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Warwick District Council

2012 Budget Input Consultation Using SIMALTO Modelling

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Background

- ❑ Warwick District Council desired resident input to their 2012 Budget Allocation decision making process. The council was facing having to make savings over the next few years.
- ❑ In order that this should be as relevant and accurate possible, the SIMALTO Modelling approach was adopted
- ❑ This method asks respondents to make their priorities from a choice of defined alternative levels of each service
- ❑ In effect they are informing the council where services should expand/contract to better meet their needs
- ❑ Their choices are 'realistic' since the relative savings costs of each different service level are shown to residents, and they only have fixed, constrained budgets to allocate across the competing service levels
- ❑ This recognises some changes save more than others, and residents (councils) cannot spend the same money twice

Main Objectives

Warwick District Council wanted to know resident priorities about the allocation of council tax between various services in 2012.

- ❑ Which current service levels could be reduced and cause least 'displeasure' among residents?
- ❑ Would residents be willing to pay more council tax to minimise net service reductions?

Method

The Council had prepared a matrix with 24 attributes showing different services on which the council might change its service level from 2011 to 2012 (See SIMALTO Grid in Appendix 2). Individual alternative levels of service are described, each with the relative cost of their change from other levels of the same attribute, e.g. closing 1 on-stop-shop (6 units, (12 – 6) on attribute 3) saves twice as much as switching off CCTV cameras in areas of low incidence (3 units, (6 - 3 on attribute 13).

Very approximately, 1 point on the grid represents £15,000 of council budget. Respondents were invited to carefully read the whole sheet, and then carry out the following tasks. (The full questionnaire is given in the appendix.)

Task 1

Cross out any options they thought were unacceptable, i.e. would cause them to complain or seriously consider doing so if this level of service was provided.

Task 2

Indicate the 5 or 6 services they thought were most important.

Task 3

Read the options in the first option box on each row, and indicate how ‘pleased’ they would be if that level of service were to be provided by the council.

Task 4

Allocate 20 points on improving the overall service from this basic first option box position (first priorities)

Task 5

Allocate a further 20 points – second priority improvements

Task 6

Allocate a further 20 points – third priority improvements

Task 7

Allocate a final 20 points of improvements – fourth priorities

After each of Tasks 4 to 7, respondents indicated how ‘pleased’ they would be if this improved level of service were to be provided (with no associated change in council tax being implied).

An illustrative completed part grid is shown below

	SERVICE	OPTIONS				
1	Telephone service	Reduce opening hours (no evenings or Saturday service)	As now	Increase opening hours (in evenings and at weekends)		
		0	1			
2	Travel Tokens for disabled and over 60's residents	Stop issuing travel tokens	As now	Increase value of travel tokens and/or reduce charge		Increase funds for volunteer services (e.g. flexibus support)
		0	1	2		4
3	Face to face contact with residents	Close 3 One Stop Shops (leaving Riverside House/Shire Hall offices open)	Reduce number of One Stop Shops (by 1) or cut opening hours	As now – 5 One Stop Shops	Increase number of One Stop Shops or increase opening hours	
		0	6	12		
4	Residents' Magazine (Focus)	Cease the Focus magazine	Reduce to 2 editions per year	As now – 3 editions per year	Increase to 4 editions per year	Increase to 6 editions per year
		0	1	2	3	4
5	Tourism Promotion and Provision	30% less funding. Significant reduction in opening hours of Information Centres and/or potential closure of an information centre	10% less funding Reduced support to tourism businesses; reduction in opening hours of Information Centres	As Now	10% more funding leading to potential to retain and create tourism related jobs	30% more funding - significant expansion of the service to provide much more work for other parts of the District (eg Whitnash, Kenilworth, rural areas etc)
		0	3	5	7	10
6	Discretionary Rate Relief for charitable/community organisations	Cease provision of Discretionary Rate Relief	Reduce Discretionary Rate Relief by 80% maximum	As now – provide DRR top up for charities, village shops and other small businesses that support Council priorities		
		0	2			
7	Dog Warden Service: Enforcement of Dog Control /fouling and dealing with stray dogs	Reduce service to deal with stray dogs only. No dog control or fouling enforcement	As Now - 1 Dog Warden to provide minimum service to deal with enforcement and stray dogs		Extra Dog Warden providing increased enforcement and educational / promotional programmes	
		0	1			
8	Pest Control:	Cease pest control service	As now - treatment for pests of a public health significance (i.e. Rats, Mice, Fleas, Cockroaches and Bedbugs) in domestic premises. Free for Rats. Other service free to those on income support or on state pension			Increase range of pests treated free and improve response time. Re-instate wasp treatment service
		0				4
9	Regulatory Services: The Environmental Health service includes planned interventions for food safety, health & safety and air quality.	Provide minimum statutory level of enforcement and slower response to complaints	As now - maintaining a high standard of regulatory enforcement and advice to local businesses achieving: No customer complaints in the last year and 81% of food premises 'broadly compliant'			Enhanced service with more inspections and health promotion and educational work with local businesses and community
		0	4			6
10	Noise Nuisance Out of Hours Response: Response to ongoing noise complaint issues.	Cease the service	As now Operates at targeted times Thurs, Fri, Sat nights for 12 hours per week in total	Increase hours of operation to 9pm – 3am on Thurs, Fri, Sat nights.	Enhance the service to 7 night per week (9pm – 3am) to include a reactive to response to new complaints	
		0	2	3		
11	Bereavement Services: Crematorium at Oakley Wood.	As now - Maintain current standards of facilities, cleaning and maintenance		Enhanced customer service, cleaning and maintenance.	PLUS Increase of one member of staff to provide better customer service	
		0		1	2	

12	Licensing	Reduce response times to complaints and double time between enforcement inspections intervals.	As now – Minimum regulatory process at statutory level	Increase to include business advice & support and out of hours noise complaints service associated with Licensed premises only.	Employment of one additional enforcement officer to proactively check in the region of about 30% overall of the 1058 current licenses.
		0	1	2	4

Task 8

Finally respondents were told that each of their improvement scenarios would result in extra costs being incurred by the council. Each stage would be equivalent to an approx. £10 change in council tax for the average home:

+20 point priorities	Base position
+40 point priorities	£300k extra – equivalent to £10 tax increase
+60 point priorities	£600k extra – equivalent to £20 tax increase
+80 point priorities	£900k extra – equivalent to £30 tax increase

Respondents were asked which of their alternative scenarios, with associated changed tax equivalent rates, they thought ‘worth the money’ they would cost the council.

Sample

The Council provided detailed ward maps and their populations. Within each ward, the number of interviews conducted was proportional to that wards population. This number was equally spread across each of the following six categories.

Male	18 – 40	Female	18 – 40
Male	41 - 59	Female	41 - 59
Male	60+	Female	60+

Once an interview has been completed (in respondents’ homes) the next attempt at interview was made, missing out the next three homes, to ensure a random representative sample was drawn. Interviews were face to face and generally lasted 40-50 minutes.

A target of 250 interviews was set, and in the event **253** were completed.

	Leamington	Warwick	Other
Interviewed	89	51	113

Sex	Male	51%	Female	49%
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Age	18-40	32%	41-59	33%	60+	34%
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Ethnicity	White British	96%	Other	4%
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Summary

In order to balance the books the council needs to make savings on some of the services itemised in this study.

