

Appendix B

Business Planning 2015/16 - 2019/20

Consultation Headline Findings

**December - February 2015
Consultation**

1. INTRODUCTION

This report sets out the headline findings from the council's consultation on its Business Plan 2015/16 - 2019/20.

The consultation aimed to;

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process
- Focus on how the council will use its resources to achieve its Commissioning Plans.

1.1 Preliminary consultation (July 2013- September 2014)

The council has already undertaken a range of consultations to inform its development of the Corporate Plan strategic priorities and 5 year Commissioning Plans, along with indicative savings proposals to inform the Medium Term Financial Strategy (MTFS). This set the scene for consultation on the Priorities and Spending Review (PSR).

The PSR consultation was designed to;

- a. Gather insight to explore where savings can be made and income generated across the council
- b. Understand residents' views of council priorities and valued services
- c. Gain an in-depth understanding of stakeholders' priorities and how they would want the council to approach the budget and allocation of resources over the next five years.

The table below outlines the phases of the preliminary engagement;

Phase	Date	Summary
Phase 1: Setting out the challenge	<i>Summer 2013</i>	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation.
Phase 2: PSR consultation to inform development of options	<i>October 2013 - June 2014</i>	Engagement through Citizens' Panel area based workshops, focus groups with service users and protected characteristics which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review. An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Thematic Member Committees	Engagement through Committees June – December 2014	Focus on developing Commissioning Plans and MTFS proposals for each of the six Committees. Engagement through Committee meetings.

Consultation through this period has included staff briefings with 1,400 staff engaged through over 20 briefings during September 2014.

1.2 Formal consultation (17th December- 11 February 2015)

The preliminary engagement has informed the development of the council's budget proposals and its Strategic Plan to 2020 for consultation in this current phase.

This current phase of consultation was split into three strands:

Strand	Title	Further details	Page
1	General budget consultation on the 2015/16 budget	Appendix 1	44
2	Service specific 2015/16 proposals: SEN home to school transport.	Appendix 2	54
3	Strategic Plan to 2020: Corporate Plan Priorities, Theme Committee Commissioning Plans, and the overall MTFs from 2015 - 2020	Appendix 3	62

Background papers will be available with more details on the consultation workshops for Strand 3 on Engage Barnet: <http://engage.barnet.gov.uk/> this will be available on Wednesday 25 February.

To allow for a nine week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015.

This document summarises the key findings which will be used to inform the development the final decisions on the council's budget for 2015/16 and Strategic Plan to 2020. For more detail see Appendices 1 to 3.

It is important to note that individual proposals for future years included in the MTFs from 2015-20 will be subject where necessary to full consultation and Equalities Impact Assessments at the appropriate time before they are cast into the annual budgets.

1.3 Overview of approach

A total of 333 people took part in the three strands – further details can be found in the table below, with 181 completing the various online surveys (61 for 2015/16 budget, 28 for Strategic Plan to 2020 and 92 for SEN Schools transport) and 149 taking part in the Strategic Plan to 2020 workshops.

1.4 Open Consultation

All three strands were published on <http://engage.barnet.gov.uk/> which gave detailed background information about the Council Budget 15/16, the Council Commissioning Priorities to 2020 (promoted as the Strategic Plan to 2020) and SEN home to school transport. Collection of respondents' views was fed back via open online self-completion questionnaires and paper copies were made available on request.

The consultations were widely promoted via the council's resident facing magazine, Barnet First, a press release, social media, CommUNITY Barnet, the Communities Together Network, the Youth Board and various service user group newsletters and partnership boards.

Also as part of the council's statutory duty to consult with National Non Domestic Rate Payers (NNDRs), letters were sent out to all NNDRs inviting them to take part in the online consultation.

In terms of the SEN home to school transport consultation, letters were also sent out to all parents or carers of children who use SEN home to school transport, explaining the proposals and inviting them to take part in the consultation.

The table below summaries the response levels from surveys;

Strand	Method	Respondents/participants	Number
1	Online survey on general budget consultation on the 2015/16 budget	Residents only, no NNDRs (Businesses) have responded	61
2	Service specific consultation on 2015/16 proposals: SEN Schools Transport	Predominantly parents who use SEN Transport	92
3	Online survey on Strategic Plan to 2020	Residents only, no NNDRs (Businesses) have responded	28

1.5 Strategic Plan to 2020 workshops (Strand 3)

The Strategic Plan consultation included a series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users¹ of council services.

The table below summarises the workshop focus, number of participants and type of participation;

	Method	Respondents/participants	Number
1	Themed workshop: Children, Education, Libraries and Safeguarding Committee	A cross section of residents selected from the Citizens' Panel	18
2	Themed workshop: Environment; Housing; Assets, Regeneration and Growth Committees	A cross section of residents selected from the Citizens' Panel	22
3	Adults and Safeguarding Committee	A cross section of residents selected from the Citizens' Panel	19
4	All Committees	A cross section of residents selected from the Citizens' Panel and Youth Board	44
5	All Committees	A cross section of service users	44
6	All Committees	Residents with learning difficulties	55

There was also a "Council Conversation" event held on 4 February 2015 where residents were able to meet the Committee Chairmen to discuss matters of concern (12 attendees).

1.5.1 Workshop approach

The council introduced a new interactive approach to the budget consultation as a way to engage residents and attempt to involve them in the budget setting process by making theoretical trade offs across different areas of council spending. As part of the Strategic Plan to 2020 consultation the council arranged a set of six workshops with residents to find out more about their priorities for the council over

¹ One "service user" workshop was for a cross section of residents who are users of non-universal services from across the Council. The second workshop was for adults with learning disabilities.

the rest of the decade. The key objective of the workshops was to establish whether the councils planned allocation of budget reductions matched residents' priorities.

For the majority (four) of these workshops residents were selected from the Citizens' Panel to ensure they were as far as possible representative of the population as a whole. Three of the workshops focused on the remit of particular Committees in more detail (e.g. Children, Education, Libraries and Safeguarding, Adults and Safeguarding and Environment) whilst the fourth workshop was a larger event which focused on a selection of services from across the council.

Two events specifically went beyond the panel to get the involvement of residents who were users of non-universal services. This was done to pick up concerns of service users identified in the consultation on the Priorities and Spending Review.

The council commissioned Research for Today to use their quantitative trade-off approach (referred to as the SIMALTO grid) for the consultation workshops. Rather than ask residents what was most important to them, where invariably residents select the majority, if not all, services the council provides as a priority, this method measured the relative importance of alternative options within and between services.

Members of the Citizen's Panel who attended workshops which focused on particular Committees first completed a SIMALTO grid focused on that Committee, and then went on to complete an 'overall' SIMALTO grid, which looked at the committee services within the remit of the whole council.

Those workshops which focused on the overall council services involved a larger grid, with more services, allowing residents to prioritise services across the council.

To establish their priorities, residents had to complete a 'grid' which contained a range of hypothetical examples of the potential impact of budget changes on services. It is important to emphasise that these examples were realistic options but not based on Barnet's planned budget allocation. The grid did not include efficiency savings such as back office functions or workforce savings as it was felt that residents would see these as common sense and would therefore not add to the discussion on residents priorities.

After respondents had provided their priorities within and between different services a short discussion was held to probe why respondents had prioritised particular services, as well as questions on the council's commissioning model and their view on whether to reduce, freeze or increase Council Tax.

This document provides the high level findings from the report compiled by Research for Today.

1.5.2 Recruitment to workshops

Citizens' panel Recruitment (Workshops 1 to 4)

The panel is made up of approximately 2000 Barnet residents, recruited to be representative of the adult population of the borough based on - ward, age, gender, ethnicity, socio economic status, employment status, housing tenure, faith and disability - the panel is designed to provide an accurate picture of Barnet residents' views. The panel is recruited using random telephone calls set to a quota through the residents' perception survey.

Quotas were set to ensure a cross section of the population attended each workshop.

Service user recruitment (Workshops 5 and 6)

Two events specifically went beyond the panel to get the involvement of residents who were more frequent users of non-universal services. To recruit, the council approached service users through various partnership boards and through face to face recruitment at the council's customer access points, two Children Centres and Burnt Oak Library.

2. EXECUTIVE SUMMARY

2.1 STRAND 1: Open Consultation on 2015/16 Budget Savings

In total 61 questionnaires were submitted on the 2015/16 budget. Over two-thirds of respondents (34 of the 56 respondents) disagreed with the council's proposed savings in terms of balance between efficiency savings, income generation and cuts to services, with only 8 of the 56 respondents believing the council had got the right balance.

The key reasons for people disagreeing with the balance of savings were;

- Services cannot be reduced
- Council Tax should be increased
- Library service should not be cut.

In regard to Council Tax for 2015/16, the majority of respondents to the open consultation disagreed with the council's proposal to freeze Council Tax, with residents stating that a small increase could support services, with a particular focus on preservation of the library service.

In regard to comments on the balance of savings for each committee respondents felt;

- The council should increase Council Tax
- Cuts are too heavy, with a particular objection to reductions in the Adults and Safeguarding budget and the Library service.

Both the 2015/16 Budget savings and Strategic Plan to 2020 consultation were open at the same time as other major consultations such as the Library Strategy Consultation. It is reasonable to assume that some residents have responded to the three strands of this consultation programme as well as the individual service specific consultations.

From the comments received as part of the the consultation it is evident residents have used the vehicle of these consultations to make clear their feelings on the proposed reduction in funding to the library service.

2.2 STRAND 2: Open Consultation on Special Education Needs Schools Transport

Of the 92 respondents to the SEN Transport consultation, the most popular part of the council's approach to help make the necessary SEN savings was *'Parents should be able to explain their child's individual needs and transport preferences before individual travel plans are completed'*. The least supported element of the council's approach was *'where possible parents should be encouraged and supported to be travel escorts for their child'* (18 respondents)

Where people disagreed with the response, the most prominent response emphasised how important escorts were for children and the safety of the individuals and others and that public transport was not a suitable option (24 respondents).

Suggestions for ways to make savings included making cuts elsewhere, planning bus journeys better and increasing council tax.

General feedback that there had been no problems with current service and it is working well.

2.3 STAND 3: Workshops for Strategic Plan to 2020

The workshops found that when residents had to prioritise services in the context of the financial restraints the council is under, residents' priorities broadly matched the council's current proposals for savings up to 2020.

It was clear from the workshops that residents prioritised targeted support for vulnerable children and adults over universal services such as waste collection and libraries. In general, residents wanted the council to make less reductions to adults and children's service budgets and slightly more savings for Environment Committee.

The findings of the workshops stand in contrast with both the open consultation and the Residents' Perception Survey, where the larger numbers of users of universal services naturally leads to these services being given greater importance in quantitative surveys.

The greater review and discussion of services in the workshops, and the prioritisation of services and funding that the workshops demanded led residents to

accept compromises in universal services in order to protect services for the most vulnerable.

2.3.1 Key Themes

Support to the most vulnerable is a priority

Across all workshops there was a strong belief that the council should target support at the most vulnerable, findings which match those from the first round of the Priorities and Spending Review in 2014. The majority of residents' priorities can be summarised by the following comment on emergency temporary housing for the homeless;

"These are the most vulnerable people in our society. If we can't help them what's the point?"

Prevention is a good use of resources

The workshops which focused on services for adults and children saw residents prioritise services that supported the prevention agenda as well as the most vulnerable;

"Prevention is better than cure. I think the more one can support those families to get through the year, the better the outcome, the less will be required from the council."

Prevention proved popular in the context of potential cuts as residents thought that prioritising prevention services could reduce the cost to the council in the long term and improve the outcomes for those supported. This was felt to be both just, and a good use of resources.

The importance of a safe environment

Safety was an underlying theme of why many residents prioritised services. This was especially evident in the learning disability workshop. Safety was an issue in regard to safeguarding of vulnerable adults and children as well as safety for all residents through universal services such as street lighting and street cleansing.

Residents emphasised the importance of street lighting because: *"If you have lights on you are actually saving lives"*.

2.3.2 Theme Committee priorities

The focus of the workshops was on those services which most impact on residents, these were generally services within the remit of Children, Education, Libraries and Safeguarding; Adults and Safeguarding; and Environment Committees.

Children, Education, Libraries and Safeguarding

As part of the workshop focused on Children, Education, Libraries and Safeguarding Committee, residents prioritised the following services;

- Children's mental health
- Short Breaks
- Support for young adults leaving care.

Those services which attendees felt, within the context of council's reductions, had the most potential for savings were;

- Educational support to schools
- Special Educational Needs transport
- Libraries
- Children's Centres.

In later discussions residents still emphasised the importance of these services, but in context they were seen as more palatable options to reduce costs.

For example, although people in the workshops were supportive of libraries as a service, they were not seen as a priority when compared to targeted services which supported the vulnerable. This was a theme not only when focusing on the Children, Education, Libraries and Safeguarding Committee but also in the context of wider council services.

As each specific proposal within the remit of the CELS committee is brought forward, individual consultations will be conducted. The library proposal is currently under active consideration and the outcomes of the library consultation will be reported to the CELS committee in June.

Residents preference within the workshops was to make less service reductions in the remit of the Children, Education, Libraries and Safeguarding Committee than the council has proposed.

Adults and Safeguarding

As part of the workshop focused on the Adults and Safeguarding Committee, residents prioritised the following services;

- Support offered to carers
- Preventative work for people with learning disabilities
- Short term and residential care for people with mental health issues
- Support to community/voluntary groups for the elderly
- Direct payments for people with physical disabilities
- Leisure centres.

Those services which attendees felt, within the context of council's reductions, had the most potential for savings were the more expensive services of;

- Supporting older people in their homes
- Residential care for older people.

Again there was an emphasis on prevention, with one resident stating that (in regard to short term mental health support): *“It’s much better in cost terms than rehabilitation. Short term they can improve and get better rather than, possibly, being institutionalised”*.

Residents preference was to make less service reduction in the remit of the Adults and Safeguarding Committee than the council has proposed.

Environment Committee

As part of the workshop focused on Environment Committee, residents prioritised the following services;

- Street lighting

Those services which attendees felt, within the context of the council’s reductions, had the most potential for savings were the more expensive services of;

- Rubbish and recycling collection
- Town centre cleaning
- Green waste
- Management of the council’s bowling greens.

Residents, on balance, prioritised residential street cleaning over town centres, whilst the main reason for prioritising street lighting was to protect safety. Residents saw the commercial benefit of increasing the number of events in parks but would be worried if a lot of access to parks was not available to the general public.

On balance, the view seemed to be that a fortnightly rubbish collection was good idea, but a weekly collection of recyclables should remain. It was felt by many that this policy may encourage more recycling.

Residents preferred was to make slightly more savings from the Environment Committee budget than the council has proposed, with residents preferring to prioritise services which supported vulnerable children and adults.

Barnet’s ‘Commissioning Council’ approach

Participants were asked to give their views on the council’s ‘Commissioning Council’ approach. This means that the council’s primary concern is about the quality of local services, whether they achieve stated outcomes and whether they are value for money, rather than how services are delivered and by whom. Generally, as part of the workshop there was an acceptance (rather than endorsement) of the concept, but with a concern about whether the council would have the management capacity or skills to manage a broad and range of contracts .

There was a general agreement with the principle of the Commissioning Council model and the following comments give a good summary of the discussion and opinion;

“It’s all right by me as long as it’s done properly with proper controls and transparency”

“I think that’s completely unrealistic. In principle, in theory, if it’s done to the same quality, yesbut that’s not what happens.”

“As long as the service remains the same it’s not detrimental”

Key concerns were about accountability, especially in regard to private sector organisations with a level of mistrust about large businesses being involved in the delivery of core council services.

In contrast to the workshops, respondents to the open consultation appear to be more negative about the commissioning approach, with 13 out of 23 respondents being strongly opposed to this approach, with only 6 out of 11 respondents either strongly or tended to support this commissioning model.

Council Tax

Within the workshops, the majority of respondents attended from the Citizens’ Panel were supportive of increasing Council Tax, compared to only a third of the service users who attended workshops, where the majority of attendees preferred a freeze on Council Tax.

The key reason for choosing an increase in Council Tax was that they felt that it was value for money to pay slightly more per resident but minimise cuts to services. Those that chose to freeze or reduce Council Tax felt that Barnet Council Tax was higher than some neighbouring boroughs and was high enough already.

Residents taking part in the open consultation were heavily in favour of raising Council Tax, with the most common responses to open ended questions for each committee being about increasing Council Tax to protect services.

2.4 STRAND 3: Open Consultation on Strategic plan to 2020

Those who responded online supported the council’s four proposed priorities as well as the majority of priorities and outcomes for all the Theme Committees. However, as with the 2015/16 Budget feedback, there was a clear emphasis from residents that service reductions were too large, libraries should be protected and that social housing was a priority.

3. KEY FINDINGS

3.1 STRAND 1: Open consultation on 2015/16 Budget

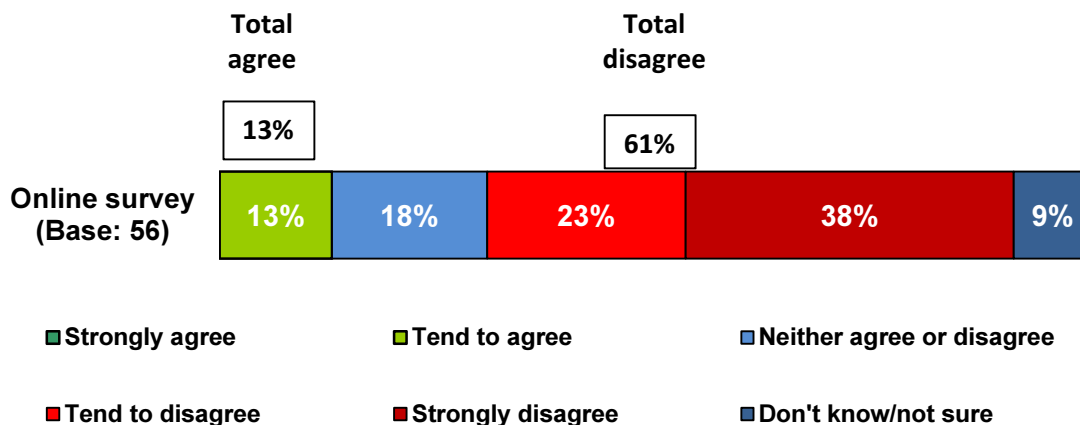
In total 61 questionnaires have been submitted via the online survey. No paper copies were received. 43 responded and stated they were residents of Barnet, 1 was from a voluntary/community organisations, 1 selected 'other' and 16 respondents chose not to answer this question.

Respondents were asked how much they agree or disagree with the council's proposed business plan in terms of balance between efficiency savings, income generation and cuts to services.

