Increase fees and charges across this service - people should have to pay the price for gyms, swimming pool etc. there should be no subsidy.
<p>Economy and Planning</p>
<ul style="list-style-type: none"> • Shouldn't remove any of the budget from Planning. • Employability Skills: Why are we duplicating services? Don't the jobcentre do this? If Borderlands and South of Scotland Agency will do this then does the Council need to?
<p>Lifelong Learning</p>
<ul style="list-style-type: none"> • What is this? It is what was called 'Further Education Colleges', 'day release' and 'night schools' we would welcome their return!

Income Proposals

Develop land and buildings for commercial use
<ul style="list-style-type: none"> • Agreed that this should be taken forward • Very little scope or emphasis on raising revenue of any kind • Set Targets; Higher than 100k. Utilise unused brown space.
Public Crematorium
<ul style="list-style-type: none"> • If the crematorium generates an income in the West is there capacity to have a second one in the East? • A rigorous Cost/Benefit analysis with a detailed business case should be developed before this is taken any further and then subject to public consultation. Estimates of possible income must be thoroughly tested, together with the risk of legal challenge from the private sector of their business being threatened by the Council competing with public funds.
Increase commercial income opportunities
<ul style="list-style-type: none"> • Agreed this should be taken forward. • All to be explored as potential income streams.
Increase all existing fees and charges by 3%
<ul style="list-style-type: none"> • Increase no more than inflation.

Investment Proposals

Social Work for Children and Young People
<ul style="list-style-type: none"> • No consensus • Yes to investing £1m into this.
Community Asset Transfer
<ul style="list-style-type: none"> • No consensus - the community should lease properties and then go and source external funding to support their aspirations. • Yes and no - D&G is predominantly rural with a sparse, widely dispersed population living in small settlement groups with a poor public transport & road infrastructure. Community facilities such as village halls are vital for community cohesion; they can never hope to be profit centres. Coercing local voluntary groups to become liable for full costs of running these D&G capital assets will result in economic failure and closure. The so-called transfers of ownership are not a true sale but a means of avoiding D&G's liabilities for the maintenance of these valuable public assets.
Energy Efficiency
<ul style="list-style-type: none"> • Agreed to invest in renewable resources, explore energy from waste, and invest in windfarms for communities. • Needs to be looked at in more detail. Community proposed a systematic switch to LED lighting & installation of solar PV panels in its buildings.

General

- Stop following processes and protocol, you can buy cheaper materials and use easier methods/techniques. Buy stationery from cheaper suppliers like eBay etc.
- Older demographic in Stewartry – not everyone can access online – other methods of engagement are required such as leafleting through doors
- Many negative news stories about Council projects – waste of money
- Why is the total budget not being put forward for consideration as part of overall savings for example, Elected Member salaries and expenses. Member salaries and expenses should be cut ahead of vital services.
- What savings have already been made and why are these the only propositions being put forward – majority of propositions impact directly on our people
- Taking account of the rate of inflation, the council budget appears unchanged since 2015/2016, so how therefore, has a total of £92million been saved over last 6 years?
- Are these huge savings necessary as a result of the vast waste of money spent on large capital projects such as DGOne, North West Campus and The Bridge?
- Very little scope or emphasise on raising revenue – look at increasing or introducing revenue – car parking charges should be high on the list of ways to increase revenue
- All areas of rural deprivation need to be included and highlighted
- As grants to third sector and external organisations continue to be cut – these organisations are increasingly under pressure to deliver services that they are required to deliver – if the level of cuts continue these organisations will no longer be able to sustain delivery of the services that they currently provide
- Improve Partnership working internal and external to DGC
- Deliver Customer Services at local level e.g. utilise the community centres and village halls
- Increase efficiencies across services
- Voluntary Redundancies are a failed policy because of their perverse outcomes; good, employable staff opt for a severance packages as they're likely to quickly find another job - low performers cling to their jobs.
- No redundancy policy now redundant
- More meaningful discussion around reduction in budgets could have been forthcoming if a detailed breakdown of services had been provided and the impact on communities was evidenced more clearly.
- Take disciplinary action (including dismissal & possible surcharging) against staff who do not perform satisfactorily and dismiss staff for incompetence in major projects. It is not known whether anyone has yet been called to account within D&G for the DG One mis-management; if not, why not?
- Why is D&G Council spending our money to “address poverty”. This is a matter for Central Government through taxation & economic policies and the DWP through the benefits system.
- Why is D&G spending over £100k pa on free events such as 'Youth Beatz'; what is the Profit & Loss case for this expenditure?

