CHANGES FOR CARDIFF

Consultation on Budget Proposals for 2017/18



RESULTS & FEEDBACK REPORT



Changes for Cardiff - Consultation on the City of Cardiff Council's Budget Proposals for 2017/18

Contents

			Page
1.	Execu	itive Summary	2
2.	Backg	ground	3
3.	City-v	vide Public Consultation – Methodology	4
	3.1	City Wide Survey	4
	3.2	Engagement Mechanisms	5
4.	Key F	indings	6
	4.1	Austerity	6
	4.2	Being more commercial	8
	4.3	Making better use of our buildings	14
	4.4	Involving and empowering communities	19
	4.5	Going digital	24
	4.6	Providing care and support services locally	29
	4.7	Increasing fees and charges	35
_	Danie	avaa Duafila	42
5.	Kespo	onse Profile	43
6.	Appe	ndices	47
7.	Appe	ndix 1 – Community Engagement Events (methodology & results)	47
	Appe irespo	ndix 2 – (Incl. geographic and demographic breakdown of nses)	53

1. Executive Summary

This Executive Summary provides an overview of the Budget Consultation exercise. It is not a detailed summary of the full report, but an articulation of some of the key findings.

The consultation on these proposals ran from **10th November 2016** until **Friday 16th December 2016**.

Engagement activities included: Electronic questionnaire distribution via social media and email address lists, paper copy distribution across libraries and hubs, postal delivery to selected households across the city, face to face engagement with targeted groups and selected locations across the city.

A total of 2,520 returns were received to the electronic/postal surveys. Within this:

- Almost two-thirds (63.1%) agreed that schools should be protected from financial challenges faced by the rest of the Council.
- A fifth (19.2%) of respondents were aware that the Council is proposing to sell bedding plants & nursey stock directly from the Bute Park Nursery although this is something that two-thirds (66.9%) were reportedly interested in for the future
- A third (32.0%) of respondents reported to use Hubs. Citizens Advice and Adult Education classes were amongst the additional services that people were most keen to see provided within Hubs.
- A quarter (23.9%) of respondents claimed to already participate in volunteering activities
 whilst 441 also provided contact details indicating an interest in learning more about
 potential volunteer opportunities. When asked "would you be more likely to volunteer if
 you knew that you were helping someone in your own local community?" 45.0% responded
 'yes', 28.5% No and 26.5% don't know.
- A third (32.0%) were interested in being involved with local 'social action' initiatives.
- More than four fifths (83.3%) of respondents believed the provision of an early stage dementia mobile monitoring device to be a good idea.
- The Council's plans to deliver care on an area basis were supported by 78.0% of those responding.
- Four fifths (80.3%) agreed that working at a local level is the best way to approach local problems.
- Additionally almost 200 people were directly involved in face to face voting activity across
 the city which asked "Where would you like to see more money spent in future?"
 Participants 'spent' a total of £14,750 with the repair of potholes in roads across the city
 coming out as a clear priority.

2. Background

Public services are going through a period of rapid change. For the foreseeable future Councils, along with other public services, will have less money available to deliver local public services.

This comes at a time of economic uncertainty following the vote to leave the European Union, combined with a number of other pressures such as a rapidly growing population and changes in welfare reform meaning that demand for services is increasing year on year.

The City of Cardiff Council is facing significant and ongoing financial challenges with a budget gap of £25 million for 2017/18 and a potential shortfall of £76 million over the next three years. This comes on top of £200m which has already been found over the last 10 years.

The Council is legally required to set a balanced budget. To make the savings needed and to protect the quality of our public services, significant changes have been made, and will continue to be made, to the way things are done.

There is no easy way to bridge a £25 million budget gap. The City of Cardiff Council's Cabinet is looking at the best way to do this but as a cooperative Council we also seek the views of the public as to what they perceive as the most important issues for Cardiff.

In addition, the budget strategy includes assumptions in relation to a 3.7% increase in Council Tax. An increase of this amount equates to £39.23 per household in Council Tax Band D.

3. City-wide Public Consultation - Methodology

3.1 City Wide Survey

Consultation on the budget proposals took 3 forms:

- **City-wide Public consultation** on proposals which affect all citizens (The contents of this report)
- Service-specific consultation with identified service users/groups or organisations
- **Internal Council consultation** -these elements relate to internal changes within the Council including back office efficiencies, staff changes and process improvements.

The questionnaire contained 40 individual questions (excluding demographic information) and covered a range of topics including:

- Austerity
- Being more commercial
- Making better use of our buildings
- Involving and empowering communities
- Going digital
- Providing care and support services locally
- Increasing fees and charges

3.2 Engagement Mechanisms

The city-wide public consultation focused on the issues of general interest set out in the Changes for Cardiff document but also gave people an opportunity to give their views on any budget related issues. The consultation was undertaken via the following mechanisms:

- Questionnaire survey available on-line and via 3,000 hard copies distributed through libraries, leisure centres and hubs
- 18 Community Engagement held across the city at locations including libraries and supermarkets as well as direct engagement with specific groups who are less frequently heard i.e. learning disability groups, BME women. (See Appendix 1)
- Easy read versions produced to assist those with learning disabilities or literacy issues to participate
- Consultation information and questionnaire made available online via the Council's dedicated budget pages <u>www.cardiff.gov.uk/budget</u> as well as on the websites <u>www.cardiffdebate.co.uk</u> and <u>www.askcardiff.com</u>
- Regular promotion throughout the consultation period through social media via @cardiffcouncil, @cardiffdebate and using #cdfbudget
- Face book 'Boosts' to increase the visibility of the promotion
- Direct mail of 3,000 to households across the city with a boosted sample amongst those areas with a traditionally lower response rate namely Cardiff East and City & Cardiff South
- Opportunity for people to email comments via budget@cardiff.gov.uk
- Consultation promoted via email to stakeholders including partner organisations,
 MPs and AMs, Neighbourhood Partnerships and community group leaders.
- Consultation promoted via email to members of the Cardiff Citizens' Panel and Library Card Holders (53,281 unique email addresses)
- Communicated to approximately 6,000 staff within the City of Cardiff Council via Your News

The consultation on these proposals began on **10th November 2016** and run until **midnight** on **Friday 16th December 2016**.

The final budget will be set at the meeting of Full Council on 23rd February 2017.

4. Key Findings

4.1 Austerity

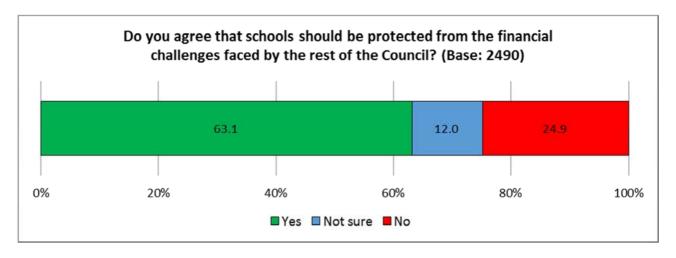
At the same time as a rapid growth in demand for public services, the City of Cardiff Council is facing significant and ongoing financial challenges with a potential budget shortfall of £76 million over the next three years.

The Council has an overall budget of £578 million. There is however a significant portion of this money that has historically been protected from funding cuts. This means that the amount we have flexibility to make savings from is actually much smaller, totalling £219 million.

Delegated schools budgets, which account for over a third of the Council's overall budget, have not been subject to the same level of cuts as other Council services

Do you agree that schools should be protected from the financial challenges faced by the rest of the Council?

Base: 2490	No.	%
Yes	1572	63.1
No	619	24.9
Not sure	299	12.0



Amongst those respondents aged under thirty-five the proportion in agreement that schools should be protected from financial challenges rose to 70.5%. In comparison just 57.5% of respondents aged fifty five plus shared this view, a range of 13.0%.

Similarly more than two thirds (68.5%) of females were in agreement that schools should be protected compared to 59.3% of males – a range of 9.2%.

No discernible difference could be identified geographically across the city. See Appendix 2 for more info.

Please tell us why:

A total of 1,723 respondents provided additional comments to support their decision.

Those believing that schools should be protected from financial challenges typically described education as an 'essential service', paramount to the success of the next generation. It was felt by this group that cuts made here would impact not only on young people but on the wider future for us all.

Those respondents that felt that schools need to contribute to cuts like other services expressed schools as no more deserving than some other areas and that inefficiency and surplus needs to be tackled across all Council services.

Provided below are some examples of the comments received:

In favour of schools being protected

• "It is important to give future generations the best start in life, beginning with a first class education."

- "If we produce a disenfranchised poorly educated youth, we seriously jeopardise the future."
- "Children have their whole lives ahead of them cuts now could affect their entire future."
- "The education of the pupils is paramount. Any cuts will result in a drop in standards which will have a knock on effect in the future. It's short sighted to implement cuts in education."
- "Education is one of the most precious civic goods, an investment in the future, and most importantly a major attractant to new Cardiff citizens -- it seems vital to retain the excellent schools Cardiff has"
- "Children are the future, it's not beneficial to be selfish and only think about the present. With Brexit looming we need to invest in education for the sake of the future of the country."
- "Our children are our genetic and financial future.
 Without high quality education we will be unable to compete in a future global market and ultimately afford to look after our elderly population."
- "Great education and support will hopefully pay off in later years when well educated individuals pay back into the city as taxes etc."
- "Children are the future and educating them properly ensures brighter futures and healthier lifestyles."