Chart 1 shows that just under two thirds of respondents (34 of 56 respondents disagree with the council's approach in terms of balance between efficiency savings, income generation and cuts to services.

Only 7 of the 56 respondents agree that the council had got the right balance and just under a quarter (15 respondents of 56 respondents) said they were neutral or said they did not know.

Chart 1: Level of agreement with the council's overall approach to budget



The most prominent feedback on the above question was;

- Services cannot be reduced / Against any cut in services (12 respondents)
- Council Tax should be increased (9 respondents)
- Library budget should be ring-fenced / Do not cut Library service (7 respondents).

Further comments on the council's approach included;

- No savings should be made here / Cuts are too heavy (6 respondents)

Respondents were then asked to answer questions on the level of savings and income generation for each committee. The next section outlines the main comments made for each committee;

3.1.1 Adults and Safeguarding Committee

Comments on savings proposals;

- No savings should be made here / Cuts are too heavy (6 respondents)
- Not a saving when the system collapses and action has to be taken to safeguard the user / Too many cuts, inexperienced workers, reduction in services have been made already (2 respondents)
- Proposals non-specific / Do not really mean anything (2 respondents).

Comments on savings proposals;

- Increase Council Tax (4 respondents)
- Do away with expensive consultants and overpaid contractors (2 respondents)
- Cut councillor allowances (2 respondents)
- Do not cut funding to these services (2 respondents).

3.1.2 Children's, Education, Libraries and Safeguarding Committee

Comments on savings proposals

- All library options offered are untenable / Strongly opposed to cuts in library services / Ring-fence the library budget (14 respondents)
- If Barnet were to cut education and library services would lead to a competitive disadvantage for children (3 respondents).

Other suggestions were;

- Ring fence library budget (13 respondents)
- Increase Council Tax (8 respondents)
- Rent out library rooms / cafes / create revenue streams (4 respondents).

3.1.3 Environment Committee

Comments on savings proposals;

- Street lights must remain on all night for safety (2 respondents)
- Parks should be locked (2 respondents).

Other suggestions were;

- Collect black bins fortnightly (2 respondents).

3.1.4 Housing Committee

Comments on savings proposals;

- Homelessness is increasing (2 respondents)
- Housing should be expanded (2 respondents)
- Do not sell council housing - results in rise of cost of housing and investment for income and capital profit only (2 respondents).

Other suggestions were;

- Increase Council Tax (1 respondent)
- More and better social housing to offset housing benefit paid to those with private landlords (1 respondent).

3.1.5 Policy and Resources Committee

No comments were made in regard to the Policy and Resources Committee.

3.2 STRAND 2: Open Consultation on Special Educational Needs Transport

Of the 92 respondents to the SEN Transport consultation, the most popular part of the council's approach to help make the necessary SEN savings was *'Parents should be able to explain their child's individual needs and transport preferences before individual travel plans are completed'* (89 of 92 respondents agreed with this). This was followed by *'Every child and young person's travel plan should be reviewed annually with an opportunity for parents and young people to take part'* (62 of 92 respondents agree).

Over half (59 of 92 respondents) agree with *'The need for escorts to support travel should be considered on a case by case basis'*. 26 of 92 respondents disagreed and the remainder were neutral (7 respondents).

There was much less support for *'All families should be offered the opportunity to arrange their children's transport through a personal budget'* with only 31 out of 92 respondents agreeing with this. Even fewer agree with *'where possible parents should be encouraged and supported to be travel escorts for their child'* (18 respondents)

Where people disagreed with the response, the most prominent response emphasised how important escorts were for children and the safety of the individuals and others and that public transport was not a suitable option (24 respondents).

Suggestions for ways to make savings included;

- Make cuts elsewhere. Already too many cuts in this service area (25 respondents)
- Plan bus journeys better/ Plan routes better (7 respondents)
- Increase Council Tax (7 respondents)

The main response on ways to improve the way decisions were made was;

- I have not experienced any problems / It's been working fine so far / If it ain't broke don't fix it (23 respondents)

When asked for further suggestions about how to deliver a better service, the most popular response was suggestions of improving the service was that the current service was good and there was no need for change (20 respondents) followed by suggestions to planning routes better.

A number of further comments were made with the most prominent that families were grateful for the service and that children could not attend school without the service.

3.3 STRAND 3: Strategic Plan to 2020 Consultation

This section outlines the key findings from both the online survey as part of the open consultation and 6 workshops, starting with council services as a whole, then individual theme committees.

3.3.1 Open Consultation

Corporate plan overarching priorities

The majority of respondents agreed with all four of the council's proposed overarching priorities for the council's Corporate Plan to 2020.

Of the 23 who responded to the question on the council's priorities, over three quarters of respondents (18 respondents) agreed with the priority '*of opportunity, where people can further their quality of life*'. 17 of 23 respondents agreed with the priority '*where responsibility is shared, fairly*', 16 respondents with '*where services are delivered efficiently and achieve value for money for the taxpayer*' and 15 respondents '*where people are helped to help themselves, recognising that prevention is better than cure*'.

There was a range of priorities raised by residents which could be considered, including '*Not just opportunity but equality of opportunity*' and '*Where the council and the community work together to provide for the community's weaker and more vulnerable members*' [Further details in Appendix 1].

Consistent messages through the open consultation

Key messages that came through from those who responded to the consultation online were;

- Increase Council Tax to fund investment in particular services, with the most strongly felt for the library service- '*It is better to improve services than save money - a freeze is stupid - local services are important to all. If you freeze Council Tax things will get worse and worse*'

- Concerns were raised that there were not enough council houses and developers should provide affordable housing as part of regeneration schemes
- There were comments on outsourcing of services, with a particular focus on Capita.

There were also a range of comments about the open consultation being hard to follow, too complex or not giving enough information.

Further feedback was given outside of the survey which focused on;

1. Rejection of the £2.85m library savings and proposal for a range of solutions including raising council tax and increasing commercial involvement.
2. Emphasising the importance of mental health care, with a need for increased funding and investment in staff training.

3.3.2 Workshop findings

Through taking part in the workshops residents understood the difficult decisions the council had to make. This can be summarised by the following quotation;

“I’m glad I’m not making the decisions. This simple exercise actually shows there’s only so much money and if you spend it on one thing, you can’t spend it on another”.

Whilst certain services were not prioritised, this was often not because residents did not think the service was valuable, but because in context there were other services which they felt should be given priority. This was largely the case with the library service in all groups, although the service has passionate proponents.

It should be noted that the workshops were attended by a comparatively small number of residents. Although this gives a reasonable guide to residents’ priorities, the small sample means that the results of the workshops should most usefully be viewed within the context of the overall consultation.

This section outlines the key findings and priorities from each of the above workshops, followed by more detailed on the specific consultation workshops.

A. SIMALTO grid completed by members of the Citizen’s Panel

This was the grid completed by 44 residents who attended the workshop which focused on a range of 16 services from services across the council.

The majority of residents attending this workshop (64 per cent) preferred a saving of approximately 20 per cent less than the current allocated savings.

It also demonstrates that the services which were prioritised by residents were Children’s services, followed by Adult services. In this context universal services, especially environment services were seen as less of a priority,

The services which were prioritised by the Citizen’s Panel members were;

- Short term mental health support
- Support to carers
- Fostering and residential care
- Street lighting.

The services which, on balance, were seen as options for savings were;

- Libraries
- Rubbish and recycling collection
- Green Waste
- Street cleansing
- CCTV

B. SIMALTO grid completed by service users

This was the grid completed by 44 users of targeted council services which focused on a range of 16 services from services across the council.

The majority of residents attending this workshop (51 per cent) preferred a saving of approximately 20 per cent less than the current allocated savings.

It also demonstrates that the services which were prioritised by residents were Children's services, followed by Adult services and environment, although this was less significantly than in the Citizens Panel findings.

The services which were prioritised by the Citizen's Panel members were;

- Short term mental health support
- Support to carers

The services which, on balance, were seen as options for savings were;

- Rubbish and recycling collection
- Green Waste
- Street cleansing
- Parks.

C. Short SIMALTO grid completed by Citizen's Panel members after they had undertaken a SIMALTO grid focused on particular committee services

This was the grid completed by 55 residents from the citizen's panel who had previously completed a grid which focused on particular Committees.

The majority (40 per cent) preferred smaller budget reductions when considering options across all council services, although this was less strong a preference as with the other workshops.

It is clear from the above that most respondents discussing Children's services and Adult services thought providing these were an important use of council budget. In contrast the majority of those discussing environmental issues did not think the council should fund those options beyond their second priorities.

The services which were prioritised by the Citizen's Panel members were;

- Residential care for older people
- Residential care for learning disabilities
- Fostering and residential care.

The services which, on balance, were seen as options for savings were;

- Rubbish and recycling collection
- Libraries.

D. Learning Disabilities workshop

The learning disability workshop was undertaken in a different way to ensure an engaging and meaningful session. The following table listed the service users service priorities.

1	Social care for people with learning disabilities
2	Home care for older people
3	CCTV
4	Children's Centres
5	Street cleaning
6	Library service
7	Bin collection
8	Residential care for older people
9	Special Educational Needs Children Transport
10	Garden Waste collection
11	Cutting grass and cleaning parks
12	Fostering and adoption

The main priorities for the 5 service users with learning disabilities was Social care for people with learning disabilities and home care for older people. Other services which were prioritised were Children's Centres, CCTV (for safety purposes) and street cleaning.

Key theme of safety, making it easy for people with disabilities to travel around the borough and supporting the most vulnerable to be independent and get the support they need.

“It’s very important to me because people think because I’ve got LD we can’t think for ourselves, but we can ... and this helps us be independent”.

E. Comparing feedback from the Citizen’s Panel and Service User workshops

There were 6 areas where there were significant variations between the priorities of Citizen Panel respondents (Workshop A) and Service Users (Workshop B).

Citizen’s panel members were more likely to prioritise fostering and residential care, child protection social work, parks maintenance and street lighting

Services users were more likely to prioritise libraries and CCTV than attendees at the Citizen’s Panel Workshop.

Attendees at the learning disability workshop (D) were more likely to prioritise social care for people with learning disabilities, home care for older people, CCTV and children’s centres in comparison to both the wider service users workshop (B) and Citizen’s panel workshop.

3.3.3 Individual Theme Committees

A. Adults and Safeguarding

Workshop feedback

Results show that residents’ prioritised prevention services for adults with learning disabilities, short term support for adults with mental health issues and increasing the support to carers to help people live longer in the community.

Mental health support was prioritised, whilst residential care for people with learning disabilities and homecare for the elderly was not prioritised as strongly. This does not mean that people did not feel these services were important, but that when they had to choose between priorities these services did not come first in most instances.

As the council’s most expensive services, there is potential that these services were not prioritised by residents as it allowed them to prioritise more lower cost services.

The majority of residents preferred more slightly more savings than those proposed by the council in regard to Adults and Safeguarding, in contrast to when services were considered across the whole council.

The services which were prioritised by the Citizen’s Panel members were;

- Prevention services for people with learning disabilities
- Residential care for people with mental health
- Short term mental health support
- Direct payments for people with Physical disabilities
- Support for carers

- Leisure centres.

The services which, on balance, were seen as options for savings were;

- Homecare for older people
- Residential care for people with learning disabilities.

The table below summarises discussion on each service as well as selected quotations from residents, which aim to give a flavour of the discussions.

Area	Feedback and example comment
Social care offered to older people in their own homes	<p>Residents were unanimous that it was important to look after elderly people and that, wherever possible, in-home care was a better option than residential care. Help from families and neighbours was not always available.</p> <p><i>“It’s important, first of all to keep people in their own homes because they tend to deteriorate very rapidly if you take them out of their own home and put them in residential homes. They can’t necessarily rely on neighbours.”</i></p>
Residential care for older people	<p>It was recognised that residential care for older people was a requirement and that some conditions, such as dementia and Alzheimer’s, necessitated residential care. At the same time residents wanted to keep elderly living in their own homes as long as was possible and feasible.</p> <p><i>“It depends on the elderly person and if they can’t manage at home they need to go to residential care.... Elderly people are living a lot longer and it does get expensive.”</i></p>
Supporting community/voluntary groups to work with older people in the community	<p>The value of supporting voluntary and community groups to support older people was evident.</p> <p><i>“I know charities that specialize in working with elderly people and I think it’s really important. A lot of these volunteers come from the same community that the elderly people come from in the community... It’s much cheaper to help volunteers to go into the homes of these people and help them than find they are totally dependent on the council, which is much more expensive”</i></p>
Residential care for people with learning disabilities	<p>No top priority spend being allocated was probably because it was the most expensive service on the grid; it cost 15 points to move away from option 1.</p> <p><i>“It’s very important to me because people think because I’ve got learning disabilities we can’t think for ourselves, but we can ... and this helps us be independent”</i></p>
Prevention Supporting people	<p>Definite evidence that Barnet residents at the workshop believed in the adage “Prevention is better than cure”</p>

with learning disabilities to live independently, be involved in social activities and support with employment	<i>"I chose it as a top priority because if you don't have prevention, you will have more disability - so stop something happening down the line and creating expectation that you have to be cared for all your life"</i>
Residential care for people with mental health needs	<i>"Some people can help themselves, but with mental illness it's very difficult. I've dealt with mental patients and it's very difficult - they need extra care"</i>
Short term support for people with mental health issues to support them back to a full life	<i>"It's much better in cost terms than rehabilitation. Short term they can improve and get better rather than, possibly, being institutionalised"</i>
Direct Payments Payments made to people with physical disabilities or sensory impairments for them to meet their needs	<i>"with Direct Payment I'm in control of how much I can pay, how much I need and for what purpose.... So I could still continue my normal lifestyle of getting help to get dressed and washed – all that kind of stuff – and go to University on top of that"</i>
Social care services for carers Offering support for people who care for family members and friends. Including support, advice, information and short breaks from caring.	<i>"I think it's very important to encourage people to continue with a good level of care, they need a lot of support because they do these things selflessly anyway"</i> <i>"If social care is being cut someone needs to pick up the pieces (and it will be carers)"</i>
Leisure Centres	<i>"I think it's key to keep it the way it is at the moment. It's important to motivate the young"</i>

Open consultation

Adults and Safeguarding Committee's Priorities

The majority of respondents (11 out of 17 or more) who answer the questions agreed with all the priorities set out in the Adults and Safeguarding Commissioning plan.

- That social care outcomes are delivered through a partnership with NHS, JobCentre Plus, housing providers and local communities
- That people are able to plan for the future, but are supported to get back on their feet if crises occur
- Those with longer term need have access to support options that are creative, individual to their needs and local.

Adults and Safeguarding Committee's Outcomes

In terms of outcomes, at least 13 out of 15 respondents agreed with all of the outcomes identified by the Adults and Safeguarding Committee, including those focused on;

- Planning for life
- Early intervention and prevention
- Person-centred integrated support
- Safeguarding
- Carers.

Adults and Safeguarding Committee's Approach

The most supported approach was 'Working closely with the NHS to implement the Care Act' (10 out of 15 respondents agreeing), whilst the lowest supported approach was to 'Explore alternative ways to deliver services, in partnership with other organisations and residents' which was only supported by 4 of 15 respondents, with 8 of the 15 respondents disagreeing.

Balance of savings

Respondents were asked how much they agreed that the Committee has identified the right balance of savings in order to achieve its priorities. 3 respondents agreed the council had made the right balance, with twice as much, 6 respondents disagreeing.

Those who disagreed suggested cuts should not fall on social care, that there is no distinction between effective and efficient service delivery and that Barnet Council should not continue with outsourcing to private companies.

B. Children's, Education, Libraries and Safeguarding Committee

Workshop Feedback

The workshop which focused on the remit of this Committee saw residents prioritise services that supported the most vulnerable as well as prevention services, as summed up in the quote below;

“Prevention is better than cure. I think the more one can support those families to get through the year, the better the outcome, the less will be required from the council.”

Increasing current support (to meet demographic growth) for children with mental health was clearly a high priority for respondents, as was protecting the caseload of child protection social workers.

Maintaining the current service for libraries, children's centres and education support were the least popular.

In regard to savings, residents' preference was for a similar level of savings as the approximate allocated savings for the council.

The services which were prioritised by the Citizen's Panel members were;

- Children's mental health services
- Short breaks services (respite care)
- Leaving care
- Child Protection Social worker caseloads
- Youth offending
- Troubled Families.

The services which saw the biggest reduction were;

- Libraries
- Educational support
- Special Educational Needs transport
- Fostering and adoption
- Children's Centres.

The table below summarises discussion on each service as well as select quotations from residents, which aim to give a flavour of the discussions.