83% of residents were prepared to pay extra to reduce the discretionary savings that could be made on these services.

Consensus preference between the optimal budgets is around the £250,000 saving level on these attributes, with small age and area differences.

Possible Service Savings

1/ Saving of up to £200k in total.

- Face-to-face contact – Close 3 one-stop-shops
- Magazine – Stop production
- Discretionary rate relief – Reduce
- CCTV monitoring – Peak hours only
- Footway lighting – Switch off 1am-5am

2/ Further savings of up to £400k in total.

- Telephone service – Reduce hours
- Tourism – 10% less funding
- Discretionary rate relief – Cease
- Licensing – Reduce response time
- Footway lighting – Cease
- Sports pitches – Partnership

Services which should be improved if possible

More Anti Social Behaviour staff
2 Extra Apprenticeships

Increase travel tokens value
Longer noise/nuisance coverage
Enhanced bereavement service

Services which should *not* be reduced if at all possible

Travel tokens
Dog wardens
Pest control
Regulatory service
Noise/nuisance response
Grass cutting
Street cleaning
Toilets
Car parking charges
Leisure centres

SIMALTO Grid Summary Information

A summary of the service option priorities given by respondents is shown below, illustrated by the Sports Centres attribute. This data for all attributes is given in Appendix 1.

Attribute 14) CCTV Monitoring			
	Cease 0	Only at peak times 7	As now, 24/7 10
Priority 80	12%	24%	64%
Priority 60	30%	26%	43%
Priority 40	55%	22%	23%
Priority 20	83%	9%	7%
Unacceptable	32%	3%	0%

The interpretation of this data is as follows.

Faced with the three service options, 32% of respondents thought the first option of ceased monitoring was ‘unacceptable’, i.e. they would complain. 3% thought only peak time monitoring was also unacceptable.

When they were given 20 points to allocate 7% chose to spend 10 of them on retaining current service, option 3. Another 9% chose to allocate 7 points to retain peak time monitoring. And 83% did not allocate any of their first 20 points to improving this service from the worst-case scenario – changes on other services being of higher priority to them.

When they were given another 20 points (40 in total), an extra 16% (23%-7%) decided to achieve service option 3, either by investing 3 points to improve from option 2, or by investing 10 points to improve from option 1. (Obviously the 7% already at option 3 did not have to ‘spend’ any more budget).

etc.

Satisfaction and Willingness to Pay For Alternative Scenarios

After respondents had designed their own personal budget allocation for each of the bonus priority scenarios, they were asked how pleased they would be if the council delivered this specification. Chart 1 shows 92% to be ‘unhappy’ with the basic “first option on each attribute” scenario. This percentage reduces to 4% after respondents had received the services they prioritised after “spending” 60 points – approximately the equivalent of a £200k saving on these attributes.

No information was given on possible tax impacts when asking for this reaction to the specification they designed. Note the low level of dissatisfaction with the current council performance of 9% - lower than the ‘average’ of around 12% recorded by RFT on over 130 similar studies.

Chart 1

Scenario	Very Unhappy	Slightly Unhappy	Un-Certain	Quite Pleased	Very Pleased	Extremely Pleased
Base	66%	26%	8%	0%	0%	0%
+20 Points	12%	27%	26%	35%	1%	0%
+40 Points	2%	8%	17%	65%	9%	0%
+60 Points	0%	4%	9%	50%	35%	2%
+80 Points	0%	2%	4%	30%	51%	13%
Current	2%	7%	10%	57%	22%	2%

After all four stages of prioritisation had taken place, respondents were reminded of what they had chosen by reviewing the SIMALTO grid, and then told the indicative equivalent impact on their council tax, that each scenario would cause, (Task 8). See Chart 2.

Note that these scenarios were for their own individual budget allocations.

Chart 2: Scenarios Chosen When Informed of its Indicative Council Tax Impact

Scenario:	+20 Points	+40 Points	+60 Points	+80 Points
Budget Equivalent	- £800k	- £500k	-£200k	+ £100k
Worth?	-	+£10	+£20	+£30
Total	17%	30%	33%	21%
Under 40	12%	24%	42%	22%
40 - 60	18%	25%	36%	21%
Over 60	20%	40%	22%	19%
Leamington	12%	28%	34%	26%
Warwick	25%	39%	18%	18%
Other	16%	27%	40%	18%

Elderly, and Warwick residents seem more prepared to see larger service cuts than other residents.

Modelling SIMALTO data

The SIMALTO data summarised above and in the Appendix 1 is useful in its own right, and gives some fairly clear messages about most popular (e.g. anti social behaviour services) and least popular (magazine) services. However, it is not easy to assimilate this information for all the levels of the 24 services attributes, e.g. is an extra 4 grass cuts per year worth the same as 2 extra apprenticeships - (both cost 2 grid points on these attributes)?

An influence on this “importance” is the willingness to pay for an improvement, and what other items each respondent also wants improved. Fortunately, mathematical models can be built with this data to predict which changes to any given overall service specification would be preferred to other changes of similar cost.

These models can also predict the optimum “best value” specification at any given budget level, and how ‘pleased’ citizens would be with any given specification. These models use all the data from the SIMALTO grid. In essence the models assume that each individual resident would choose the budget allocation that offered him/her the best bargain, or best value. I.e. including as many of the options he/she valued highly, and excluding as many of the options he/she did not value highly, within any given fixed budget constraint. All the models work at the individual respondent level – there is no averaging of desires/priorities across respondents.

As part of the group samples interview, respondents were shown six alternative ‘part’ services on Card Y. A, B, C and D ‘cost’ similar amounts to each other and were approximately £6 per year cheaper in equivalent council tax than each of E and F. Respondents were asked to indicate their relative preferences between A to F. The result of this preference choice between the 6 budgets was as follows. Shown below this is the SIMALTO Model simulation of the preference between these same 6 budgets

Card Y Budget allocations	A	B	C	D	E	F
Questionnaire Preference %	9	19	12	16	22	21
Model Simulation Preference %	12	30	13	16	16	15

The relative preferences between the four ‘cheaper’ budgets and between the two more expensive ones are reproduced. The above similarity between the ‘true’ preferences from the questionnaire, and the simulated ones from the SIMALTO sheet data on this relatively small sample, gives confidence that the model will correctly pick winners from losers in any alternative budget comparisons the user may desire to make.

Optimum Best Value Total Budgets

SIMALTO Modelling can be used to predict the optimum 'consensus' budget allocation from the residents' point of view, for **any** given total budget cost 'constraint'

Chart 4A Alternative Investment Scenarios: Resident Consensus Optimum Budget Allocations

The green shaded options indicate where the current service level has been 'improved', and the pink shading indicates savings in service level.