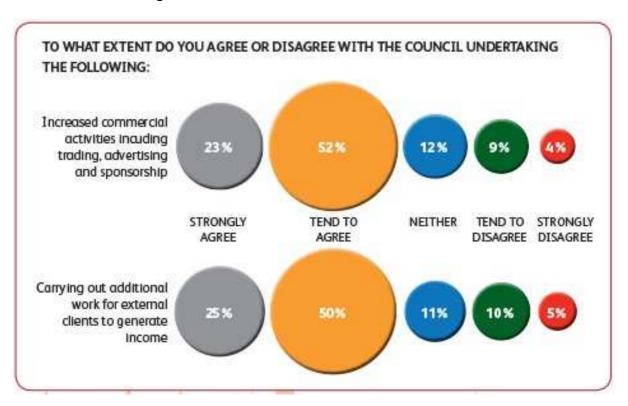
Opposed to schools being protected

- "Some schools could make savings by employing fulltime staff rather than using agency & supply workers that are VERY expensive. Every school should be asked if they feel they could make savings."
- "Other areas such as child protection are equally important. All must share the difficulties"
- "There are other services in need also. In terms of equity and fairness, this does not seem fair."
- "Budgets proposed by schools governing bodies should be independently examined to see if savings could be made for example by sharing resources with other schools."
- "Schools should take their share of the cuts as well.
 Economic development and transport always lose out, which is not fair. It is no good spending millions on educating people, but then having no jobs for those educated people to go to."
- "Ring-fencing budgets in some areas only makes other areas take a larger, unfair hit. Schools should be equally well equipped to be creative about ways to save or raise money."
- "All Areas should seek efficiency improvements, including schools. Protecting Schools from efficiency improvements, yet again, suggests that they are 100% efficient, and that no improvements can or need to be made in this area, which is very unlikely to be true"
- "There may be areas of schools spending that should be scrutinised as to whether they provide good value. Education is obviously one of the most vital areas of council spending but nothing should be sacrosanct."
- "If the council can cut services to the most vulnerable then surely it should (at least) explore efficiencies within education services."

4.2 Being More Commercial

The Council is changing how we deliver our services. We are making sure that front line services are as efficient as they can be, and represent good value for money. Now we want to look for opportunities to increase income and help offset the budget shortfall. This means the Council is looking at how we can attract more corporate sponsorship, buy resources at a lower cost, make better use of our assets, and adopt more commercial models which involve carrying out additional work for other public, third or private sector organisations to generate income.

In response to the recent Ask Cardiff Survey three quarters agreed that the City of Cardiff Council should increase commercial activities and that we should also look to carry out work for external clients to generate income.



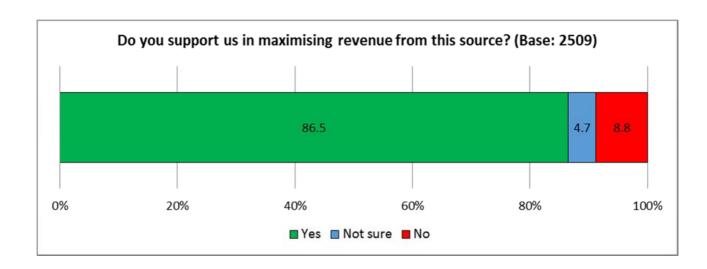
As a result the City of Cardiff council makes the following proposals:

Sponsorship

The City of Cardiff Council offers advertising and sponsorship opportunities on certain roundabouts and lampposts across the city

Do you support us in maximising revenue from this source?

Base: 2509	No.	%
Yes	2171	86.5
No	221	8.8
Not sure	117	4.7



If you have responded 'No' please explain why

A total of 185 additional comments were received in reaction to this proposal. Reasons provided for opposition to the proposal fall into two main themes:-

<u>Distraction to Drivers / Associated Dangers</u> – could be a cause of distraction when concentration needed, it is dangerous, it is very dangerous and distracting seeing signs on roundabouts

<u>Unsightly/Negative effect on environment</u> – Spoils the look of the city, it would lower the tone and there are already too many adverts in daily life, Ugly.

A selection of those received include:

In general these are very poorly designed and diminish the quality of the built environment...look unsightly and increase possibility of collision between cyclists and pedestrians.

Roundabouts are a great opportunity to make a city beautiful and striking. Having lots of adverts makes the city look cheap. I think it is a bit dangerous too as quite distracting for drivers.

The Council should not infer approval or support of any commercial organisations.

Advertising should be for the benefit of the people of Cardiff rather than advertising places like McDonald's that are so unhealthy should be banned just like alcohol and tobacco

We are trying to make roads safer and every distraction means less time driving with due care and attention

The level of income gained this way is not likely to be high and the impact on the visual aspect of our neighbourhoods, for a small amount of money, does not justify it.

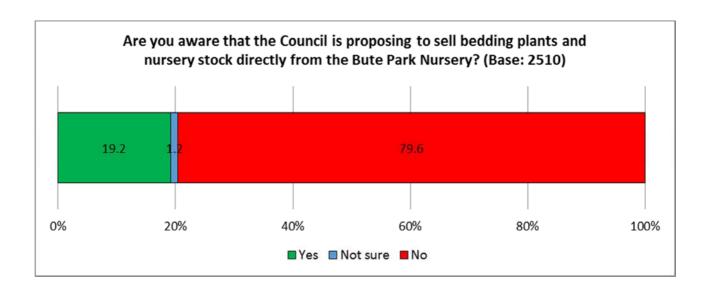
I think advertising on roundabouts would a dangerous safety risk. Advertising is designed to be distracting and people shouldn't be distracted while on roundabouts.

Parks

We are now proposing to expand the commercial trading of hardy nursery stock, bedding and houseplants to the public from the nursery based at Bute Park.

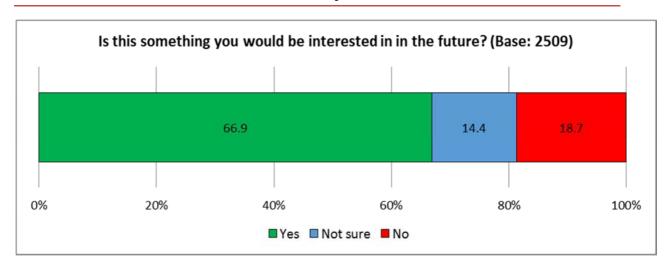
Are you aware that the Council is proposing to sell bedding plants & nursey stock directly from the Bute Park Nursery?

Base: 2510	No.	%
Yes	482	19.2
No	1997	79.6
Not sure	31	1.2



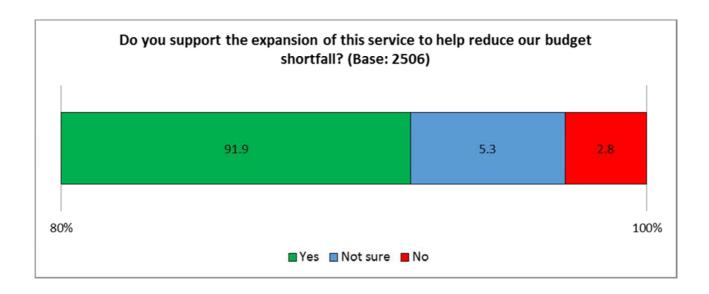
Is this something that you would be interested in in the future?

Base: 2509	No.	%
Yes	1679	66.9
No	469	18.7
Not sure	361	14.4



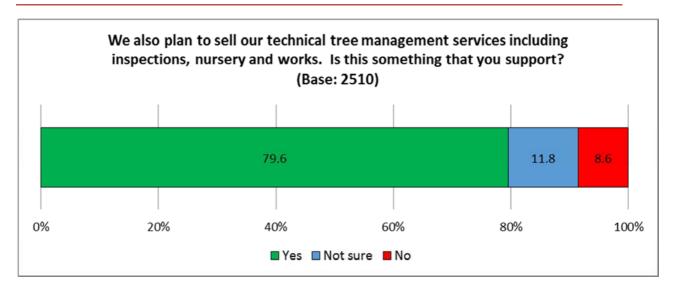
Do you support the expansion of this service to help reduce the budget shortfall?

Base: 2506	No.	%
Yes	2304	91.9
No	70	2.8
Not sure	132	5.3



We also plan to sell our technical tree management services including inspections, surveys and works. Is this something that you support?

Base: 2510	No.	%
Yes	1998	79.6
No	215	8.6
Not sure	297	11.8



4.3 Making Better Use of Our Buildings

Hubs

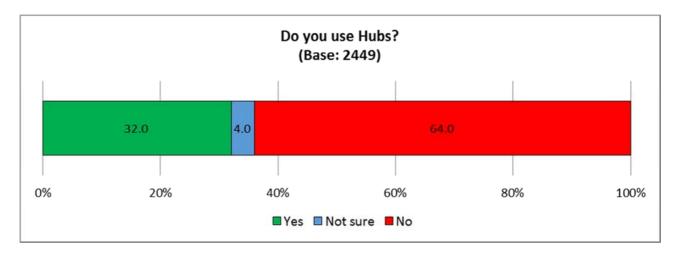
Given the collective challenges faced across public and third sector organisations in Cardiff, it is essential that we work together more closely to join up our services. Over the last year we have expanded our successful Hub Programme working with our partners to offer an increased range of services in one place.

There are now 10 Hubs across the city with additional facilities currently planned in Llandaff North and Llanishen.

Do you use Hubs?

A third (32.0%) or respondents reported that they currently use Hubs.

Base: 2499	No.	%
Yes	800	32.0
No	1600	64.0
Not sure	99	4.0



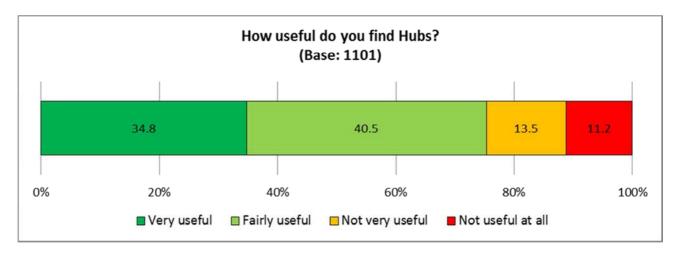
Above average levels of use were identified from; those identifying as disabled (45.5%), respondents from a minority ethnic background (38.4%) and those without full time employment (35.1%).

Additional differences were evident geographically with more than twice as many respondents in Cardiff East reporting to use Hubs than those in Cardiff North (57.4% and 24.4% respectively). See Appendix 2 for more information.

How useful do you find Hubs?

Three quarters (75.3%) of respondents reported that they find Hubs either 'very' or 'fairly useful'.