Area	Feedback and example comments
<p>Educational support to schools</p> <p>Includes school improvement, special educational needs support, school admission and catering</p>	<p>Those with children of school age were particularly likely to prioritise this service. One thought Barnet provided excellent education that was “the envy of the rest of London” but another thought “they don’t get enough (funding) now so should not be cutting back” and quoted the extent of community fund raising that was carried out to get “extra things” for schools. Both opinions expressed were expressions of the desire to ensure the quality of Barnet education and maintain current standards.</p>
<p>Family respite care short breaks</p> <p>Providing short breaks for children with disabilities to spend time away from their main carers</p>	<p>There was a strong consensus on why residents had prioritised this service, summed up below;</p> <p><i>“Prevention is better than cure. I think the more one can support those families to get through the year, the better the outcome, the less will be required from the council.”</i></p>
<p>Special educational needs transport</p> <p>Supporting children with disabilities to get from home to school</p>	<p>Placing children with disabilities at local schools was generally considered to be the best option.</p> <p><i>“Families with children with disabilities are under a great of pressure and this can become an absolutely huge problem out of all proportion to how it seems on paper. Because it is all about getting their children to the right place at the right time – supporting other children that, perhaps, have to be ferried in the opposite direction and it can create very stressful situations. So it may not seem to be good value for money to some people but I think it is”</i></p> <p><i>“If there wasn’t any transport for these children, it would make it difficult for the family carers and the parents”</i></p>
<p>Children’s mental health services</p> <p>Assessment and treatment for young people with emotional, behavioural or mental health difficulties</p>	<p>Increasing funding available to children with mental health issues to support more children (as increase with demographic growth). This linked closely to the widely held opinion that prevention was better than cure.</p> <p><i>“Absolutely, yes, it feeds into things like youth offending. If you’ve got a troubled child and you are able to speak to him (or her) early and give support, then, hopefully, they don’t turn into a troubled adult when you need, as we saw, a big chunk of money spent on social care but maybe if you get them early, they won’t need that support”</i></p>
<p>Fostering, adoption and residential care</p>	<p>It was a very expensive option and this may have inhibited residents. The service options were dominated by mentions of fostering and foster carers and most residents focussed</p>

<p>Supporting children in the borough who need to be taken into care.</p>	<p>on fostering rather than adoption or residential care.</p> <p><i>"Taking on a child, especially a troubled child, I don't know how much money is too much" and...</i></p> <p><i>"I think when we pay so much money they are not doing it for the right reasons. They are doing it for the money. I know you've got to have that incentive – but sometimes people's priorities change"</i></p>
<p>Leaving care team</p> <p>Provides support to children leaving the care system</p>	<p>Positive reasons for supporting a smaller case load for the Leaving Care Team focussed on the difficulties facing young people as they came out of care</p> <p><i>"Obviously children in care have particular needs and in order to develop and contribute to society that we all live in and to ensure our future then money needs to be spent to ensure that they are capable of contributing in the way that they should"</i></p>
<p>Social workers</p> <p>The majority of this budget is spent on social workers who provide child protection services.</p>	<p><i>"You've got to think about the pressure on the social worker and how many of them will leave due to the stress and then the system creaks. No one wants to go into social work anymore because the workload is just so heavy and it's hard to form a relationship with more people. More people fall through the cracks, the more work social workers do."</i></p>
<p>Library service</p> <p>Libraries budget provides access to information and literacy for children and adults through a combination of physical libraries buildings, digital access, information and advice and activities.</p>	<p>Only 3 residents allocated sufficient money (points) to make this a top priority to avoid the worst case scenario of option 1 - 80% less funding. Varying opinions;</p> <p><i>"We've seen so much in Barnet about libraries and things. I just don't think we want to start shutting more libraries again."</i></p> <p><i>"I just don't see having a physical library is the best use of resources. I think these days a lot of access is in digital form"</i></p> <p><i>"I think the reason why people go to libraries is there is a strong community element and that always used to be an interest"</i></p> <p><i>"It's somewhere different to go and they are trying to close them down. All they want to do is save money, money, money, all the time"</i></p>
<p>Children's centres</p> <p>Early years funding is mostly spent though children's centres,</p>	<p>This was an expensive option which may have caused some residents to delay prioritising this service, but there was positive response</p> <p><i>"I think this was the area where I spent all my top priorities."</i></p>

supporting families with additional needs to live within the community and support children to develop.	<i>If you come from a family where your parents have not been given the right parenting skills – or learnt them – or had their problems in the past - and are not equipped to ... it just effects so much the way you are going to grow up and effect my quality of life. This is the area that deserves most investment”</i>
Youth offending and targeted support Targeted support for young offenders and young people in need to help them turn their lives around	For some this was a key issue – important for both residents and young offenders <i>“Youth offending is what makes an area go down. So a poor youth culture in an area makes that an undesirable place to live in. I think another way of looking at is - our youth is our greatest asset and if you are not going to invest in them you are making a mistake.”</i>
Troubled Families Supporting troubled families in the borough to help them turn their lives around	Neglecting troubled families can impact the whole community <i>“One troubled family can have so many ramifications in other areas – neighbours and everything”</i> <i>“It feeds into other things – social care and child protection, so focus more on troubled families”</i>

Open consultation

Children’s, Education, Libraries and Safeguarding Committee’s Priorities

The vast majority of respondents (15 out of 17 respondents) agreed with all of the priorities that have been identified.

- Ensure Barnet remains one of the best places in the country for children to grow up
- Support children and families who currently do less well in life to overcome barriers to success, thus allowing all children the opportunity to thrive
- Make sure children and young people are safe in their homes, schools and around the borough.

Some residents commented that the priorities were vague and therefore hard to disagree with, whilst other raised issues on particular services or issues they felt were important.

Children’s, Education, Libraries and Safeguarding Committee’s Outcomes

When asked how much they agreed with the outcomes that have been identified within the Children’s, Education, Libraries and Safeguarding Committee, the majority (12 out of 16 or more) agreed with all of the outcomes on Safeguarding, Education, Health and Wellbeing, Preparation for Adulthood, and Parenting and Libraries.

Some residents commented on the outcomes, with a focus on particular services, including libraries (2 respondents), foster care and work placements for young children with disabilities.

Children's, Education, Libraries and Safeguarding Committee's Approach

Respondents were asked how much they agreed with the approach that has been identified within the Children's, Education, Libraries and Safeguarding Committee. Whilst over half (9 out of 16 respondents) agree with the approach of 'Target support to those who need it to allow opportunity for all', only 5 out of 16 respondents agreed with the approach 'Explore alternative ways to deliver services, in partnership with other organisations and residents' and only 2 out of 15 respondents agreed with the approach of 'Give people more choice and control over their services'.

4 respondents raised issues, stating that the council should put up the community charge, remove Capita and that services should remain in-house, as well as specific concerns raised about libraries.

Balance of savings

Respondents were asked how much they agreed that the Committee has identified the right balance of savings in order to achieve its priorities. There was a mixed response with almost half of the respondents (9 out of 16) disagreeing, while over a third (5 out of 13) agreed and the remaining two respondents were neutral in their response.

Some residents felt that children with disabilities should be protected, whilst others libraries should be protected (3 respondents).

C. Environment Committee

Workshop Findings

The highest priority for residents was for street lighting followed by residential street cleaning followed by protecting Summers Lane recycling centre and highways repairs.

Residents, on balance, prioritised residential street cleaning over town centres, whilst the main reason for prioritising street lighting was to protect safety. Residents saw the commercial benefit of increasing the number of events in parks but would be worried if a lot of access to parks was not available to the general public.

In order to protect the above services, residents preferred to increase the number of events in parks to make income, charge for green waste and have their residual rubbish collected fortnightly.

Rubbish and recycling collection invited heated debate and depended on family size and commitment to recycling. Although on balance the view was that a fortnightly

rubbish collection was good idea and would increase recycling levels, there would still need to be a weekly collection of the brown and blue recycling bins.

In regard to savings residents' preference was for more than the allocation of savings to the committees from 2015 to 2020.

The services which were most protected by the Citizen's Panel members were;

- Emergency accommodation
- Street Lighting.

The services which, on balance, were seen as options for savings were;

- Recycling and rubbish collection
- Green waste
- Events in Parks
- Rationalisation of council costs.

The table below summarises discussion on each service as well as selected quotations from residents, which aim to give a flavour of the discussions.

Area	Feedback and example comments
Rubbish and recycling collection	<p>Rubbish and recycling collection invited heated debate and depended on family size and commitment to recycling. On balance the view seemed to be that for those that a fortnightly rubbish collection was good a weekly collection of recyclables was required. For those that do not recycle – this policy may encourage more recycling.</p> <p><i>“My driver on this is that it’s quite good that people recycle so I would like to see a cut down on the number of rubbish collections but keep the same (weekly) collection for recycling – it would keep pressure on people to recycle”</i></p> <p>Larger families did not agree;</p> <p>“In my house both our bins are full but at one of my neighbours there’s only one person living at the house so he’s going to take 3 weeks to fill his bins.”</p> <p><i>“The bin collections are important because if your bins are not collected it will stack up and it will smell”</i></p>
Green Waste	<p>Comments varied according to which of these issues was the one causing most displeasure.</p> <p><i>“I don’t mind paying for it but I did not want it to be collected once a month”</i></p>

	<p><i>"If they cut that service I'll just put all my green waste in my rubbish – frankly they'd get all my rose thorns and that stuff in my black bag on a Monday night" "It's not in the spirit"</i></p>
<p>Changing the ownership and hours at recycling centres</p>	<p>The main concern with closing Summers Lane or reducing its opening hours was, indeed, the possibility of an increase in fly tipping.</p> <p><i>"Because I use it so often if they shut it down or they moved it away to make it quite inaccessible for me I would be devastated as I use it a lot. Plus if they did that you'd get a lot of fly tipping. We get that a lot around our way so that would double"</i></p> <p><i>"The worst scenario here is the increase in fly tipping. And that increases cost"</i></p>
<p>Increasing income from Park Assets</p>	<p>Resident comments, when made, were mostly favourable to the idea of commercial events in Barnet's parks, providing they were well managed,</p> <p><i>"Yes, just get public awareness, people in the area, more revenue for the council, local businesses, local shops, regeneration"</i></p> <p><i>"As long as it (commercial activity) is just a little bit – not too much"</i></p>
<p>Park maintenance</p>	<p>There was remarkably little discussion about Park Maintenance. There was some positive comment about community involvement.</p> <p><i>"It's the smaller parks that become community led, which I think is quite a nice idea"</i></p> <p>Wild areas had some appeal</p> <p><i>"I wouldn't mind wild areas in parks" "Good for nature"</i></p>
<p>Management of the council's bowling greens</p>	<p><i>"I didn't know it still happens"</i></p> <p><i>"I assume they are clubs and if I belong to a tennis club I have to pay fees to maintain it. I imagine bowling club members have to pay fees to maintain it."</i></p>
<p>The frequency of cleaning town centres</p>	<p>Residents were slightly more concerned about cleaning residential streets than town centre streets. However some realised town centre cleaning was necessary;</p> <p><i>"I'm mindful about weekends because that's when it does get a bit dirty, 'cos that's where people are"</i></p> <p><i>"Keeping town centres clean encourages business"</i></p> <p><i>"Maybe there should be fines for those that litter"</i></p>
<p>The frequency</p>	

of cleaning residential streets	Residential street cleaning was seen as more important than Town centres; <i>“It’s important because I live in those streets and I don’t want to see them dirty”</i> <i>“If an area deteriorates then that encourages misbehaviour and vandalism”</i>
Street Lighting – borough wide	The main reason for prioritising street lighting concerns about safety. In dark streets everyone was less safe – including drivers who had been drinking, young children out after dark, people crossing the street and people walking and driving in bad weather conditions. <i>“If you have lights on you are actually saving lives”</i> Dark streets were thought to encourage criminal behaviour. <i>“It gives the ‘ne’er do wells’ an opportunity. It’s dark now, let’s go and get them. How can you describe someone in the dark – you can’t”</i>
Highways repairs	This is a top priority, especial the quality of the repair and materials used <i>“I’m a driver and I’m always driving on the roads and they are awful”</i> <i>“It’s crucial; you’ve got to maintain your highways and your access for all the traffic coming through”</i> <i>“It’s not about whether it’s maintained – it’s the quality of the materials”</i>

Open consultation

Environment Committee’s Priorities

The majority of respondents agreed with the priorities outlined by the committee, with 8 of 10 respondents agreeing with ‘Driving an increase in overall resident satisfaction with Barnet as a place to live one of the highest of any outer London borough’ and 7 of 10 respondents ‘Facilitating economic growth and the success of residents, ensuring high quality infrastructure is in place, and removing any barriers or unnecessary costs of growth to successful businesses’.

4 respondents stated the council had missed priorities, stating that litter was a key priority whilst another respondent would like to see local priorities at ward level.

Environment Committee’s Outcomes

In terms of outcomes over two-thirds (10 out of 13 respondents) agreed with all the outcomes, with 'increasing recycling rates and minimising tonnages collected to the best 10% compared with our statistical neighbours in London and nationally, focusing on encouraging behaviour change and waste minimisation.' And 'Making regulatory services like licencing and environmental Health high quality and efficient, while prioritising key risks to health and safety' the most popular, with 10 out of 13 respondents agreeing.

Of those who answered questions on Environment Committee 5 stated the council had missed outcomes, including protecting, preserving and enhancing greenspaces, lack of parking being an issue and wildlife and traffic pollution.

Environment Committee's Approach

The majority of respondents (6 out of 11) agreed with the approach of 'Target support to those who need it to allow opportunity for all', 3 out of 11 respondents agreed with 'Explore alternative ways to deliver services, in partnership with other organisations and residents', whilst only 2 out of 10 respondents agreed with 'Give people more choice and control over their service'.

One resident also emphasised the need to listen to local residents on a ward level.

Balance of savings

A third of respondents agreed the Committee had got the right balance in terms of savings and outcomes, with a third disagreeing and a third neither agreeing or disagreeing (4 respondents each).

Of those who felt there was not a balance residents commented that the cuts weren't necessary as well as a specific comment on the Greenwalk at Dollis Valley and the lack of consultation on the upgrade.

D. Community Leadership Committee

Workshop Findings

In the context of wider savings CCTV was seen as, on balance, a service where savings could be made.

Whilst some residents recognised the positive role of CCTV;

"In today's society, I'm sorry but with what's going on in the world you absolutely need CCTV. How many policemen do you see on the street?"

"Police use CCTV a lot. We have a CCTV camera that the police operate so the operator people looking at the images definitely make a contribution"

Others questioned their real value

*“It makes people **feel** more secure, it doesn’t make them more secure, it just makes them feel more secure”*

“Ditch it – it doesn’t seem to reduce crime, it’s just intrusive, it wastes money. The footage when it’s available is not very good. “It’s a bad idea that doesn’t work”

“Several local authorities are removing CCTV because it’s been shown it doesn’t reduce crime”

When residents thought about local businesses paying towards the cost of CCTV, there was some quiet approval;

“If you can persuade the business to pay, I wouldn’t disagree with that. But some local businesses may not value CCTV highly enough”

Residents felt not all business locations are covered by CCTV, some CCTV cameras are old and businesses may not be prepared to pay for CCTV as they already contribute with their business rates.

Some residents thought if businesses thought CCTV would be an asset, deter crime and help police apprehend offenders then they might pay to keep CCTV near their businesses. Businesses seemed positive about in-store CCTV so should be (or are likely to be) happy to contribute to some high street surveillance.

Open Consultation

Community Leadership Committee’s Priorities

The majority of respondents (5 out of 7) agreed with all the priorities for the Committee:

- Ensure safe communities, supporting the police to address anti-social behaviour and crime
- Reduce the fear of crime and anti-social behaviour, especially for the most vulnerable members of the community
- Facilitate the council’s community leadership role, encouraging community participation and supporting residents and communities to become more active, independent and resilient
- Ensure the borough is well prepared for any emergency that may arise.

1 person felt that priorities had been missed but no respondents left any comments in regard to what priorities had been missed.

Community Leadership Committee’s Outcomes

When asked how much they agreed with the outcomes that have been identified within the Community Leadership Committee, the majority of respondents (5 out of 8 or more) agreed with all of the outcomes for the Community Leadership Committee.

2 respondents felt that some outcomes had been missed, with 1 respondent stating that the council needs to support the delivery of local initiatives in close partnership with residents.

Community Leadership Committee' Approach

Less than half of the respondents (4 out of 9 respondents) agreed that the Committee had identified the right savings to achieve its priorities, with 3 out of 9 respondents disagreeing with this statement. Those that disagreed noted that the community charge should be put up, and voiced concern that privacy would be impacted upon if CCTV services were taken out of the council's control.

Balance of savings

Respondents were asked how much they agreed that the Committee has identified the right balance of savings in order to achieve its priorities. There was a mixed response; 4 out of 10 agreed, while 3 out of 10 disagreed and the remaining 2 neither agreed or disagreed.

Suggestions for savings included concerns that CCTV may be taken out of council control and impact on residents privacy.

E. Housing Committee

Workshop Findings

The service was providing emergency temporary accommodation for homeless people and it was a service that residents saw as a priority. Some of the residents' comments reflected their concern and sympathy for this group of people.

"These are the most vulnerable people in our society. If we can't help them what's the point?"

"More people on the streets, people living there longer – let's get them back into the care package"

The lack of social housing was seen as part of the problem;

"We need to build more houses"

"The council needs to look to manage the private market because we have dodgy landlords. Housing is crucial. Because if social housing is not sorted then there is an impact on health (particularly, mental health)"

Open consultation

Housing Committee's Priorities

In terms of priorities, the majority of respondents (6 out of 9 respondents) agreed with "Facilitating growth and the success of residents by delivering a sufficient long term supply of new housing of all types and tenures", whilst only 4 out of 10 respondents agreed with "Enabling those who add to the economic, civic or cultural life of the borough to have the opportunity to live in Barnet".

Those who thought priorities had been missed stated that the council should protect the council housing stock / provide more social housing and that Barnet should cater for all residents – not just the rich.

Housing Committee's Outcomes

In terms of outcomes identified by the Housing Committee, the majority (5 out of 9 or more) agreed with all of the outcomes identified by the Committee.

No residents left any further comments.

Housing Committee's Approach

In terms of the approach, the majority (5 out of 9 or more) agreed with all 3 elements of the approach identified by the Housing Committee.

One respondent who disagreed with the approach stated that the council should ensure that new properties are carbon neutral with lower build and running costs.

Balance of savings

Respondents were asked how much they agreed that the Committee has identified the right balance of savings in order to achieve its priorities. There was a mixed response; 4 out of 10 disagreed, while 3 out of 10 agreed and the remaining 3 did not have a view either way.

Suggestions for savings included focusing more on revenue and bringing Barnet Homes back in house.

F. Assets, Regeneration and Growth Committee

Workshop Findings

Only one services from this Committee was included and that was around the rationalisation of council offices. This was an area that virtually all respondents thought the council should make savings. The following comments sum up the discussions;

"It doesn't matter to me very much"

“They could move anywhere.” “Near the airport” “Purely on expense, not on principle”

Open Consultation

Assets, Regeneration and Growth Committee Priorities

11 people chose to respond to the questions on the Assets, Regeneration and Growth Committee. The majority of the 11 respondents (6 out of 10 or more) agreed with all the priorities for the Committee.

- Providing new and replacement community, leisure, education and health facilities, as well as housing, infrastructure and parks for residents
- Increasing the prospect of better paid employment by generating new jobs and providing residents
- Supporting the growth of businesses by reducing red tape and bureaucracy, helping residents of all ages to succeed in the labour market
- Implementing a range of activity to make Barnet an attractive place to operate a business in, including investing and recruiting people locally
- Managing the council’s land and property assets so that they deliver operational and financial benefits.

Those that felt that priorities had been missed thought that making parking free for the first half an hour should be a priority and that the council has assets that could be run better by local groups with commercial management and marketing expertise. Another person emphasised the importance of building council houses.

Assets, Regeneration and Growth Committee Outcomes

In terms of outcomes identified by the Assets, Regeneration and Growth Committee, the majority agreed with three outcomes on Town centres / Assets / Housing growth whilst only 4 out of 9 respondents agreed with the outcomes on regeneration and the economy.

Those that felt outcomes had been missed thought that the council should maintain provision of council and social housing and discuss the vision for a local area with residents.

Assets, Regeneration and Growth Committee Approach

Two thirds of respondents (6 out of 9 respondents) agreed with all 3 elements of the approach outlined in the commissioning plan.