Total budget change SIMALTO Points	-£600k 31	-£400k 45	-£200k 59	As now 73	+£200k 87
1 Telephone service	Reduce	Reduce	As now	As now	As now
2 Travel tokens	As now	As now	As now	Increase	Increase
3 Face-to-face contact	Close 3	Close 3	Close 3	Close 1	Close 1
4 Magazine	Cease	Cease	Cease	Cease	Cease
5 Tourism	30% less	10% less	As now	As now	As now
6 Rate relief	Cease	Cease	Reduce	As now	As now
7 Dog wardens	As now	As now	As now	As now	As now
8 Pest control	As now	As now	As now	As now	Increase
9 Regulations	As now	As now	As now	As now	As now
10 Noise	As now	As now	As now	Increase	Increase
11 Bereavement	As now	As now	As now	Enhance	Enhance
12 Licensing	Reduce	Reduce	As now	As now	As now
13 CCTV cameras	Not low incidence	As now	As now	As now	As now
14 CCTV monitoring	None	Peak only	Peak only	As now	As now
15 Anti Social Behaviour	+1 staff	+1 staff	+1 staff	+1 staff	+2 staff
16 Footway lighting	Cease	Cease	Not 1-5am	As now	As now
17 Private sewers	Cease	£150	£150	£150	£150
18 Grass cutting	As now	As now	As now	As now	As now
19 Street cleaning	As now	As now	As now	As now	As now
20 Toilets	As now	As now	As now	As now	10% more
21 Car park charges	As now	As now	As now	As now	As now
22 Leisure centres	As now	As now	As now	As now	Refurbish
23 Sports pitches	Partner	Partner	As now	As now	As now
24 Apprenticeships	As now	As now	2 more	2 more	6 more

Chart 4B. Alternative Investment Scenarios: Optimum £200k savings by area

The green shaded options indicate where the current service level has been 'improved', and the pink shading indicates savings in service level.

Area	Leamington	Warwick	Other
1 Telephone service	As now	As now	As now
2 Travel tokens	Increase	Increase	Increase
3 Face-to-face contact	Close 3	Close 3	Close 3
4 Magazine	Cease	Cease	Cease
5 Tourism	10% less	As now	10% less
6 Rate relief	As now	Cease	As now
7 Dog wardens	As now	As now	As now
8 Pest control	As now	Increase	As now
9 Regulations	As now	As now	As now
10 Noise	As now	As now	As now
11 Bereavement	As now	As now	As now
12 Licensing	As now	Reduce	As now
13 CCTV cameras	As now	As now	As now
14 CCTV monitoring	Peak only	Peak only	Peak only
15 Anti Social Behaviour	+1 staff	+1 staff	+1 staff
16 Footway lighting	Not 1-5am	As now	Not 1-5am
17 Private sewers	£150	£150	£150
18 Grass cutting	As now	As now	As now
19 Street cleaning	As now	As now	As now
20 Toilets	As now	As now	As now
21 Car park charges	As now	As now	As now
22 Leisure centres	As now	As now	As now
23 Sports pitches	As now	As now	As now
24 Apprenticeships	2 more	2 more	2 more

Best Value Hierarchy Index

Chart 5 below shows the complete hierarchy of residents % 'value preference' for the right hand member of each pair of adjacent options on the SIMALTO grid, all other options being fixed. This recognises the improved option will cost a little extra.

Service attribute	Change	% Preference	Marginal Extra Cost
13 CCTV cameras	Only Leamington → high incidents	77	3
2 Travel tokens	None → as now	76	1
22 Leisure centres	Close 1 → as now	72	3
21 Car park charges	10% increase → charge blue badge	71	1
19 Street cleaning	10% less → as now	71	3
23 Sports pitches	Close some → partner	69	2
8 Pest control	Cease → as now	68	3
10 Noise	Cease → as now	67	2
7 Dog wardens	Reduce → as now	66	1
9 Regulations	Minimum → as now	65	4
21 Car park charges	charge blue badge → as now	65	1
15 ASB	As now → + 1 officer	65	3
20 Toilets	Reduce → as now	63	2
13 CCTV cameras	high incidents → as now	63	3
18 Grass cutting	5 cuts → as now, 12 cuts	61	2
14 CCTV monitoring	None → peak only	58	7
16 Footway lighting	Cease → not 1-5am	55	5
17 Private sewers	Cease → as now	55	1
23 Sports pitches	Partner → as now	53	1
6 Rate relief	Cease → reduce	53	2
5 Tourism	30% less → 10% less	52	3
24 Apprenticeships	As now → 2 extra	52	2
12 Licensing	Reduce → as now	50	1
1 Telephone service	Reduce → as now	43	1
5 Tourism	10% less → as now	43	2
2 Travel tokens	As now → increase	43	1
6 Rate relief	Reduce → as now	43	1
14 CCTV monitoring	peak only → as now	35	3
3 Face-to-face contact	Close 3 → close 1	35	6
10 Noise	As now → increase hours	35	1
15 ASB	+ 1 officer → + 2 officers	33	3
16 Footway lighting	not 1-5am → as now	33	3
24 Apprenticeships	2 extra → 6 extra	32	4
20 Toilets	As now → 10% more	32	1
11 Bereavement	As now → enhanced	31	1
22 Leisure centres	As now → refurbish	29	5
8 Pest control	As now → increase	27	1

2 Travel tokens	Increase → + flexibus	25	2
9 Regulations	As now → enhanced	24	2
21 Car park charges	As now → 10% less	24	3
12 Licensing	As now → increase	23	1
19 Street cleaning	As now → 10% more	23	3
7 Dog wardens	As now → increase	21	2
17 Private sewers	£150 → £75	20	1
4 Magazine	Cease → 2 editions	19	1
10 Noise	Increase → 7 nights	18	2
5 Tourism	As now → 10% more	17	2
3 Face-to-face contact	Close 1 → as now	15	6
11 Bereavement	Enhanced → +1 staff	14	1
1 Telephone service	As now → increase	13	2
18 Grass cutting	As now → 16 cuts	11	2
12 Licensing	Increase → +1 staff	9	2
5 Tourism	10% more → 30% more	8	3
4 Magazine	2 editions → as now, 3	6	1
4 Magazine	As now → 4 editions	2	1
4 Magazine	4 editions → 6 editions	1	1
3 Face-to-face contact	As now → 1 extra	1	6

Chart 6: Satisfaction Predictions For Respondent Optimum Budgets

Residents indicated how pleased they would be to receive each of their own personal allocation of budgets across the attributes. The SIMALTO Modeling can be used to predict, on the same scale, what resident satisfaction would be for any other allocation within the range of budget points spent. Chart 6 below shows this prediction for the consensus optimal allocations shown in Chart 4

Budget	Very Unhappy	Slightly Unhappy	Uncertain	Quite Pleased	Very Pleased	Extremely Pleased
-£600k	21	30	29	19	0	0
-£400k	10	14	43	31	2	0
-£200k	5	8	21	59	6	0
As now	3	5	17	59	16	1
+£200k	1	4	11	56	26	1

If the council was offering the optimum service (chart 4A) instead of the current service at today's total cost we would predict an extra 8% of residents would be 'pleased', (76% instead of 68%).

Another forecast available from the SIMALTO Modelling simulation programs is to find the relative popularity between the alternative in-home sample optimal allocations above. If all 5 were available for choice, Chart 7 shows the % choosing each option.