Base: 2382/1101	No.	%	% minus 'not applicable'
Very useful	366	15.4	34.8
Fairly useful	428	18.0	40.5
Not very useful	148	6.2	13.5
Not useful at all	121	5.1	11.2
Not applicable	1319	55.4	*

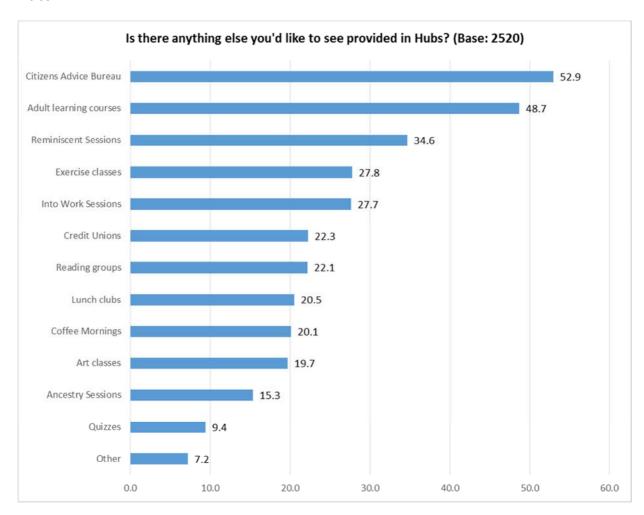


Amongst those aged under thirty-five the proportion reporting to find Hubs 'very' or 'fairly interesting' rose to 82.7% whilst 86.0% of respondents from Cardiff City and South found them useful compared to 69.7% in Cardiff West.

The resources available may differ from Hub to Hub depending upon the specific needs of a community. Typically, they may include library services, Housing and benefit advice and IT facilities. See Appendix 2 for more information.

Is there anything else you would like to see provided in Hubs?

Citizen's advice, adult learning courses and reminiscence sessions to support those affected by Dementia where the services that respondents were most in favour of seeing provided in Hubs.



A total of 154 respondents made additional suggestions as to the services and activities that they would like to see provided via the cities Hubs. Whilst the suggestions were far ranging, general themes included:

Drop in sessions/ Support/ information

Accesses to mental health and counselling services featured prominently within the suggestions made. Additionally some were keen to see health advice including nutrition provided through these locations as well information from South Wales Police regarding safety, security and crime concerns.

Youth Activities

Reading groups play session and services to support children and young people were suggested as appropriate activities to be held within the Hubs. It was suggested that the hosting of play sessions etc. would provide an excellent means of introducing young people to libraries and may ultimately impact positively on issues such as anti-social behaviour.

Community Groups

Comments also focused on the significance of the Hubs as a local community resource. It was considered vital that as wide a range of local community and charity groups as possible are provided with access to the Hubs to host their sessions. Furthermore it was stressed that the associated costs must not be prohibitive to local groups and that the Council should look to a 'not for profit' model for the benefit of the wider community. It was felt that a well-functioning community hub could ultimately provide a key role in tackling loneliness and creating a happier & healthier society.

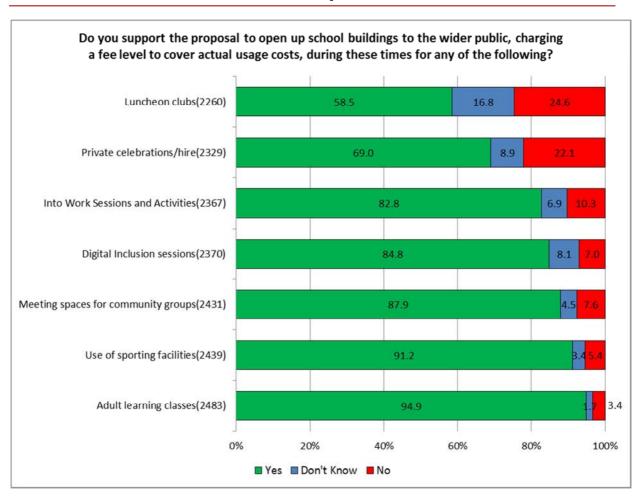
School buildings

School buildings are central to many local communities but usage during evenings and weekends varies significantly.

Do you support the proposal to open up school buildings to the wider public, charging a fee level to cover actual usage costs, during these times for any of the following?

Respondents were most in favour of seeing school buildings being accessed by the wider public for adult learning classes, use of sporting facilities and as meeting spaces of community groups.

	Yes		No		Don't Know	
	No.	%	No.	%	No.	%
Adult learning classes	2357	94.9	84	3.4	42	1.7
Use of sporting facilities	2224	91.2	132	5.4	83	3.4
Meeting spaces for community groups	2136	87.9	185	7.6	110	4.5
Digital Inclusion sessions	2010	84.8	167	7.0	193	8.1
Into Work Sessions and Activities	1960	82.8	244	10.3	163	6.9
Private celebrations/hire	1607	69.0	514	22.1	208	8.9
Luncheon clubs	1323	58.5	557	24.6	380	16.8
Other	385	29.7	107	8.3	803	62.0



A total of 194 additional responses were received in relation to the use of school buildings. Many of those commenting specifically said that they were 'open minded' about how schools could be used and believed that 'anything should be considered'. Furthermore respondents felt that they should be used 'as much as possible', stating that, "it makes sense to benefit from resources already in place".

Suggested additional uses for the facilities were wide ranging and included a variety of community group activities including art and drama groups. Other suggestions included rehearsal rooms, exhibition areas and even wedding venues. The only caveat to the use of the buildings was that the costs should not be prohibitive to small community groups.

4.4 Involving and empowering communities

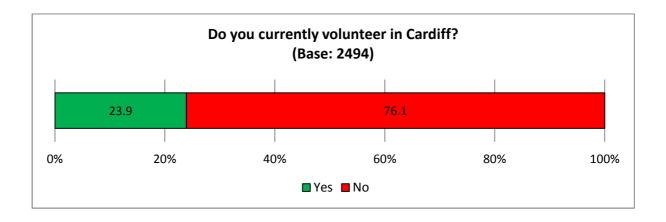
The city is facing substantial challenges and we need local residents and communities to help us by taking on additional responsibility. This could include helping elderly neighbours, recycling more, establishing local support networks, or volunteering time to help support a community service or facility

Volunteering

We know that lots of people are already volunteering across Cardiff but we are keen to link potential volunteers up to opportunities.

Do you currently volunteer in Cardiff?

Base: 2494	No.	%
Yes	597	23.9
No	1897	76.1



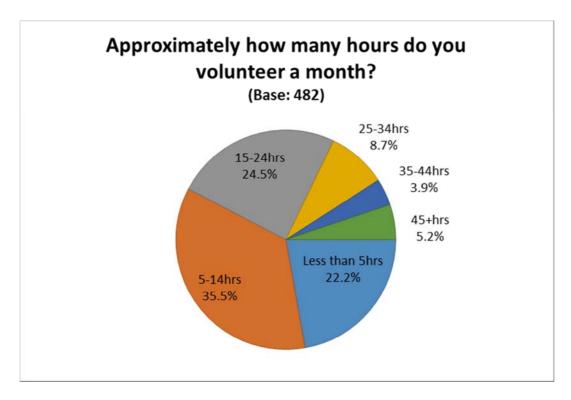
There was little variation found geographically regarding those that volunteer currently. Demographically it was younger respondents i.e. those aged under thirty-five and those from a minority ethnic background that were least likely to report involvement in volunteer activities (20.3% & 21.5% respectively).

Interestingly whilst under 35's were amongst those least likely to volunteer currently, it was also this group that were most likely to report interest in being involved in 'social action' to help tackle issues in their local community (see 4.6 – Providing Care & Support Services Locally).

Perhaps unsurprisingly those most likely to currently participate as a volunteer were people without full time employment (29.1%). See Appendix 2 for more information.

If yes, please tell us how many hours (approximately) you volunteer a month?

Of those respondents indicating that they participate in volunteer activities a quarter (24.5%) contributed between 15 and 24 hours of their time per month.



Please indicate whether you currently volunteer or would be interested in volunteering in the following roles

Areas where people were most likely to volunteer already were 'working with children and young people' (6.5%), Litter picks (4.3%) and fundraising activities (3.6%).

Respondents expressed interests in future involvement with a variety of activities including, becoming a school governor (13.6%), volunteering in libraries (12.7%) and litter picks (11.5%).

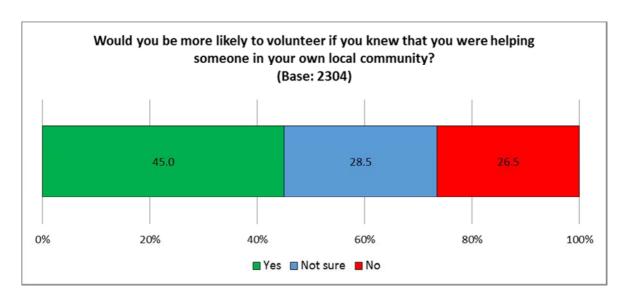
Base: 2520	Already volunteer		Interested in volunteering	
	No.	%	No.	%
Working with children and young people/after school clubs/play and				
youth opportunities	164	6.5	240	9.5
Litter picks	108	4.3	289	11.5
Fundraising	90	3.6	104	4.1
Becoming a school governor	79	3.1	342	13.6
Driving elderly/vulnerable people to appointments	64	2.5	196	7.8
Befriending	49	1.9	206	8.2
Park maintenance	45	1.8	265	10.5
Supporting vulnerable people shopping	44	1.7	189	7.5
Gardening	43	1.7	201	8.0
Libraries	41	1.6	321	12.7
Pet care/Dog walking	34	1.3	244	9.7
Supporting digital inclusion	28	1.1	235	9.3
Supporting lunch clubs	23	0.9	87	3.5
Employment support/CV assistance	18	0.7	218	8.7
Assisting with Meals on Wheels	13	0.5	110	4.4
Household maintenance	8	0.3	82	3.3
Other	156	6.2	55	2.2

Respondents named a large number of 'other' community based activities that they were involved with including community choirs and local charities.

Additionally a number of respondents provided reasons that they did not currently or were not interested in volunteering. These reasons included, lack of time, home/work commitments, age and the belief that this is something that the council or paid workers should be doing instead.

Would you be more likely to volunteer if you knew that you were helping someone in your own local community?

