



meeting the
challenge
together we can



Phase 1 Consultation Findings and Report

September 2014

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Gloucestershire
COUNTY COUNCIL

1. Executive Summary

1.1 Background

Meeting the Challenge (MTC) was launched in November 2010 with the 'big conversation' with Gloucestershire residents, businesses and our partners. The aim was to secure a mandate for delivering £114m savings over the following four years. The responses and public opinion were overwhelmingly in favour of protecting services for the most vulnerable in society and cutting back everywhere else. We are on track to make these savings.

Our next challenge is to deliver a further £75m in savings over the following three to four years. To do this, we have to look at a fundamental change in the way we support people. The continued reduction in central government funding, coupled with a growing ageing population with more complex needs, means that the resources that we have must be focussed on the areas where they are needed most and we must work with communities in the areas where we may need to step back.

We know that there are already excellent community networks and groups running and we want to work with them, share their local knowledge and identify where we think something can be developed further to help individuals and families

Gloucestershire County Council's **Meeting the Challenge – Together We Can** consultation was launched on 7th June for eight weeks to gather feedback from residents, community groups, partners and staff on overarching proposals for a change in direction to our strategy to meet the required savings targets and find new ways to work more closely with communities, families and individuals to meet their needs.

This consultation is the first of two phases. Phase two will launch on 22 October 2014 for 12 weeks and will include detailed consultation on specific strategies.

1.2 About this report

This report sets out the methodology used, the key findings from the consultation, and a summary of the key themes expressed through the free text comments. The most common themes have been listed under the 'Our ideas' and 'Your ideas' sections of this report.

A full list of all comments received will be available soon.

All responses have also been disaggregated, in order to identify any equality issues. Where there was shown to be any significant difference in responses from the equality groups, this has been highlighted in the report.

Remaining conscious of our duties under the Public Sector Equality Duty, positive efforts were made to reach those people with a protected characteristic as set out in the Equality Act 2010. We organised roadshows in key locations across the county including at events such as Sportsbeat and Gay Pride, in order to target key demographic groups such as under the 35's and the Gay Lesbian Transgender Bisexual community. At the midpoint review of the consultation, an analysis was carried out on the breakdown of responses received from the equality strands. This report identified that our reach in black and minority ethnic (BAME) groups was low. As a direct result of this we carried out a number of additional events in Gloucester where we know there is a higher population of BAME communities to target these under-represented groups. We also targeted specific community groups such as Young Gloucestershire, Age Concern, GayGlos and No Limits.

1.3 Key findings

In total 2,790 people responded to the consultation, which ran from 7th June 2014 until 4th August 2014. 2,185 people responded through the survey which was available on the website and completed at the roadshow events, as well as being distributed through our partner organisations. 605 people attended additional staff roadshows and community workshops and gave their responses to the proposals presented.

2.5% of respondents were from BAME groups (5%* county average) and 3% were white other (4%* county average). 9% of respondents had a disability (17%* county average).

1.3.1 Getting our own house in order

82% of respondents either strongly or partly agreed with our proposal to reduce the number of buildings and land that we own, in order to raise money for frontline services.

When disaggregating the data, the findings show that people with a disability were slightly more likely to disagree with this proposal.

Many respondents shared further thoughts and ideas about our approach to selling off surplus buildings and land, including some suggestions that we should explore opportunities to raise revenue by renting out buildings and retain buildings for community use where possible. Others were concerned that the Council should not dispose of property where it only delivers a short term gain.

85% of respondents either strongly or partly agreed with our proposal to encourage more people to access the council via online channels wherever possible.

When disaggregating the data, the findings show that people over the age of 65 years and people with a disability were slightly more likely to disagree with this proposal.

Some respondents highlighted the need to consider the needs of those older and vulnerable people (including those with a physical or learning disability) who cannot access information online.

Although there was support for moving more towards online channels, the consultation confirmed the need to retain other options, including telephone and face to face methods, for those that really need it.

1.3.2 Creating active communities

An overwhelming 92% of respondents to the survey either strongly or partly agreed with our proposals to help families and individuals to be stronger, by providing support for people to stay fit and healthy and to deal with family troubles.

Many felt that this would save the council money in the long term and that it would provide families with the support they need, when they need it. Some felt that people should be provided with more incentives to stay fit and healthy.

91% of respondents either strongly or partly agree with our proposal to signpost families and individuals to community support where appropriate.

However, respondents through both the survey and community events expressed the view that families and communities need funding, support and training in order to be able to support their community.

Some people highlighted the obstacles to families and communities doing more to help each other, including that families are more likely to live further apart, and many more women work and have less time to be able to offer full time support and care to family members.

Some highlighted the importance of the Council's role in ensuring that high standards of care are maintained for vulnerable people.

1.3.3 Getting people back to independence

90% of respondents either strongly or partly agreed with the proposal to get people back to living independently after a crisis.

Respondents felt that people should be less reliant on the council for support. Many felt strongly, however, that the care needs to be centred on "the individual", and that

every case needs to be dealt with according to their needs. Staff felt that they needed to think about how they do things differently in order to achieve the best results and emphasised the importance of responding quickly to people's needs in order to avoid delays and additional costs.