- Deliver successful regeneration, in partnership with other organisations and residents
- Maximise the benefits of growth to the borough
- Ensure the efficient use of council assets.

Those who felt disagreed with the approach felt that council housing should key to the approach and that the council had no business providing free Wi-Fi in town centres.

Balance of savings

Respondents were asked how much they agreed that the Committee has identified the right balance of savings in order to achieve its priorities. Less than half of respondents (4 out of 7) agreed, while 3 out of 9 disagreed.

Those that disagreed with the balance of savings felt that reducing Capita's fees and building more council houses could be beneficial.

G. Public Health Commissioning Plan

Open Consultation

Public Health Priorities

The majority of respondents (6 out of 7) agreed with all of the priorities identified for public health, with 1 respondent disagreeing with each of the priorities.

- Give every child the best start in life
- Enable all children, young people and adults to have control over their lives
- Create fair employment and good work for all
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill health prevention.

2 respondents thought that there were missed priorities, stating that alcohol and obesity/unhealthy eating needed a more robust solution, whilst another emphasised the importance of exercise and healthy eating.

Public Health Outcomes

In terms of the proposed outcomes identified by public health, the majority of respondents (6 out of 7) agreed with all of the outcomes, with 1 respondent disagreeing with all the outcomes.

None of the respondents thought that any outcomes had been missed.

Public Health Approach

Respondents were asked how much they agreed with the approach that has been identified for public health. 'Maintain investments in public health programmes' was the most popular with support from 6 out of 7 respondents in agreement and the remaining elements of the approach got agreement from 4 out of 7 respondents.

The only suggestion in regard to public health was around responsible eating and healthy home cooking.

Balance of savings

3 out of 5 respondents agreed that public health had identified the right areas for further investment. The same proportion did not have a view while the remaining respondent strongly disagreed.

No comments were made in response to 'If you disagree with any of these, please tell us below why and where you think we could make investment'

H. Policy and Resources

Policy and Resources Priorities

Respondents were asked how much they agreed that the Committee had identified the right balance in terms of savings in order to achieve its priorities. Half (9 out of 18 respondents) indicated that they disagreed, whilst just over a fifth (4 out of 18 respondents) agree, with 5 out of 18 either did not agree or disagree or were not sure.

Respondents who disagreed were asked how they would change the balance of savings included;

- The council was conducting an ideological experiment, not governing the borough
- Cut the Commissioning Group / Customer Services fee.

3.3.4 Council Tax

Workshop feedback

At the end of each of the workshops, once residents had an understanding of the decisions the council had to make in regard to spending, residents were asked whether they would prefer to cut, freeze or increase Council Tax.

As part of the first three Theme Committee workshops, an average of 57 per cent preferred a Council Tax rise, 31 per cent preferred Council Tax to be frozen and 13 per cent a Council Tax cut (55 residents). In the fourth cross-council event the response was very similar, with 58 per cent preferring a Council Tax increase, 36 per cent Council Tax frozen and seven per cent Council Tax cut (45 residents).

The key reason for choosing an increase in Council Tax was that they felt that it was value for money to pay slightly more per resident but minimise cuts to services. Those that chose to freeze or reduce Council Tax felt that Barnet Council Tax was higher than some neighbouring boroughs and/or was high enough already.

There was particular scepticism amongst a small group as to whether residents could be expected to pay more when some services were being reduced.

The Council Tax choices of each workshop were listed below;

Council Tax cut	Frozen Council Tax	Increase Council Tax, 2%
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7%	36%	58%
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SIMALTO grid completed by service users (44 attendees).

Council Tax cut	Frozen Council Tax	Increase Council Tax, 2%
10%	56%	35%

Short SIMALTO grid completed by Citizen's Panel members after they had undertaken a SIMALTO grid focused on particular committee services (55 attendees);

Council Tax cut	Frozen Council Tax	Increase Council Tax, 2% or 4%
13%	31%	57%

A majority of the two of the groups were prepared to pay more Council Tax when they saw the impact on service levels. Service users think the council should provide as good service as possible but fewer of them are prepared to pay extra for it.

The key reason for choosing an increase in Council Tax was the realisation that an increase in Council Tax (for most a 2% increase equated to an average of £20 extra per year) residents could minimise or at least reduce the cuts that needed to be made and a strong conviction that this was good value for money.

"I think they need to make people aware of what these tax increases will do. People are so unaware of the changes that are being made they will only see they are raising our taxes for no reason"

"2%, it's not very much, a pint of milk a week – provided that the goods are delivered"

"I'm poor but I can afford 20 quid a year. I mean, for God's sake. It's ridiculous. It's insane to freeze Council Tax for rich people to save 65 pence a week."

Those that choose to freeze Council Tax (or reduce it) did so for one of two reasons; Belief Barnet Council Tax was higher than some neighbouring boroughs or feeling Council Tax was already large enough;

"It's expensive enough as it is – I think they should cut back"

"We pay and we don't receive our services – we don't receive value for money"

Open Consultation

As part of the Strategic Plan to 2020 Consultation respondents were asked to what extent they agree with the council's proposal to freeze Council Tax in 2016/17 and increase it by two per cent in 2018/19 and 19/20.

The table below shows that opinion was mixed on these three proposals with no clear majority agreeing or disagreeing. However, it must be noted, in terms of the response to the General Budget Consultation for 2015/16, respondents were much more likely to be against a freeze on Council Tax next year.

The table below gives a further breakdown of the responses.

Answer Options	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / not sure	Response Count
The council should freeze Council Tax in 2016/17	4	0	1	1	6	0	12
The council should increase Council Tax by two per cent in 2017/18 and in 2018/19	4	1	2	1	3	0	11
The council should increase Council Tax by two per cent in 2019/20	5	1	2	1	2	0	11
<i>answered question</i>							12
<i>skipped question</i>							16

Four respondents gave reasons for disagreeing with the council's proposals on Council Tax;

- *It is better to improve services than save money - a freeze is stupid - local services are important to all. If you freeze Council Tax things will get worse and worse*
- *Council Tax should increase by 1% same as the increase in benefit rates*
- *The concentration on cuts is absurd*
- *I do not think Council Tax rates should be increased overall. I think that there should be extra bands for houses whose value is put at 1 million and over and these houses should incur increased rates.*

3.3.5 Commissioning model

Workshop Findings

At the end of the workshops residents were asked their views on the council Commissioning Model;

The council has no rigid view on who delivers services as long as they are of high quality and value for money, services could be delivered by the council, a private or voluntary sector organisation, with each service judged on an individual basis.

The majority of residents felt that the principle of the statement was hard to refute. However there was scepticism about the involvement of private companies in the delivery of some services, especially care services. The following comments sum up the debate;

“It’s all right by me as long as it’s done properly with proper controls and transparency”

“It’s easy to say but not so easy to deliver”

“I think that’s completely unrealistic. In principle, in theory, if it’s done to the same quality, yesbut that’s not what happens.”

The majority of issues raised focused on ensuring the contractor kept to their contractual commitment and the council had sufficient power to monitor and enforce the contract quality. It is clear the council has much to do to demonstrate how it ensures quality and transparency in contract management.

Some residents were supportive of the approach;

*“As long as the service is good, it doesn’t matter who provides it. The most economical way and value for money as long as it **is** good”*

“As long as the service remains the same it’s not detrimental”

“The way the statement is worded – in principal if the council is satisfied that XYZ is going to offer the service more efficiently by implication you have to trust the council’s judgement is going to be OK.... But it might not be at the end of the day”

A minority view was expressed that private organisations might be more efficient;

“It is a classic problem between public and private. When it’s private, profits go out of the pocket purse. But you are much more likely to get shoddy

practice stopped quickly when you outsource. I don't necessarily agree you can't stop the contract. I think you often can"

Concerns were raised;

"I'm strongly against outsourcing. I've been involved in it in several organisations. It's very prone to failure. Once you get a contract you are stuck with it, whether it's working or not. If you keep services in house you've got control.

"There have been huge issues in the past with the tendering process ... they give a bid to provide a service and the lowest bid is nearly always taken and subsequently they can't provide the service for that amount of money and that's happened time after time, after time, after time"

"People like Capita and Serco seem to trouser a great deal of money for a service that is actually quite useless for the most part, Capita and Serco in particular are terrible and I don't think that's a particular saving or sensible thing to do."

It seemed to be agreed there where services were outsourced there needed to be excellent, professional management structures in place by the council to ensure good service was delivered and organisations held accountable;

"You need some kind of regulation, some rules, make sure it is well managed"

"I could live with the commercial sector, providing the council would take proper intelligent customer capability and actually know what its outsource people were doing. I don't mean micro-manage but understand what they are buying"

"I think it's a lie! That's shameful, it's a lie. Committee after committee meeting at CELS committee meeting when they had a report on a survey and we said: "We don't want a joint venture. We want it in house." The Committee voted politically to have a joint venture. They don't listen. What do you think I'm paying Council Tax for? "

"I disagree. There's a point where you can strike a good balance between council and private. There are some things the council do really well – like social care. That should be strictly council. But there are other parts where a private company can handle it a lot better."

Open consultation

Respondents were asked how much they supported the council's commissioning approach, which focuses on service quality and value for money rather than a pre-determined view of how services should be delivered.

In contrast to the workshops, respondents to the online survey appear to be more negative about the commissioning approach, with 13 out of the 23 respondents

being strongly opposed to this approach. Only 6 out of 11 respondents either strongly or tended to support this commissioning model.

The table below gives a further breakdown of the responses.

Answer Options	Response Percent	Response Count
Strongly support	9%	2
Tend to support	17%	4
Tend to oppose	9%	2
Strongly oppose	57%	13

4. STRAND 3: Council Conversation

The council a “Council Conversation” event where residents were able to meet with Committee Chairmen to discuss matters of concern. 12 people attended the event and raised a number of issues that were not related directly to the budget. These included long term provision of care for older people, the future of care services for people with a disability and issues around the redevelopment of the West Hendon Estate.

The event did not provide any statistical contribution to the budget consultation.

APPENDIX 1: STRAND 1 **GENERAL BUDGET CONSULTATION 2015/16**

The general consultation consisted of an open online survey published on the web. Paper copies were again made available on request.

5. Introduction

5.1 Method

The Business Plan and Budget consultation was open for nine weeks, from 17th December 2014 to 11th February 2015.

- The consultation was published on the council's engage space <http://engage.barnet.gov.uk/> which gave detailed background information about the council budget, the challenges the council faces and a hyper link to the full P & R Committee Report on the Council Business Plan for 2015/16.
- Collection of respondents' views was fed back via an open online self-completion survey. Within the questionnaire, where questions asked for comments on the savings that have been identified and that were part of the general consultation, hyperlinks were provided to each of the detailed savings within each committee for the budget 2015/16.
- Hard copies were also available on request.

The survey was widely promoted through: the December edition of Barnet First; a press release; social media; Community Barnet's Newsletter; Communities Together network, the Youth Board; and various service user groups and partnership boards.

Also, as part of the council's statutory duty to consult with National Non Domestic Rate payers (NNDR or Business rate payers), letters were sent out to all the council's NNDR payers inviting them to take part in the survey.

5.2 Response to the survey

In total 61 questionnaires have been submitted via the online survey. No paper copies have been received.

The table over the page shows that the sample profile of those who have responded are primarily residents. Despite writing to all NNDR payers no responses have been received from businesses in Barnet.

16 of the 61 respondents chose not to answer the question that identified whether they were responding as a resident, business, or a public sector or voluntary/community organisation. It should also be noted that only five respondents went on to answer the diversity monitoring questions.

Table 5: Overall sample profile

Type	Count
Resident	43
Business	0
Resident and business based in Barnet	0
Public sector organisation	0
Voluntary/community organisation	1
Other	1
Not answered	16
Total	61

Again due to the small sample size the results should be treated with caution. Also, due to the low completion rate of the diversity monitoring questions no analysis has been carried out on these particular questions at this stage.

5.3 Calculating and reporting on results

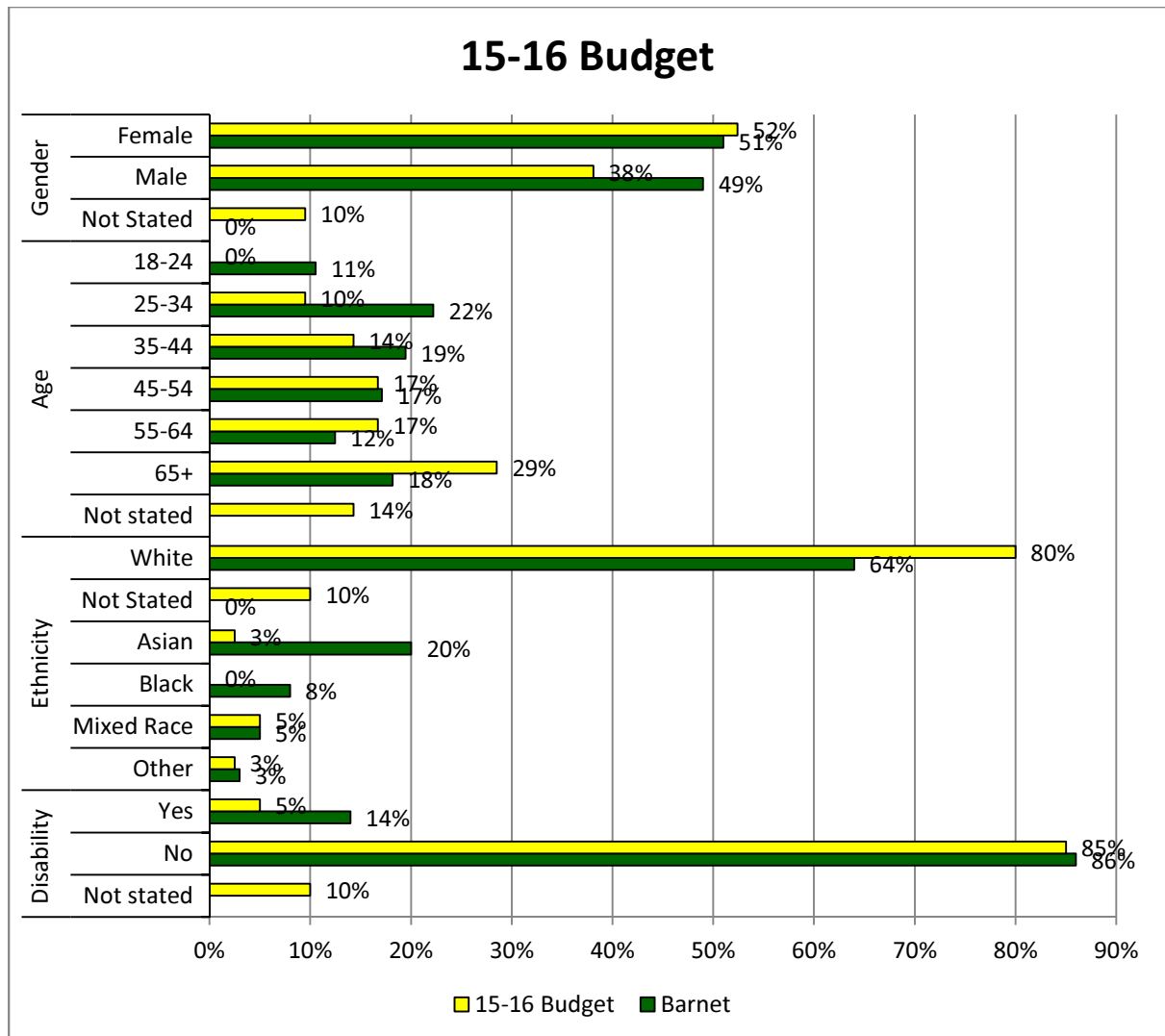
The results are based on “valid responses” only, i.e. all those providing an answer to the question (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question depending on the extent of non –response.

5.4 Demographic Breakdown of respondents

The chart demonstrates that in responses to the 2015/16 Budget consultation people of White ethnicity were overrepresented to a similar extent that people of Asian ethnicity were underrepresented compared to Barnet’s population. People of Black ethnicity were also underrepresented, although to a lesser extent. Younger people were underrepresented with a comparative deficit of responses from 18-24 year olds and 25-34 year olds accented by a surplus from over 65s.

Although males were underrepresented compared to Barnet’s population, the proportion of people who declined to state their gender is likely to have offset this. Similarly, the deficit of responses from people stating that they have a disability may be accounted for, at least in part, by those who declined to state their ability status.

The table below summarises the key protected characteristics where it offers meaningful analysis as part of the consultation.



Of those who responded, 29 were heterosexual, 1 bi-sexual, 1 lesbian whilst 7 preferred not to say and 22 skipped the question.

In regard to religion/belief, 9 respondents were Christian, 5 were Atheist, 4 Jewish and 4 had no religion. 8 preferred not to say and 10 skipped the question.

There were no respondents who were pregnant or on maternity leave, respondents identified themselves as having a disability.

6. Key findings

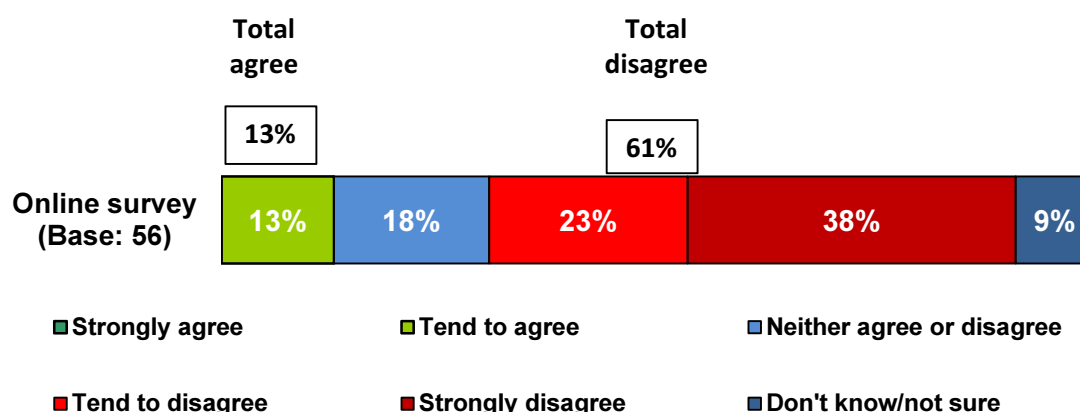
6.1 Council's overall approach to business plan and budget

Respondents were asked how much they agree or disagree with the council's proposed business plan in terms of balance between efficiency savings, income generation and cuts to services.

Chart 1 shows that just under two thirds of respondents (34 of 56 respondents) disagree with the council's approach in terms of balance between efficiency savings, income generation and cuts to services.