Base: 2304	No.	%
Yes	1036	45.0
No	611	26.5
Don't know	657	28.5

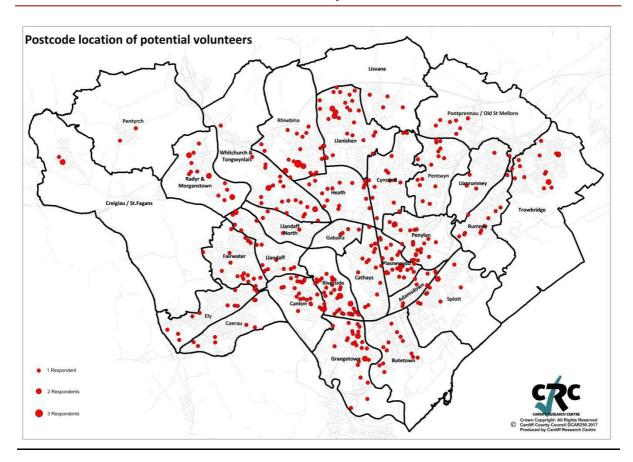


Let us know if you would be happy to be contacted about potential volunteer opportunities.

A total of 441 respondents provided further contact details indicating that they would be happy to be contacted about potential volunteer opportunities.

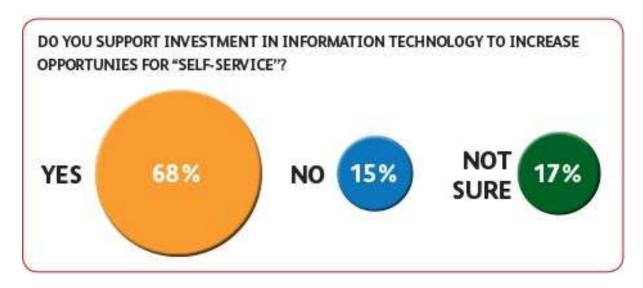
These individuals will be directly contacted with information around the Partnership Volunteer Portal (due to be launched in Feb 2017) and the Volunteering Wales Website, enabling to search through a range of local opportunities. Where individuals have indicated specific areas of interest e.g. becoming a school governor or involvement in library services etc. Their details will also be shared with specific services who will be able to assist in connecting them to volunteer opportunities.

The distribution of those interested in volunteering across the city is shown on the following map.



4.5 Going Digital

More than two thirds (68%) of your recently told us that you "support investment in IT (Information Technology) to increase opportunities for 'self-service"



The City of Cardiff Council is already encouraging those who are able to use digital services to make payments or report issues online and help us save money. We are now planning to further use new technologies to provide improved care and support to some of our more vulnerable citizens

Telecare

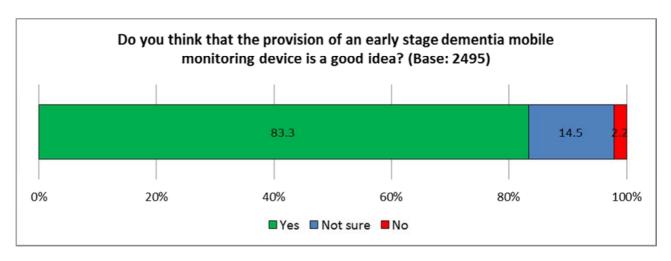
Telecare helps people to stay safe in their home. It is designed for people with any form of dementia, a mobility or sensory impairment, or mental health or learning disabilities. A telecare system is made up of sensors around the home which send an alert to the emergency response service when a sensor is triggered - for example, if someone falls over or leaves the gas on.

The City of Cardiff Council provides two levels of service within Telecare consisting of either contacting your next of kin/emergency services or having a mobile response service. The mobile response service consists of a unique team of highly trained wardens who are able to come directly to the user's aid 24 hours a day, anywhere in the City.

We will also be piloting an early stage dementia mobile monitoring device. The device will alert the service when a user leaves their home or other specified area at an unusual or unexpected time. It will also enable the user to be located by the 24/7 Services monitoring centre (Cardiff ARC). The Telecare service will then co-ordinate an appropriate response to physically help the user. The mobile device will promote independent and active living for people living with early stage dementia,

Do you think that the provision of an early stage dementia mobile monitoring device is a good idea?

Base: 2495	No.	%
Yes	2078	83.3
No	55	2.2
Not sure	362	14.5



If you have responded 'No' please explain why

A total of 36 additional comments were provided by respondents. Reasons provided by the minority who were in opposition to the proposal centred around three issues:

- A lack of confidence in the technology
- Concerns regarding privacy
- Unwillingness to replace human interaction with technology

Specific comments included:

Technology can fail, it is important to have personal face to face contact with people with dementia, anyone suggesting otherwise clearly has no understanding of the complexities of the disease

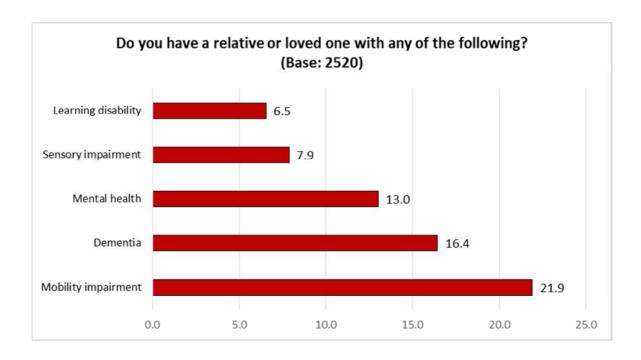
Early stage dementia can place clients at risk so mobile monitoring may not meet the risk

It should only enhance services and not replace interaction with people

Do you have a relative or loved one with any of the following?

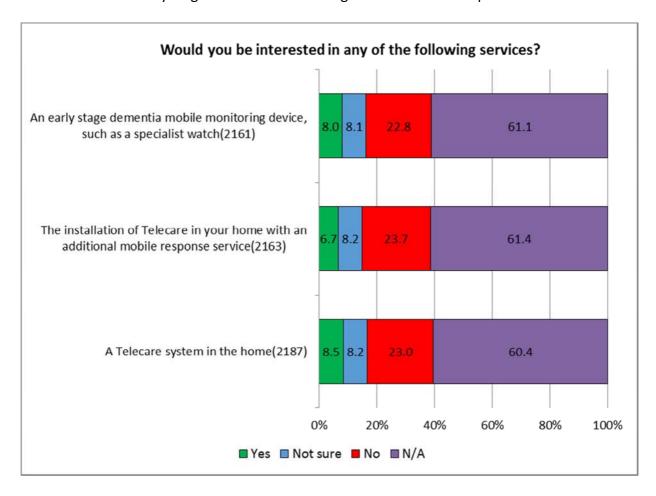
Around a fifth (21.9%) of all respondents reported to have a relative or loved one with mobility issues whilst a further 16.4% had someone with Dementia.

Base: 2520	No.	%
Mobility impairment	552	21.9
Dementia	414	16.4
Mental health	328	13.0
Sensory impairment	199	7.9
Learning disability	165	6.5



Would you be interested in any of the following services?

One hundred and seventy three people (8.0% of respondents) said that they would be interested in and early stage dementia monitoring device such a as a specialist watch.

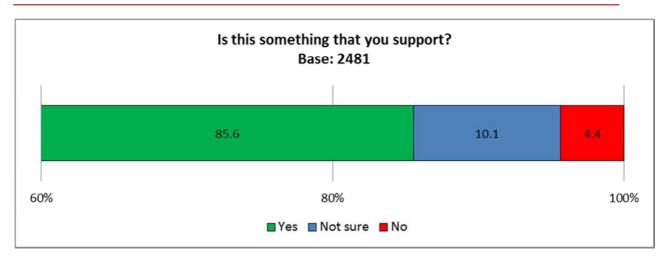


Registration Services

We are currently planning to create an online system for booking birth and death registration appointments, and potentially marriage and civil partnership notice appointments. We will also look to offer the online ordering of certificates and accepting payments. This will be a significant step forward for the service which currently handles over 32,000 calls a year.

Is this something that you support?

Base: 2481	No.	%
Yes	2123	85.6
No	108	4.4
Not sure	250	10.1



If you have responded 'No' please explain why

A total of 83 comments were received in relation to why respondents opposed the proposal. The reasons given included:

- Concern regarding the loss of face to face interaction
- Fears in relation to security

Specific comments included:

Bereavement is an extremely distressing time and registering a death on line might not be easy for some people.

If you are registering a matter to do with identity this needs to be done in person with the appropriate checks. There is already a vast source of online fraud that is not adequately policed or sanctioned due to a lack of public funds and policing resource. This proposal is likely to add to this problem.

It is too personal it should be done on a one to one basis

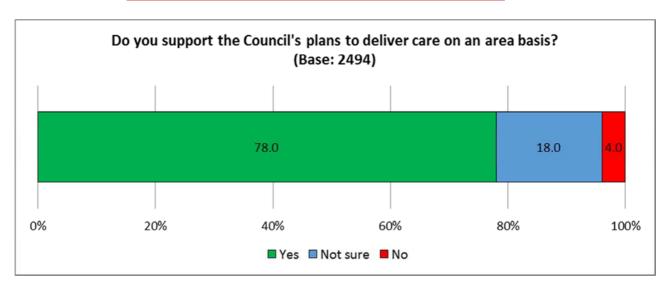
4.6 Providing Care and Support Services Locally

Care services are currently provided on individual contracts meaning that neighbourhoods can have a number of different providers delivering services, even on the same street. There is an opportunity to redesign services on an area basis in order to reduce transport time for care workers, reduce costs and make better use of services such as home care and Telecare.

Do you support the Council's plans to deliver care on an area basis?

More than three quarters (78/0%) of respondents were supportive of proposals to deliver care on an area basis.

Base: 2494	No.	%
Yes	1945	78.0
No	99	4.0
Not sure	450	18.0



Support for an area based approach was highest amongst those respondents who identified as disabled (83.3%) and those aged 55+ (83.1%). No significant differences were evident on an area basis. See Appendix 2 for more detail.

If you have responded 'No' please explain why

Seventy two additional comments were made by the minority of respondents that were opposed to the proposal. Several of the remarks made relating to the proposal asserted that care should be based solely on individual care needs and not subject to a 'postcode lottery'.