88% of respondents either strongly or partly agreed with our proposal to focus our specialist support on those who really need it, and work with communities, families and individuals to do more for themselves.

Many felt that this was an ambitious, yet positive change. Some felt that it was important that the council did not step back until communities were ready to step forward. We received some extremely useful ideas on how this proposal could be achieved, for example, by advertising volunteering vacancies.

1.3.4 General comments

In addition to the comments and thoughts we received around the proposals, there was a strong emphasis on consideration being given to increasing council tax to reduce services as well as considering becoming a Unitary authority, to combat duplication and achieve efficiencies.

2. Introduction

2.1 Objectives

This consultation had two main objectives:

1. Providing Information in order to:
 - Raise awareness of the continued financial constraints facing Gloucestershire County Council
 - Reinforce the values of the county council

- Encourage people to think differently about how they could receive their services
 - Encourage the idea of communities taking ownership and doing more for themselves
 - Set the scene so people are clear that the way they receive support is likely to change
2. Gather feedback on the proposed four-stage approach to providing support, and on our proposals for continuing to provide efficiencies through in-house savings and efficient use of our assets.

Our proposals for changing the way we provide support were:

Creating active individuals: providing intervention and support to help people make the right life choices, so that they are less likely to need council support in the long term. Provide support for individuals and families to do more for themselves.

Creating active communities: Investing in community capacity and building on existing support to signpost people to the help they need within their communities, so that people do not have to leave their homes and communities.

Getting people back to independence: Investing in intensive care packages of support that focus on a quick recovery following an injury or trauma, enabling people to get back to normal as soon as possible reducing the need for long term care.

There when we are needed most: Working with our partners to provide specialist, acute support for those who really need our help.

Our proposals for getting our own house in order were:

To continue to look for new ways of making savings that includes reducing the number of buildings and the land we own and selling them to raise money for frontline services

To provide a 24/7 information service via our website and social media and focus our telephone and face to face contact for those who really need it

2.2 Methodology

Due to the level of information which we were required to provide, a bespoke website was created. This included a storyboard which gave background on Meeting the Challenge, highlighted the ongoing challenges and talked about the proposed direction. It did this through a storyboard, interactive videos and case studies.

2.2.1 Online Survey

People were asked to feedback on the proposals through an online survey, which was linked straight from the website. People were asked how much they agree or disagree with each of the proposals:

- Reducing our assets
- Encouraging those who can to access our information and services online, where possible
- Supporting people to stay fit and healthy, reducing demand on services in the long term
- Helping people find the support they need from within their own communities
- Focusing on providing intensive support packages rather than continuing dependence for long term support
- Focusing our support on those who really need it, and asking communities to step forward

They were also asked for any general comments or thoughts on our proposals, as well as ideas on how people can be encouraged to play a positive role within their communities.

The survey used can be found in *Appendix B*.

2.2.2 Roadshows

To ensure that we engaged with people from across the county we carried out over 20 roadshow events ranging from town centre locations to sports festival events. We spoke to people about the challenges we are facing and our proposals to change the way we do things. We conducted the survey face to face, which enabled us to gain some useful qualitative as well as quantitative responses.

A list of events attended can be found in *Appendix A*.

2.2.3 People's Panel

We commissioned the services of Opinion Research Services to commission a Citizen's Panel on our behalf. The panel is made up of people from a cross section of the county's population who have signed up to give their views on Council issues. The newly formed panel (currently around 1,700 members) received the Meeting the Challenge – Together We Can consultation and were invited to respond.

2.2.4 Community group meetings

A number of meetings were organised with key community groups from across the County to explain our proposals and seek to engage them to find out more about what currently works, what doesn't and what can be developed further to achieve the best results. Interactive sessions were held during the consultation, where we presented them with the various scenarios and worked through each of the proposals, recording their views and feedback.

A list of meetings can be found in *Appendix A*.

2.2.5 Staff briefings

Members of the Corporate Management Team facilitated staff and Members briefing sessions to inform and engage staff and Members around the messages and key

areas for consultation. This included sessions in District Council offices as well as at Waterwells and in Foxes Bridge Day Centre. Attendees were taken through the storyboard and encouraged to complete the survey.

2.2.6 Chartered Parish Group Meeting

A presentation to the Chartered Parish Group took place on 12th June, where representatives of Parish Councils were invited to take part in the consultation and promote it within their local areas.

3. Summary of main findings from the Public Consultation

This section includes the findings from the survey (the survey can be found in Appendix B) as well as feedback received from community workshops, and staff briefing sessions.

3.1 Response rate

We received 2,185 responses to the survey, with 372 of those responses coming from members of the People's Panel.

1,322 people responded using a paper copy of the survey, a letter, or via e-mail. 863 people completed the survey online.

Comments are included from those people who gave feedback at the community workshops, and staff briefing sessions.

Approximately 40 people attended the community workshops, and around 550 staff and elected Members attended the briefing sessions.