- What are the facts behind D&G having reportedly spent £6m to exit a PFI contract with Renewi which they were reportedly seeking to terminate?
- The evidence from the High Street is that D&G's attempted 'regeneration' has failed. Planners must recognise car use is essential to D&G residents who want edge of town centres with convenient parking and a good range of shops (like 'NEXT'); they've given up on the failed High Street retail model – stop wasting our money & take lessons from Carlisle.
- Management Costs. There should be a reduction in management costs. Multiple tiers of management should be stripped out and structures made flatter.
- Council Tax Increase 3%: What is the revenue generated from the increase? If the proposal is to raise this by 3% this was not clear in the budget simulator.
- Business support: What is it? There needs to be more information on this area of spend.

Staff Focus Groups and meetings comments

Savings

- All services are important, but every person will see particular areas as more important as others based on their own circumstances. Depending on whether someone has school age children or vulnerable relative etc.
- Primary and Secondary School Education is priority however this is where the Council spends the most of its budget. Savings in this area should focus on making better use of school buildings.
- Roads and Infrastructure – without these in place and working well impacts on our ability to get around.
- Digital Services/Online routes need to be improved. Always an option for face to face however if you remove that option and make it mandatory (example how you purchase Road Tax) then people will adapt. We need to future proof for 5-10 years' time when online will most likely be the only option available.
- Lifelong learning – could there be more creative ways to deliver this service using online/mentoring/coaching
- We are down to the “bare bones”, we need to find a way to generate income!
- Reduce services, adapt the model already used by Community Assets teams to get local communities involved in prioritising and running services locally.
- Reduce waste collection to once every two weeks
- Encourage more recycling

Income generation

- Leisure and sport could become private services, people happily pay for gyms etc.
- Increase charges in place and look at services to see whether we can introduce nominal charges for example parking, events and museums.
- Generate income wherever possible from the sale of buildings or land.

How we do things

- Share good practice and introduce this across the areas e.g. after school football clubs run by parents, parents taking over assisted reading in schools.
- Reduce office accommodation and energy costs by increase agile working opportunities and working from home.
- Work in partnership to reuse the materials that are being thrown away

Customer Comments

Feedback additional to the Budget Simulator response was received from 20 customer groups from across four Directorates.

Savings Proposals

Health and Social Care of Adults
<ul style="list-style-type: none"> • Something that not everyone benefits from e.g. support to people within the criminal justice system. • We are getting better at how we care for ourselves. • Lack of understanding in terms of what this provides and why it has such a massive budget . • There needs to be more provision for older young people/adults with additional support needs and or disabilities, this area therefore needs to be protected. • Are some of the users of this service charged for the service or is it all free?
Secondary School Education
<ul style="list-style-type: none"> • Education is a requirement and should always be the best it can be for the children and young people attending. • Reluctant to cut schools by much but still feel like they should take some cuts, as with any other department. • Secondary schools are important. • Spends money on resources it doesn't need. • More support needed in secondary education for young people. • If schools would take more responsibility for behaviour and stopped sending people to support workers there would be money to save as we wouldn't need support workers.
Primary School Education
<ul style="list-style-type: none"> • End school meals for P1-P3 pupils; they should be free only for people who need them. • Spends money on resources it doesn't need. • Early primary school doesn't do as much learning. • Some things within primary school isn't necessary e.g. libraries. • Too many primary schools in areas e.g. Stranraer.
Customer and Digital
<ul style="list-style-type: none"> • Not needed. • Doesn't work well. • Make it a privatised company so it works better as specialised. • People should go out into their community, shops etc to find out information and actually talk to people.
Waste Collection and Disposal
<ul style="list-style-type: none"> • Really important. • Recycling is something we need to get better at. • Don't have a lot of money to face more cuts.

Nursery Education
<ul style="list-style-type: none"> • Parents who have young children within nursery don't want to cut this as they feel nursery works really well. • Cut nursery services, children should spend less time in nursery.
Roads, Infrastructure and Public Transport
<ul style="list-style-type: none"> • The roads are full of potholes. • A park and ride scheme similar to those used in cities would be good- it would increase the use of public transport and free up car park space within the town centre. • Due to living rurally, public transport is an issue as there are rare buses and the train is so expensive for a return even to Dumfries, which is the closest large supermarket. • For a lot of young parents who don't drive they therefore rely on ASDA delivery for their shopping due to the lack of transport in the area. • The state of the roads are poor, especially on the A76. • Roads are good enough but do need better management. • Worse in some places than others. • Keep funding the same as they are good. • The roads are a state. • Don't want to see cuts to public transport but it's unavoidable. • Public transport is an important service provided especially for young parents with no car. • Too many road workers standing around doing a small job. • Street lights should be energy saving, and in buildings.
Public Spaces, Culture and Safer Communities
<ul style="list-style-type: none"> • Within small communities, lack of council facilities and provision is pretty poor, for example libraries, parks, the Hillview leisure centre etc. • Leave cleaning products, wet wipes etc in public toilets; that way we don't need to pay toilet cleaners.
Office Accommodation/Public Buildings
<ul style="list-style-type: none"> • The council should sell their empty buildings to generate an income. • Sell empty houses e.g. Dunbae House. • Stop cutting corners and rushing new buildings- make sure the job is done properly the first time and we won't waste money fixing problems and re-opening old buildings. • Work from home to save energy bills in buildings etc.
Leisure and Sport
<ul style="list-style-type: none"> • Prices to access leisure facilities are already quite high, I couldn't afford to go if they were raised any higher. • DG One was a complete waste of money- we could have saved 30million if we hadn't built and re-built that and it's still not open. • Money wasted on DGone and still don't have a proper swimming pool local at Dumfries. • Privatise the sports facilities as local government ones aren't as good.