Examples of the specific comments made include:

Certain areas will get preferential treatment. Keeping services city wide stops to showing preferential treatment to your "favourite" areas

Council service should be equal wherever you live. It will be like a postcode lottery

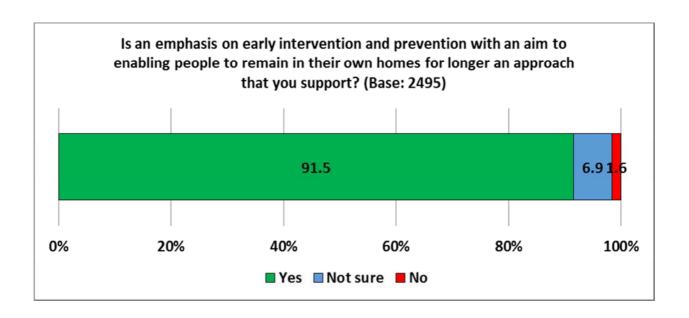
People deserve the best appropriate care not what is given because they live in a certain area.

We are working with partner organisations to focus resources on developing services based on early intervention and prevention in respect of Social Care. This means that we will work with individuals and families when difficulties are first identified rather than when they become critical. This will give better support to citizens whilst also being financially efficient.

Is an emphasis on early intervention and prevention with an aim to enabling people to remain in their own homes for longer an approach that you support?

Nine in ten respondents were supportive of an emphasis being taken on early intervention and prevention.

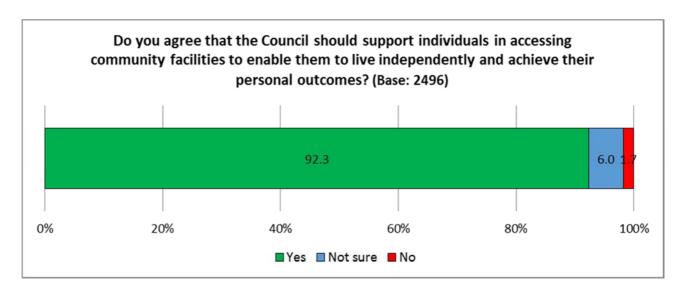
Base: 2495	No.	%
Yes	2284	91.5
No	40	1.6
Not sure	171	6.9



Do you agree that the Council should support individuals in accessing community facilities to enable them to live independently and achieve their personal outcomes?

More than ninety percent of respondents agreed that the Council should support individuals in accessing community facilities.

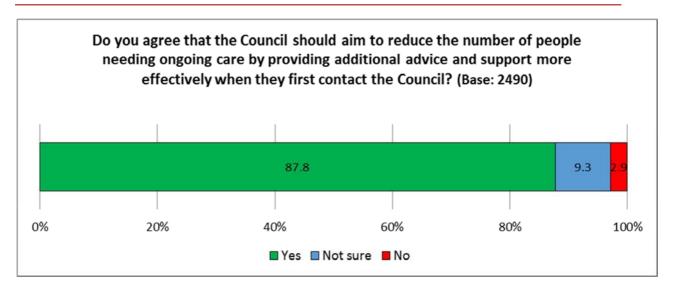
Base: 2496	No.	%
Yes	2304	92.3
No	43	1.7
Not sure	149	6.0



Do you agree that the Council should aim to reduce the number of people needing ongoing care by providing additional advice and support more effectively when they first contact the Council. (The aim is to enable people to retain their independence for as long as is possible).

Approximately nine in ten (87.8%) also agreed with the proposal to provide additional advice and support more effectively at first point of contact.

Base: 2490	No.	%
Yes	2186	87.8
No	72	2.9
Not sure	232	9.3

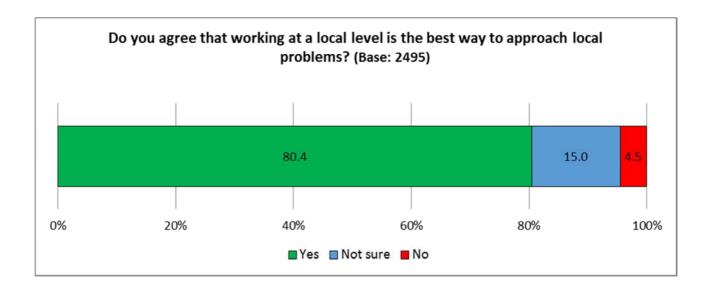


The way that we work within neighbourhoods is also being reviewed. We want to refresh the existing approach by supporting local residents and interested parties to get actively involved with local problem solving.

Do you agree that working at a local level is the best way to approach local problems?

Four fifths (80.4%) of respondents agreed that working at a local level is the best way to approach local problems.

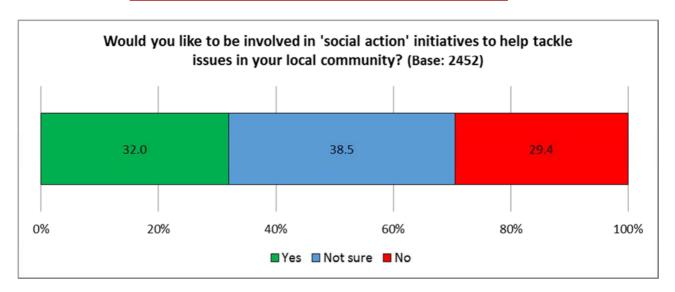
Base: 2495	No.	%
Yes	2007	80.4
No	113	4.5
Don't know	375	15.0



Would you like to be involved in 'social action' initiatives to help tackle issues in your local community?

Approximately a third (32.0%) of respondents expressed interest in being involved in local 'social action' initiatives.

Base: 2452	No.	%
Yes	785	32.0
No	722	29.4
Don't know	945	38.5



Interest in being involved in social action was highest amongst those respondents in City & Cardiff South (42.2%) and Cardiff South East (40.4%).

Involvement in social action was also found to have a greater appeal with younger respondents groups i.e. under 35 and those from an ethnic minority backgrounds (42.4% & 38.2% respectively). In comparison just a quarter (25.8%) of respondents aged 55+ stated that they would like to be involved in this way. See Appendix 2 for further detail.

How would you like to be involved?

Online involvement was the most popular option with respondents followed by participation via local events.

Base: 2520	No.	%
Online	945	37.5
Through local events	575	22.8
Attending meetings	533	21.2
Through existing networks or community groups	177	7.0
Other	36	1.4

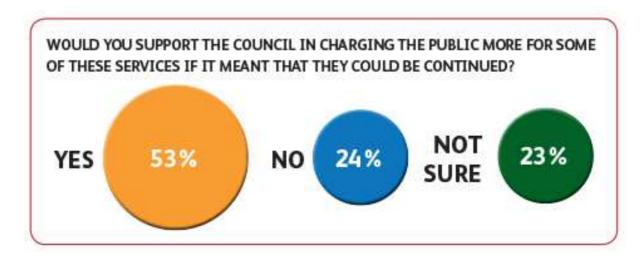
When would be the best time to have an event/meeting?

Weekend day times were identified by respondents as the most favourable time for events/meeting to be held.

	Weekday (482)		Weekend (780)		Mix (1229)	
	No	%	No	%	No	%
Day time	128	26.6	612	78.5	354	28.8
Evening	284	58.9	79	10.1	418	34.0
Mix	70	14.5	89	11.4	457	37.2

4.7 Increasing Fees and Charges

Reductions in funding and increased demand for our services mean that difficult choices, including increased fees and charges, remain options for consideration. Recent results to the Ask Cardiff Survey showed more than half (53%) of respondents to support the Council in charging the public more for some services if it meant that they could be maintained or improved.



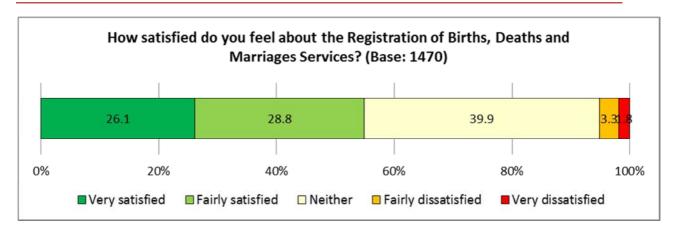
Bereavement and Registration Services

Ongoing investment is required to maintain and improve the registration of Births, Deaths and Marriages service. It is proposed that the charges for registration ceremonies be raised by 4-5%. Again a comparison with other local authorities has found that Cardiff still remains competitive for the Registration Services that it provides.

How satisfied do you feel about the Registration of Births, Deaths and Marriages Services?

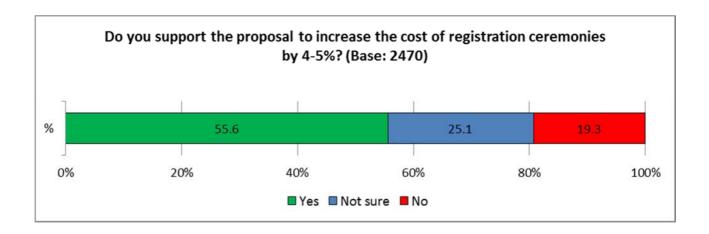
More than half (54.9%) of those expressing an opinion were either 'very' or 'fairy satisfied' with the services.

Base: 1470 (not sure discounted)	No.	%
Very satisfied	384	26.1
Fairly satisfied	423	28.8
Neither satisfied nor dissatisfied	587	39.9
Fairly dissatisfied	49	3.3
Very dissatisfied	27	1.8



Do you support the proposal to increase the cost of registration ceremonies by 4-5%?

Base: 2470	No.	%
Yes	1374	55.6
No	477	19.3
Don't know	619	25.1

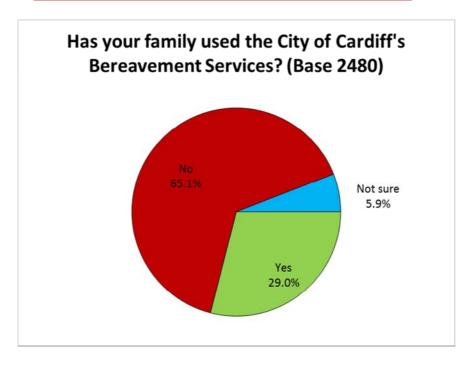


The City of Cardiff's award winning Bereavement Services are responsible for the undertaking of over 4,000 funerals per year as well as the upkeep and maintenance of 7 sites.