Only 7 of 56 respondents agree that the council had got the right balance and just under a quarter (15 of 56 respondents) said they were neutral or said they did not know.

Chart 1: Level of agreement with the council's overall approach to budget



6.2 Reasons for your response

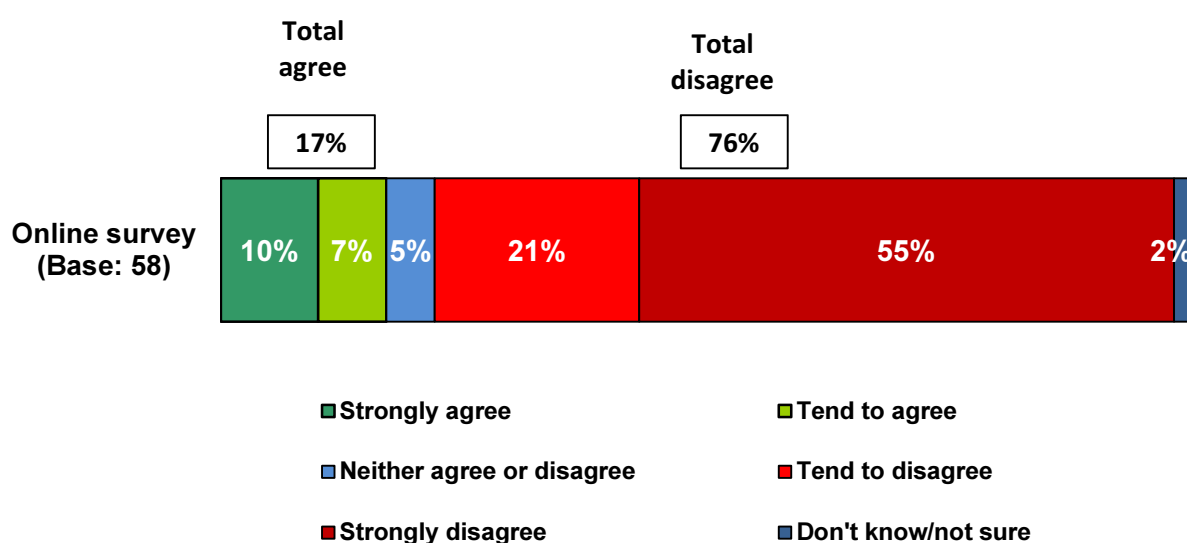
Reason for Response	Count
Services cannot be reduced / Against any cut in services	12
Council tax should be increased	9
Library budget should be ring-fenced / Do not cut Library service	7
This level of efficiency savings is not realistic and will lead to worse services.	6
Low level of cuts sounds good/ reasonable depending on where those cuts are made	3
Ageing Well program has not been delivered efficiently	1
Disagree with the services selected	1
Stop wasting money on outsourcing	1
Don't know / No reply	27
Total	67

6.3 Council's proposal to freeze Council Tax next year

Respondents were asked how much they agree or disagree with the council's proposal to freeze Council Tax next year.

- Chart 2 over the page shows that the majority of respondents disagree with the proposal to freeze Council Tax next year, with just over three quarters disagreeing (44 of 58 respondents). Less than one fifth of respondents agree (10 of 58 respondents), and the remainder neither agree nor disagree (3 of 58 respondents) or said they did not know (1 of 58 respondents).

Chart 2: Level of agreement to freeze Council Tax next year



6.4 Reasons for their answers

Respondents were asked to give reasons for their answer.

The most frequently cited reason was that respondents felt it was wrong to freeze Council Tax if it led to cuts in council services. This was frequently mentioned in reference to maintaining the library service, followed by protecting services for the most vulnerable.

Reason for Response	Count
A small increase could support services/ raise money for essential services/ secure some services	19
A council tax rise could be used to pay for the libraries	17
A Freeze clearly cannot be afforded / Funding is urgently needed / Stupid / Reckless/ Vote catching	8
A modest rise is affordable by most	5
Vulnerable will suffer from cuts in service	4
Inflation means that a freeze is a cut	1

A freeze now means a larger increase later on	1
People cannot afford rises in Council Tax	1
Recalculate the bands so that better off people pay more	1
Don't know / No reply	17
Total	74

6.5 Comment on the council efficiency savings and income generation

A series of open ended questions were also asked on each of the committees' proposed efficiency savings and income generation proposals. A full analysis of these will be provided in the final report.

6.6 Adults and Safeguarding Committee

A. Do you have any comments about the specific savings proposed within the Adults and Safeguarding Committee budget?

Reason for Response	Count
No savings should be made here / Cuts are too heavy	6
Not a saving when the system collapses and action has to be taken to safeguard the user / Too many cuts, inexperienced workers, reduction in services have been made already	2
Proposals non-specific / Do not really mean anything	2
Savings through supporting people in the community as opposed to high cost care packages and residential placements will lead to destitution and isolation	1
Reduction in grant funding for voluntary organisations providing universal / low level / early intervention services - Early intervention is crucial and can save lives	1
A good idea	1
Don't know / No reply	50
Total	63

B. Do you have any other suggestions how the council could make savings or generate income within the Adults and Safeguarding Committee?

Reason for Response	Count
Increase council tax	4
Do away with expensive consultants and overpaid contractors	2
Cut councillor allowances	2
Do not cut funding to these services	2
Monitor Capita	1
Council should be providing a good service of care	1

Council should not be looking to raise money	1
Raise more from parking charges	1
Set up a perinatal mental health service, appropriately trained staff, thus attract referrals and revenue from other Boroughs	1
Run focus groups for those with mental health issues, thus attract referrals and revenue from other Boroughs	1
Generate income through vulnerable adults	1
Don't know / No reply	50
Total	67

6.7 Children's, Education, Libraries and Safeguarding Committee

A. Do you have any comments to make about the specific savings proposed that are marked as 'general consultation' within the Children's, Education, Libraries and Safeguarding Committee budget?

Reason for Response	Count
All library options offered are untenable / Strongly opposed to cuts in library services / Ring-fence the library budget	14
If Barnet were to cut education and library services would lead to a competitive handicap for the children	3
A reduced transport access for SEN pupils will impact on education and mental well-being.	2
Increase council tax rather than cut library services	2
Cut management costs first	1
Early intervention is cost effective in the long run	1
Council's thinking may be on the right lines, given the enormous changes in recent years in the way in which people access information.	1
Cutting library provision is detrimental to encouraging reading and discovering books at an early age	1
Good idea to generate income from libraries but don't close them	1
Proposal to federate the three nursery schools will have a negative effect on the generations of children to come	1
The nursery schools will become day care centres	1
Don't know / No reply	41
Total	69

B. Do you have any other suggestions how the council could make savings or generate income within the Children's, Education, Libraries and Safeguarding Committee?

Reason for Response	Count
Ring fence library budget	13
Increase Council Tax	8
Rent out library rooms / cafes / create revenue streams	4
Encourage fund raising by donorship for libraries / Charity events	2
Link library service with job training or start up agencies	2
Have a program of paid for events	2
Create services which would accept referrals in revenue from out of borough	1
Conduct research regarding more effective and cheaper provision	1
Look for savings where a school and a library are in close proximity	1
Don't know / No reply	34
Total	68

6.8 Environment Committee

A. Do you have any comments about the specific savings proposed within the Environment Committee?

Reason for Response	Count
Street lights must remain on all night for safety	2
Parks should be locked	2
Create projects which would attract funding from outside the borough	1
Cut managerial staff, not front line service staff	1
Concerned that waste collection will happen less than once a week	1
Concerned about the proposed decrease in size of the rubbish wheely bins	1
Do not agree that savings reductions should be made to tree inspections and maintenance. Trees are very important to Barnet	1
Agree that savings should be made for a reduction in brightness of street lamps	1
Keep parking charges at present level	1
Attend to issue of commercial waste management as well as domestic waste management	1
If reduce staffing of street cleaners or park cleaners the amount of litter will increase, creating health risks and social problems	1
Parks are already a 'disgrace'. No more cuts in funding should be made	1
Don't know / No reply	52
Total	65

B. Do you have any other suggestions how the council could make savings or generate income within the Environment Committee?

Reason for Response	Count
Collect black bins fortnightly	2
Increase Council Tax	1
Charge for parking in parks and green spaces	1
Ask Corporation of the City of London if they could look after any parts of Barnet open space	1
Eliminate 50% of road markings and signs	1
Postpone mowing in parks until July - saves money and increases bio diversity	1
Place limits on commercial waste	1
Cut managerial staff	1
Have more advertising boards	1
Don't know / No reply	55
Total	65

6.9 Housing Committee

A. Do you have any comments about the specific savings proposed within the Housing Committee?

Reason for Response	Count
Homelessness is increasing	2
Housing should be expanded	2
Do not sell council housing - results in rise of cost of housing and investment for income and capital profit only	2
No savings should be made	1
Stop displacing tenants to build property for sale	1
Don't know / No reply	55
Total	63

B. Do you have any other suggestions how the council could make savings or generate income within the Housing Committee?

Reason for Response	Count
Increase Council Tax	1
More and better social housing to offset housing benefit paid to those with private landlords	1
Don't know / No reply	52
Total	54

6.10 Policy and Resources Committee

A. Do you have any comments about the specific savings proposed within the Policy and Resources Committee?

No responses were received for this section

B. Do you have any other suggestions how the council could make savings or generate income within the Policy and Resources Committee?

No responses were received for this section

APPENDIX 2: STRAND 2

SPECIAL EDUCATION NEEDS: HOME TO SCHOOL TRANSPORT: SERVICE SPECIFIC CONSULTATION ON BUSINESS PLAN AND BUDGET CONSULTATION 2014/15 – APPENDIX D

1. Introduction

The only service consultation that was consulted on as part of Business Plan and Budget Consultation 2015/16 was on Special Education Needs: Home to schools transport savings:

- The consultation was published on the council's engage space <http://engage.barnet.gov.uk/> which gave detailed information about the council budget, the challenges the council faces and a hyper link to consultation document on how the savings were going to be addressed
- Collection of respondents' views were fed back via an open online self-completion survey
- Hard copies were also available on request
- Letters were sent out to all parents or carers of children who use SEN home to school transport, explaining the proposal and inviting them to take part in the consultation.

The questionnaire was also widely promoted through: the December edition of Barnet First; a press release; social media; Community Barnet's Newsletter; Communities Together network, the Youth Board; and various service user groups and partnership boards.

1.1 Response to the survey

In total 92 questionnaires have been submitted via the online survey. No paper copies have been received.

1.2 Demographic Breakdown of savings

The chart below shows the demographic profile of those who responded to Special Education Needs: Home to schools transport consultation.

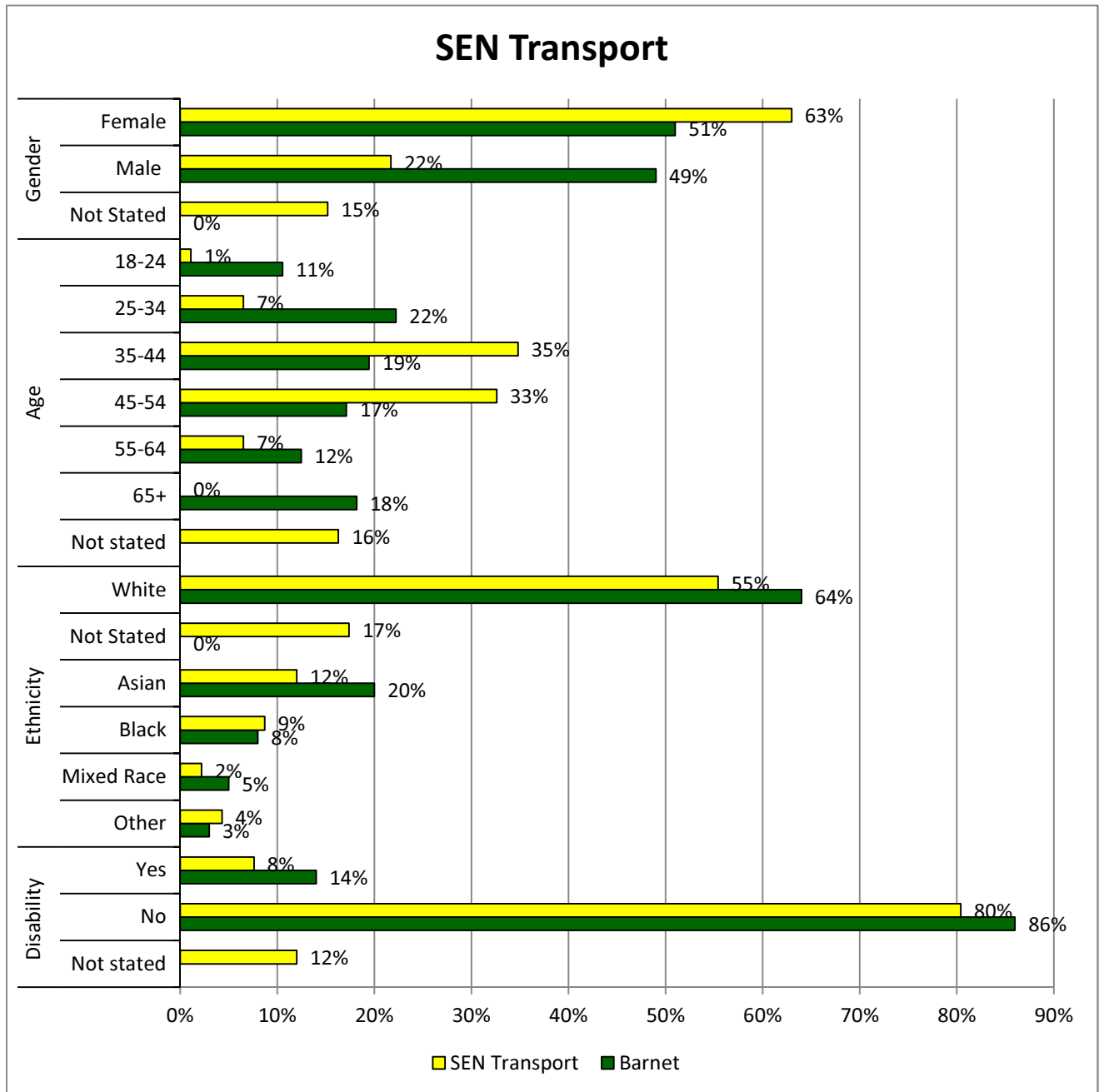
Due to the relatively small number of responses, whilst there has been some analysis of the variations in respondents of the consultation as a whole, there has been minimal analysis on demographic variations for particular questions as the sample size is too small.

The majority of respondents were Barnet Residents (81 of 92 respondents) who were parents/carers for child/ren with Special Educational Needs (91 respondents and went to school in Barnet (86 of 92 respondents) The majority of respondents to the consultation were female (58 of 92 respondents, 63 per cent) compared to the Barnet population of 50 percent. The majority of respondents (63 of 92 respondents, 68 per cent) were between 35 and 54, compared to 37 per cent of Barnet population.

14 per cent of respondents (13 of 92 respondents) stated they had a disability, higher than the 8 per cent of the general population.

In regard to ethnicity, 51 of the 92 respondents (55 per cent) were white, fewer than the 64 per cent population of Barnet. 11 respondents (12 per cent) were Asian, lower than the Barnet population of 20 per cent.

The table below summarises the key protected characteristics where it offers meaningful analysis as part of the consultation.



Of those who responded, 57 were heterosexual, 3 bi-sexual, whilst 17 preferred not to say and 15 skipped the question.

In regard to religion/belief, 31 respondents were Christian (38 per cent), 15 Jewish (18 per cent), 8 had no religion (10 per cent), 7 Hindu (9 per cent) and 4 Muslim (5 per cent). 12 preferred not to say and 10 skipped the question.

There were no respondents who were pregnant or on maternity leave, 7 respondents (9 per cent of those who answered the question) who identified themselves as having a disability.

The table below summarises the key protected characteristics where it offers meaningful analysis as part of the consultation.

Those who responded saying they had a disability listed the following;

Please select the definition/s from the list below that best describes your disability/disabilities: (Please tick all that apply)	Response Count
Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	1
Speech (such as impairments that can cause communication problems)	2
Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	3
Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy)	1
Learning difficulties (such as dyslexia)	4
Mental illness (substantial and lasting more than a year, such as severe depression or psychosis)	1
Prefer not to say	1
Other (please specify)	1
7	<i>answered question</i>
85	<i>skipped question</i>

2. Detailed findings

The council plans to make the £500,000 savings from its home to school transport budget through a mixture of efficiencies, placing more children locally so that transport is not required and working with parents to better plan the arrangements for their child's journeys to school.

A project has been established to find efficiencies in the way services are provided, such as how bus routes are planned, which services are run directly by the council and which are delivered by other providers. This consultation does not cover that

work, as these efficiencies will not directly impact the nature of the service to users, but focuses instead on working more closely with parents to plan, resulting in, for example, an increase in the number of pupils who can travel independently and tailoring the assistance required more closely to individual needs.

Parents were informed that the council believes it can contribute to the required savings by careful application of existing policies and through a closer dialogue with parents and carers.

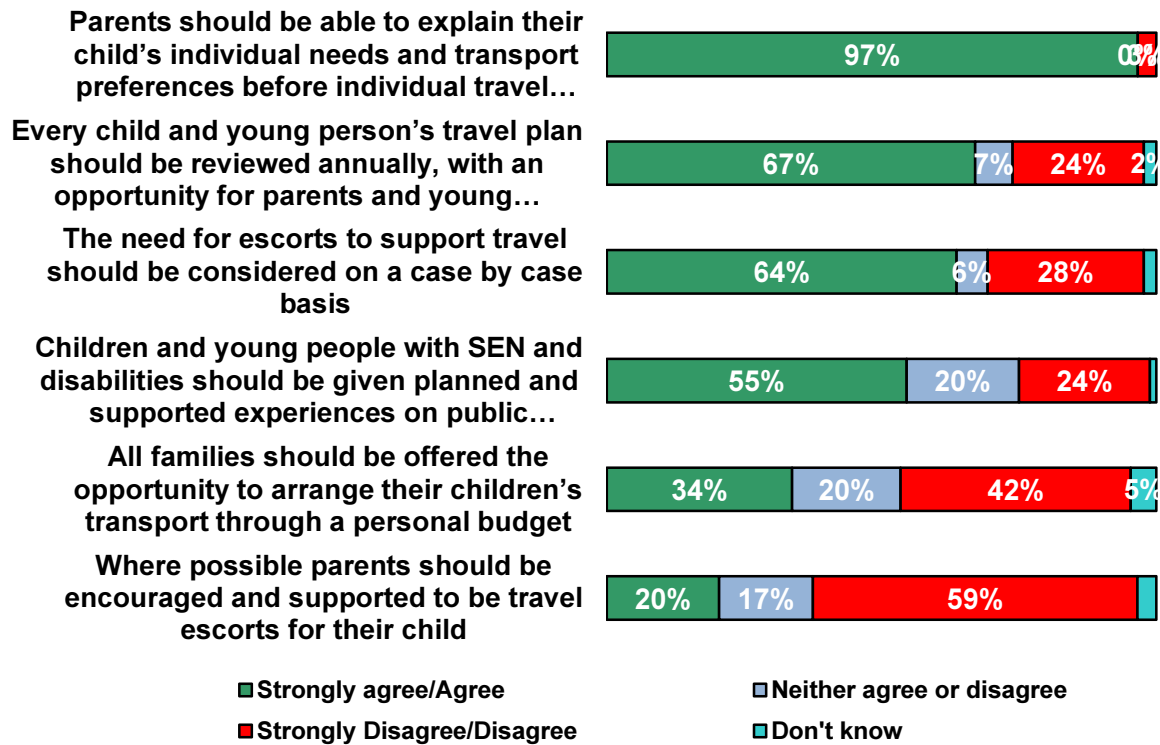
Respondent were asked how much they agree or disagree with various elements of the approach.