Additionally the consultation details were distributed to all 170 Parish Council members, with 15 members attending a briefing to discuss the consultation in detail.

All school and partner agencies in the area also received information on the consultation.

It should be noted that this is the first of a two-stage consultation. In order to ensure that local people have a full understanding of the change of direction we are proposing, stage two of the consultation which will give more detail to the proposals through specific strategies.

3.2 Survey responses

The following tables show the breakdown of the protected characteristics of respondents to the survey, and compares the survey respondents to the characteristics of the population of Gloucestershire as a whole. The population figures are based on Census 2011 unless otherwise stated.

Gender

	Survey		Population
	Number	%	%
Female	1,130	52%	51%
Male	948	43%	49%
Transgender	10	0.5%	0.6% to 1.0% *
Prefer not to say	36	2%	-
No response	61	3%	-

* Range based on Home Office estimates.

Age

	Survey		Population
	Number	%	%
0 - 16	17	1%	19%
17 - 24	171	8%	10%
25 - 34	208	10%	11%
35 - 49	489	22%	22%
50 - 64	677	31%	20%
65 - 74	352	16%	10%
75+	153	7%	9%
Prefer not to say	54	2%	-
No response	64	3%	-

Ethnicity

	Survey		Population
	Number	%	%
White British	1,901	87%	92%
White other	66	3%	4%
Black or black British	10	0.5%	1%
Asian or Asian British (inc. Chinese)	25	1%	2%
Other ethnic group	19	1%	2%
Prefer not to say	79	4%	-
No response	85	4%	-

Disability

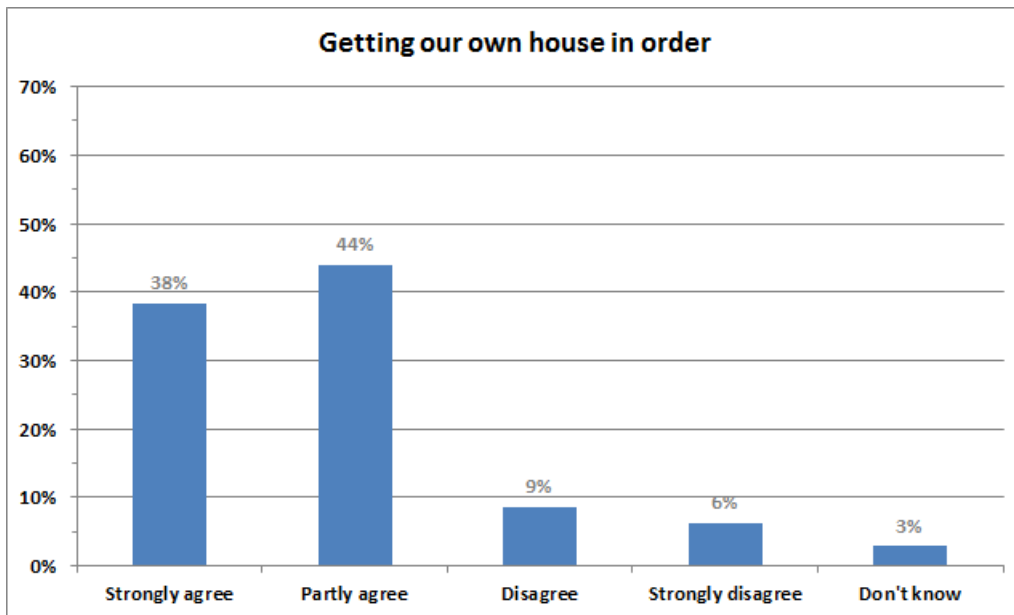
	Survey		Population
	Number	%	%
No	1,800	82%	83%
Yes	202	9%	17% ^
Prefer not to say	90	4%	-
No response	93	4%	-

^ Those who say they have a long-term limiting illness or disability that limits their day-to-day activities a little (9%), or a lot (7%).

Question 1

You have consistently told us that it's important to be as efficient as possible, to reduce our running costs and to get the best out of our assets, like our buildings. Our plan is to continue to look for new ways to make savings and that includes reducing the number of buildings and the land we own and selling them to raise money for frontline services.

How much do you agree that we should continue to focus our efforts on this activity?



