

NOTE

This extract from the Consultation report includes **only** the key findings relevant to this Committee but a full copy of the consultation findings, including the appendices referred to in the introduction to the report (e.g. regarding breakdowns by groups, demographic data, etc.), can be viewed in Appendices 7 and 8 of the Revenue Budget Report which was submitted to the Executive Board on 9 January 2018:

<http://modern.gov.wrexham.gov.uk/ieListDocuments.aspx?CId=129&MId=3757>)

'Difficult Decisions 2018-20'**KEY FINDINGS**

Responses

There were a total number of 3,797 responses to the consultation.

- 3,620 Responses to Survey (online and paper) * which generated 15,500 comments
- 30 Participants at the 'market stall' event generating 159 comments
- 143 letters/emails

4 petitions with a combination of 2,512 signatures

Appendix 4 provides further information on the themes of the letters, emails and petitions

*This gives a Confidence Level of more than 95% and a Confidence Interval of less than 5%.

*A **confidence level** is an expression of how confident a researcher can be of the data obtained from a sample. Confidence levels are expressed as a percentage and indicate how frequently that percentage of the target population would give an answer that lies within the confidence interval.*

*A **confidence interval** is the margin of error that a researcher would experience if he or she could ask a particular research question, say, of every member of the target population and receive the same answer back that the members of the sample gave in the survey.*

Survey Analysis

Average Score

Rather than simply presenting the % of responses which agreed/disagreed with each proposal, each proposal has been given an 'Average Score'.

This means that for each response, a score of 2 was given for each response of 'Strongly Agree', 1 for 'Agree', 0 for 'Neither' or 'Don't Know', -1 for 'Disagree' and a score of -2 was given for 'Disagree Strongly'. These scores were then added together and divided by the total number of responses to that question to give an average score between -2 and 2 (the higher the average score, the greater the level of agreement with the proposal).

Viewing the responses in this way allows us to demonstrate more clearly the strength of opinion for each proposal, and therefore demonstrates the results more accurately.

In the following pages, the average score for each proposal is presented in a 'dial'.

The average scores have also been calculated and presented for different demographic groups, in order to identify where there may be significant differences of opinion to consider in the decision making process. Full details of the average score by 'group' can be found in Appendix 1.

About You

1,587 people answered the questions in the 'About You' section of the survey. Therefore the analysis of the data by group is based on these responses.

Further detailed information on the demographic data can be found in Appendix 2.

Qualitative Data

Comments received in the survey, market stall events and on social media have been analysed and coded/themed.

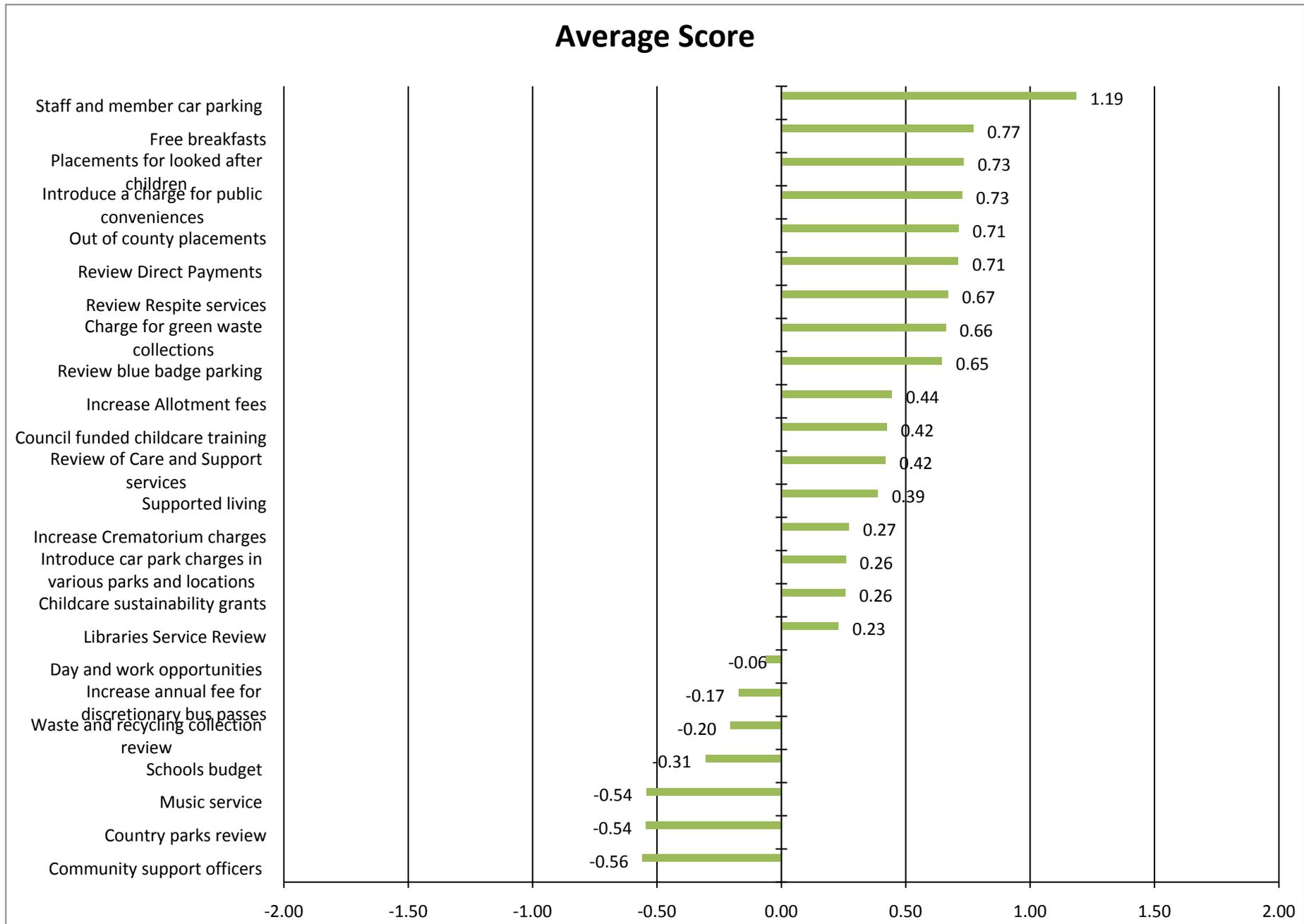
For each proposal, the total number of comments received is shown. The most commonly occurring codes/themes have then been highlighted in this document – along with the number of comments received related to that code/theme. Further details about the comments received can be found in Appendix 3.