Question 1: To what extent do you agree or disagree with our planned approach in ensuring there is a closer dialogue with parents and carers?

The chart below shows the most popular part of the council's approach to help make the necessary SEN savings was '*Parents should be able to explain their child's individual needs and transport preferences before individual travel plans are completed*' (89 of 92 respondents agreed with this). This was followed by '*Every child and young person's travel plan should be reviewed annually with an opportunity for parents and young people to take part*' (62 of 92 respondents agree).

Over half (59 of 92 respondents) agree with '*The need for escorts to support travel should be considered on a case by case basis*'. 26 of 92 respondents disagreed and the remainder were neutral (7 respondents).

There was much less support for '*All families should be offered the opportunity to arrange their children's transport through a personal budget*' with only 31 out of 92 respondents agreeing with this. Even fewer agree with '*where possible parents should be encouraged and supported to be travel escorts for their child*' (18 respondents)



Question 2: Following this question, respondents were asked to say whether they disagreed with any of the above and to give reasons why;

The most prominent response emphasised how important escorts were for children and the safety of the individuals and others and that public transport was not a suitable option (24 respondents).

Other respondents focused on the impact on a parent's ability to work and the potential impact on parents emotionally and physically (22 respondents).

Some parents (15 respondents) emphasised that minibuses were the best safest and most cost effective method of transporting children to school.

The table below gives further detail on the responses;

whether they disagreed with any of the above and to give reasons why	Count
Escorts are vital for these children. They cannot travel on their own / Use public transport / They are too vulnerable/ Need to protect others and themselves	24
Cannot act as escort as working / May impact on ability to work	22
Parents as escorts is an impractical proposition for most / Other children have to be considered/ Can't be in two places at one time	20
Parents have too much to handle already without having to arrange transport need / Do not overwhelm parents with this duty / Asking more of parents who are already stretched emotionally and physically is cruel	20
Minibuses provided are best, safest method and most cost effective method	15
Escorts must be trained people	10
Annual reviews unnecessary / Wastes council and parents time / bureaucracy / Only review if a change/ Would cost more	9
Arranging transport personally would be more expensive / Not a good use of available funds / Individual budgets just take money out of the pool	8
Agree that students must learn independence	5
The private bus to school is an integral part the school day, where he has a driver and escort and gets on the bus with peers / They can benefit greatly from the independence from parents	4
Parents do not necessarily know anyone trustworthy enough to arrange transport / Not a practical proposition / Would need DBS check	3

Question 3: Do you have any other suggestions on how we could make these savings?

The most common response to this question was that the council should make cuts elsewhere (25 of 92 respondents), whilst other respondents stated that improved planning of routes (7 of 92 respondents) and increasing council tax (7 of 92 respondents) were other options.

The table below gives further detail on the responses;

Do you have any other suggestions on how we could make these savings?	Count
Make cuts elsewhere. Already too many cuts in this service area	25
Plan bus journeys better/ Plan routes better	7
Increase Council Tax	7
Ensure that every child that uses the service is eligible / Ensure child remains eligible/ Reviews	4
Recruit permanent drivers / staff thus reduce expensive agency fees	4
Parents contribute small sum towards travel	3

Question 4: Do you have any suggestions on how we can improve the way we make decisions about SEN transport?

The most popular response to how the council can improve decision making for SEN transport was that parents so far had no experienced problems and that the service did not need changing (23 out of 92 respondents).

The table below gives further detail on the responses;

Do you have any suggestions on how we can improve the way we make decisions about SEN transport?	Count
I have not experienced any problems / It's been working fine so far / If it ain't broke don't fix it	23
Individual children's needs and capabilities, including behavioural, need to be taken into account before reaching decisions / Assess actual child rather than from a form	4
Consult parents more fully/ Include parents in Panel decisions so that information can be given straight away, thus less delay, instead of information asked for, given, then have to wait for next meeting.	4
The requirement should be on the statement or EHCP and reviewed annually	3

Question 5: Do you have any other suggestions, from your experience of home to school transport, about how we can deliver a better service and use our resources more effectively?

As with question 4, the most popular response to suggestions of improving the service was that the current service was good and there was no need for change (20 of 92 respondents).

Other respondents stated that the council could improve planning of routes (10 of 92 respondents) and that consistency of drivers was important to improve relationships and provide continuity (7 of 92 respondents).

The table below gives further detail on the responses;

Do you have any other suggestions, from your experience of home to school transport, about how we can deliver a better service and use our resources more effectively?	Count
The existing service is satisfactory / Good / Effective / Do not change / Invaluable	20
Plan routes better / Stick to schedules	10
Have consistency regarding drivers / Builds a good relationship / Continuity	7
Better communication if there are delays / People to man telephones so that information can be obtained - especially in early morning	5
Drivers and escorts given other duties inbetween school pick up and drop off, thus optimising resources / Use school staff as escorts	4
Better trained escorts / Escorts who understand the challenging behaviour	3
Better communication generally	3

Question 6: Any further comments

Further comments focused on respondents being happy with the current service (10 of 92 respondents) or that cuts should be made elsewhere as this area was a priority (8 of 92 respondents). The table below gives further detail on the responses;

Any further comments	Count
Happy and grateful for service / child could not attend without it / It works well, why change	10
Make cuts elsewhere - not with young vulnerable people who need your help - This service very important - children would be in danger without it	8
Parents are exhausted, overstretched and fraught and are already suffering the effects of cuts in other areas, particularly respite care.	6

APPENDIX 3: STRAND 3

STRATEGIC PLAN TO 2020 DETAILED FINDINGS FROM THE ONLINE SURVEY

1. Introduction

As part of the 'Meeting the challenge: Barnet's strategic plan and budget to 2020' consultation there was an online survey as well as a set of workshops with residents.

The online survey comprised of a consultation document on the council's proposed Strategic Plan to 2020 which explained the council's overarching Corporate Plan priorities, the commissioning approach, plus the commissioning priorities and the savings that have been identified within each committee to the rest of decade. Residents were invited to submit their views via an online questionnaire. Paper copies of the consultation document and questionnaire were also made available on request.

It is important to note that individual proposals for future years included in the MTFs from 2015 - 20 will be subject where necessary to full consultation and Equalities Impact Assessments at the appropriate time before they are cast into the annual budgets.

2.1 Response to the survey

In total 28 questionnaires have been submitted (26 online and 2 paper copies).

16 of the 28 respondents chose not to answer the question that identified whether they were responding as a resident, business, or a public sector or voluntary/community organisation. It should also be noted that only five respondents went on to answer the diversity monitoring questions.

Table 1: Overall sample profile

Type	Number	%
Resident	12	100
Business	0	
Resident and business based in Barnet	0	
Public sector organisation	0	
Voluntary/community organisation	0	
Other	0	
Not answered	0	
Total	12	

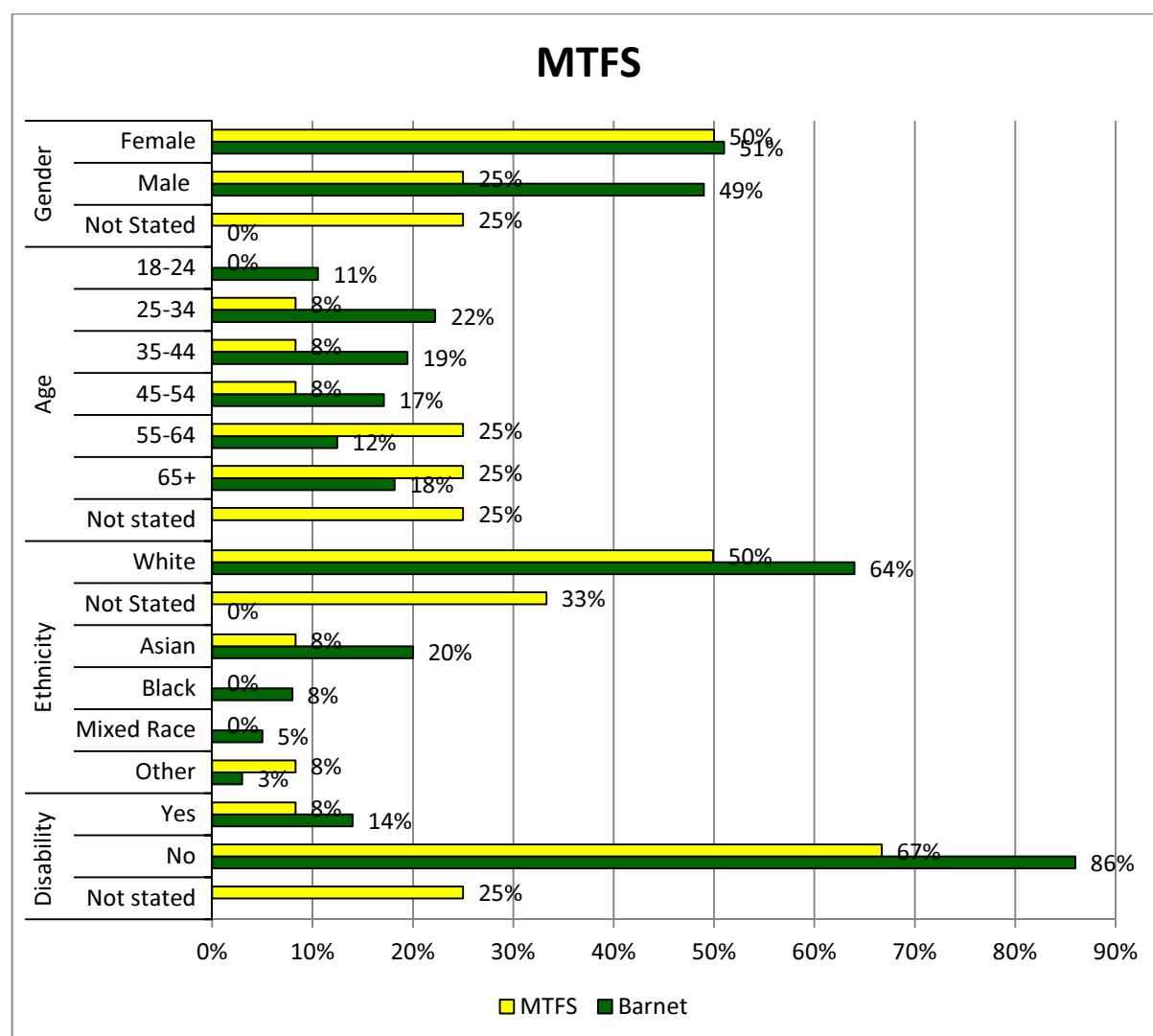
Due to the small sample size the results should be treated with caution.

Also, due to the low completion rate of the diversity monitoring questions no analysis has been carried out on the detailed questions at this stage.

2.2 Demographic Breakdown of respondents

The chart indicates that in responses to the Strategic Plan to 2020 consultation people of White, Asian, Black and Mixed Race ethnicity were underrepresented compared to Barnet's population, although it should be noted that one third of respondents declined to state their ethnicity. Older people were underrepresented with a comparative deficit of responses from 18-54 year olds accentuated by a surplus from over 55's. The result was affected by one quarter of respondents declining to state their age range.

Although males appear significantly underrepresented compared to Barnet's population, the high proportion of people who declined to state their gender could offset this. Similarly, the deficit of responses from people stating that they did not have a disability may be accounted for by the high proportion that declined to state their ability status.



2.3 Calculating and reporting on results

The results are based on “valid responses” only, i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question depending on the extent of non-response.

3. Detailed Findings

3.1 Corporate plan overarching priorities

Respondents were asked how much they agree or disagree with the council’s proposed overarching priorities for the council’s Corporate Plan to 2020.

The majority of respondents agreed with all four of the council’s overarching priorities proposed as part of the council’s Corporate Plan to 2020.

Of the 23 who responded to the question on the council’s priorities, 18 respondents agreed with the priority ‘*of opportunity, where people can further their quality of life*’. 17 respondents agreed with the priority ‘*where responsibility is shared, fairly*’, 16 respondents agreed with ‘*where services are delivered efficiently and achieve value for money for the taxpayer*’ and 15 respondents agreed with the priority ‘*where people are helped to help themselves, recognising that prevention is better than cure*’.

The table below gives a further breakdown of the responses.

Priorities	Strongly / Tend to agree	Neither agree nor disagree	Strongly disagree	Don’t know / not sure	Response Count
of opportunity, where people can further their quality of life	18	2	3	0	23
where responsibility is shared, fairly	17	1	5	0	23
where people are helped to help themselves, recognising that prevention is better than cure	15	3	5	0	23
where services are delivered efficiently and achieve value for money for the taxpayer	16	1	6	0	23
<i>answered question</i>					23
<i>skipped question</i>					5

3.2 Have any priorities been missed?

11 respondents felt that the council had missed some priorities, whilst the other 12 respondents felt the council had not missed any priorities. 6 respondents did not answer the question.

Of the 11 who felt the council had missed priorities, the following comments were made;

- *To consider what Barnet residents want*
- *Setting targets and actions in protecting the environment and preventing loss of life and health caused by unhealthy lifestyle and climate change*
- *Not just opportunity but equality of opportunity*
- *Barnet Councillors should take a pay cut*
- *Where the council and the community work together to provide for the community's weaker and more vulnerable members*
- *Specific commitments to libraries and adult care*
- *An increase in tax could be used to protect the library service. Last year's tiny cut was a mistake which is a factor in the current proposals to close libraries*
- *Replacing Capita*
- *Deliver quality services - not for profit of private companies*
- *Barnet Council failed to consult residents regarding the Dollis Valley Greenwalk and the Libraries Consultation was designed to manipulate residents into choosing what the Councillors desire. Concerns that due to outsourcing decisions are being made by people who have no local knowledge.*

3.3 The council's commissioning approach

Respondents were asked how much they supported the council's commissioning approach, which focuses on service quality and value for money rather than a pre-determined view of how services should be delivered.

In contrast to the workshops, respondents to the online survey appear to be more negative about the commissioning approach, with 13 out of the 23 respondents being strongly opposed to this approach. Only 6 out of 11 respondents either strongly or tended to support this commissioning model.

The table below gives a further breakdown of the responses.

Answer Options	Response Count
Strongly support	2
Tend to support	4
Tend to oppose	2
Strongly oppose	13
Don't know/not sure	2
Total	23

3.4 Council Tax

As part of the Strategic Plan to 2020 Consultation respondents were asked to what extent they agreed with the council's proposal to freeze Council Tax in 2016/17 and increase it by two per cent in 2018/19 and 2019/20.

The table below shows that opinion was mixed on these three proposals with no clear majority agreeing or disagreeing. However, it must be noted, in terms of the response to the General Budget Consultation for 2015/16, respondents were much more likely to be against a freeze on Council Tax next year.

The table below gives a further breakdown of the responses.

Answer Options	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / not sure	Response Count
The council should freeze Council Tax in 2016/17	4	0	1	1	6	0	12
The council should increase Council Tax by two per cent in 2017/18 and in 2018/19	4	1	2	1	3	0	11
The council should increase Council Tax by two per cent in 2019/20	5	1	2	1	2	0	11
answered question							12
skipped question							16

Four respondents gave reasons for disagreeing with the council's proposals on council tax;

- *It is better to improve services than save money - a freeze is stupid - local services are important to all. If you freeze council tax things will get worse and worse.*
- *Council tax should increase by 1% same as the increase in benefit rates*
- *The concentration on cuts is absurd*
- *I do not think council tax rates should be increased overall. I think that there should be extra bands for houses whose value is put at 1 million and over and these houses should incur increased rates. I consider council rates too high for those in smaller homes and in less desirable areas.*
-

3.5 Do you have any other comments you would like to make about our plans over the next decade?

4 respondents made the following comments;

- *From the documents I have read, the people examining the details of the council working practices have done a sterling piece of work.*
- *Get rid of CAPITA*
- *Council staff display a lack of interest in solving residents' problems and fail to communicate with each other. Suggest that this is due to poor motivation for staff that could be solved through leadership techniques to improve productivity and performance.*
- *Consultation is too long and does not save responses throughout the process. Yet another way that Barnet Council has ensured that the views of residents are not expressed.*
- *I believe that Barnet Council has lost money in its outsourcing. Now a call centre elsewhere in the country has staff who have no idea about where in Barnet you are talking about.*
- *Legal services should definitely be in-house. It is ludicrous to have no legal staff as has been demonstrated.*
- *All residents should be treated with dignity and respect. This consultation has considered everything in terms of money - there are some items that should not be reduced - care of disabled and vulnerable children and adults, libraries, and anything that enhances the local communities that make up the large Barnet.*
- *There should be no evictions and compulsory purchase orders to allow developers to make large profits. All developers must have the required, affordable, social housing in their developments. If they do not agree to this before the development begins, then they should not receive permission.*
- *When Barnet Council knew it had problems balancing the books last year, there should have been a Council Tax increase instead of a decrease, so things like reducing the transport service for special needs students and reducing libraries to small sizes or closing some would not have had to be considered.*
- *Recently I changed the direct debit of my Council Tax from one bank account to another. It should not have required three letters in the post, two the same, to inform me of the new direct debit arrangement.*
- *There should be more local consultation on local matters. Dollis Valley Greenwalk should not have been destroyed for pedestrian use just because Barnet Council was given about a million pounds from Transport for London for off-road cycling.*
- *Pedestrians need natural surfaces or if they are man-made to contain rubber so they are softer and kinder to the body. In Dollis Valley Greenwalk there is a great infrastructure of buses and the Northern Line so that people can start at one place and walk, run or jog to catch transport at another place or return to where they started.*

- *Barnet staff should not be making decisions regarding anything of over £5,000 without it being agreed on in a Council Committee or without agreement of the Councillors in the ward of the works.*

3.6 Committee Commissioning Priorities, outcomes and savings to 2020

A series of questions were asked on each committee's commissioning priorities, outcomes and savings they had identified in order to achieve their priorities.