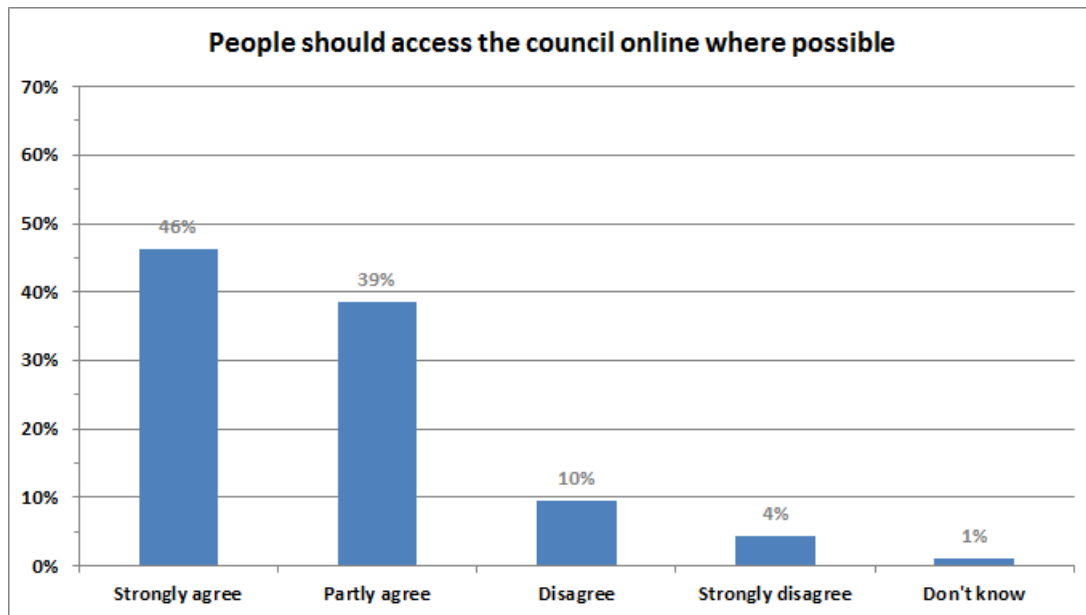
2,151 people responded to this question, and 82% (1,772) agree to some extent with our plan to continue to look for new ways to make savings including reducing the number of buildings and land we own.

Comparing the overall figures to the responses from people who consider themselves to be disabled shows that a smaller proportion of people with disabilities, 76% (151), agree to some extent with this statement. This compares to 84% (1,493) of those people who do not consider themselves to have a disability.

Question 2

Our plan is to provide a 24/7 information service via our website and social media so you are always able to find the information or ask the questions you want to, whenever you need to. This will enable us to focus the telephone and face to face contact for those who really need it.

How much do you agree that people should access the council via the online channels wherever possible?



2,152 people responded to this question, and 85% (1,827) agree to some extent with our plan to provide an information service online.

2,041 people who answered this question gave their age in the survey, and there is a different pattern of response across age groups. People were more likely to agree with this statement the younger their age grouping. 90% (356) of those people aged under-35 agreed to some extent, which reduced to 79% (389) of those people aged over-65.

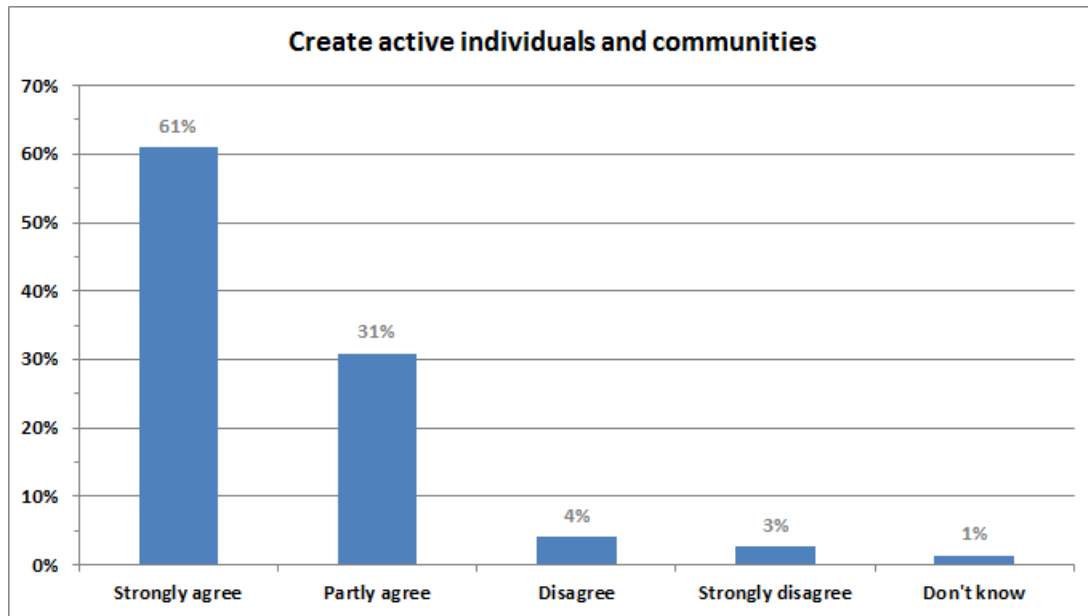
Similarly there is a lower rate of agreement when looking at the responses for those who consider themselves to be disabled. 76% (151) of those people who consider themselves to have a disability agree to some extent with the statement. This compares to 87% (1,546) of those who don't consider themselves to have a disability.

Question 3

We want to help families and individuals to be stronger so they are better able to look after each other. Our plan is to help people make the right life choices so they are less likely to need council support in the long term. We will do this by ensuring

there is support for people to stay fit and healthy and to deal with family troubles. That way people can get back on the right track before the council needs to step in.

How much do you agree with this approach?



2,161 people responded to this question, and 92% (1,985) agree to some extent with our plan to create active individuals and communities.