Overall Graph

Graph 1 shows the average scores for all proposals contained within the 'Difficult Decisions' consultation (the higher the average score, the greater the level of agreement with the proposal).

Graph 2 shows the results for the question which was asked about Council Tax. Members of the public were asked to select which option they preferred (as opposed to selecting a level of agreement with a proposal) and therefore this cannot be given an average score, or viewed as part of the overall graph.

Graph 1

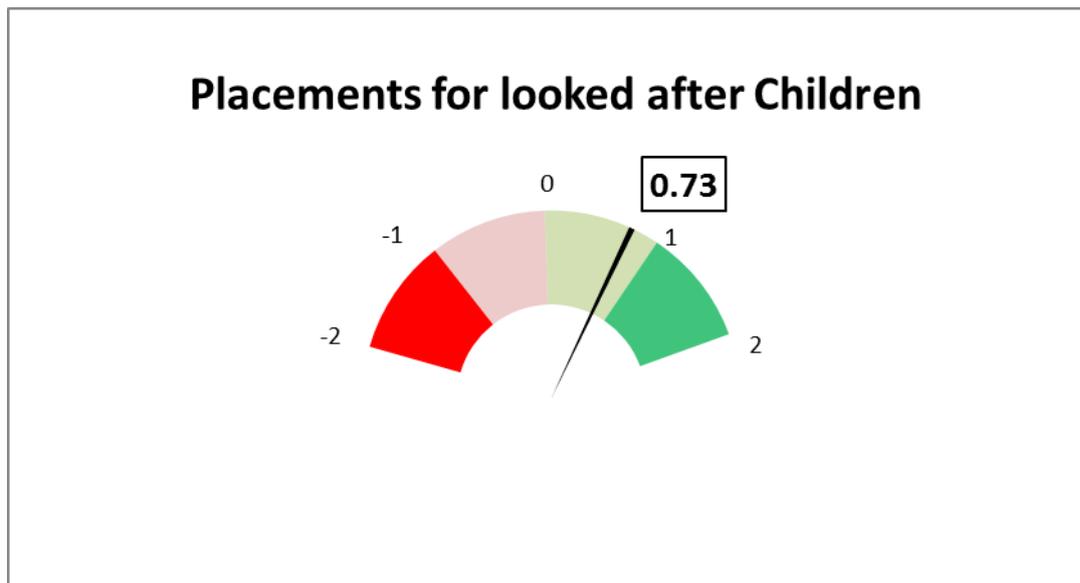


PEOPLE

Children's Social Care

Placements for looked after children

It is proposed that we increase the fees we pay to Council employed foster carers if they provide placements for these children. It is envisaged that this will reduce the amount we spend on independent foster placements. This proposal will also add capacity to the service by increasing the number of foster carers available to children in Wrexham. **It is estimated this could generate savings of approximately £10,000 in 2018/19 and a further £10,000 in 2019/20.**

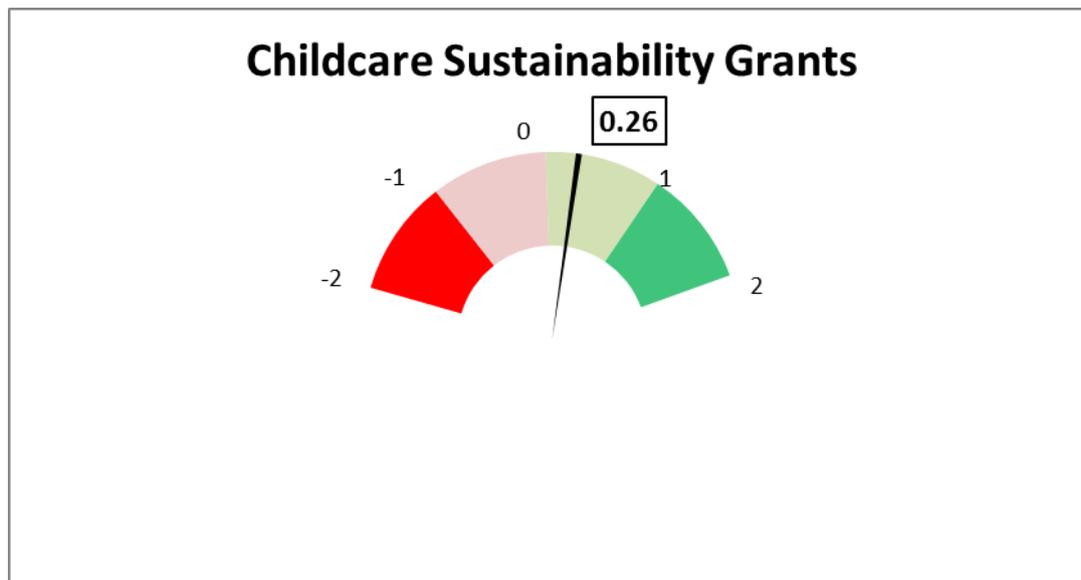


Placements for looked after children	
Total comments received	316
Children need to be at the centre of these decisions	41
More information is needed	42
Money should not be the motivation for foster carers	32
Foster carers need adequate pay and support	25

Children's Social Care

Childcare sustainability grants

Childcare Sustainability Grants are small allocations of money given directly to some private childcare providers to assist them in making sure that their businesses are sustainable. It is proposed to cease the allocation of Childcare Sustainability Grants. **It is estimated this could generate savings of approximately £10,000 in 2018/19 and a further £10,000 in 2019/20.**