4. Detailed findings of themed committees

4.1 Policy and Resources Committee

Respondents were asked how much they agreed that the committee had identified the right balance in terms of savings in order to achieve its priorities. Half (9 out of 18) indicated that they disagreed, whilst just over a fifth (4 out of 18 agreed) were neutral and 5 out of 18 did not know.

To what extent do you agree or disagree that the committee has identified the right balance in terms of savings and outcomes in order to achieve its priorities?	Response Count
Strongly agree	1
Tend to agree	3
Neither agree nor disagree	4
Tend to disagree	4
Strongly disagree	5
Don't know / not sure	1
answered question 18	
skipped question 10	

Respondents who disagreed were asked how they would change the balance of savings, or where the council could make savings instead. The council received 6 responses (see below);

- *Libraries are an essential component of children's education and must be maintained if this is not to suffer.*
- *You are conducting an ideological experiment not governing the borough*
- *Cut the Commissioning Group and Customer Services fee even more*
- *A "participatory budget" model*
- *Put up the community charge - it is worth paying more for good in house services*
- *The council should have their own lawyers. This should not be an option, but a necessity for a Borough Council.*
- *The document is very difficult to follow. There should be an immediate council tax rise of 2%. The reduction last year was ludicrous when the council is now proposing cuts to valuable services to the community.*

4.2 Adults and Safeguarding Committee

Of those who responded to questions on the Adults and Safeguarding Committee, 14 of 18 respondents said they did not use services within the remit of the committee.

The majority of respondents who answered the questions agreed with all the priorities set out in the Adults and Safeguarding Commissioning plan as demonstrated in the table below;

To what extent do you agree or disagree with the priorities that have been identified within the Adults and Safeguarding Committee?	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
That social care outcomes are delivered through a partnership with NHS, JobCentre Plus, housing providers and local communities	11	1	5	0	17
That people are able to plan for the future, but are supported to get back on their feet if crises occur	14	1	2	0	17
Those with longer term need have access to support options that are creative, individual to their needs and local	14	2	1	0	17
answered question					17
skipped question					11

10 of 15 respondents indicated that no priorities had been missed, while 5 out of 15 felt priorities had been missed. 6 respondents left comments on those priorities they felt had been missed;

- *Increase Leisure services*
- *This is bland rhetorical drivel, tokenism masquerading as consultation*
- *People should have one point of contact so they are not passed around. This would be particularly useful*
- *That residents are the primary focus - not budgets*
- *Put up the community charge - it is worth paying more for good in house services*
- *Barnet Council's policies do not acknowledge that some individuals need support in care and will not be able to cope in the community. Reducing its staff in Barnet has made the employment situation even more difficult. Dollis Valley Greenwalk is an*

ideal place to develop a pedestrian area - the requirements of cyclists are completely different so should be excluded. Pedestrian surfaces should be composed of natural materials or using rubber compounds and should not have edges to sprain an ankle on.

4.2.1 Adults and Safeguarding Committee's Outcomes

In terms of outcomes, at least 13 out of 15 respondents agreed with all of the outcomes identified by the Adults and Safeguarding Committee.

To what extent do you agree or disagree with the outcomes that the Adults and Safeguarding Committee has identified?	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Planning for life – Working age adults and older people live a healthy, full and active life. They live in homes that meet their needs and have sufficient finances to meet their needs	13	1	1	0	15
Early intervention and prevention - Older people have timely access to diagnosis and are helped to manage their condition. All residents know what is available to increase and maintain their well-being and independence	13	1	1	0	15
Person-centred integrated support - Working age adults and older people have timely access to health and social care support that avoids hospital admission or admission to residential care	13	1	1	0	15
Safeguarding – Working age adults and older people are supported to live safely, maximising their independence and minimise risk	13	1	1	0	15
Carers - Carers are supported to continue caring for as long as they wish. Carers are valued as expert partners in supporting people to live independent lives	14	0	1	0	15

answered question	15
skipped question	13

9 of the respondents to these questions felt some priorities had been missed with 3 making suggestions;

- *That carers are paid a living wage and not exploited by rogue agencies who don't pay travel or for time spent travelling between jobs. It's a national disgrace.*
- *Put up the community charge - it is worth paying more for good in house services*
- *Barnet Council does not seem to recognise that some adults will need care for some or all of their adult lives. The best outcome for the individual should be the main consideration - not the most cost-effective which may be to the detriment of the individual.*

4.2.2 Adults and Safeguarding Committee's Approach

Respondents were asked how much they agreed with the approach identified within the Adults and Safeguarding Committee. The most supported approach was 'Working closely with the NHS to implement the Care Act' (10 out of 15 respondents agreeing), whilst the lowest supported approach was 'Explore alternative ways to deliver services, in partnership with other organisations and residents' which was only supported by 4 of 15 respondents, with 8 of the 15 respondents disagreeing.

To what extent do you agree or disagree with the approach that has been identified within the Adults and Safeguarding Committee?	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Explore alternative ways to deliver services, in partnership with other organisations and residents	4	2	8	1	15
Working closely with the NHS to implement the Care Act	10	4	0	1	15
Go further with personalisation – developing more creative approaches to meeting care needs	5	3	6	1	15
Focus of efficiency, effectiveness, and impact	8	1	5	1	15
answered question					15

4 out of 12 respondents stated they had suggestions as to how the council could approach the challenge. These were;

- *The needs of the individual need to be the top priority. Inappropriate forcing an individual into a situation or living arrangement they cannot cope with will cause much anguish and cost more in the long run. The council should consider increasing the Council Tax by 2% now so those in need can be better catered for.*
- *Vulnerable adults need protecting. Looks like you are leaving them unprotected*
- *You could make your proposals in plain English so they are understood more easily.*
- *Put up the community charge - it is worth paying more for good in house services*

4.2.3 Balance of savings

Respondents were asked how much they agreed that the committee has identified the right balance of savings in order to achieve its priorities. 3 respondents agreed the council had made the right balance, with twice as much, 6 respondents disagreeing.

Those who disagreed said they did for the following reasons (4 responses);

- *Doesn't distinguish between effective and efficient service delivery. Attempts to claim a mandate for outsourcing by stealth.*
- *There appears to be a concentration on cuts to Social Care generally. This is unacceptable.*
- *Put up the community charge - it is worth paying more for good in house services*
- *Barnet Council should not continue with outsourcing so private companies can make profits. Adult care should be considered on need, not financial savings. Barnet Council should increase Council Tax and consider using some of the reserves. Barnet Council needs to make other savings first - we are not told whether the council has ensured costs for insurance, gas and electricity, travel of staff and Councillors are the cheapest available.*

4.3 Children's, Education, Libraries and Safeguarding Committee

The majority of respondents (15 out of 17) indicated that they used services within the Children's, Education, Libraries and Safeguarding Committee, while 1 indicated that they did not and 3 respondents were unsure.

4.3.1 Children's, Education, Libraries and Safeguarding Committee's Priorities

The vast majority of respondents (15 out of 17) agreed with all of the priorities that have been identified.

To what extent do you agree or disagree with the priorities that have been identified within the Children's, Education, Libraries and Safeguarding Committee?	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Ensure Barnet remains one of the best places in the country for children to grow up	15	1	1	0	17
Support children and families who currently do less well in life to overcome barriers to success, thus allowing all children the opportunity to thrive	15	1	1	0	17
Make sure children and young people are safe in their homes, schools and around the borough	15	1	1	0	17
answered question					17
skipped question					11

9 out of 14 respondents said they felt priorities had been missed, with all 9 making comments;

- 1) *Negative influence from the media to children i.e. violence, sex, drugs, alcohol. Children nowadays may look up to the wrong but famous person as role model.*
- 2) *The culture of unhealthy eating like fast food, microwave food is damaging our health. While commercially these foods are being promoted which is needed for convenience, but they should not replace eating healthy fresh or home-cooked food. Parents should be encouraged to cook fresh health food at home for children.*
- 3) *Alcohol is the root cause of many social problems. A tough resolution should be imposed in preventing or reducing drinking. Not just about stopping people to drink and get drunk but should get to the root of why people do this. Encourage healthy activities, like yoga, voluntary involvement in helping others, cleaning our streets, attending prayers session etc.*
- *Children with special needs should get a proper service from the council*
- *That families do not RELY on the council, in reality their fellow citizens, to continually bail them out of trouble. If they can't afford children, they shouldn't be having them.*
- *Ensure there is greater understanding of various disabilities in the general population of the borough.*

- *These are vague statements hard to disagree with but devoid of detail*
- *Libraries*
- *Who can tell; the categories are too vague and generalised.*
- *Put up the community charge - it is worth paying more for good in house services*
- *Ensure that there are school places available for all children, including those with special needs, in close proximity to their homes. But also to allow them to move to other schools if it will improve their outcomes.*

4.3.2 Children's, Education, Libraries and Safeguarding Committee's Outcomes

When asked how much they agreed with the outcomes that have been identified within the Children's, Education, Libraries and Safeguarding Committee, the majority agreed with all of the outcomes.

To what extent do you agree or disagree with the outcomes the Children's, Education, Libraries and Safeguarding Committee has identified? (Please tick one box only on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Safeguarding – children and young people are safe in their homes and when children are at risk to intervene early to improve outcomes for children, young people and families.	14	0	1	0	15
Education – continuing to maintain excellent school standards, ensuring attainment in Barnet schools is within the top 10% nationally and progress for the most disadvantaged and vulnerable pupils	15	0	1	0	16
Health and well-being - every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment	15	0	1	0	16
Preparation for adulthood – all young people are ambitious for their future, ready to contribute to	15	0	1	0	16

society and have the ability to plan for the future					
Parenting - all parents and carers are able to develop high quality relationships with their children, establishing effective boundaries and support physical and emotional well-being	14	1	1	0	16
Libraries – children and adults benefit from reading and learning opportunities and community groups are supported to support a range of outcomes through library facilities	12	1	3	0	16
answered question					16
skipped question					12

4 out of 11 respondents thought that some outcomes were missed, stating;

- *Do not reduce any of the libraries. They are essential elements of each local community. All this area should be fully supported - there will be an increase in Council Tax with the increase in the population, plus the Council Tax should be increased to fully fund this area.*
- *People are worried that they will be rejected as foster carers so do not apply. They are given the impression that they must be "politically correct" and can no longer support traditionally held views like marriage being between only a man and a woman. It takes a long time to be approved whereas now there is a private agency advertising on the radio that approval can take 12 weeks.*
- *The borough should have greater liaison with local employers in offering work placements to disabled young people, maybe even offering incentives.*
- *Your libraries question is disingenuous*
- *Put up the community charge - it is worth paying more for good in house services*

4.3.3 Children's, Education, Libraries and Safeguarding Committee's Approach

Respondents were asked how much they agreed with the approach that has been identified within the Children's, Education, Libraries and Safeguarding Committee. Whilst 9 out of 16 respondents agreed with the approach of 'Target support to those who need it to allow opportunity for all', only 2 out of 15 agreed with the approach of 'Give people more choice and control over their services'.

To what extent do you agree or disagree with the approach that has been identified within the Children's, Education, Libraries and Safeguarding Committee? (Please tick one option on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Explore alternative ways to deliver services, in partnership with other organisations and residents	5	1	10	0	16
Target support to those who need it to allow opportunity for all	9	2	5	0	16
Give people more choice and control over their services	2	3	6	0	15
answered question					16
skipped question					12

Four respondents stated they had other suggestions as to how the committee could save money and 5 people made the following comments;

- *Why should it save money? That's not it's primary function*
- *Remove CAPITA*
- *Put up the community charge - it is worth paying more for good in house services*
- *The current debate around closing libraries is very disappointing and the council should have done more work to prepare more viable options before coming out to consultation. Surrey CC operates 55 libraries for 1.2m residents.*
- *Stop outsourcing. There must be qualified professional staff employed directly by Barnet Council to run vital services for all children. All libraries must be maintained as now. Barnet Council should increase Council Tax NOW and use some reserves for these services as they are needed.*

4.3.4 Balance of Savings

Respondents were asked how much they agreed that the committee has identified the right balance of savings in order to achieve its priorities. There was a mixed response with around half of the respondents (9 out of 16) disagreeing, while over a third (5 out of 13) agreed and the remaining two respondents were neutral in their response.

For those who disagreed the following comments were made;

- *Children with disabilities need transport to and from school. To take it away would put children at risk and stress parents who are already struggling with difficult circumstances. Don't cut the budget on Fostering.*

- *Savage cuts to libraries are unacceptable*
- *Put up the community charge - it is worth paying more for good in house services*
- *You should be able to run libraries profitably such that the savings you need can be delivered without closing libraries. I think you need to review each individual library; the model of running a library could be different depending on the location. You should look at best practice elsewhere in UK & overseas to learn how Libraries can be run very effectively and how they can deliver value added services to communities.*
- *Consultation is confusing, could use colour coding and the pie charts are useless. Libraries must not be reduced or closed. Children must have the resources to be cared for to allow them to reach their potential. Communities need to be supported by trained professionals.*

4.4 Environment Committee

4.4.1 Environment Committee's Priorities

The majority of respondents agreed with the priorities outlined by the committee, with 8 of 10 respondents agreeing with 'Driving an increase in overall resident satisfaction with Barnet as a place to live one of the highest of any outer London borough' and 7 of 10 respondents 'Facilitating economic growth and the success of residents, ensuring high quality infrastructure is in place, and removing any barriers or unnecessary costs of growth to successful businesses'.

To what extent do you agree or disagree with the priorities that have been identified within the Environment Committee? (Please tick one option on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Driving an increase in overall resident satisfaction with Barnet as a place to live one of the highest of any outer London borough	8	1	1	0	10
Facilitating economic growth and the success of residents, ensuring high quality infrastructure is in place, and removing any barriers or unnecessary costs of growth to successful businesses	7	2	1	0	10
answered question					10
skipped question					18

Of those who answered questions on the environment committee 4 stated the council had missed priorities, and made the following statements;

- *Where I live on a busy road there is a lot of litter that accumulates and at the moment it looks like a rubbish dump. The area is the corner of Cricklewood Lane and Hendon Way NW2 and should be cleaned more frequently.*
- *Put up the community charge - it is worth paying*
- *They are strange priorities so difficult to know how Barnet council would interpret the responses. Would like to see more local priorities at a ward level.*

4.4.2 Environment Committee's Outcomes

In terms of outcomes over two-thirds of respondents agreed with all the outcomes. 'Increasing recycling rates and minimising tonnages collected to the best 10% compared with our statistical neighbours in London and nationally, focusing on encouraging behaviour change and waste minimisation' and 'Making regulatory services like licencing and environmental Health high quality and efficient, while prioritising key risks to health and safety' were the most popular with 77% agreeing.

To what extent do you agree or disagree with the outcomes the Environment Committee has identified? (Please tick one box only on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Recycling: increasing recycling rates and minimising tonnages collected to the best 10% compared with our statistical neighbours in London and nationally, focusing on encouraging behaviour change and waste minimisation.	10	2	1	0	13
Parks and green spaces: Protecting, conserving and enhancing green space and the leafy character of Barnet for current and future generations, so that they can support and improve the health and wellbeing of the population	9	3	1	0	13
Highways and pavements: Ensuring that highway	8	2	2	0	12

services in the borough – including roads and pavements – are maintained to a high quality, and improvements are focused on areas with highest use or growth					
Regulatory services: Making regulatory services like licencing and environmental Health high quality and efficient, while prioritising key risks to health and safety	10	2	1	0	13
Cemeteries and Crematoria: Delivering a service that is high quality and efficient, and responds to changing resident preferences in dealing with the deceased respectfully and to a high standard	9	3	1	0	13
answered question					13
skipped question					15

Of those who answered questions on environment committee 5 stated the council had missed outcomes, and made the following statements;

- *The document is very difficult to follow. The summary should have also been colour-coded to match the savings break-down. The pie charts are irrelevant. Instead there should have been bar charts showing before and after savings in actual thousands of pounds terms. There should be a council tax rise of 2%. The reduction last year was ludicrous considering proposed cuts to valuable services to the community, like libraries, and to those in need, like decent stable social housing, and transport for special needs students.*
- *Do not appreciate the dangerous cycleway in Dollis Valley Greenwalk. There is a parallel cycleway on quiet non-through streets nearby. Dollis Valley Greenwalk should be for pedestrian use only as it is a Borough Wide Area of Nature Conservation and there is a need for pleasant, safe areas for pedestrians to allow residents to exercise for health. The council should provide natural or rubber composition paths for them to allow all residents to safely walk, jog or run.*
- *The biggest inhibitor of business in the Borough is the lack of parking. Main Town Centres need extra parking provision to make them truly viable and destinations that people want to visit. A multi-storey car park really needs to be built on Bunns Lane Car Park to bring vitality to Mill Hill Town centre for both the daytime & night-time economies. Put up the community charge - it is worth paying more for good in house services.*

- *Wildlife and traffic pollution, tourism.*

4.4.3 Environment Committee's Approach

The majority of respondents (6 out of 11) agreed with the approach of 'Target support to those who need it to allow opportunity for all', whilst only 2 respondents agreed with 'Give people more choice and control over their service'.

To what extent do you agree or disagree with the approach that has been identified within the Environment Committee? (Please tick one option on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Explore alternative ways to deliver services, in partnership with other organisations and residents	3	2	6	0	11
Target support to those who need it to allow opportunity for all	6	2	3	0	11
Give people more choice and control over their service	2	3	5	0	10
answered question					11
skipped question					17

Respondents were asked if they had any suggestions on how the committee could save money and 5 respondents gave the following comments;

- *There should be less roads and smaller roads in Barnet's estate. The land could be freed up from the liability and turned into a brownfield asset for small self-build sites for vulnerable tenants and community assets.*
- *Reduce the number of consultants*
- *Put up the community charge - it is worth paying more for good in house services*
- *You should look to sharing more services with other Boroughs, rather than outsourcing to private sector companies. Outsourcing services quickly becomes more expensive as the service evolves to meet changing needs and the private sector company increase its charges accordingly.*
- *Need to listen to local residents. Also a need to work with local residents on a ward basis. Pedestrians need to be considered more and catered to more as pavements are dangerous to walk on. Cyclists and pedestrians have different needs!*

4.4.4 Environment Committee's Savings

4 of 12 respondents agreed the committee had got the right balance in terms of savings and outcomes, with 4 also and the remaining 4 neither agreeing nor disagreeing.