Chart 7: % Preference between Optimal Consensus Budgets

Budget Change	£600k Less	£400k Less	£200k Less	As now	£200k more
Total	26	17	29	19	9
Under 40	23	17	35	16	10
40-60	24	15	27	26	7
Over 60	33	19	26	14	9
Leamington	26	18	27	21	8
Warwick	39	20	25	12	4
Other	20	17	27	20	15

Consensus preference between the optimal budgets is around the £250,000 saving level, with elderly and Warwick residents less keen to pay more to minimise service reductions.

Supplementary questions – Closing nearest swimming pool

Would residents prefer to save £500k by closing their nearest swimming pool?

Close Pool	YES	NO
Total	12%	88%
Under 40	17%	83%
40 - 60	11%	89%
Over 60	8%	92%
Leamington	11%	89%
Warwick	16%	84%
Other	11%	89%

Supplementary questions – Switch off all CCTV cameras

Would residents prefer to save £500k by switching off all CCTV cameras?

Switch off CCTV	YES	NO
Total	16%	85%
Under 40	15%	84%
40 - 60	17%	83%
Over 60	15%	85%
Leamington	13%	87%
Warwick	18%	82%
Other	17%	83%

Supplementary questions – Choice between closing nearest swimming pool and shutting off all CCTV cameras

Choice	Close pool	Shut off CCTV	No preference
Total	45%	45%	10%
Under 40	48%	43%	9%
40 - 60	40%	52%	7%
Over 60	46%	39%	15%
Leamington	44%	43%	14%
Warwick	41%	43%	16%
Other	47%	47%	6%

Supplementary questions – Refurbish leisure centres

Would residents prefer the council to spend several million pounds to refurbish one or more of its leisure centres?

Refurbish	YES	NO
Total	17%	83%
Under 40	22%	78%
40 - 60	21%	79%
Over 60	8%	92%
Leamington	19%	81%
Warwick	8%	92%
Other	20%	80%

Appendices

Appendix 1

Summary Data

APPENDIX 1

Detailed Summary of Priorities

The following tables summarise the information from the SIMALTO grid tasks for the total sample. The numbers refer to the *percentages* choosing the service levels indicated at each priority scenario.

1. Telephone Service			
	Reduce opening hours (no evenings or Saturday service) 0	As now 1	Increase opening hours (in evenings and at weekends) 3
Bonus 80	27	52	21
Bonus 60	52	36	12
Bonus 40	75	20	5
Bonus 20	89	8	3
Unacceptable	11	0	0

2. Travel Tokens For Disabled And Over 60's Residents				
	Stop issuing travel tokens 0	As now 1	Increase value of travel tokens and/or reduce charge 2	Increase funds for volunteer services (e.g. flexibus support) 4
Bonus 80	5	32	21	42
Bonus 60	17	36	17	30
Bonus 40	36	36	10	18
Bonus 20	61	24	8	8
Unacceptable	33	0	0	0

3. Face To Face Contact With Residents

	Close 3 One Stop Shops (leaving Riverside House/Shire Hall offices open) 0	Reduce number of One Stop Shops (by 1) or cut opening hours 6	As now – 5 One Stop Shops 12	Increase number of One Stop Shops or increase opening hours 18
Bonus 80	38	27	30	6
Bonus 60	57	23	19	1
Bonus 40	77	13	10	0
Bonus 20	91	6	3	0
Unacceptable	18	1	0	0

4. Residents' Magazine (Focus)

	Cease the Focus magazine 0	Reduce to 2 editions per year 1	As now – 3 editions per year 2	Increase to 4 editions per year 3	Increase to 6 editions per year 4
Bonus 80	67	18	11	1	3
Bonus 60	79	13	5	1	2
Bonus 40	91	6	2	0	1
Bonus 20	97	3	0	0	0
Unacceptable	6	0	0	0	0

5. Tourism Promotion and Provision

	30% less funding. Significant reduction in opening hours of Information Centres and/or potential closure of an information centre 0	10% less funding Reduced support to tourism businesses; reduction in opening hours of Information Centres 3	As Now 5	10% more funding leading to potential to retain and create tourism related jobs 7	30% more funding - significant expansion of the service to provide much more work for other parts of the District (eg Whitnash, Kenilworth, rural areas etc) 10
Bonus 80	23	9	34	20	15
Bonus 60	43	11	29	6	7
Bonus 40	66	9	15	3	3
Bonus 20	84	5	7	4	1
Unacceptable	18	2	0	0	0

6. Discretionary Rate Relief For Charitable/Community Organisations

	Cease provision of Discretionary Rate Relief 0	Reduce Discretionary Rate Relief by 80% maximum 2	As now – provide DRR top up for charities, village shops and other small businesses that support Council priorities 3
Bonus 80	28	11	61
Bonus 60	43	13	44
Bonus 40	60	12	27
Bonus 20	79	7	13
Unacceptable	26	8	0

7. Dog Warden Service: Enforcement of Dog Control/fouling and dealing with stray dogs

	Reduce service to deal with stray dogs only. No dog control or fouling enforcement 0	As Now - 1 Dog Warden to provide minimum service to deal with enforcement and stray dogs 1	Extra Dog Warden providing increased enforcement and educational / promotional programmes 3
Bonus 80	11	52	38
Bonus 60	26	49	25
Bonus 40	45	39	16
Bonus 20	72	22	6
Unacceptable	34	0	0

8. Pest Control

	Cease pest control service 0	As now - treatment for pests of a public health significance (i.e. Rats, Mice, Fleas, Cockroaches and Bedbugs) in domestic premises. Free for Rats. Other service free to those on income support or on state pension 3	Increase range of pests treated free and improve response time. Re-instate wasp treatment service 4
Bonus 80	9	41	49
Bonus 60	23	47	30
Bonus 40	37	43	20
Bonus 20	66	27	7
Unacceptable	48	0	0

9. Regulatory Services: The Environmental Health service includes planned interventions for food safety, health & safety and air quality.

	Provide minimum statutory level of enforcement and slower response to complaints 0	As now - maintaining a high standard of regulatory enforcement and advice to local businesses achieving: No customer complaints in the last year and 81% of food premises 'broadly compliant' 4	Enhanced service with more inspections and health promotion and educational work with local businesses and community 6
Bonus 80	13	45	43
Bonus 60	26	48	26
Bonus 40	48	41	11
Bonus 20	76	22	2
Unacceptable	36	0	0

10. Noise Nuisance Out Of Hours Response: Response To Ongoing Noise Complaint Issues

	Cease the service 0	As now Operates at targeted times Thurs, Fri, Sat nights for 12 hours per week in total 2	Increase hours of operation to 9pm – 3am on Thurs, Fri, Sat nights. 3	Enhance the service to 7 night per week (9pm – 3am) to include a reactive to response to new complaints 5
Bonus 80	11	30	28	31
Bonus 60	23	34	21	22
Bonus 40	42	30	15	13
Bonus 20	70	17	9	4
Unacceptable	40	0	0	0

11. Bereavement Services: Crematorium at Oakley Wood

	As now - Maintain current standards of facilities, cleaning and maintenance 0	Enhanced customer service, cleaning and maintenance. 1	PLUS Increase of one member of staff to provide better customer service 2
Bonus 80	48	23	28
Bonus 60	66	20	15
Bonus 40	81	12	7
Bonus 20	91	6	3
Unacceptable	5	0	0