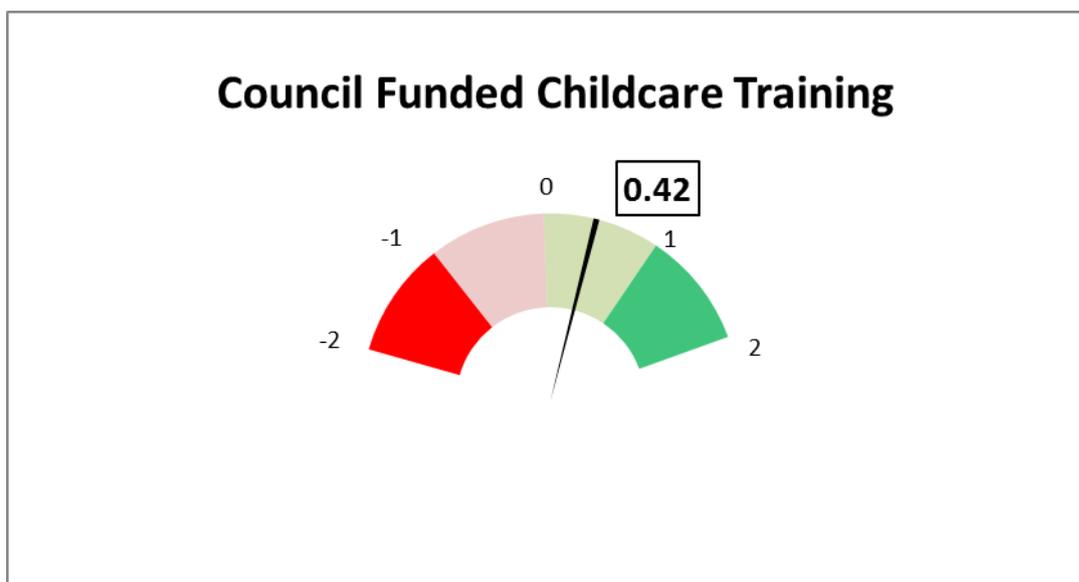


Childcare sustainability grants	
Total comments received	382
Businesses should not receive these grants	78
Concern that some business will not survive without these grants	78
Childcare is crucial to support employment and this might have a negative impact on peoples working life	54
More information is needed	42

Children's Social Care

Council funded childcare training

The Council currently provides funding for training of private childcare providers. The training includes paediatric first aid, food hygiene and safeguarding. It is proposed to cease this funding which will mean the workforce in the private sector will need to fund this training in an alternative way. **It is estimated this could generate savings of approximately £10,000 in 2018/19 and a further £10,000 in 2019/20.**



Council funded childcare training	
Total comments received	457
Providers should pay for their own training	149
This could have a detrimental effect on the standards of childcare	57
There would need to be a monitoring system which ensures that providers still undertake relevant training	42
Alternative suggestions	42

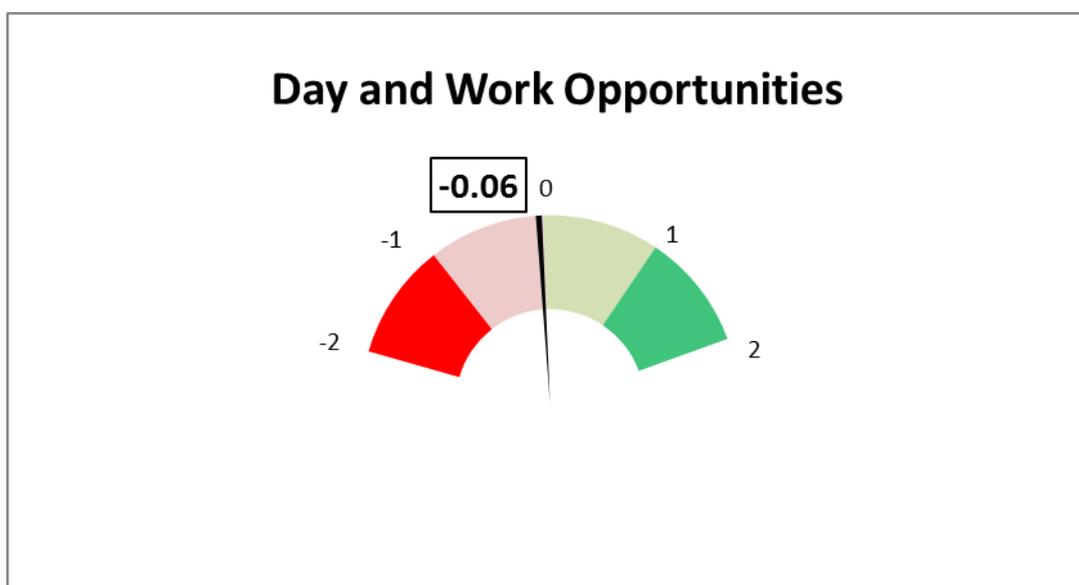
Are there any other comments you wish to make about anything you have read in the 'Children's Social Care' section?

Children's Social Care Comments	
Total comments received	167
There should be no reduction in funding for children	32
Safeguarding is priority	26
Children need support and are our future society	12
Alternative suggestions	9
Reduce expenditure on councillors and managers pay	8

Adult Social care

Day and work opportunities

This review is underway and is focusing initially on three projects providing work opportunities for adults with learning disabilities, physical disabilities, sensory impairment and mental health needs (namely PAT Testing, Alyn Waters Café and Coverall laundry). This review will help determine if the Adult Social Care department should still be running these projects, whether these services are still required and identifying any other ways we can support people to access employment and volunteering opportunities. Alongside this work we will also review two other day services, the Erlas Garden Project and the Cunliffe day centre, to ensure we develop sustainable services fit for the future. As part of the review, we will also look at the possible relocation of staff currently based within our Greenacres site to reduce staff accommodation costs. **It is estimated this could generate savings of approximately £67,493 in 2018/19 and a further £402,000 in 2019/20.**