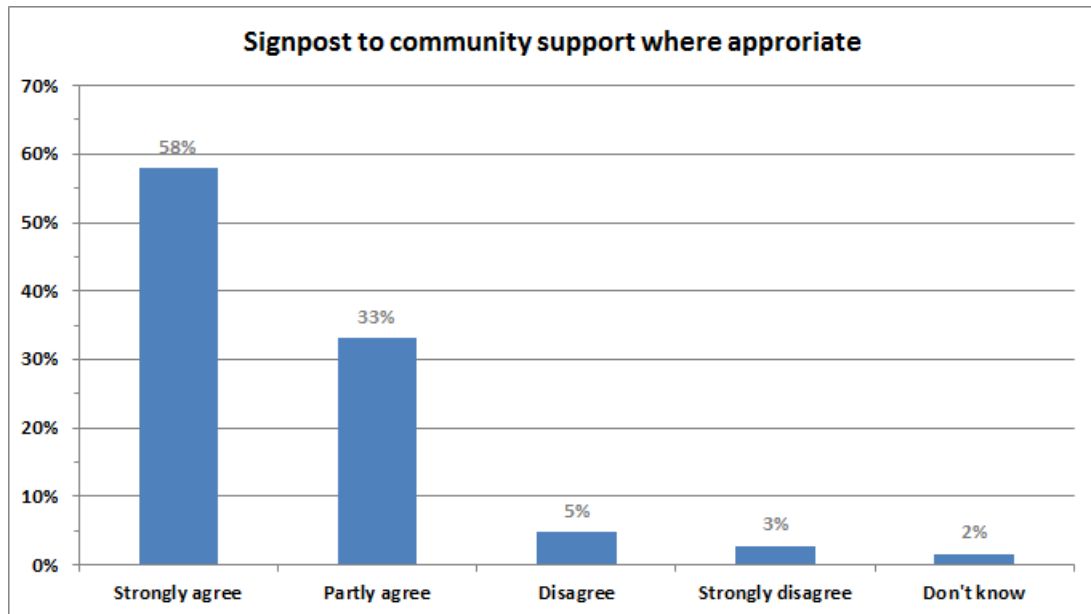
The response rate differs for those with a disability. 84% (166) of those people who consider themselves to have a disability agree to some extent with our plan to create active individuals and communities, compared to 93% (1,674) of those without a disability.

Question 4

We believe that people who need help, such as older people or those with physical or learning disabilities, shouldn't have to leave their homes and communities to find the care they need. With the right support, people should be able to look after each other within their families and neighbourhoods. Wherever possible, our plan is to help people find the support they need within their own communities and make sure

that local services, such as schools and GPs, have all the information they need. Then we can focus our specialist support on those who really need it.

How much do you agree that we should signpost families and individuals to community support where appropriate, so we can focus our resources on those who really need it?



2,155 people responded to this question, and 91% (1,959) agree to some extent with our plan to signpost families and individuals to community support where appropriate.

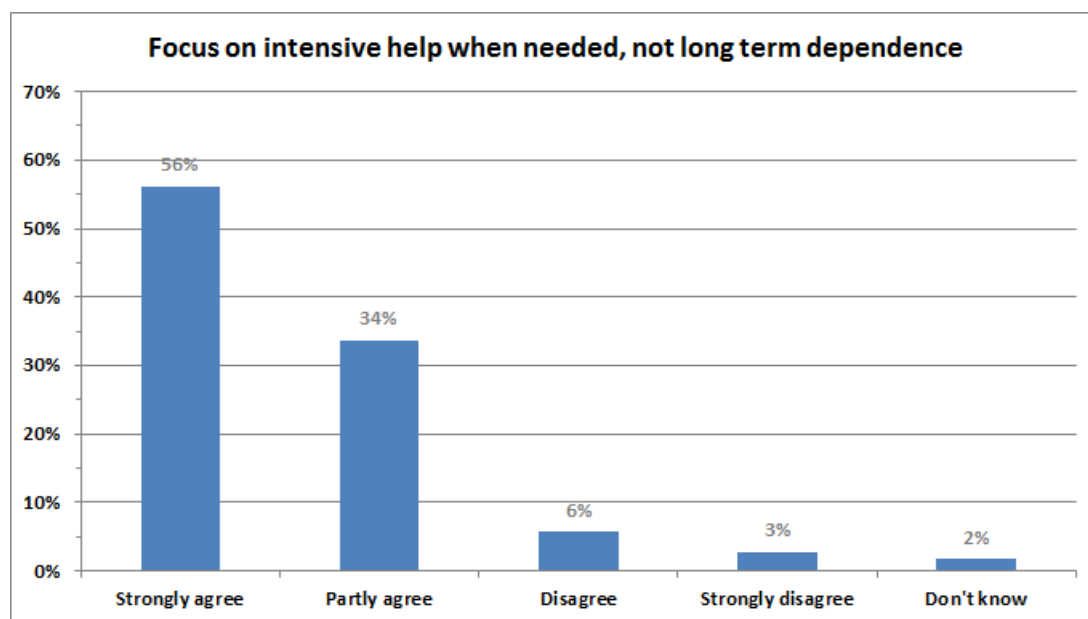
The response rate differs for those with a disability. 84% (168) of those people who consider themselves to have a disability agree to some extent with our plan to signpost to community support where appropriate, compared to 92% (1,648) of those without a disability.

