What's the Future for Recycling, Waste, Parks and Cleansing across Barnet?

Final Consultation Report

November 2016 to January 2017

1. Consultation Methodology and Respondent Profile

As is usual practice, the options appraisal for the Street Scene ADM project has been subject to a formal public consultation. This report sets out the full findings of this consultation, which will be considered by Environment Committee on 15 March 2017, where the decision will be taken on which alternative delivery model option to progress.

1.1 Methodology

The process for delivering the consultation was as follows:

- The consultation was open for ten weeks; from the week commencing 07 November 2016 to the week ending 15 January 2017.

- The consultation questionnaire was published on Engage Barnet http://engage.barnet.gov.uk together with the consultation document, which provided detailed background information on the Street Scene ADM project and reasons for consultation.

- Respondents' views were gathered via an online survey. Paper copies and an easy read version of the consultation were also made available on request.

- The consultation was promoted via the following channels;
  - Council website
  - Local press
  - Social media (Twitter, Facebook etc)

- A separate questionnaire was made available to Street Scene Delivery Unit staff.

1.2 Questionnaire Design

The questionnaire was developed to ascertain resident (and other stakeholder) views on the shortlist of options put forward in the revised outline business case (OBC2) for the alternative delivery of Street Scene services.

In particular the consultation invited views on:

- Street Scene services
- The aims of future service delivery
- The assessment criteria used to evaluate alternative delivery model options for future service delivery
- The options which were shortlisted
- The options which were discounted

In order to enable further understanding and in-depth analysis, the questionnaire included some open ended questions, where respondents were invited to elaborate on their views and express any concerns.

The questionnaire also recorded key demographic information in order to help officers understand the views of different demographic groups.

Throughout the questionnaire, and where applicable, hyperlinks were provided to the relevant sections of the consultation document.

1.3 Consultation Response Rates

A total of 531 questionnaires have been submitted; 506 by the general public (and interested groups) and 25 by Street Scene Delivery Unit staff.

The results of the staff engagement can be found in Section 3 of this report.

1.4 Respondent Profile

Of the 506 public questionnaires responses received, all were via the online questionnaire. No paper questionnaires were returned.

The council is required by law, Equality Act 2010, to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between people from different groups.

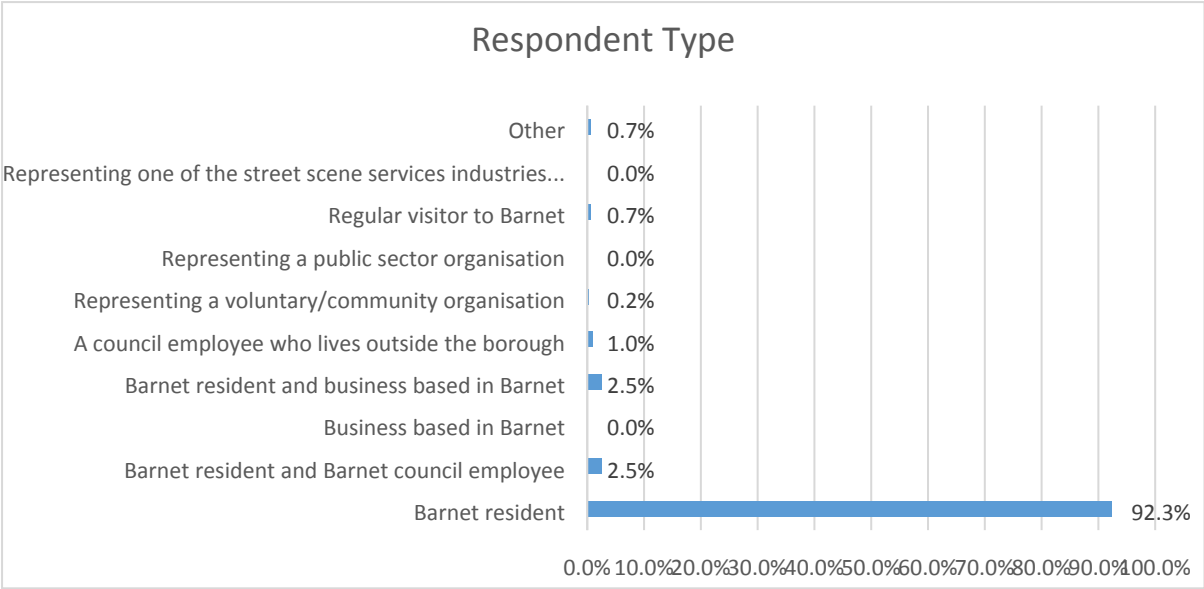
The protected characteristics identified in the Equality Act 2010 are age, disability, ethnicity, gender, gender reassignment, marriage and civil partnership, pregnancy, maternity, religion or belief and sexual orientation.