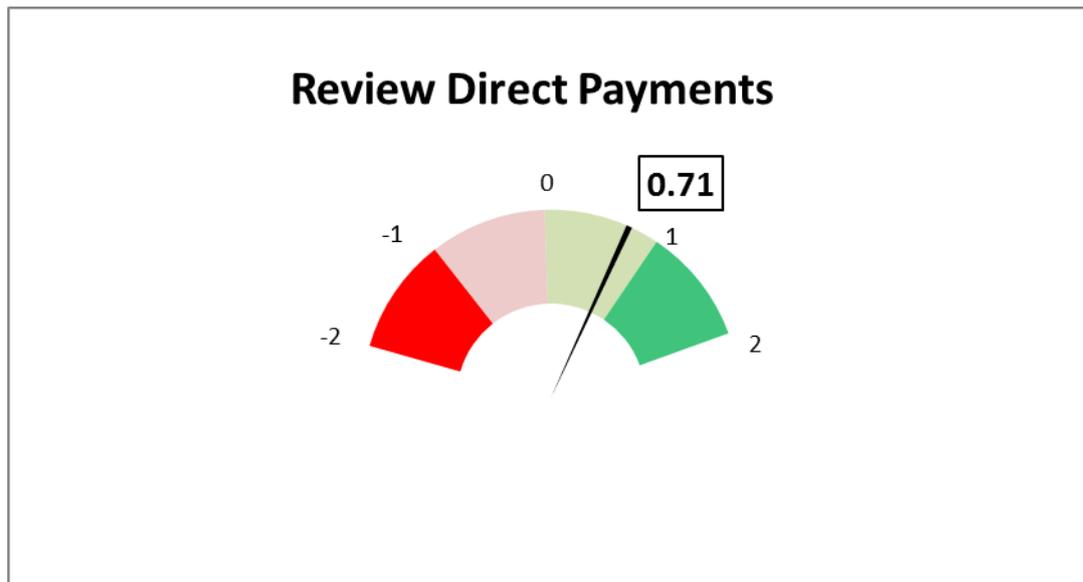


Day and work opportunities	
Total comments received	438
We must protect the most vulnerable in our society	80
These projects are important and should be supported to continue in some capacity	75
People who access these services need this support	48
More information needed	45
It is reasonable to ensure that these services are cost effective	40

Adult Social care

Review Direct Payments

We want to make Direct Payments accessible to more people. Direct Payments allow people, who are eligible to receive care and support, the option of managing their own budget with or without help. This gives people increased flexibility about when and how they receive care and who provides it. We are looking at ways to make Direct Payments easier to manage and we are reviewing the support services we currently have in place. **It is estimated this could generate savings of approximately £125,000 in 2019/20.**

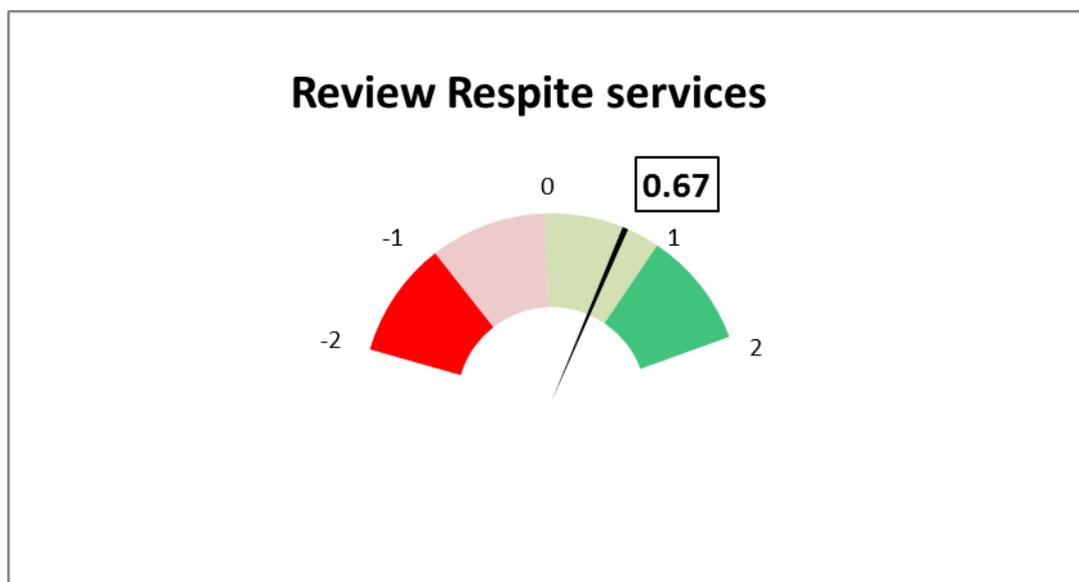


Review Direct Payments	
Total comments received	315
Some service users may not be capable of managing this themselves	67
More information needed	53
There is the possibility of people using this money inappropriately	50
Support measures would need to be put in place to help people	42
General agreement with the proposal	32

Adult Social care

Review Respite services

We want to improve the services we make available to carers including carer respite services. These are services designed to give carers a break from their caring role. We propose to cease using domiciliary care providers to deliver carer respite and to commission a new service for carers offering flexible services at a more sustainable cost. We have also been successful in securing a grant to enable us to build an extension onto Park View our specialist respite facility for adults with learning disabilities and physical disabilities. This will enable us to increase the level of specialist respite services available and could also help to generate income as the service would be available to the Health Board and other Local Authorities to purchase thus making the service more sustainable. **It is estimated this could generate savings of approximately £120,000 in 2018/19.**