Question 5

We're keen to help people get back on their feet after a crisis. After a traumatic life event, like the onset of dementia or a stroke, people often become dependent on the council for continued long term care or support. Our plan is to invest in providing

intensive packages of care that focus the recovery and enable people to get back to normal as soon as possible. This means that we can focus our support where we're needed the most.

How much do you agree that we should focus on providing intensive help when it's most needed, rather than letting people depend on the council for a long time?



2,150 people responded to this question, and 90% (1,931) agree to some extent with our plan to focus on providing intensive help when it's most needed.

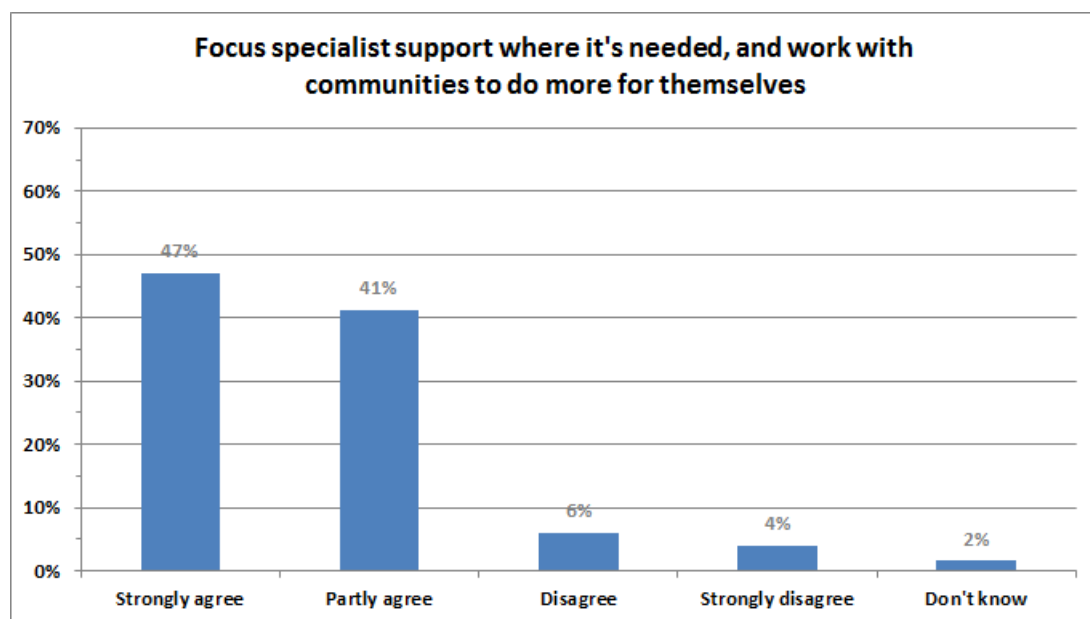
2,042 people who answered this question gave their age in the survey, and there is a different pattern of response across age groups. People were more likely to agree with this statement the older their age grouping. 87% (343) of those people aged under-35 agreed to some extent, which increased to 94% (463) of those people aged over-65.

Question 6

More than two thirds of our budget is spent on providing social care services for adults and children. With demands on this service increasing year on year, it is

essential that we can continue to help the most vulnerable adults and children in society. That may mean stepping back in some areas where families, individuals or communities step forward. This already happens in some areas - for example where parish and town councils help us during winter by gritting their local roads and pavements. Our plan is to focus our specialist support on those who really need it and work with communities, families and individuals to do more for themselves.

How much do you agree with this approach?



2,142 people responded to this question, and 88% (1,893) agree to some extent with our plan to focus our specialist support where it's most needed, and work with communities to do more for themselves.

3.3 Our ideas

As part of the consultation, having outlined our proposals, we asked for any general comments or thoughts on how we could improve on what we are planning.

We received 1217 comments under this section of the questionnaire. All the comments were read and categorised where appropriate, and the most common themes are listed below:

- People should be less reliant on the council to provide for them
- Communities/Parish Council will need more funding/training/support in order to provide facilities and events for older people
- Consider a range of options for buildings that are no longer needed, including handing them over to community use or raising revenue through rent
- Encouraging people to live independently and do more for themselves and others is a good thing
- Accessing information online is not suitable for everyone – some will still need face-to-face contact
- Increase Council tax
- Lobby Central Government for more funding
- Become a Unitary authority
- Families are more likely to live further apart, and many more women work and have less time to be able to offer full time support and care to family members or to get involved in community activities
- The Council has an important role in ensuring that high standards of care are maintained for vulnerable people.
- Care needs to be centred around the needs of the individual
- Keep consulting residents
- Review commissioned services to ensure there is no duplication in services and we are getting good quality and value for money
- Reliable public transport and good roads are vital for keeping people independent
- Make sure website is very easy to use and up to date

A full list of all comments received will be available soon.