Income from crematoria and burials has been consistently reinvested to ensure this valuable service is as good as it can be. It is proposed that the price of a cremation be increased from £530 to £540 (an increase of 1.89%) and a burial from £600 to £630 (an increase of 5%). In reviewing these charges we have compared this price with other local authority providers and the service remains competitive.

Has your family used the City of Cardiff's Bereavement Services?

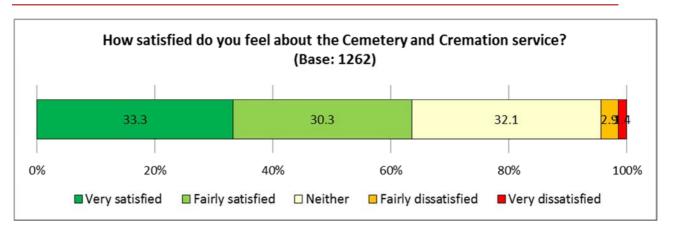
Base: 2480	No.	%
Yes	719	29.0
No	1615	65.1
Not sure	146	5.9



How satisfied do you feel about the Cemetery and Cremation service?

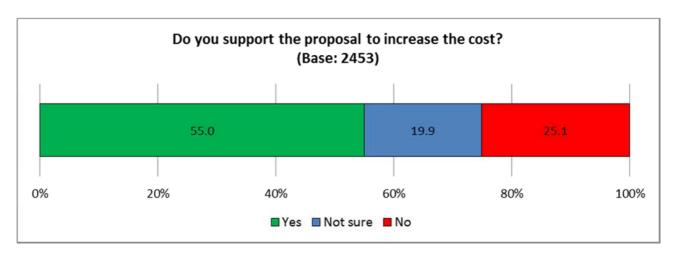
Almost two thirds (63.6%) of respondents were either 'very' or 'fairly satisfied' with the service.

Base: 1262 (not sure discounted)	No.	%
Very satisfied	420	33.3
Fairly satisfied	382	30.3
Neither satisfied nor dissatisfied	405	32.1
Fairly dissatisfied	37	2.9
Very dissatisfied	18	1.4



Do you support the proposal to increase the cost?

Base: 2453	No.	%
Yes	1349	55.0
No	616	25.1
Not sure	488	19.9



Do you have any further comments regarding the City of Cardiff's Bereavement Service?

An additional 292 comments were provided from respondents relating to bereavement services. The majority of these comments raised concern over the affordability of funeral services particularly for lower income families. A number of suggestions were made to help mitigate costs including payment plans, insurance, better proportion of low cost options and means testing.

Employees within bereavement services were praised for their compassion and professionalism when dealing with families although there were several reports of deterioration in the grounds maintenance at some of the sites.

Theme	No.	%	Comment
Concerns over high cost	137	46.9	 It will hit families at their most vulnerable Many people are already unable to meet the cost of these services-increasing costs at such a devastating point in a person's life causes huge unnecessary pressures that are insurmountable. Quite frankly, the cost of burial, cremation is extortionate and I am sure that costs can actually be reduced. I have recent experience of this unfortunately and whilst I could afford the various costs, there are many that cannot and there is little funding for those on low incomes. Increases should be means adjusted as charging poorer people more at a time of grief is wholly unfair and unpleasant. Funeral and Cremations are already expensive. Increasing council fees will place a further burden on bereaved families. Not everyone has or can afford insurance.
Positive comments about the service	35	12.0	 They are in my experience a very professional and informative team of workers I found the service excellent and the staff incredibly supportive. I was most impressed by the dedication and respectful manner in which staff dealt with me in times of going through a number of bereavements
Suggested additional services/changes to service	26	8.9	 Provide a "Direct Cremation" service Provide a natural burial service so that the area will become covered in wildflowers and trees. Please make cremation of dead children's bodies free of charge. Non-bereaved parents will be getting free health and education for their children throughout childhood. Making cremation free for little children would be a kind gesture of community support to already anguished and distraught bereaved parents. Would like to see more natural burial grounds and links with parks
Maintenance issues	21	7.2	 I would like to see more water taps and also more refuse bins in our cemetery's The general upkeep/maintenance around grave at Thornhill is poor Thornhill grounds have deteriorated. Had to phone about the state at Western Cemetery

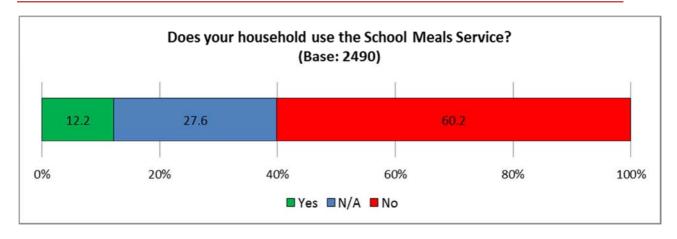
Agree with the increase	16	5.5	The rises you suggest are very reasonable Who been lively in not needing this service directly but I
			I've been lucky in not needing this service directly but I consider these costs fair
Information/promotion	13	4.5	 I think information should be provided (if it isn't already) about the options for dealing with the deceased other than the expensive route of engaging funeral directors More information should be available about essential & non-essential costs - perhaps some leaflets. When someone dies suddenly most people do not know what to do and are vulnerable and so can easily get taken advantage of There is lack of information from Council about the Hindu Cremation Service within the city.
Waiting times	9	3.1	 Too long between date of death and funerals. Minimum of 2 weeks lapse is too long and stressful for the bereaved. We had difficulty arranging a convenient date and time for a "scattering" at Thornhill due to availability of council staff at certain times - i.e. Weekends & lunchtimes.
Importance of sensitivity	6	2.1	 public should be made more aware of these services Perhaps some better publicity/awareness raising. I suspect that most people become aware of the service only after their bereavement.
Other/Miscellaneous	50	17.1	 Make it as simple as possible for people at a difficult time My mother-in-law passed away late September and within 2 weeks my father in law received a letter asking him to contact the council when he felt ready with regards to the tenancy of their council home. This was far too soon and caused a great deal of upset. Why are they not increased at the same rate? (One 1.9% the other 5%) We did a cemetery tour and thought it was great. You could do more like that.

School Meals Provision

The City of Cardiff's School Meals Service supply meals to every primary school and the majority of secondary schools in Cardiff. The price of a primary school meal is £2.30 and a set meal in secondary school is £2.65. The Council will be increasing the cost by 10p to £2.40 and £2.75 respectively.

Does your household use the School Meals Service?

Base: 2490	No.	%
Yes	304	12.2
No	1499	60.2
NA	687	27.6



Do you support the proposal to increase the cost of school meals by 10p each day?

More than half of respondents were in favour of the proposed increase to schools meals.

Base: 2430	No.	%	% households using the service (302)
Yes	1352	55.6	52.0
No	566	23.3	41.7
Not sure	512	21.1	6.3

Do you have any further comments regarding the School Meals Service?

A total of 505 additional comments were made in relation to school meals. Of these, almost a quarter (23.8%) came from households currently using the School Meals Service.

The comments were also evenly distributed between those in support and those opposed to the proposal (216:209).

The comments made centred on concerns regarding costs and the value for money of the service, particularly for low income and vulnerable families. For many the continuation of the service was described as 'vital' as for many children this is often their main meal of the day. Respondents were however keen to see improvements in the quality and nutritional value of the meal provided particularly should a price increase go ahead. A selection of the comments include:

I have family members who have used the school meals service but have stopped due to the poor quality and low nutritional value. For children receiving free school meals this is often their main meal of the day and, as thus, is in need of improvement.

It is essential that youngsters get a meal at lunchtime therefore we must protect and safeguard this service and ensure it is value for money

They are not good value for money and do not provide sufficiently healthy food For families like mine with several school age children it is already too expensive to use

If supermarkets can claim to be able to feed a family of 4 for £5.00 (including adults portions) then it does not seem right for the cost of 1 child meal to be nearly half of this.

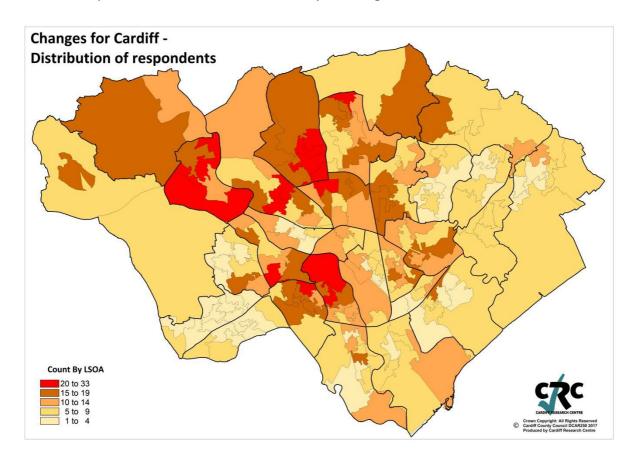
Important to protect and nourish vulnerable children who may only have school lunch as a main daily meal.

It is vitally important that children are offered wholesome meals at school. I would support the additional cost if the nutritional value was good.

5. Response Profile

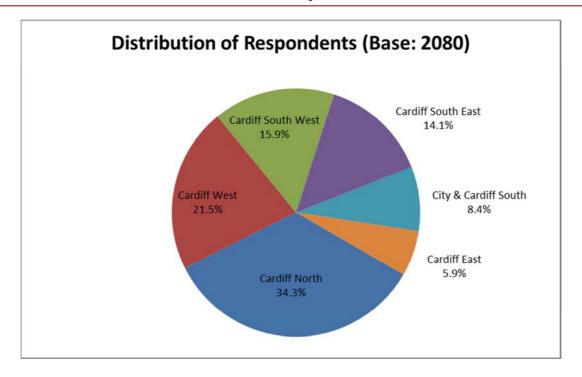
Distribution of respondents

The map below details the distribution of respondents across the city with particularly high levels of response identified in Rhiwbina, Radyr & Morganstown and Riverside.