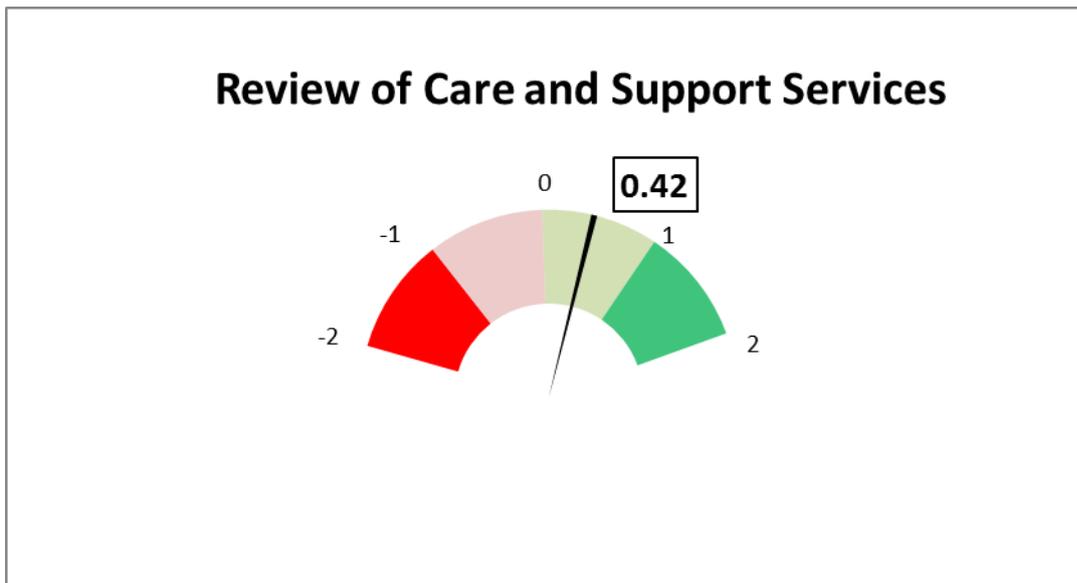


Review Respite services	
Total comments received	213
More information needed / do not feel qualified to comment	49
Carers provide a valuable service and should be supported	33
This should not impact negatively on carers or a reduction in services	25
Agree to the proposal	25
This could lead to problems elsewhere or in the future	14

Adult Social care

Review of Care and Support services

We will review all people in receipt of care and support services to identify any alternative ways to support people to meet their needs and to ensure there is no over provision of services. As part of this we propose to review the provision and delivery of Project Work Support. It is proposed to review the use of and eligibility for Project Work Support and to identify alternative lower cost delivery models such as Direct Payments and Shared Lives. **It is estimated this could generate savings of approximately £125,000 in 2018/19 and a further £225,000 in 2019/20.**

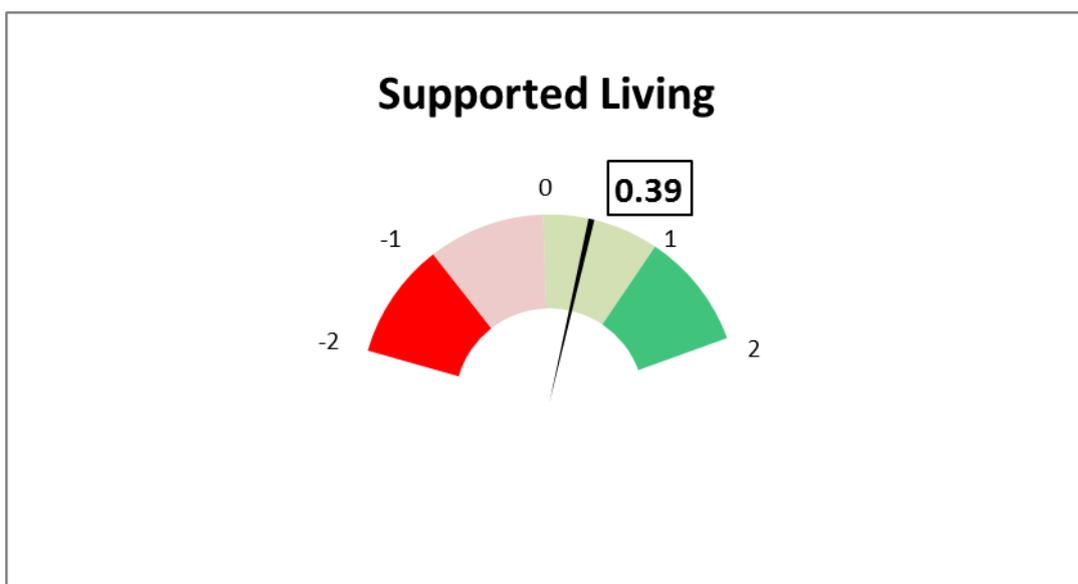


Review of Care and Support services	
Total comments received	224
More information needed	53
We must protect and provide for the most vulnerable	27
We should not take services away from people that need them.	26
Agree with the proposal	19
Current care and support provision needs to be improved	18

Adult Social care

Supported living

We propose to review Supported Living to ensure the model is affordable and sustainable for the future. Supported Living offers support and accommodation to people who have high levels of need. Most Supported Living houses have a member of staff who sleeps in overnight. We are proposing to review this as we know that not all houses require this level of staff presence. Adult Social Care also funds any voids in the Supported Living houses. We propose to review this and improve our management of voids. We also propose to review the level of need being supported within Supported Living and to identify more suitable alternative services for people whose needs exceed that level. **It is estimated this could generate savings of approximately £197,622 in 2018/19 and a further £250,000 in 2019/20.**

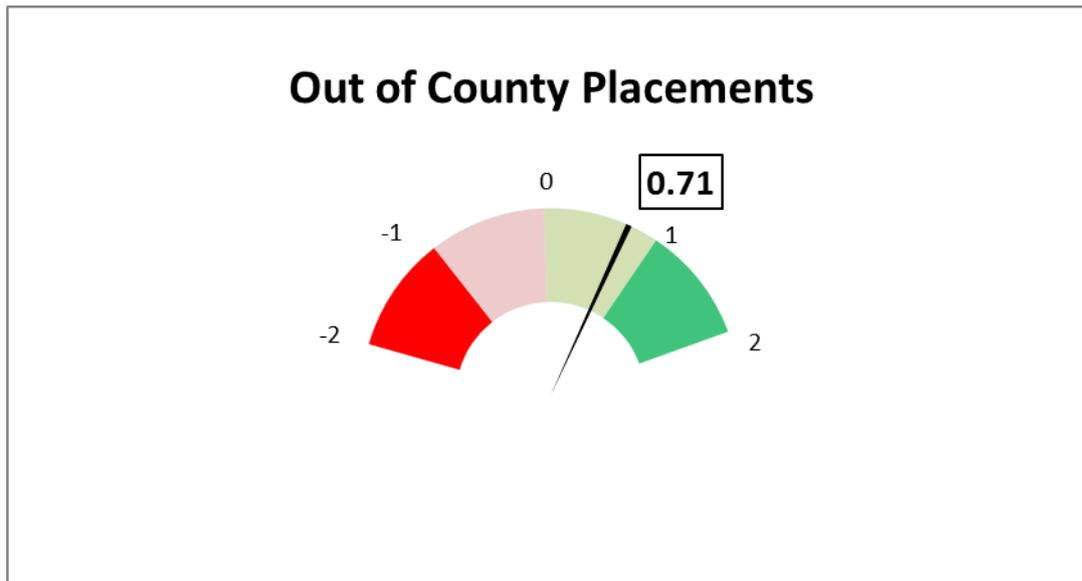


Supported living	
Total comments received	239
We must ensure these services meet people's needs	49
The Council should protect and provide for the most vulnerable	33
More information needed	33
This might be detrimental to services and service users	28
Disagree with this proposal	27