3.4 Your Ideas

As part of the consultation, we also wanted to find out about some of the good work already going on in communities across Gloucestershire, as well as to seek people's views on how they feel we can encourage others to play a positive role within their

communities. We received 987 comments under this section of the questionnaire, and further useful and informed discussions took place at the community group meetings where we were able to discuss some of the positive examples which already exist.

All the comments were read and categorised where appropriate and the most commonly occurring themes, ideas and examples are listed below:

- Hold community signposting drop-in events to highlight what support is available for individuals from the council and community groups
- Develop community hubs
- Extend Village and Community Agents scheme
- Campaigns and events to promote actual volunteering opportunities
- Set up website/schemes where those in the community in need of support are linked to those in the community able to provide it
- Have volunteers working alongside council staff – like Special Constables in the police
- Agencies to work together to ensure voluntary groups get the funding and deliver and avoid duplication
- Encourage young people to volunteer
- Provide training/support for people to be able to play a positive role
- More intergenerational schemes
- Encourage neighbours to get to know each other – schemes/campaigns – get to know your neighbour
- Incentives for volunteering
- Encourage employers to encourage volunteering to their employees (e.g. through time off for volunteering schemes)
- Expand Neighbourhood Watch schemes
- Make more use of churches
- Sometimes contracts are given to large companies to provide services in the community when smaller community groups could add more value

A full list of all comments received will be available soon.

4. Conclusion

People engaged well with the consultation, not only in completing the survey but also coming forward with their own ideas. The proposals presented were overwhelmingly supported, with an average of 88% of respondents either strongly or partly agreeing with them, showing that there is an appetite for a different approach to be taken.

‘Creating active communities’ was the proposal which people responded to most positively, but there was a strong feeling that support would be needed to make it successful.

Respondents felt that disposing of buildings and land we no longer need was a good idea, but we should look at a range of ways of doing this, including selling them off, transferring to communities or using them to generate income.

Respondents strongly supported us increasing the amount of services and information we provide online, as long as we retained other channels for those who really need them.

Finally, respondents supported getting people back to independence and that care should be centred on the individual and their needs. Similarly respondents felt that communities and individuals could do more if we support them to do so.

Overall the consultation has provided some valuable feedback which must now be considered in policy development, alongside our financial constraints, legislative responsibilities and identified best practice.

Appendix A

MTC2 Events			
Staff / Member Engagement			
Date	Meeting	Location	Target Group
22 May 2014	Leadership Conference	Shire Hall	Senior Leaders
30 May 2014	Members Briefing	Shire Hall	Members
4 June 2014	Staff briefing- Council Chamber	Shire Hall	Shire Hall staff
6 June 2014	Staff briefing -Tewkesbury Borough Council	Tewkesbury	Tewkesbury and Cheltenham locality staff
16 June 2014	Staff briefing- Post Grad Centre, Stroud Hospital	Stroud	Stroud and Cotswold locality staff
24 June 2014	Staff briefing-Foxes Bridge Day Centre	Cinderford	Forest locality staff
27 June 2014	Staff briefing-Waterwells	Gloucester	Fire and wider GCC staff
Extra date added	Shire Hall- Council Chamber	Gloucester	Shire Hall staff
1 July 2014	Fairford Library	Fairford	Cotswold locality staff
1 July 2014	Extra briefing for Members	Shire Hall	Members
Public roadshows			
Date	Event	Town	District
7 June 2014	Sport Beat Festival- Oxstalls	Gloucester	Gloucester
10 June 2014	Gloucester Town Centre	Gloucester	Gloucester
11 June 2014	Cheltenham Regent's Arcade	Cheltenham	Cheltenham
13 June 2014	Cirencester Market	Cirencester	Cotswold
14 June 2014	Festival in the Forest	Lydney	Forest of Dean
14 June 2014	Gloucester Pride	Gloucester	Gloucester
20 June 2014	Tewkesbury town centre	Tewkesbury	Tewkesbury

21 June 2014	Stroud Farmer's Market	Stroud	Stroud
24 June 2014	Coleford town centre	Coleford	Forest of Dean
28 June 2014	Gallagher Retail Park, Swindon Village	Cheltenham	Cheltenham
5 July 2014	Montpellier Midsummer Fiesta	Cheltenham	Cheltenham
11 July 2014	2000 Trees	Withington	Cheltenham
12 July 2014	Dursley Town Festival	Dursley	Stroud
18 July 2014	Quays Food Festival	Gloucester	Gloucester
19 July 2014	Stroud Country Show	Stroud	Stroud
10 July 2014	Cinderford Co-op	Cinderford	Forest of Dean
2 July 2014	Lydney Town centre	Lydney	Forest of Dean
24 July 2014	Stow on Wold Tesco	Stow	Cotswold
26 July 2014	Festival of Fizz	Winchcombe	Tewkesbury
30 July 2014	Hempstead Meadows	Gloucester	Gloucester
Parish / Community Meetings			
Date	Meeting	Location	Target Group
12th June 2014	Chartered Parishes Group Meeting	Shire Hall	Partners
22 July 2014	Community Group Meeting	Cheltenham	Cheltenham Community Groups
23 July 2014	Community Group Meeting	Cotswolds	Cotswolds Community Groups
24 July 2014	Community Group Meeting	Gloucester	Gloucester Community Groups
29 July 2014	Community Group Meeting	Tewkesbury	Tewkesbury Community Groups
30 July 2014	Community Group Meeting	Forest of Dean	Forest of Dean Community Groups
31 July 2014	Community Group Meeting	Stroud	Stroud Community Groups

Appendix B

your details...