When aggregated to Neighbourhood Partnership Area, approximately a third (34.3%) of responses belonged to residents of Cardiff North and a further fifth (21.5%) from Cardiff West.

Base: 2080	No.	%
Cardiff North	713	34.3
Cardiff West	447	21.5
Cardiff South West	330	15.9
Cardiff South East	293	14.1
City & Cardiff South	174	8.4
Cardiff East	123	5.9



Which of the following best describes you?

Base: 2471	No.	%
Member of the general public	2156	87.3
City of Cardiff Council employee	186	7.5
Member of a community group or forum	37	1.5
Individual business person	33	1.3
Member of a third sector organisation	27	1.1
Member of a strategic partner organisation	5	0.2
A City of Cardiff Councillor	3	0.1
Representative of a group of businesses	2	0.1
Cardiff Partnership	0	0.0
Other	22	0.9

Gender:

Base: 2474	No.	%
Female	1283	51.9
Male	1128	45.6
Other	5	0.2
Prefer not to say	58	2.3

Age:

Base: 2451	No.	%
Under 16	1	0.0
16-24	62	2.5
25-34	334	13.6
35-44	502	20.5
45-54	471	19.2
55-64	564	23.0
65-74	425	17.3
75+	92	3.8

Base: 2450	%	2015 MYE
16-34	16.2	40.9
35-54	<i>39.7</i>	30.0
55+	44.1	29.1

Which of the following best describes what you are doing at present?

Base: 2460	No.	%
Working full-time (30+ hours per week)	1237	50.3
Wholly retired from work	608	24.7
Working part-time (less than 30 hours per week)	320	13.0
Caring for a child or adult	55	2.2
Permanently sick or disabled person	51	2.1
In full time education	49	2.0
Looking after home	32	1.3
On a zero-hour contract	26	1.1
Unemployed - Unregistered but seeking work	24	1.0
Unemployed - Registered Job Seeker	8	0.3
On a government training scheme	0	0.0
Other	50	2.0

Do you identify as a disabled person?

Do you identify as a disabled person? (Base: 2412)	No	%
Yes	210	8.7
No	2119	87.9
Prefer not to say	83	3.4

Which apply to you (Base: 2520)	No	%
Long-standing illness or health condition	288	11.4
Mobility impairment	143	5. <i>7</i>
Deaf/Deafened/Hard of Hearing	134	5.3
Mental health difficulties	106	4.2
Prefer not to say	85	3.4
Visual impairment	33	1.3
Learning impairment/difficulties	17	0.7
Wheelchair user	15	0.6
Other (please specify below)	35	1.4

How would you describe your sexual orientation?

Base: 2356	No.	%
Heterosexual/Straight	1924	81.7
Gay Man	94	4.0
Bisexual	45	1.9
Gay Woman/Lesbian	24	1.0
Other	14	0.6
Prefer not to answer	255	10.8

Ethnic Group:

Base: 2362	No.	%
White - Welsh/English/Scottish/Northern Irish/British	2084	85.7
White - Any other white background	94	3.9
White - Irish	17	0.7
Asian/Asian British - Indian	29	1.2
Any other ethnic group	9	0.4
Asian/Asian British - Any other	3	0.1
Mixed/Multiple Ethnic Groups - White and Black		0.2
Caribbean	4	0
Asian/Asian British - Chinese	11	0.5
Mixed/Multiple Ethnic Groups - White & Asian	10	0.4
Black/African/Caribbean/Black British - African	5	0.2
Mixed/Multiple Ethnic Groups - Any other	9	0.4
Asian/Asian British - Pakistani	3	0.1
Black/African/Caribbean/Black British - Caribbean	6	0.2
Arab	1	0.0
Asian/Asian British - Bangladeshi	0	0.0
White - Gypsy or Irish Traveller	2	0.1
Mixed/Multiple Ethnic Groups - White and Black African	1	0.0
Black/African/Caribbean/Black British - Any other	12	0.5
Prefer not to say	131	5.4

Appendix 1 - Community Engagement Events

A series of 18 Community Engagement events were held across the city during the course of the consultation period (**Table 1**). These sessions involved either a) Promoting the consultation through involvement in pre-existing meetings or activities of target groups or b) visiting places with an existing high foot fall e.g. local supermarkets. The purpose of these activities was to:

- Provide an opportunity for the public to receive information regarding the current challenges being faced by the City of Cardiff Council.
- Provide information surrounding the proposals put forward for the 2016/17 budget.
- Promote the actual consultation document
- Provide an opportunity for any concerns regarding the impact of the proposed changes to be recorded.
- Encourage participation form those groups less frequently heard i.e. BME women, people with a learning disability, residents within particular geographies of the city e.g. Cardiff East.

Table 1 – Community Engagement Events

Date	Event	Target group	Venue/location
14 November 2016	TESCO (Stand & hard copy distribution)	Cardiff East	Pengham Green
14 November 2016	TESCO (Stand & hard copy distribution)	All	Western Ave
15 November 2016	TESCO (Stand & hard copy distribution)	Cardiff East	St Mellons
15 November 2016	FAN (Women only) Attending meeting	City & Cardiff South/ME Communities/Women	Butetown Community Centre
17 November 2016	Cardiff People First – Facilitated Session	Learning Disability	Canton (City Wide)
18 November 2016	FAN (Women only) Attending meeting	City & Cardiff South/ME Communities/Women	Grangetown (Salvation Army)
19 November 2016	Public Engagement at Canton Library	Cardiff South West	Canton
21 November 2016	TESCO (Stand & hard copy distribution)	Cardiff East	Pengham Green
22 November 2016	Splott Hub Official Opening – In attendance	Cardiff South East	Splott Hub
22 November 2016	TESCO (Stand & hard copy distribution)	Cardiff East	St Mellons
22 November 2016	FAN (Riverside Women only) - Attending meeting	City & Cardiff South/ME Communities/Women	City Church (Lower Cathredral Road)
23 November 2016	Healthy, Wealthy & Wise - Attending meeting	Older Persons	Church of the Resurection, Ely
23 November 2016	FAN	Cardiff South West/ME Communities	Severn Road (Canton)
26 November 2016	Health Fair	City & Cardiff South	Grangetown Medical Practice
28 November 2016	Healthy, Wealthy & Wise – attending meeting	Older persons	Fairwater Leisure Centre
29 November 2016	Healthy, Wealthy & Wise attending meeting	Older persons	John Reynolds Centre, Llanrumney,
30 November 2016	County Hall Canteen	Staff	County Hall
02 December 2016	Engagement with Cardiff Access Forum	Mixed disability	County Hall

Format of the Community Engagement Events:

The format of the community engagement events were adapted to the needs and requirements of the individual groups involved. Events held in supermarkets aimed to harness the high volume of footfall and provide a visual display to attract members of the public. Officers were on hand to provide information regarding the consultation, offer copies to take away, take questions and assist people to participate in the accompanying voting activity.

FAN groups expressed a preference that officers attend their groups primarily as participants whilst Healthy, Wealthy and Wise groups preferred a more formal presentation of the consultation exercise.









A simple voting exercise was used as a means of engagement across all of the public groups. This involved members of the public each being given £50, £20 and £10 replica 'notes' and asked to 'vote' for the areas where they would most like to see more money spent in the future. Options included:

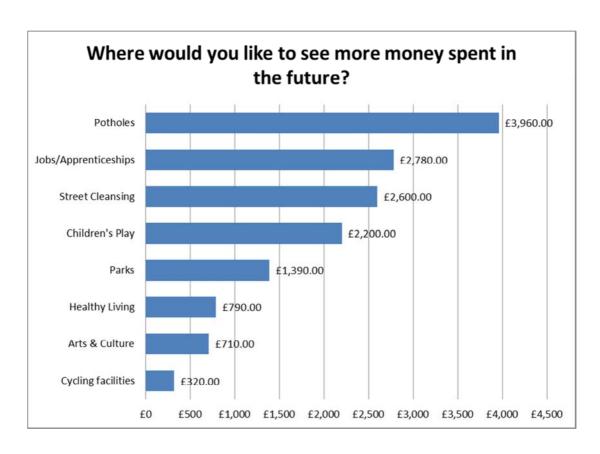
- Children's Play
- Jobs/Apprenticeships
- Parks
- Street Cleansing

- Potholes
- Arts & Culture
- Healthy Living
- Cycling facilities

Results of public engagement voting activity

Almost 200 people were directly involved in face to face voting activity which asked "Where would you like to see more money spent in future?"

Participants 'spent' a total of £14,750 with the repair of potholes in roads across the city coming out as a clear priority.



Other priorities to the public that were identified through the engagement included:

- Reduction in illegal/inconsiderate parking
- Improvements to city transport
- Prosecuting against fly tipping
- The impact of high rates on small businesses

- Flooding caused by blocked drains
- Provision of public toilets
- Protection of municipal bowling greens

Additional Findings from the Engagement with Targeted Groups

Being More Commercial

Participants across each of the targeted engagement groups were generally supportive of the Council looking at ways to offset cuts by generating income.

Discussions within the Access Forum and 50+ Forum suggested advertising to be a good way to generate income although members from this group wanted assurances that if the council were to branch into the private sector that existing services would not be adversely affected.

Suggested ways in which the Council could generate money included:

- Home repair/maintenance
- Gardening work / maintenance for elderly or infirm.
- Better use of buildings i.e. hiring our of community buildings and school premises.
- Contracting out of Council Cleaners.

Members of the 50+ and Access Forums felt that they would be more inclined to choose Council suppliers over existing private companies for home/garden/maintenance work, citing a high standard or work and more scope to resolve issues if they arise as their reasons.

Making better Use of Our Buildings

Participants across all of the groups were supportive of the Council making better use of existing buildings. The suggestion of widening the opening of schools for public use was met with approval, on the proviso that young people's needs remain the priority. Additionally participants were keen to see community centres utilised by as many in the community as possible.

Participants in the Riverside FAN group expressed some frustration that the cost of childcare acts as a significant barrier to employment. Members suggested more <u>affordable</u> childcare solutions, including school holiday care to be provided on schools premises enabling more people and specifically mothers to enter the workforce.