Adult Social care

Out of county placements

It is proposed that we continue with work already underway to support people back into Wrexham who have been placed in care homes or Supported Living services out of County and ensure we are making full use of Supported Living as an alternative to placements where appropriate. As part of this work we will review the use and potential expansion of the Recovery Service (our specialist mental health service) working in partnership with the Health Board. **It is estimated this could generate savings of approximately £75,000 in 2018/19 and a further £75,000 in 2019/20.**



Out of county placements	
Total comments received	137
People should be supported in the local area as it's better for them	35
More information needed	23
Other	21
We must ensure that the right expertise and capacity are available in Wrexham	17
This must not have a detrimental impact on standards	11

Are there any other comments you wish to make about anything you have read in the 'Adult Social Care' section?

Adult Social Care Comments	
Total comments received	186
Savings should be made in other areas not in cuts to services for the vulnerable	47
Reduce the amount of Councillors and Senior Managers to increase savings	12
Good standard of Adult Social Care must be a priority	11
More funding needed not less	11
It should be about providing care not saving money	11

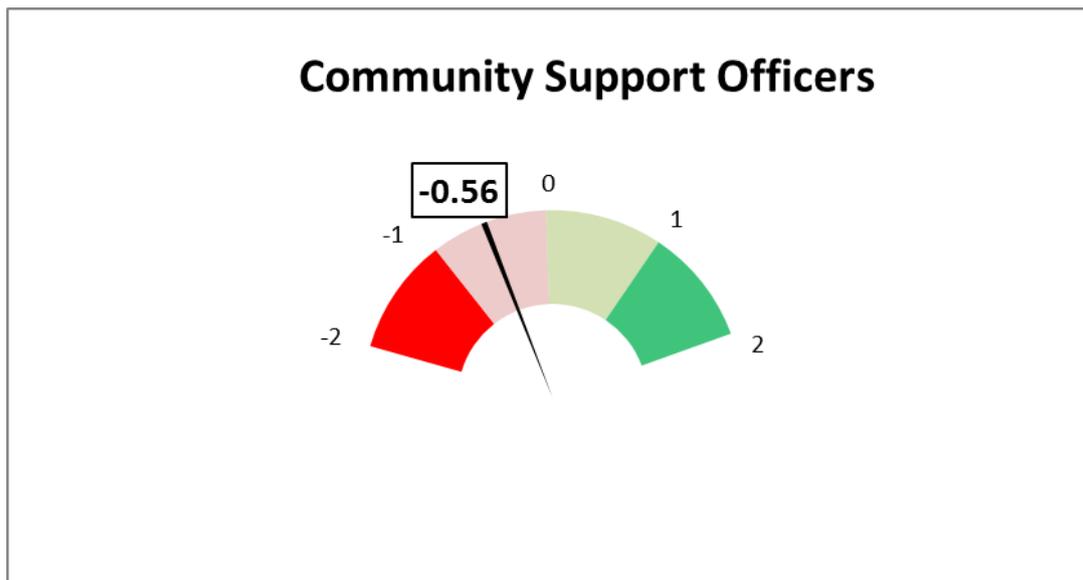
Are there any other comments you wish to make about anything you have read in the 'PEOPLE' section?

People Comments	
Total comments received	165
Review pay for Chief executive/Senior Managers/Councillors and Council staff	23
Service provision should not be compromised	16
Engage and work more closely with the Community/Voluntary sector to maximise support offered	15
Review of the benefit system to tighten up checks and to ensure that people receiving benefits are using the money to pay for the necessary services required	11
Ongoing review of Council Services to ensure that the services are still relevant/cost effective/required	8

Finance

Community support officers

The Council provides funding to North Wales Police and Crime Commissioner to fund community support officers (PCSO's). The funding agreement is due to end in March 2019 and it is proposed to bring this forward to October 2018. Therefore if this funding cannot be identified from elsewhere, this could result in the number of PCSO's within the County Borough reducing. **It is estimated this could generate savings of approximately £140,000 in 2018/19 and a further £140,000 in 2019/20.**



Community support officers	
Total comments received	616
PCSO's are needed	139
With the amount of Anti-social behaviour in Wrexham, PCSO's should not be cut	78
Reducing PCSO's could lead to more crime and anti-social behaviour	70
More PCSO's and Police Officers are required	60
PCSO's are not effective	46

Are there any other comments you wish to make about anything you have read in the 'Finance' section?

Finance Comments	
Total comments received	166
Reduce number of staff / salaries	23
Cut councillor costs and expenses	22
Don't reduce the number of PCSO's	12
Comments about general council efficiencies	10
Do not outsource / use consultants	10

Are there any other comments you wish to make about anything you have read in the 'ORGANISATION' section?

Organisation Comments	
Total comments received	201
Cut councillors pay and expenses	49
Reduce the numbers of Senior Managers and their salaries	26
Remove the role of Mayor	22
Share / merge services with other Councils / Organisations	21
Look at in house savings such as reducing staffing costs	15

Appendix 3: Summary of Qualitative Data

There were a number of ways in which qualitative data was generated for the 'Difficult Decisions' consultation.

1. **Survey** – respondents were given the option to make comments on each of the specific savings proposals identified by the Council. People were also asked whether they wanted to make any other comments about each of the departments, and whether they had any suggestions for savings and/or income generation within each of the Council Plan themes.
2. **Market Stall Events** – participants were given the opportunity to discuss proposals and/or their own ideas with Lead Members and Heads of Department.

Common themes and opinions have been identified within the data. These are detailed below.