12. Licensing

	Reduce response times to complaints and double time between enforcement inspections intervals. 0	As now – Minimum regulatory process at statutory level 1	Increase to include business advice & support and out of hours noise complaints service associated with Licensed premises only. 2	Employment of one additional enforcement officer to proactively check in the region of about 30% overall of the 1058 current licenses. 4
Bonus 80	24	28	27	20
Bonus 60	40	32	16	12
Bonus 40	63	26	7	4
Bonus 20	83	12	3	1
Unacceptable	17	0	0	0

13. CCTV Cameras

	Permanently switch off cameras and only cover Leamington town centre, which has greatest number of observed incidents and number of CCTV inspired arrests 0	Permanently Switch off cameras in residential and town centre areas with the lowest number of incidents 3	As Now, 178 cameras covering the towns public space and car parks 6
Bonus 80	8	9	83
Bonus 60	13	17	70
Bonus 40	31	17	51
Bonus 20	53	16	31
Unacceptable	49	6	0

14. CCTV Monitoring of those CCTVs in use

	Fixed Images recorded 24 hours per day but no active monitoring in liaison with the Police. 0	Active Monitoring at peak times only and images recorded. 7	As now – 24 hour staff monitoring and images recorded 10
Bonus 80	12	24	64
Bonus 60	30	26	43
Bonus 40	55	22	23
Bonus 20	83	9	7
Unacceptable	32	3	0

15. Community Safety and Anti-Social Behaviour

	Reduce ASB intervention success rate from 85% and put resources into other crime types, e.g. reducing violence, burglary and car theft preventions. 0	As now – 1 anti-social; behaviour officer and 1 community safety manager – minimum initiatives 0	Increase resource in anti-social behaviour and community safety activities + 1 extra crime patrol officer plus overheads (No powers of arrest) 3	Increase resource in anti-social behaviour and community safety activities + 2 extra crime patrol officer plus overheads (No powers of arrest) 6
Bonus 80	6	7	32	55
Bonus 60	15	13	37	34
Bonus 40	27	20	30	23
Bonus 20	44	22	25	9
Unacceptable	42	1	0	0

16. Rural Footway Lighting

	Switch off and cease all footway lighting service to the rural areas 0	Switch off all rural lighting between the hours of 00:01 and 05:00 hrs 5	As Now – minimum initiatives and maintenance 6
Bonus 80	18	26	56
Bonus 60	34	25	42
Bonus 40	53	19	28
Bonus 20	73	11	15
Unacceptable	38	2	0

17. Resolving Private Sewer Problems with the public

	Cease all involvement with this service unless a Statutory Nuisance notice is required - Minimum Statutory requirement. 0	As now maintain the existing private drainage service – minimum initiatives to resolve problems. 1	Proactive service to resolve all existing private drainage incidents by charging all individuals concerned with the problem the full cost of £150 per household. 1	Proactive service to resolve all existing private drainage incidents by charging all individuals concerned with the problem a set cost of resolution. Estimated at £75/property, a 50% council subsidy 2
Bonus 80	23	25	17	35
Bonus 60	40	23	17	20
Bonus 40	58	18	13	11
Bonus 20	80	9	9	2
Unacceptable	24	0	0	0

18. Highway Grass Cutting Of Verges

	Deliver the service based on 5 cuts a year standard 0	As now, based on 12 cuts per year 2	Based on 16 cuts giving the same specification as for other amenity grass 4
Bonus 80	17	60	23
Bonus 60	31	57	12
Bonus 40	54	38	8
Bonus 20	74	22	4
Unacceptable	26	0	0

19. Street Cleansing And Litter Picking

	Reduce the regularity or number of cleans / litter picks by 10% 0	Retain the current standards 3	Increase the regularity of cleans / litter picks by 10% 6
Bonus 80	8	47	45
Bonus 60	18	53	29
Bonus 40	36	49	15
Bonus 20	55	39	6
Unacceptable	37	0	0

20. Public Conveniences

	Reduce the number of public conveniences to those located in cemeteries, parks and open spaces 0	As now, current number of public conveniences (14) and the number of daily cleans of between 1 and 3 dependant on use and time of year 2	Increase number of cleans by 10% in parks and open spaces during summer months 3
Bonus 80	11	38	52
Bonus 60	25	41	34
Bonus 40	47	34	19
Bonus 20	73	19	8
Unacceptable	37	0	0

21. Off-Street Pay And Display Car Parking

	Increase charges by 10% to help fund other council services by increasing the surplus to the general account 0	Charge blue badge holders to park in off-street car parks. 1	As now (see car parking charges leaflet). 2	Reduce parking charges by 10% and instead, reduce services or increase council tax to cover the difference. 5
Bonus 80	9	4	50	37
Bonus 60	21	6	46	27
Bonus 40	37	8	36	18
Bonus 20	61	9	19	11
Unacceptable	44	9	0	0

22. Leisure Centres

	Close one sports hall 0	As now:- 1 swimming pool; 2 leisure centres with pools, 3 dual use sites (on school sites) 3	Significant refurbishment of sports facilities to improve quality 8
Bonus 80	7	38	55
Bonus 60	17	51	31
Bonus 40	35	47	17
Bonus 20	63	32	6
Unacceptable	40	0	0

23. Outdoor Sports Pitches and Facilities

	Close selected facilities e.g. football pitches, athletics track 0	Consider partnership with local sports clubs to manage outdoor sports facilities (football, athletics, bowls, cricket). Assumes sound clubs able to manage the facilities 2	As now:- Football pitches (32), Cricket Squares (3), Athletics track, Bowling Greens (5) Tennis Courts (20) 3
Bonus 80	10	11	79
Bonus 60	21	19	61
Bonus 40	39	23	38
Bonus 20	63	22	15
Unacceptable	44	1	0

24. Apprenticeships

	Continue not to provide apprenticeships 0	Recruit apprentices in to suitable vacancies as and when they arise. The cost of the apprentice and their training to be covered from existing salary for the post. 0	Create 2 new apprenticeship posts 2	Create 6 new apprenticeship posts. 6
Bonus 80	12	9	27	52
Bonus 60	27	15	21	37
Bonus 40	41	19	17	23
Bonus 20	62	20	7	10
Unacceptable	17	1	1	0

Appendix 2

Main Stage Questionnaire SIMALTO Grid

Research For Today 77 Gunnersbury Avenue, London W5 4LP
Telephone: 020 8992 4877 Fax: 020 8993 5818
E-mail:simalto@researchfortoday.com

**Warwick District Council Budget Consultation
October 2011**

Interviewer _____ **Date** _____

Respondent _____ **Name:**
Mr/Mrs/Ms/Miss _____

Address _____

Postcode _____ **Telephone Number** _____

Quota Sheet Number	
---------------------------	--

Introduction

Hello. My name is _____ from Research For Today Ltd, an independent market research company.

We are conducting research to find out your opinions about the way you would prefer council to allocate elements of their budget over the next year.

All the opinions you express and information you give will be treated confidentially.

Introduction to SIMALTO

Warwick District Council would like your views to help it take decisions on its budget plans. The Council has to balance savings and Council Tax.

S1 Before we begin collecting your views on different services, thinking of the overall service the council **currently** provides, how pleased are you with their service?