Members of the Access Forum questioned why opening times for Hubs are not consistent across all areas and called for improved opening times across all library and hub locations

There was also a call for clear signage for people with visual impairments/learning difficulties enabling services to be more easily accessed inside Hubs.

Some members of the Access Forum were also concerned that Hubs aren't available in every area, a problem exacerbated by poor public transport links.

The Access Forum further commented that they would like to see detailed online pages dedicated to each Hub. At present the Cardiff.gov.uk provides pages listing the services provided at each location. It was explained by the group that many people with learning disabilities/special needs like to plan ahead in detail for a visit. The ability to see pictures and view exactly where services are located in each hub e.g. 'the Café is located on the 1st Floor' could benefit these individuals and ease anxiety prior to travelling.

The Access and 50+ Forums were keen to see the following services and activities provided in Hubs:

- Citizen Advice
- Exercise Classes
- Free or reduced cost Adult Learning Courses

- Banks/Post Offices
- Community Meeting Space

An additional comment received from the Access Forum was that Hubs should have data protection forms for hearing impaired people to be able to complete in order to be able to access a translator. When these forms are not present the person requesting a translator has to speak to someone on the phone, a person with a hearing impairment, especially someone who is completely deaf cannot speak on the phone. Cardiff Central Hub was cited as having phones for people to use but no facility for deaf people. It was reported that they used to have a mini-com but that this has 'been lost'.

Telecare

The Access Forum and 50+ Forums agreed with the principal of enabling people to live at home longer as long as adequate support is in place and that it was with the expressed agreement of the individual. They also acknowledged the additional benefit of Telecare systems in that they could enable people to be discharged from hospital sooner and help reduce bed-blocking.

It was felt that some significant work would be required to promote Telecare and raise awareness to help people understand the value how the system could benefit them or their family members. Questions were also raised regarding how individuals would access the scheme i.e. would a GP referral be required; again something to be tackled through awareness raising.

Some queries were raised as to how the system would work in supporting particular groups i.e.

- Would necklace or watch alarms work for people with dementia who may forget them or take them off
- A voice only/speaker system would present problems for people with hearing impairments.
- People with visual impairments may struggle to locate an alarm unit.

There were also reported instances where Telecare and similar equipment had been installed by a Council team without asking the person where it should be fitted. This had meant changes at a later date leading to added time and expense.

Primarily the group were clear that any dementia service must not be an 'add-on' but a specific service where the workers are trained in supporting people with dementia.

Involving and Empowering Communities

Members of the Riverside FAN expressed interest in community work and were enthusiastic to participate in a wide variety of community initiative including childcare and litter picks. It was felt however that any activity should be rewarded i.e. time credits or some sort of community officer acknowledgement otherwise the feeling of 'why should I clean my neighbours mess' begins to dominate.

Increasing Fees and Charges

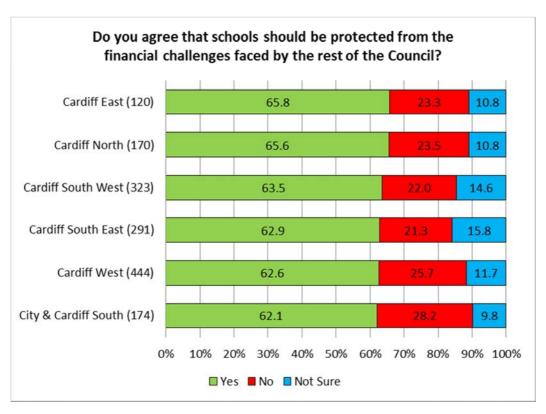
Members of Cardiff People First and the Riverside FAN group were primarily interested in the Council working to ensure cleaner communities. Members of FAN felt that their local area was as a result of fly tippers etc. and that the council was currently doing little to help. Complaints made to C2C were reported to fall on deaf ears and that the authority appeared 'scared' to tackle the problem effectively.

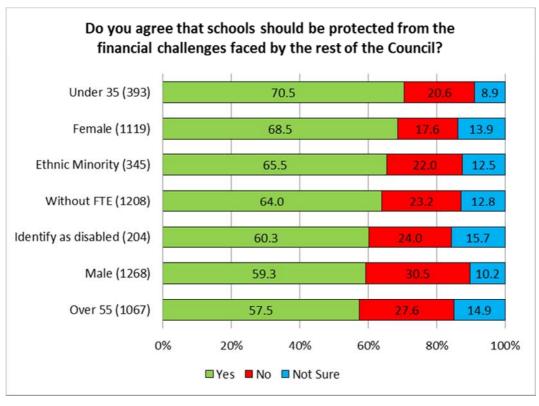
The group questioned why the Council didn't do more to deal with the enforcement of fines regarding litter drops, smoking, and waste collection services. It was felt that any associated costs of enforcement would be far outweighed by the revenue opportunities available.

The FAN group were also very interested in community work and were willing to participate in a wide variety of community initiative including childcare and litter picks. It was felt however that any activity should be rewarded i.e. time credits or some sort of community officer acknowledgement otherwise the feeling of "why should I clean my neighbours mess?" begins to dominate.

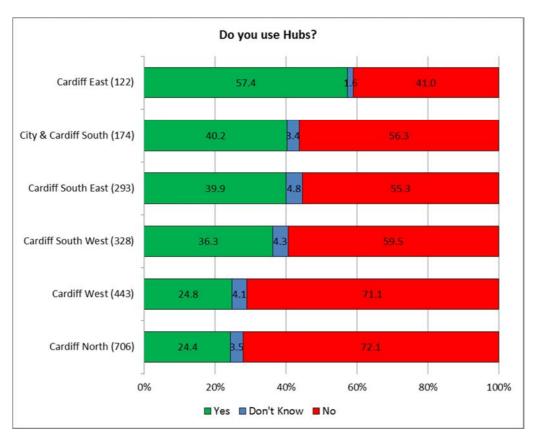
Appendix 2 - Responses by Demographic Characteristics and Geographies

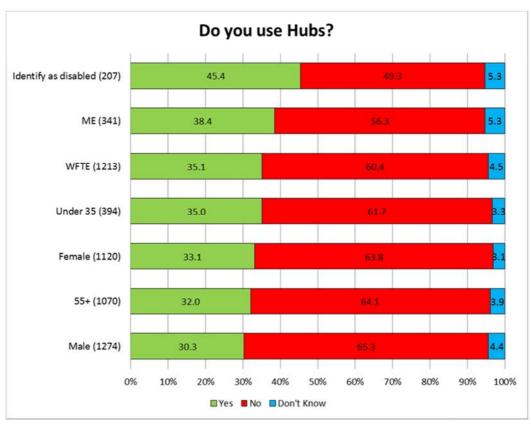
4.1 Austerity

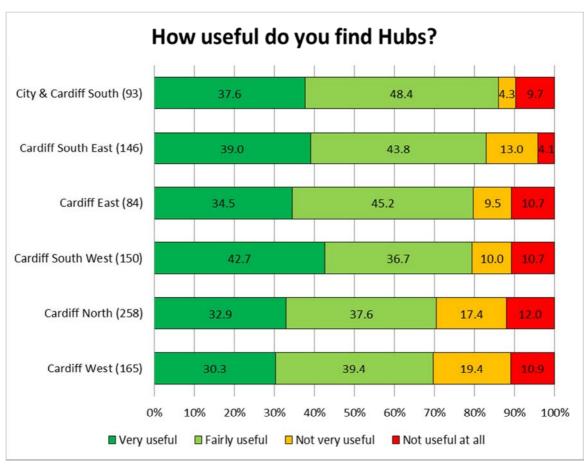


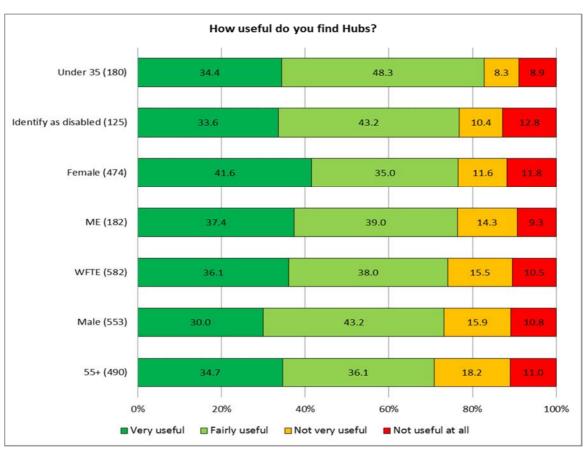


4.3 Making Better Use of Our Buildings

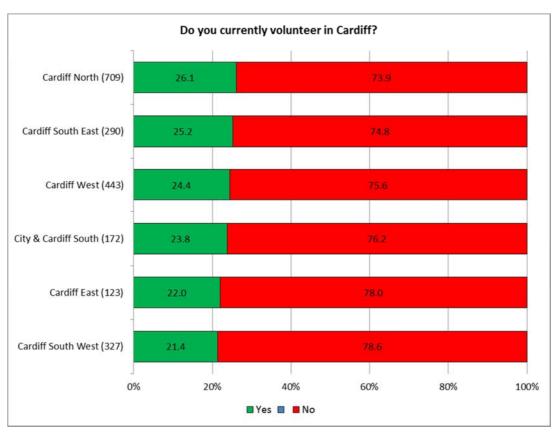


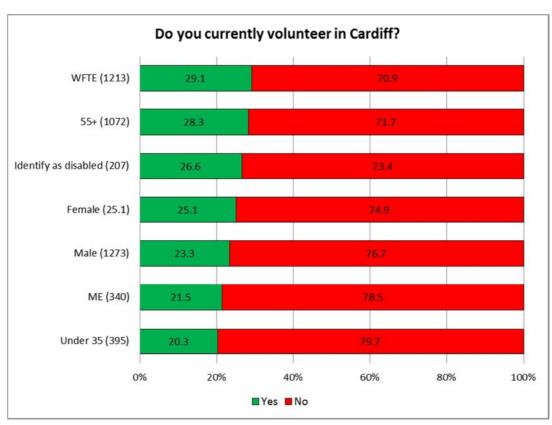






4.4 Involving & Empowering Communities





4.6 Providing Care & Support Services Locally