Placements for looked after children	
Children need to be at the centre of these decisions	41
More information needed	42
Other	33
Money should not be the motivation for foster carers	32
Foster carers need adequate pay and support	25
We need well trained and suitable foster carers	25
Staying local to the area must be best for children	23
Money should not be taken away from any work with children	18
LA fostering provision needs significant improvement to recruit people to the role	17
Alternative suggestions/ideas	17
The saving is small and not worth it	14
Foster carers are already paid well and do not need increases	10
Providing inadequate services here will lead to problems elsewhere and in the future	9
These services should not be delivered externally	8
There needs to be improvements in this area	7
More should be spent on improving parenting so that children can stay with their families	7
Reduce expenditure on councillors	5
Reduce management costs	3
This could have a negative effect on children and young people	3
Agree with the proposal	3
We should ensure best value for money	2
Those in foster care often have more than those who aren't	2
Disagree with the proposal	2

Childcare sustainability grants	
Businesses should not receive these grants	78
Concern that some businesses will not survive without these grants	78
Childcare is crucial to support employment and this might have a negative impact on people's working life	54

Other	46
More information needed	42
Concern about impact on cost of childcare	38
The small saving is not worth it	26
Concern about number of available childcare spaces	24
Disagree with the proposal	17
Childcare providers need to find more sustainable ways of working	16
There should be no reduction in funding for children	13
Standard of childcare should not be effected	10
Agree with the proposal	8
Reduce expenditure on councillors and senior managers	7
Families rely on childcare	6
Alternative suggestions / ideas	6
There are other small businesses who are not lucky enough to receive grants	6
Parents/guardians should cover all childcare costs	5
The Council should be supporting small businesses to develop	5
Concern that increased childcare offer from WG may not be met	4
This could lead to a reduction in choice for parents	4
Comments about Sprouts	5
Suggest a phased approach to removing grant funding	3
it's unfair to provide a grant to some and not others	1
The proposal will have a detrimental effect on the future of the childcare market	1

Council funded childcare training	
Providers should pay for their own training	149
This could have a detrimental effect on the standards of childcare	57
There would need to be a monitoring system which ensures that providers still undertake relevant training	42
Alternative suggestions	42
Concern about the impact on childcare costs	37
Other	31
This may reduce the number of childcare providers	25
The saving is small and not worth the risk	18
The council should continue to fund these opportunities	16
Agree as long as training is still delivered as it should be	13
Disagree with the proposal	12
Childcare is crucial for employment and this could have a negative effect on people's ability to work	12
Good training is so important	11
The childcare profession needs to be better paid and valued more	10
Voluntary organisations should be able to access this training	8
It is not reasonable to take grants away from these businesses AND stop providing training	7
Some elements of training should continue to keep children safe	5
Agree with the proposal	5
Reduce expenditure on councillors and managers	5
There should be no reduction in funding for children	4

Funding should be increased in this area	4
This could lead to bigger problems in the future	4
The council should not be delivering this work	3

Children's Social Care	
Other	53
There should be no reduction in funding for children	32
Safeguarding is priority	26
Children need support and are our future society	12
Alternative suggestion	9
Reduce expenditure on councillors and managers pay	8
Providers should pay for their own training	7
Alternative suggestions to Children Information Service	5
The council should continue to fund these opportunities	5
The council should not be delivering this work	5
Increase pay for Social Workers to reduce sickness and staff absence to reduce agency staff	4
Better partnership working with third sector to save money	3
Modernising CSC for better outcomes for young people	3
Not enough information to respond	3
Reduce out of county placements	3
Early years sector undervalued needs protecting	2
Inspectors should visit providers annually without prior notice	2

Day and work opportunities	
We must protect the most vulnerable in our society	80
These projects are important and should be supported to continue in some capacity	75
People who access these services need this support	58
More information needed	45
Disagree with the proposal	42
It is reasonable to ensure that these services are cost effective	40
There may be alternative ways for this service to be funded/delivered	36
These projects have many benefits	34
This will lead to negative impacts elsewhere and in the future	33
Agreement to staff accommodation changes	23
The council has a legal requirement to support disabled people	23
There must be something else in place to support people if this happens	18
There needs to be improvements to services for disabled people	19
These projects help to address prejudices in society	11
Social care services have already faced cuts	10
Reduce expenditure on councillors	10
Criticism of consultation	9
There should be more investment in social care	9

There aren't alternative services available	9
Social care services are expensive and savings must be made	8
The amount of saving identified is questionable	6
This will have a detrimental effect on the NHS and should not be implemented	6
Concern about loss of jobs	2
Get rid of the mayor	2
Changing working practices within ASC would generate savings	2
There needs to be better promotion of these projects	2
The needs of service users must be central to any review	2
Other	2
The council needs to concentrate on statutory services	1
The council and other public services waste money	1

Review Direct Payments	
Some service users may not be capable of managing this themselves	67
More information needed	53
There is the possibility of people using this money inappropriately	50
Support measures would need to be put in place to help people	42
Other	37
Agree with the proposal	32
We should protect and provide for the most vulnerable	17
The current system is badly managed and does not help people	13
People will feel empowered to manage their own budget	12
Alternative suggestion/idea	7
This would allow people to have better control over the services they receive	6
We must ensure there is enough high quality support available to choose from	6
The payments given must be enough to cover the cost of care required	6
Disagree with the proposal	6
Reduce expenditure on councilors and senior managers	5
This could lead to problems elsewhere and in the future	4
Criticism of the consultation	2

Review Respite services	
More information needed / do not feel qualified to comment	49
Carers provide a valuable service and should be supported	33
This should not impact negatively on carers or a reduction in services	25
Agree to the proposal	25
There are limited opportunities for respite currently	15
This could lead to problems elsewhere or in the future	14
There needs to be an element of choice for service users	12

We must ensure that these services see improvements	10
Disagree with the proposal	9
These services should be provided by the Council, not externally	8
Alternative suggestions / ideas	7
There must be detailed consultation with service users and their families before any changes are made	6
We must ensure there are appropriate placements for all needs	6
Reduce expenditure on councillors	6
We must prioritise the needs of those in Wrexham	5
Questions about whether the figures are realistic	3
Criticism of the consultation	3
Reduce management costs	2
There may be more efficient ways to work, but not to the detriment of service users	2
Health services need to take more responsibility	1
Other	1