SHOW CARD X

Extremely pleased.....	6
Very pleased.....	5
Quite pleased.....	4
Uncertain.....	3
Slightly unhappy	2
Very unhappy.....	1

I am going to ask you some questions that will require the use of some special answer sheets. These sheets will help us collect your views and priorities.

HAND RESPONDENT SIMALTO SHEET AND INTRODUCE THE SHEET

Down the left hand side of the sheet is a list of services that are provided (**POINT TO THE LEFT HAND COLUMN**). To the right are the different levels and options that *could* be provided of each service. First of all please take a couple of minutes or so to read through the sheet and make sure you understand all the options. The shaded box indicates the level of service the council currently provides. Any service options to the left of the shaded box are a *poorer level* of service than is currently provided but would reduce the increase in Council Tax. We are going to ask you to carry out a number of tasks on this grid

HAND RESPONDENT RED PEN

S2 For the moment, please ignore the numbers in the right hand corner of the option boxes. First of all, using the red pen, please cross out any option on any row that would strongly make you want to complain if this **reduced level** of service was provided. We do not want you to cross out those saving options you do not like, but only those that are totally unacceptable – so unacceptable that, if provided by the council, they would actually cause you to write or telephone to complain to the council or to your councillor.

Some rows will have no crosses. Some rows may have 2 or more crosses. It's up to you to say which options, if any, would cause you to contact and complain to the council.

IF NECESSARY KEEP REMINDING RESPONDENT THESE ARE TOTALLY UNACCEPTABLE OPTIONS, ON OR TO THE LEFT OF SHADED BOXES.

CONTINUE WITH RED PEN

S3 Now I would like you to place a tick against the 4 or 5 attributes that you think are most important, for both yourself and the local community. Please make your ticks in the column to the left of the attribute description.

S4. The black circles on this sheet show **the worst level of service** on each row - a **very basic level of service that a council might provide**. This level is often poorer than the service currently being delivered by your council, which is shown by the shaded option boxes. Please read again the service shown by the black circles. **If** the council provided this very basic level of service next year, how pleased would you be?

SHOW CARD X

Extremely pleased	6
Very Pleased	5
Quite Pleased	4
Uncertain.....	3
Slightly Unhappy	2
Very Unhappy	1

ANSWER TO S4 SHOULD BE POORER THAN S1 IF NOT ASK S4A

S4A I notice that you say you would be more pleased with the service shown by the “black circles” than the service you receive today – is that correct? The “black circles” service is worse than the service provided today.

Yes	2 → CONTINUE
No.....	1 → AMEND S4

CONTINUE WITH RED PEN

S5. The sheet has allocations of points for each option of each attribute. These small figures in the bottom right hand corner of each box on the grid represent the relative cost of that option compared with other options on that row. As service performance improves from the left to the right on each attribute, costs and so the points for each option increase.

Using the points in each box, please tell me how you would most like to move away from the very basic black-circled budget allocation to make it more appropriate to your priorities. Imagine that the council did not want their service to be at this very basic black circle level and allocated ***approximately 20*** points for this purpose. Please use red arrows to show how you would improve the basic circled package by a total of **between 19 and 21 points**. You may make as many or as few improvements as you like by drawing a red arrow from the circled package to those levels you would like to achieve.

Please use these 21 points to show your top priority changes. **I will later be giving you extra points to spend**, but first we need to know your top priorities, for **yourself and the local community**. Please note that if you do not improve beyond any unacceptable level you may have indicated, these unimproved unacceptable levels will still be part of the overall service delivered.

INTERVIEWER: RESPONDENTS SHOULD TRY TO IMPROVE BEYOND CROSSED OUT LEVELS OF SERVICES, IF POSSIBLE. IF THEY HAVE NOT, and instead improved others, THEN SAY TO THEM

I notice you have not improved services you have crossed out. This means that those crossed out services are part of your package. Do you wish to change any of the improvements you have made so you can use points to improve these “unacceptable” levels of services?

KEEP A TALLY OF ALL IMPROVEMENTS MADE

= **20 ±1**

S6. If the council provided this very basic black pre-circled level, except where improved by your red arrows, how pleased would you be? **SHOW CARD X**

Extremely pleased..... 6
 Very pleased..... 5
 Quite pleased..... 4
 Uncertain..... 3
 Slightly unhappy 2
 Very unhappy 1

INTERVIEWER ANSWER MUST BE THE SAME OR BETTER THAN S4.

HAND RESPONDENT BLACK PEN

S7. Now I would like you to spend **another 20 points** assuming you already have the first red arrow improvements you have made to basic services. What other improvements would you most like? Please now use black arrows to show how you would prefer the council to allocate these *extra* 20 points. You can decide to change new attributes or further improve the level of service of some choices you have made already. If you improve from a box marked ‘2 points’ to a box marked ‘5 points’, this will only cost you the difference of ‘3 points’ (5 minus 2 points).

INTERVIEWER: CHECK ALL BLACK ARROWS START FROM THE END OF A RED ARROW (IF THERE IS A RED ARROW ON THAT ROW) OR A BLACK PRE-CIRCLE. CHECK RESPONDENT HAS SPENT BETWEEN 19 AND 21 MORE POINTS. KEEP A TALLY OF ALL IMPROVEMENTS MADE AT S6

= **20 ± 1**

CHECK TOTAL OF S5 + S7 = 40 +/- 1 POINTS

INTERVIEWER: RESPONDENTS SHOULD HAVE TRIED TO IMPROVE BEYOND ALL CROSSED OUT LEVELS OF SERVICES BY THIS STAGE. IF THEY HAVE NOT THEN SAY TO THEM: - I notice you have not improved services you have crossed out. This means that those crossed out services are part of your package. Do you wish to change any of the improvements you have made to use points to improve these “unacceptable” levels of services?

S8. If the council provided this level of service (the basic black pre-circles except where improved by both your red and black arrows), how pleased would you be?

SHOW CARD X

Extremely pleased.....	6
Very pleased.....	5
Quite pleased.....	4
Uncertain.....	3
Slightly unhappy	2
Very unhappy	1

INTERVIEWER: ANSWER MUST BE THE SAME OR BETTER THAN S6

HAND RESPONDENT GREEN PEN

S9. Imagine that the council could improve the basic services still further and allocated **another 20 points** for this purpose. Please use green arrows to show how you would prefer them to change your already improved package by a further 20 points. Just to remind you, you must start from the end of a black arrow if there is one on the row, or a red arrow, or a black pre-circled box, if you have not already improved that service. Assume you already have the improvements you have already selected, and that becomes the starting point for this next set of improvements.

Also please remember that the costs in these boxes are cumulative. So moving to the right from a box costing 2 points to a box costing 6 points contributes the difference of 4 points to your overall target of another 20 points.