To assist us in complying with the duty under the Equality Act 2010 we asked the general public consultation respondents to provide equalities monitoring data and explained that collecting this information will help us understand the needs of our different communities. All personal information provided will be treated in the strictest confidence and will be stored securely in accordance with our responsibilities under the Data Protection Act 1998.

The graphs below summarise the demographic profiles of those who responded.

1.4.1 Respondent Type

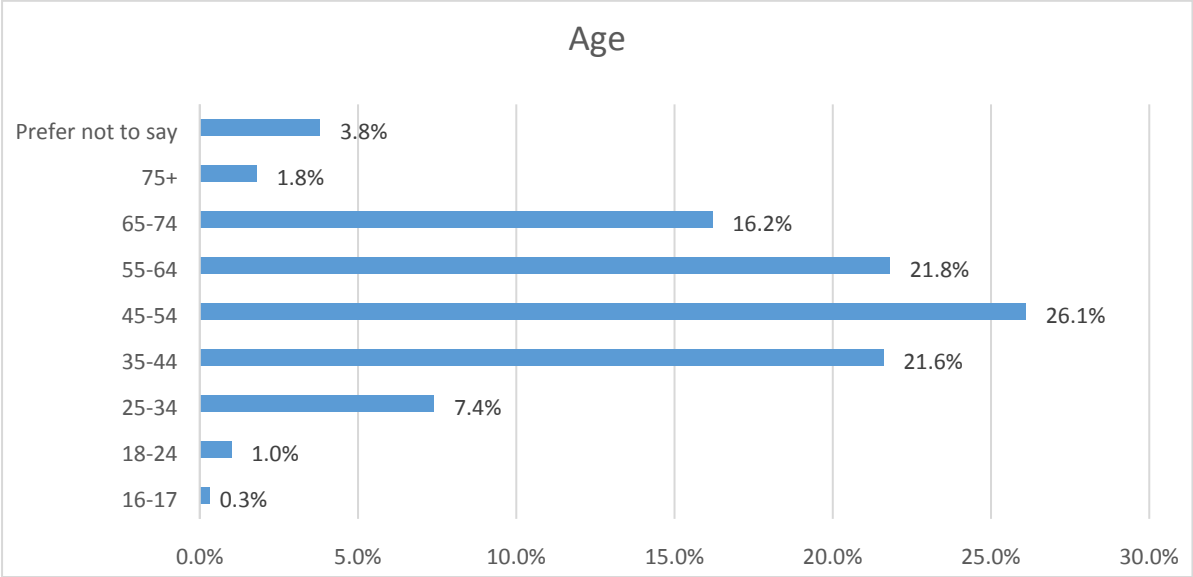
Graph A



The majority of respondents, 92.3%, were Barnet residents, compared with 2.5% of respondents who were Barnet residents and council employees, and 2.5% of respondents who were Barnet residents and local business owners.