Review of Care and Support services	
More information needed	53
We must protect and provide for the most vulnerable	27
We should not take services away from people that need them.	26
Other	25
Agree with the proposal	19
Current care and support provision needs to be improved	18
This might have a detrimental impact on services and service users	16
Scepticism about the claim of 'over-provision'	14
The purpose of a review should not simply be to cut costs	13
Disagree with the proposal	12
Concern about the review process	8
Reducing support services could lead to problems elsewhere or in the future	5
Reduce expenditure on councillors and senior managers	5
We must give service users a choice	5
This would have a negative impact on mental health	4
There needs to be more detailed consultation with service users	4
This might benefit some but not others	2
Alternative suggestions/ideas	2
Concern about job losses	2
Concern that proposed services will actually be more expensive	1

Supported living	
We must ensure these services meet people's needs	49
The Council should protect and provide for the most vulnerable	33
More information needed	33
This might be detrimental to services and service users	28
Disagree with the proposal	27

It is appropriate to review services in order to improve them, but it should not only focus on cost	22
Other	18
Alternative suggestions / ideas	17
This should be progressed with caution	10
Concern that what is proposed is to cut services	9
Social care is already underfunded and needs investment	8
Agree with the proposal	7
Demand for these services is higher than ever, and they should not be cut	7
Reduce expenditure on councillors and senior managers	5
Money is not as important as people	5
There must be detailed consultation with service users	5
This could lead to further problems elsewhere and in the future	5
Concern about job losses	4
Agree to improvements in voids management	4
We should provide service users with choices	3
There is an issue with the way the council administers support services currently	1

Out of county placements	
People should be supported in the local area as it's better for them	35
More information needed	23
Other	21
We must ensure that the right expertise and capacity are available in Wrexham	17
We must ensure all service users have appropriate care and support - regardless of cost	13
This must not have a detrimental impact on standards	11
Mental health services need improvement	8
The proposal will negatively affect service users	5
WCBC should work more closely with others to provide these services	4
Reduce expenditure on councillors and senior managers	4
Disagree with the proposal	4
People must have some choice of support	3
More detailed consultation should take place with service users	2
Health need to take more responsibility	1
Individuals and communities benefit from this	1

Adult Social Care	
Savings should be made in other areas not in cuts to services for the vulnerable	47
Other	26
Reduce the number of councillors /management (or their wages) to increase savings	12
Good standard of adult care must be a priority	11
More funding needed not less	11
It should be about providing care not saving money	11
Adult Social Care should manage their budget more efficiently	8
Need more joint working / funding with Health Service	8
Home carers / family should be a priority for support / respite	8

Adult Social Care budget should not be reduced	7
Adult Social Care is not working well	7
This review should be transparent about how proposals will affect support currently being provided	7
The impact of cuts on service users could be a false economy	7
The proposals in this review are too vague / complicated	7
Benefits / entitlements should be granted fairly to those who need them	6
Day services should be maintained	5
Ongoing review of Social Care is needed	5
Adult Social Care should be provided via a co-operative / stakeholder model	4
Agrees with these proposals	4
The impact of these cuts on other public services should be considered	4
Agrees with the promotion of self help	4
Need effective consultation with service users prior to decision making	4
The outcome of this review is predetermined regardless of the consultation	4
Care providers should be valued in terms of remuneration / support	3
Disagree with apportioning of public money to certain vulnerable	3
Alyn waters should be maintained as it is	3
Should be more definitive information on projected savings not just estimates	3
Service users need an efficient Information Service regarding support available	2
Community need to be informed of problems in order to react	2
Mental Health service is a priority	2
LA should oppose these proposed cuts	2
Ensure that service users are not exploited financially	2
Resources have been wasted - accountability?	2

People	
Other	30
Get rid/review pay for Chief Executive/Senior Managers/Councillors and Council staff	23
Service provision should not be compromised	16
Engage and work more closely with the Community/Voluntary Sector to maximise support and services offered	15
Review of the benefit system to tighten up checks and to ensure that people receiving benefits are using the money to pay for the necessary services required	11
Income Opportunities/ Various Suggestions e.g. Producing goods & Services to sell, Council Bus Service, Tea Rooms and increased day provision	8
Ongoing Review of Council Services to ensure that the services are still relevant/cost effective/required. Services specifically mentioned are Sheltered Housing & Warden Services	8
Invest in current staff and quality of future staff recruited into the care sector	7
Review Homelessness, Drug and Alcohol Services - Support Rehabilitation but stop cash handouts	7
Better use of Council Assets - e.g.. Community Centres & other Council Buildings for external use also explore potential land sales	7
Withdraw the Mayoral service	6
Improvements within the Town Centre - Wrexham needs to be a more welcoming place for visitors. The need to encourage more visitors into the Town Centre	5
Avoid Duplication in services	4
Improve engagement more joined up working with the Local Health Authority to work in Partnership to deliver services	3

Support current services that generate income for the Council	3
Improve Children Services	3
Increase Council Tax	3
Re-organisation	3
Engage with service users more and learn from them, learn how to shape services and learn from best practice	2
Increase number of Community Agents	2
Work closely with carers who deliver the service on the ground and learn from them	2
Bring Services back into direct control	1
Introduce charges for parking at our Country Parks	1
Welsh Language services costing too much money	1
Parents to pay for Music Services	1
Support care in the home as long as possible	1
Working Closely with neighbouring County to share resources where possible	1
Work Collaboratively across North Wales to Lobby Welsh Government to demand no more cuts to service	1

Community support officers	
PCSO's are needed	139
With the amount of Anti-social behaviour in Wrexham, PCSO's should not be cut	78
Reducing PCSO's could lead to more crime and anti-social behaviour	70
More PCSO's and Police Officers are required	60
PCSO's are not effective	46
Need Police instead of PCSOs	46
Other	38
PCSO's should be funded by the Police	35
Disagree with proposal	26
Look at other sources of funding for PCSOs	17
General agreement with the proposal	16
Need further information	14
I don't know if PCSO's are effective	13
Cut PCSO's to fund more Police Officers	12
PCSO's should be given more law enforcement powers	12
Cut councillor pay and expenses	6
Remove the role of Police and Crime Commissioner	6
PSCO's are needed in some areas, not all	4
PSCO's are not effective	4
If PCSO's are cut then more police are needed	4
managers	3
The Police force is already under resourced	3
A portion of council tax already funds the police	3
Cut council staff instead	3
Finance Dept Comment	2
Cost more in the long term	1
Cut the mayor	1