KEEP TALLY OF COST OF IMPROVEMENTS MADE

--

 = 20 ± 1

S10. If the council provided this new level of service (the basic pre-circled level plus all your red, black and green arrowed improvements), how pleased would you be? **SHOW CARD X**

Extremely pleased.....	6
Very pleased.....	5
Quite pleased.....	4
Uncertain.....	3
Slightly unhappy	2
Very unhappy	1

INTERVIEWER: ANSWER MUST BE THE SAME OR BETTER THAN S8

HAND RESPONDENT BLUE PEN

S11. Imagine finally that the council could improve their services still further and allocated a **final 20 points** for this purpose. Please use blue arrows to show how you would prefer them to change your already improved allocation by a further 20 points. Just to remind you, you must start from the end of a green arrow if there is one on the row or a black or a red arrow - or a black pre-circled box, if you have not already improved that service. Assume you already have the all the improvements you have already selected and that is the starting point for these final improvements.

Also please remember that the costs in these boxes are cumulative. So moving to the right from a box costing 2 points to a box costing 6 points contributes the difference of 4 points to your overall target of 20 points.

S12. If the council provided these services (the basic pre-circled level plus all your red, black, green and blue arrowed improvements), how pleased would you be?

SHOW CARD X

Extremely pleased.....	6
Very pleased.....	5
Quite pleased.....	4
Uncertain.....	3
Slightly unhappy	2
Very unhappy	1

INTERVIEWER: ANSWER MUST BE THE SAME OR BETTER THAN S10

KEEP TALLY OF COST OF IMPROVEMENTS MADE

	= 20 ± 1
--	-----------------

S13. SHOW RESPONDENT COMPLETED SIMALTO SHEET AND CARD A

The level of Council Tax set by Warwick District Council is affected by several things. First of all, the Government calculates how much it thinks the Council needs to spend to meet residents' needs and gives them a grant to cover part of this spending. It doesn't give them all the money they need.

A large part of what we need to spend comes from fees and charges. Recently what people pay for our services has been affected by the recession. The balance of the money comes from Council Tax.

To balance our budget, the Council has come up with a plan which seeks to reduce our costs, increase the amount of money we get from fees and charges and other sources, whilst meeting the government's target for next year of a zero rise in Council Tax. To reduce our costs, we have already started to look at how many staff we employ and if we can make further efficiencies.

Please take another look at your completed sheet. The card shows the incremental cost of each of the “colour improvements” you have made to the basic “worse case” scenario. The council would like to know if **you think** these improvements to the base position are worth the amount of money they would cost. If you do not think one or more of your allocations is worth the money it costs,, then the saving used could help fund other council services ‘under cost pressure’.

Circle number(s) below corresponding to the colour arrow allocations respondents think ‘worth the cost’.

The basic black circled allocation PLUS the first round of improvements (red arrows), at no extra cost.	1
Would YOU pay £10 per year to get your black arrowed priorities (which would cost the council £300,000 to provide)	2
Would YOU pay £20 per year to get your black <i>and green</i> arrowed priorities (which would cost the council £600,000 to provide)	3
Would YOU pay £30 per year to get your black, green <i>and blue</i> arrowed priorities (which would cost the council £900,000 to provide)	4

S15.

If the council decided to close the swimming pool nearest to you it would save approximately £500,000. This saving, equivalent to about £10 council tax per home, would then be allocated to other services and help prevent their potential reduction. Would you prefer the pool closed and savings reallocated?

Yes, close pool, reallocate savings1
 No, keep pool open 2

S16. Again if the council decided to close switch off all the CCTV cameras it would save approximately £500,000. This saving, equivalent to about £10 council tax per home, would then be allocated to other services and help prevent their potential reduction. Would you prefer the cameras switched off and savings reallocated?

Yes, cease CCTV, reallocate savings1
 No, keep CCTV as now 2

S17. If the council had a simple choice between closing the swimming pool or switching off the CCTV cameras, which would you prefer it did? READ OUT :-

Close swimming pool..... 1
 Switch off CCTV cameras2
 No preference between either.....3

S18. Warwick District Council could undertake a major refurbishment of one or more of its leisure centres. For instance this could be one or more of rebuilding a pool to include a water park; extending catering facilities; providing a new sports hall (e.g. in Leamington where there isn’t one); modernization of wellbeing facilities

etc. This would cost several million pounds, which could adversely impact other services the council provides. Would you be in favour of this investment?

Yes, major refurbishment1
No, leave as now 2

HAND RESPONDENT SHEET Y

S19 Please read through the 6 alternative packages. Assume they all have the same existing services as are in place today in the council, apart from those detailed here. Also assume that each of packages A to D would cost the same to provide and that service combinations E and F would cost **approximately £6 a year equivalent extra** council tax to deliver than the other 4 services combinations A to D. Looking at all the combinations A to F, which one has the balance of services and cost you most prefer? Please give that package 10 points. Now select the package with the balance of services you least like. Give that package 1 point. Please show how much you like each other of the combinations by awarding them a score between 1 and 10. 10 is the highest score you can give and 1 is the lowest.

INTERVIEWER: IF RESPONDENT GIVES THE SAME SCORE TO EACH REMAINING PACKAGE TRY TO ENCOURAGE SOME VARIATION BY ASKING IF HE/SHE REALLY THINKS THEY ARE ALL THE SAME. BUT DO NOT FORCE DIFFERENT SCORES AFTER THIS PROMPT IF RESPONDENT REFUSES TO CHANGE.

S20. Could you tell me if this household pays full council tax, a reduced rate (for single occupancy etc) or is exempt from paying council tax?

Full	1
Reduced.....	2
Exempt (Pays no council tax).....	3
Don't know.....	4

DEMOGRAPHICS

Sex

Male 1

Age: Respondent

18-40 1

41-60 2

61+ 3

WRITE IN ACTUAL AGE _____

Number Adults Over 18 in Household (including respondent)

WRITE IN Number

TOTAL _____

Age & Number of Children in Household

WRITE IN Number

0-4 _____

5-11 _____

12-17 _____

TOTAL _____

Working Status (Main Income Earner)

Full Time1

Part Time.....2

Not working.....3

Student.....4

Retired.....5

Housing Tenure of Main Income Earner

Own home 1

Rent privately 2

Rent from council..... 3

Rent from housing association 4

Other (specify) 5

Ethnic Origin of Household (MULTI CODE IF APPROPRIATE)

WHITE OR WHITE BRITISH

British..... 1

Greek Cypriot..... 2

Turkish Cypriot 3

Irish 4

Other White (please specify)

..... 5

ASIAN OR ASIAN BRITISH

Bangladeshi..... 6

Chinese..... 7

Indian 8

Pakistani 9

Other Asian (please specify)

..... 10

BLACK OR BLACK BRITISH

African 11

Caribbean 12

Other Black (please specify)

..... 13

MIXED BACKGROUND

Asian and White..... 14

Black African and White..... 15

Black Caribbean and White 16

Other Mixed (please specify)

..... 17

OTHER ETHNIC GROUP

Other Ethnic Group (please specify)

..... 18

SOCIO-ECONOMIC (Main Income Earner)

AB 1

C1 2

C2 3

DE 4

OCCUPATION (write in)

INTERVIEW DECLARATION

Duration of Interview _____ **minutes**

I hereby declare that I have asked all the questions correctly.

Date

Name of Interviewer

Signature

Thank you for your help. It is very much appreciated.