To what extent do you agree or disagree that the committee has identified the right balance in terms of savings and outcomes in order to achieve its priorities? (Please tick one option only)	
Answer Options	Response Count
Strongly agree	2
Tend to agree	2
Neither agree nor disagree	4
Tend to disagree	0
Strongly disagree	4
Don't know / not sure	0
answered question	12
skipped question	16

Of those who felt there was not a balance the following comments were made;

- *The cuts are not necessary. Restructure the whole government*
- *Put up the community charge - it is worth paying more for good in house services*
- *Residents were not consulted regarding the "upgrade" of Dollis Valley Greenwalk. The safety of users has not even been considered. There are parallel quiet streets that are designated for cycling so why was the Greenwalk destroyed? Toilet facilities and pedestrian friendly paths will be a small outlay to achieve the facilities to improve the physical and mental health of residents.*

4.5 Assets, Regeneration and Growth Committee

4.5.1 Assets, Regeneration and Growth Committee's Priorities

11 people chose to respond to the questions on the Assets, Regeneration and Growth Committee. The majority of the 10 respondents agreed with all the priorities for the committee.

To what extent do you agree or disagree with the priorities that have been identified within the Assets, Regeneration and Growth Committee? (Please tick one option on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Providing new and replacement community, leisure, education and health facilities, as well as housing, infrastructure and parks for residents.	7	1	2	0	10
Increasing the prospect of better paid employment by generating new jobs and providing residents.	8	1	1	0	10
Supporting the growth of businesses by reducing red tape and bureaucracy, helping residents of all ages to succeed in the labour market.	7	2	1	0	10
Implementing a range of activity to make Barnet an attractive place to operate a business in, including investing and recruiting people locally	6	2	2	0	10
Managing the council's land and property assets so that they deliver operational and financial benefits.	7	2	1	0	10
answered question					10
skipped question					18

There were 6 respondents who felt that priorities had been missed and they left the following comments;

- *You can't have infinite growth in a finite borough and planet*
- *To make parking free for the 1st half hour to generate more footfall for local businesses*
- *The opportunity to present the information in a more accessible way*
- *Build council homes instead of gifting land to private developers*
- *The council has many assets that could be better run by local groups with entrepreneurial/ commercial management and marketing expertise on a not for profit basis for the benefit of the community, allowing the council to concentrate on high priority issues such as Housing Development.*

4.5.2 Assets, Regeneration and Growth Committee's Outcomes

In terms of outcomes identified by the Assets, Regeneration and Growth Committee, the majority agreed with three outcomes on Town centres / Assets / Housing growth, whilst 4 of 9 respondents agreed with the outcomes on regeneration and the economy.

To what extent do you agree or disagree with the outcomes the Assets, Regeneration and Growth Committee has identified? (Please tick one box only on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Regeneration: regeneration schemes completed to a high standard, including the new communities in Brent Cross and Colindale. Success will be measured by good quality homes, safe attractive environments and integration of new developments and the people who live, work and visit them integrating with existing areas	4	2	3	0	9
Economy. Barnet is established as the best place in London to be a small business.	4	2	2	1	9
Town centres: Key town centres are thriving, creating pleasant places for people to shop, live, work and socialise in	7	0	2	0	9
Assets: Continue to improve the management of the council's assets to achieve savings, maximise income and support longer term growth.	6	1	2	0	9
Housing growth: New developments meet housing need, contribute to Barnet's reputation as a desirable place to live and maximize benefits to the council.	7	0	2	0	9
<i>answered question</i>					9
<i>skipped question</i>					19

4 respondents felt that the council had missed outcomes and left the following comments;

- *Maintain provision of Council and Social Housing.*
- *To discuss with residents their vision for where they live. Some of the ideas will be impossible to meet within funding but special meetings should be held with residents who do not have a political axe to grind but want their area to be liveable in and not dominated by high rise flats.*
- *Build council homes instead of gifting land to private developers*

4.5.3 Assets, Regeneration and Growth Committee's Approach

6 out of 9 respondents agreed with all 3 elements of the approach outlined in the commissioning plan.

To what extent do you agree or disagree with the approach that has been identified within the Assets, Regeneration and Growth Committee? (Please tick one option on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly / tend to disagree	Don't know / not sure	Response Count
Deliver successful regeneration, in partnership with other organisations and residents	6	1	2	0	9
Maximise the benefits of growth to the borough	6	1	2	0	9
Ensure the efficient use of council assets	6	1	2	0	9
answered question					9
skipped question					19

3 respondents stated they had other suggestions as to how the committee could save money and made the following comments;

- *You have no business providing free Wi-Fi in town centres. If people want that service they should pay for it*
- *Build council homes instead of gifting land to private developers*

4.5.4 Balance of savings

Respondents were asked how much they agreed that the committee had identified the right balance of savings in order to achieve its priorities. Less than half of respondents (4 out of 9) agreed, while a third (3 out of 9) disagreed.

To what extent do you agree or disagree that the committee has identified the right balance in terms of savings and outcomes in order to achieve its priorities? (Please tick one option only)	
Answer Options	Response Count
Strongly agree	2
Tend to agree	2
Neither agree nor disagree	2
Tend to disagree	0
Strongly disagree	3
Don't know / not sure	0
<i>answered question</i>	9
<i>skipped question</i>	19

2 respondents who disagreed added the following comments;

- *Further reduce CAPITA's fees, or remove them entirely*
- *Build council homes instead of gifting land to private developers*

4.6 Community Leadership Committee

7 respondents answered questions on the Community Leadership Committee.

4.6.1 Community Leadership Committee's Priorities

The majority of respondents (5 out of 7) agreed with all the priorities for the committee, with 1 respondent disagreeing and 1 neither agreeing nor disagreeing with each priority.

4.6.2 Community Leadership Committee's Priorities

To what extent do you agree or disagree with the priorities that have been identified within the Community Leadership Committee? (Please tick one option on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly / tend to disagree	Don't know / not sure	Response Count
Ensure safe communities, supporting the police to address anti-social behaviour and crime	5	1	1	0	7
Reduce the fear of crime and anti-social behaviour, especially for the most vulnerable	5	1	1	0	7

members of the community					
Facilitate the council's community leadership role, encouraging community participation and supporting residents and communities to become more active, independent and resilient	5	1	1	0	7
Ensure the borough is well prepared for any emergency that may arise	5	1	1	0	7
answered question					7
skipped question					21

1 person felt that priorities had been missed but no respondents left any comments in regard to what priorities had been missed.

4.6.3 Community Leadership Committee's Outcomes

The majority of respondents (5 out of 8 or more) agreed with all of the outcomes for the Community Leadership Committee.

To what extent do you agree or disagree with the outcomes the Community Leadership Committee has identified? (Please tick one box only on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Safe communities – crime levels remain low and people feel safe to live and work in Barnet; victims of crime and anti-social behaviour are well supported; reoffending reduces and fewer areas experience persistent crime and anti-social behaviour	6	1	1	0	8
Strong communities – residents and community groups are independent, resilient and take on responsibility for their local	5	1	2	0	8

areas; communities are more cohesive					
Active, involved communities – residents and community groups are more involved in designing and delivering services; there are more options to get things done in the borough	5	1	2	0	8
Emergency preparedness – the borough is well prepared for emergencies and responds quickly and appropriately when any arise	6	1	1	0	8
answered question					8
skipped question					20

2 respondents felt that some outcomes had been missed, with 1 respondent stating that the following outcome had been missed;

- *Local people have day jobs so do not have a lot of time to contribute. You need to support the delivery of their local initiatives in close partnership, not expect that you can hand over the baton to such groups and that the desirable outcomes will be sustainable. Local groups should be convened and actively managed by the council in a strong working "win-win" partnership.*

4.6.4 Community Leadership Committee's Approach

4 out of 9 respondents agreed the committee had identified the right savings to achieve its priorities, with 3 out of 9 respondents disagreeing with this statement.

To what extent do you agree or disagree that the committee has identified the right savings in order to achieve its priorities? (Please tick one option only)	
Answer Options	Response Count
Strongly agree	3
Tend to agree	1
Neither agree nor disagree	2
Tend to disagree	1
Strongly disagree	2
Don't know / not sure	0
answered question	
9	
skipped question	
19	

Those that disagreed left the following statements;

- *Put up the community charge*
- *Concerned that CCTV services may be taken out of the council's control and so make our privacy be impacted.*

4.6.5 Community Leadership savings

Respondents were asked how much they agreed that the Committee has identified the right balance of savings in order to achieve its priorities. There was a mixed response; 4 out of 10 agreed, while 3 out of 10 disagreed and the remaining 2 neither agreed or disagreed

To what extent do you agree or disagree that the committee has identified the right savings in order to achieve its priorities? (Please tick one option only)		
Answer Options	Response Percent	Response Count
Strongly agree	33.3%	3
Tend to agree	11.1%	1
Neither agree nor disagree	22.2%	2
Tend to disagree	11.1%	1
Strongly disagree	22.2%	2
Don't know / not sure	0.0%	0
<i>answered question</i>		9
<i>skipped question</i>		19

Those who disagreed were asked for reasons why and how they felt savings could be made instead. There were two responses;

- *Concerned that CCTV services may be taken out of the Council's control and so make our privacy be impacted*
- *Put up the community charge*

4.7 Housing Committee

11 respondents completed the section on the Housing Committee, with 2 out of the 11 stating that they used services within the Housing Committee's remit, 6 not using services and 3 respondents not sure.

4.7.1 Housing Committee's Priorities

In terms of priorities, the majority of respondents (6 out of 9 respondents) agreed with *'Facilitating growth and the success of residents by delivering a sufficient long term supply of new housing of all types and tenures'*, whilst only 4 out of 10 respondents agreed with *'Enabling those who add to the economic, civic or cultural life of the borough to have the opportunity to live in Barnet'*.

To what extent do you agree or disagree with the priorities that have been identified within the Housing Committee? (Please tick one option on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Facilitating growth and the success of residents by delivering a sufficient long term supply of new housing of all types and tenures	6	1	2	0	9
Enabling those who add to the economic, civic or cultural life of the borough to have the opportunity to live in Barnet	4	1	4	1	10
answered question					10
skipped question					18

Over half of respondents (6 out of 10) thought that priorities had been missed, and left the following comments;

- *The council housing stock should be respected as a socialist heritage, which the Tories have no business meddling in. People not profit. No to developers.*
- *That people who are in housing provided by the council sign an undertaking to take care of the property. To provide timely notification of issues so they can be dealt with promptly. If they are unable to take care of the garden, they are moved to a residence more suited to their needs.*
- *Improve the quality of existing housing stock. Many properties are riddled with damp and the quality of repairs provided by contractors is poor.*
- *Providing more Social Housing in all developments.*
- *Build council homes instead of gifting land to private developers*
- *There is a need for social housing and Barnet Council has been allowing developers to avoid social housing so they can increase their profits. Situations like West Hendon Estate and Sweets Way must not be repeated. Social housing must also be affordable for those who require it - 80% of the market rate is not affordable. Affordable housing also needs to have some permanence of tenancy with it.*

4.7.2 Housing Committee's Outcomes

In terms of outcomes identified by the Housing Committee, the majority (5 out of 9 or more) agreed with all of the outcomes identified by the committee.

To what extent do you agree or disagree with the outcomes the Housing Committee has identified? (Please tick one box only on each line)					
Answer Options	Strongly agree	Neither agree nor disagree	Strongly disagree	Don't know / not sure	Response Count
Housing supply: We will prioritise increasing the housing supply, including the use of our own resources to build new homes. change and waste minimisation	7	0	2	1	10
Affordable housing: The delivery of homes that people can afford, including homes for rent at local housing allowance levels and low cost home ownership	8	0	2	0	10
High quality private rented sector: The increased level of private renting means that we will focus on quality in the Private Rented Sector, including the use of discretionary powers to improve poorly managed houses in multiple occupation	6	1	3	0	10
Homelessness: We will continue to help those that need assistance by tackling homelessness, with a focus on prevention as well as making best use of our existing housing stock	8	0	2	0	10
Vulnerable residents: Providing suitable housing to support vulnerable people will be a priority, including older residents, those with disabilities and mental health problems and young people leaving care.	8	0	2	0	10

Delivering new homes: We will ensure that housing finances are optimised to maximise the amount of money available to invest in delivering new homes, including a review of our rents policy	6	2	2	0	10
An efficient, effective service: We will work with Barnet Homes, our arm's length management organisation, to review housing services to ensure that they	5	1	2	1	9
<i>answered question</i>					10
<i>skipped question</i>					18

1 respondent thought that outcomes had been missed, although this person did not leave a comment on what outcomes had been missed.

4.7.3 Housing Committee's Approach

In terms of the approach, the majority (5 out of 9 or more) agreed with all 3 elements of the approach identified by the Housing Committee.

To what extent do you agree or disagree with the approach that has been identified within the Housing Committee? (Please tick one option on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly disagree	Don't know / not sure	Response Count
Explore alternative ways to deliver services, in partnership with other organisations and residents	5	0	4	0	9
Target support to those who need it to allow opportunity for all	8	0	1	0	9
Give people more choice and control over their service	7	1	1	0	9
<i>answered question</i>					9
<i>skipped question</i>					19

2 respondents stated they had suggestions on how the committee could save money, giving the following comments;

- *I am appalled that my friends in the "regeneration" estate are being taken to court and politically attached by the council's decant team, at great expense. See George Osborne's speech to Royal Economic Society, Daily Telegraph.*
- *Make sure that when building new properties that they are Carbon Zero and use all of the latest Technology in Building techniques, to lower build costs and running costs. Get tough on Contract Management of sub-contractors.*

4.7.4 Housing Committee Savings

Respondents were asked how much they agreed that the committee had identified the right balance of savings in order to achieve its priorities. There was a mixed response; 4 out of 10 disagreed, while 3 out of 10 agreed and the remaining 3 neither agreed nor disagreed.

To what extent do you agree or disagree that the committee has identified the right balance in terms of savings in order to achieve its priorities? (Please tick one option only)	
Answer Options	Response Count
Strongly agree	2
Tend to agree	1
Neither agree nor disagree	3
Tend to disagree	2
Strongly disagree	2
Don't know / not sure	0
answered question	10
skipped question	18

Those who disagreed were asked for reasons why and how they felt savings could be made instead. There were two responses;

- *I'm not good with money or these organisations but please could Barnet Homes be taken back in-house or democratic control.*
- *Don't concentrate on savings, concentrate on raising revenue*

4.8 Public Health

7 respondents answered questions on Public Health.

4.8.1 Public Health's Priorities

The majority of respondents (6 out of 7) agreed with all of the priorities identified for Public Health, with 1 respondent disagreeing with each of the priorities.

To what extent do you agree or disagree with public health's priorities? (Please tick one option on each line)					
Answer Options	Strongly / tend to agree	Neither agree nor disagree	Strongly / tend to disagree	Don't know / not sure	Response Count
Give every child the best start in life	6	0	1	0	7
Enable all children, young people and adults to have control over their lives	6	0	1	0	7
Create fair employment and good work for all	6	0	1	0	7
Create and develop healthy and sustainable places and communities	6	0	1	0	7
Strengthen the role and impact of ill health prevention	6	0	1	0	7
<i>answered question</i>					7
<i>skipped question</i>					21

2 respondents thought that there were missed priorities, with the following comments being made;

- *Alcohol drinking and obesity/unhealthy eating should be tackled with more robust solution for long term benefits of all.*
- *Give greater emphasis on regular exercise and healthy eating*

4.8.2 Public Health's Outcomes

In terms of the proposed outcomes identified by Public Health, the majority of respondents (6 out of 7) agreed with all of the outcomes, with 1 respondent disagreeing with all the outcomes.

To what extent do you agree or disagree with public health's proposed outcomes? (Please tick one box only on each line)					
Answer Options	Strongly / Tend to agree	Neither agree nor disagree	Strongly disagree	Don't know / not sure	Response Count
Children, young people and families are supported to be physically, mentally and emotionally healthy	6	0	1	0	7
People are discouraged from adopting unhealthy behaviours, and encouraged to make healthier choices	6	0	1	0	7
Those furthest from the labour market are supported to access training and employment opportunities, retain job opportunities, and return to employment	6	0	1	0	7
The built environment is conducive to healthy and active living choices such as walking, active travel, sports and recreation	6	0	1	0	7
Older people are supported to stay well during winter. People at risk of, or living with, a long term condition are supported to manage these risks/ self-manage their condition, resulting in fewer crisis responses	6	0	1	0	7
<i>answered question</i>					7
<i>skipped question</i>					21

None of the respondents thought that any outcomes had been missed.

4.8.3 Public Health's Approach

Respondents were asked how much they agreed with the approach that had been identified for Public Health. 'Maintain investments in public health programmes' was the most popular with agreement from 6 out of 7 respondents and the remaining elements of the approach receiving agreement from 4 out of 7 respondents

To what extent do you agree or disagree with the approach that has been identified for public health? (Please tick one option on each line)					
Answer Options	Strongly / tend to agree	Neither agree nor disagree	Strongly / Tend to disagree	Don't know / not sure	Response Count
Maintain investments in public health programmes that are already improving outcomes for residents, making efficiencies wherever possible	6	0	1	0	7
Transform the delivery of existing services that could be delivering better outcomes, in partnership with other organisations and residents	4	1	2	0	7
Re-profile savings made from existing programmes in new public health services that address the wider determinants of health and help manage future demand	4	1	1	1	7
Target support to those who need it to allow opportunity for all	4	1	2	0	7
answered question					7
skipped question					21

1 respondent felt stated they had a suggestion for how Public Health could approach the challenge, with the following comment made;

- *Responsible eating and healthy home cooking can be encouraged. Eating more fresh, natural (less processed food, less sugar/salt) and plant-based foods should be clearly encouraged in preventing ill health.*

4.8.4 Balance of Savings

3 out of 6 respondents agreed that Public Health had identified the right areas for further investment. 2 respondents neither agreed nor disagreed while the remaining respondent strongly disagreed.

To what extent do you agree or disagree that the public health has identified the right areas for further investment in order to achieve its priorities? (Please tick one option on each line)	
Answer Options	Response Count
Strongly agree	2
Tend to agree	1
Neither agree nor disagree	2
Tend to disagree	0
Strongly disagree	1
Don't know / not sure	0
<i>answered question</i>	6
<i>skipped question</i>	22

No comments were made in response to 'If you disagree with any of these, please tell us below why and where you think we could make investment'.