Gender: Are you?

Male Female Transgender Prefer not to say

Age: What is your age?

0-16 17-24 25-34 35-49 50-64 65-74
 75+ Prefer not to say

Postcode:

Ethnic Origin: Please indicate your ethnic origin

White British White Other Black or Black British
 Asian or Asian British Chinese Other Ethnic Group
 Prefer not to say

Disability: Do you consider yourself to be disabled?

Yes No Prefer not to say

People's Panel Question: Are you a member of Gloucestershire County Council's People's Panel?

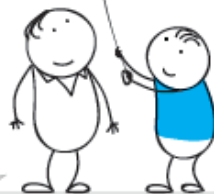
Yes No

If no, are you interested in joining the People's Panel?

Members of the panel are asked to give their views about Council services and issues affecting Gloucestershire.

Yes No

If yes please provide your name and email address below:



tell us what you think...

Please answer the following questions to let us know how you feel about what we're planning to do.

You can return your completed survey to:
Together We Can 2014, FREEPOST RSUJ-THTU-TTET, Communications, Gloucestershire County Council, Shire Hall, Westgate Street, Gloucester, GL1 2TG.

You can also fill this questionnaire in online at:
www.gloucestershire.gov.uk/togetherwecan

1. Getting our own house in order

Our role: You have consistently told us that it's important to be as efficient as possible, to reduce our running costs and to get the best out of our assets, like our buildings. Our plan is to continue to look for new ways to make savings and that includes reducing the number of buildings and the land we own and selling them to raise money for frontline services.

How much do you agree that we should continue to focus our efforts on this activity?

- Strongly agree
 Partly agree
 Disagree
 Strongly disagree
 Don't know

Your role: Our plan is to provide a 24/7 information service via our website and social media so you are always able to find the information or ask the questions you want to, whenever you need to. This will enable us to focus the telephone and face to face contact for those who really need it.

How much do you agree that people should access the council via the online channels wherever possible?

- Strongly agree
 Partly agree
 Disagree
 Strongly disagree
 Don't know

2. Creating active individuals and communities

Our role: We want to help families and individuals to be stronger so they are better able to look after each other. Our plan is to help people make the right life choices so they are less likely to need council support in the long term. We will do this by providing support for people to stay fit and healthy or support for family troubles to get them back on the right track before the council needs to step in.

How much do you agree with this approach?

- Strongly agree
- Partly agree
- Disagree
- Strongly disagree
- Don't know

Your role: We believe that people who need help, such as older people or those with physical or learning disabilities, shouldn't have to leave their homes and communities to find the care they need. With the right support, people should be able to look after each other within their families and neighbourhoods. Wherever possible, our plan is to help people find the support they need within their own communities so that we can focus our specialist care on those who really need it.

How much do you agree that we should signpost families and individuals to community support where appropriate, so we can focus our resources on those who really need it?

- Strongly agree
- Partly agree
- Disagree
- Strongly disagree
- Don't know

3. Getting people back to independence so we can be there when we're needed

Our role: We're keen to help people get back on their feet after a crisis. After a traumatic life event, like the onset of dementia or a stroke, people often become dependent on the council for continued long term care or support. Our plan is to invest in providing intensive packages of care that focus the recovery and enable people to get back to normal as soon as possible. This means that we can focus our ongoing support where we're needed the most.

How much do you agree that we should focus on providing intensive support packages rather than continuing the dependence for long term support?

- Strongly agree
- Partly agree
- Disagree
- Strongly disagree
- Don't know

Your role: More than two thirds of our budget is spent on providing social care services for adults and children. With demands on this service increasing year on year, it is essential that we can continue to help the most vulnerable adults and children in society. That may mean stepping back in some areas where families, individuals or communities step forward. This already happens in some areas – for example where parish and town councils help us during winter by gritting their local roads and pavements. Our plan is to focus our specialist support on those who really need it and work with communities, families and individuals to do more for themselves.

How much do you agree with this approach?

- Strongly agree
- Partly agree
- Disagree
- Strongly disagree
- Don't know

Our ideas:

We've outlined our approach to meeting our financial challenges in the previous questions.

Please use the text box below to give us any general comments or thoughts on how we could improve on what we're planning.

Your ideas:

We know there's already a lot of good work going on in communities across Gloucestershire. We also believe that local people know what services work for them.

Please use the text box below to tell us your ideas for how people can play a positive role within their communities.