Warwick DC Simalto Grid 2011

SERVICE		OPTIONS				
1	Telephone service	Reduce opening hours (no evenings or Saturday service) 0	As now 1	Increase opening hours (in evenings and at weekends) 3		
2	Travel Tokens for disabled and over 60's residents	Stop issuing travel tokens 0	As now 1	Increase value of travel tokens and/or reduce charge 2	Increase funds for volunteer services (e.g. flexibus support) 4	
3	Face to face contact with residents	Close 3 One Stop Shops (leaving Riverside House/Shire Hall offices open) 0	Reduce number of One Stop Shops (by 1) or cut opening hours 6	As now – 5 One Stop Shops 12	Increase number of One Stop Shops or increase opening hours 18	
4	Residents' Magazine (Focus)	Cease the Focus magazine 0	Reduce to 2 editions per year 1	As now – 3 editions per year 2	Increase to 4 editions per year 3	Increase to 6 editions per year 4
5	Tourism Promotion and Provision	30% less funding. Significant reduction in opening hours of Information Centres and/or potential closure of an information centre 0	10% less funding Reduced support to tourism businesses; reduction in opening hours of Information Centres 3	As Now 5	10% more funding leading to potential to retain and create tourism related jobs 7	30% more funding - significant expansion of the service to provide much more work for other parts of the District (eg Whitnash, Kenilworth, rural areas etc) 10
6	Discretionary Rate Relief for charitable/community organisations	Cease provision of Discretionary Rate Relief 0	Reduce Discretionary Rate Relief by 80% maximum 2	As now – provide DRR top up for charities, village shops and other small businesses that support Council priorities 3		
7	Dog Warden Service: Enforcement of Dog Control/fouling and dealing with stray dogs	Reduce service to deal with stray dogs only. No dog control or fouling enforcement 0	As Now - 1 Dog Warden to provide minimum service to deal with enforcement and stray dogs 1		Extra Dog Warden providing increased enforcement and educational / promotional programmes 3	
8	Pest Control:	Cease pest control service 0	As now - treatment for pests of a public health significance (i.e. Rats, Mice, Fleas, Cockroaches and Bedbugs) in domestic premises. Free for Rats. Other service free to those on income support or on state pension 3			Increase range of pests treated free and improve response time. Re-instate wasp treatment service 4
9	Regulatory Services: The Environmental Health service includes planned interventions for food safety, health & safety and air quality.	Provide minimum statutory level of enforcement and slower response to complaints 0	As now - maintaining a high standard of regulatory enforcement and advice to local businesses achieving: No customer complaints in the last year and 81% of food premises 'broadly compliant' 4		Enhanced service with more inspections and health promotion and educational work with local businesses and community 6	
10	Noise Nuisance Out of Hours Response: Response to ongoing noise complaint issues.	Cease the service 0	As now Operates at targeted times Thurs, Fri, Sat nights for 12 hours per week in total 2	Increase hours of operation to 9pm – 3am on Thurs, Fri, Sat nights. 3	Enhance the service to 7 night per week (9pm – 3am) to include a reactive to response to new complaints 5	
11	Bereavement Services: Crematorium at Oakley Wood.	As now - Maintain current standards of facilities, cleaning and maintenance 0	Enhanced customer service, cleaning and maintenance. 1		PLUS Increase of one member of staff to provide better customer service 2	

12	Licensing	Reduce response times to complaints and double time between enforcement inspections intervals. 0	As now – Minimum regulatory process at statutory level 1	Increase to include business advice & support and out of hours noise complaints service associated with Licensed premises only. 2	Employment of one additional enforcement officer to proactively check in the region of about 30% overall of the 1058 current licenses. 4
----	-----------	---	---	--	---

13	CCTV Cameras	Permanently switch off cameras and only cover Leamington town centre, which has greatest number of observed incidents and number of CCTV inspired arrests	0	Permanently Switch off cameras in residential and town centre areas with the lowest number of incidents	3	As Now, 178 cameras covering the towns public space and car parks	6
14	CCTV Monitoring of those CCTVs in use	Fixed Images recorded 24 hours per day but no active monitoring in liaison with the Police.	0	Active Monitoring at peak times only and images recorded.	7	As now – 24 hour staff monitoring and images recorded	10
15	Community Safety and Anti Social Behaviour	Reduce ASB intervention success rate from 85% and put resources into other crime types, e.g. reducing violence, burglary and car theft preventions.	0	As now – 1 anti social; behaviour officer and 1 community safety manager – minimum initiatives	0	Increase resource in anti social behaviour and community safety activities + 1 extra crime patrol officer plus overheads (No powers of arrest)	3
16	Rural Footway Lighting	Switch off and cease all footway lighting service to the rural areas	0	Switch off all rural lighting between the hours of 00:01 and 05:00 hrs	5	Increase resource in anti social behaviour and community safety activities + 2 extra crime patrol officer plus overheads (No powers of arrest)	6
17	Resolving Private Sewer Problems with the public	Cease all involvement with this service unless a Statutory Nuisance notice is required - Minimum Statutory requirement.	0	As now maintain the existing private drainage service – minimum initiatives to resolve problems.	1	Proactive service to resolve all existing private drainage incidents by charging all individuals concerned with the problem the full cost of £150 per household.	1
18	Highway grass cutting of verges.	Deliver the service based on 5 cuts a year standard.	0	Proactive service to resolve all existing private drainage incidents by charging all individuals concerned with the problem the full cost of £150 per household.	1	Proactive service to resolve all existing private drainage incidents by charging all individuals concerned with the problem a set cost of resolution. Estimated at £75/property, a 50% council subsidy	2
19	Street cleansing and litter picking	Reduce the regularity or number of cleans / litter picks by 10%.	0	As now, based on 12 cuts per year.	2	Based on 16 cuts giving the same specification as for other amenity grass.	4
20	Public conveniences	Reduce the number of public conveniences to those located in cemeteries, parks and open spaces	0	Retain the current standards.	3	Increase the regularity of cleans / litter picks by 10%.	6
21	Off-street Pay and Display car parking (see attached)	Increase charges by 10% to help fund other council services by increasing the surplus to the general account	0	As now, current number of public conveniences (14) and the number of daily cleans of between 1 and 3 dependant on use and time of year.	2	Increase number of cleans by 10% in parks and open spaces during summer months.	3
22	Leisure Centres	Close one sports hall	0	Charge blue badge holders to park in off-street car parks.	1	As now (see car parking charges leaflet).	2
23	Outdoor Sports Pitches and Facilities	Close selected facilities E.g. football pitches, athletics track	0	As now (see car parking charges leaflet).	2	Reduce parking charges by 10% and instead, reduce services or increase council tax to cover the difference.	5
24	Apprenticeships	Continue not to provide apprenticeships	0	As now:- 1 swimming pool; 2 leisure centres with pools, 3 dual use sites (on school sites)	2	Significant refurbishment of sports facilities to improve quality	8
			0	Consider partnership with local sports clubs to manage outdoor sports facilities (football, athletics, bowls, cricket). Assumes sound clubs able to manage the facilities	2	As now:- Football pitches (32), Cricket Squares (3), Athletics track, Bowling Greens (5) Tennis Courts (20)	3
			0	Recruit apprentices in to suitable vacancies as and when they arise. The cost of the apprentice and their training to be covered from existing salary for the post.	0	Create 2 new apprenticeship posts	2
			0		0	Create 6 new apprenticeship posts.	6