<ul style="list-style-type: none"> • There should be minimal reduction as they provide a good service, especially for people with disabilities.
Economy and Planning
<ul style="list-style-type: none"> • No comments were received.
Lifelong Learning
<ul style="list-style-type: none"> • There should be no cuts to youth work: we feel there should be more youth centres like The Oasis Youth Centre across Dumfries and Galloway. However, there could be some cuts to adult learning as there could be more opportunities to offer online learning to adults and community groups. • There should be no cuts to youth work. We value this service very much. Youth work services offer a dedicated service for our young people throughout Dumfries and Galloway, with Super Mondays Group at The Oasis Youth Centre, Peer Projects and The Hub Club in Annan. • Save youth work and the champions board.

Income Propositions

Develop land and buildings for commercial use
<ul style="list-style-type: none"> • This should be considered.
Public Crematorium
<ul style="list-style-type: none"> • No comments were received.
Increase commercial income opportunities
<ul style="list-style-type: none"> • This should be considered.
Increase all existing fees and charges by 3%
<ul style="list-style-type: none"> • No comments were received.

Investment Proposals

Social Work for Children and Young People
<ul style="list-style-type: none"> • There should be investment in Social work for children and young people.
Community Asset Transfer
<ul style="list-style-type: none"> • No comments were received.
Energy Efficiency
<ul style="list-style-type: none"> • There should be investment made here.

Other Additional Comments

- Is there some services that are more important or vital than others? This will change depending on demographic of these completing the survey.
- What is fair and what is not, is it better for each service to share the same cuts?
- It is difficult to make a decision without knowing the full facts.
- It is very difficult to try and decide which services should be cut as all of them are valuable in their own way.
- You don't want anyone to lose their jobs.
- Some services are very valuable- youth work and education both play an important role in the development of children and young people, improving their future.
- More ways to bring in income should be introduced.
- Give communities more ownership over buildings such as community centres and the public spaces surrounding them.
- Save our youth work services.
- There should be a charge for car parking within council car parks as most other towns and cities charge; this would generate income.
- Most people expect to pay for parking in major car parks and none of the council run car parks in Dumfries are pay and display.
- Why haven't the options for increasing income not already been put in place prior to cuts happening?
- I don't understand why we need to have budget cuts.
- Bring back traffic wardens; it could generate income.
- Grass cutting should be done by volunteers, community groups or organisations.
- Communities should take ownership or shared spaces.
- Savings Target: Whilst I understand the emphasis away from providing services to local communities you have created a significant barrier for Communities to rise to that challenge by removing funding from our SCVS operation which as a result is now in Administration. This organisation has provided at least some service and in some cases substantial services to most Charities and other local organisations within the Stewartry at a small cost. I believe an alternative organisation has been set up by yourselves in Dumfries (at what cost I do not know) but so far what it does is invisible and it is certainly not local.
- Area Committee Discretionary Grants and Public Indemnity: The initiative benefits from discretionary grant monies to help fund public indemnity insurance, a condition precedent for funding and grant aid applications. In addition, as council services contract, the community is voluntarily taking on more commitments, and members of the initiative organise and support this activity and often (sometimes jointly with the Community Council) undertake some of the work themselves. Lochmaben now has a regular litter pick and maintains most of the flower tubs in the Burgh. If discretionary grants were not available to cover this area, institutions like ours would be in some difficulty.
- Area Committee Discretionary Grants and Community Publications: a discretionary grant for our highly regarded, regular community newsletter, helps provide a readily available source of community news and events,

especially to the substantial number of residents without computer skills. We like to think it is written with clarity and impartiality and is non-partisan. Internet copies are available on the Initiative's Website and Facebook page. The website generates a modest income, and our trade directory is currently supported by a charitable grant, but, as ever, the continued existence of other funding sources is by no means guaranteed. The discretionary grant allows us to provide a complete local service.

- Small Projects; the Initiative has recently pursued a policy of undertaking small cost effective projects which benefit the community, e.g. we constructed a path over a boggy area to improve the circular walk round Castle Loch. We had support and assistance from council staff, but we executed and paid for the project. The discretionary grant for the newsletter and administration costs "freed up" funds to enable us to do this. Small scale useful projects may not attract funders, but, we think, are certainly of practical value to the community.