1.4.2 Age

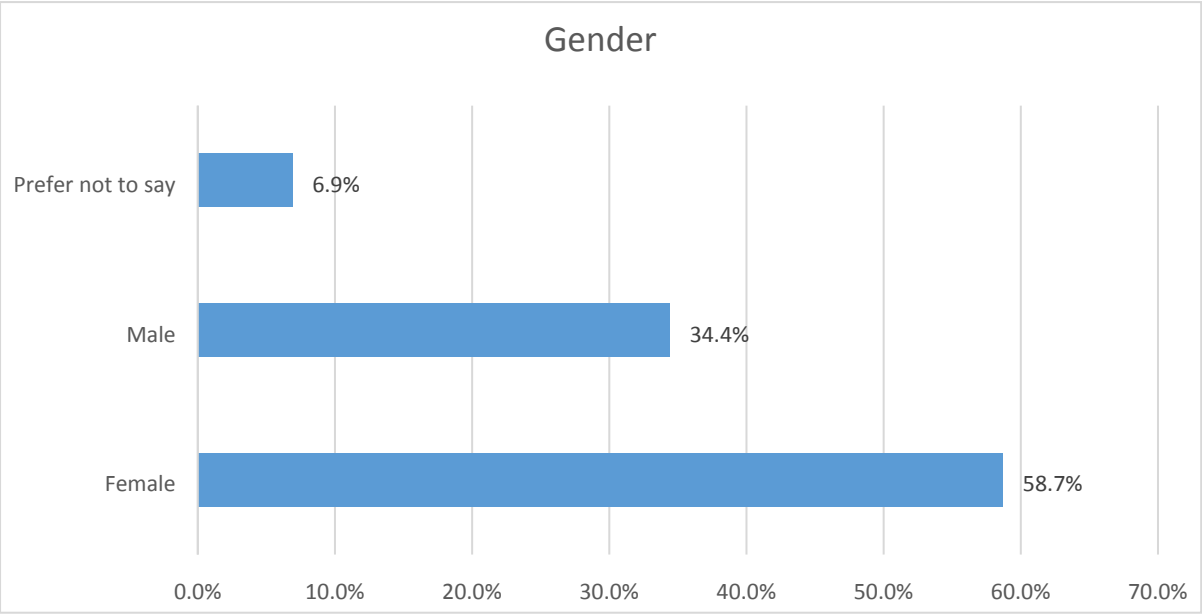
Graph B



69.5% of all respondents were aged between 35 and 64. The highest response rate was from respondents aged between 45 and 54, at 26.1%, followed by respondents aged 55 to 64, at 21.8%, and respondents aged 35 to 44, at 21.6%.

1.4.3 Gender

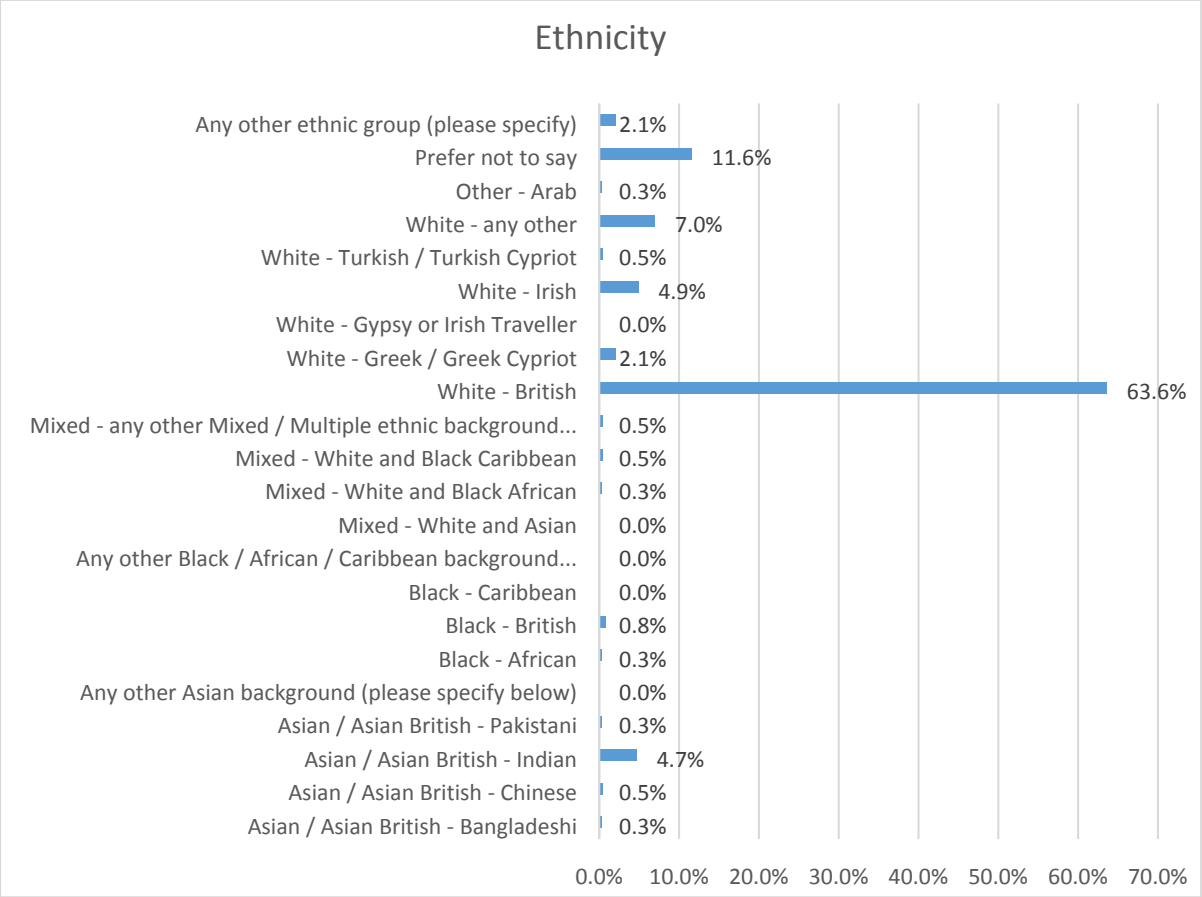
Graph C



The majority of respondents were female, at 58.7%.

1.4.4 Ethnicity

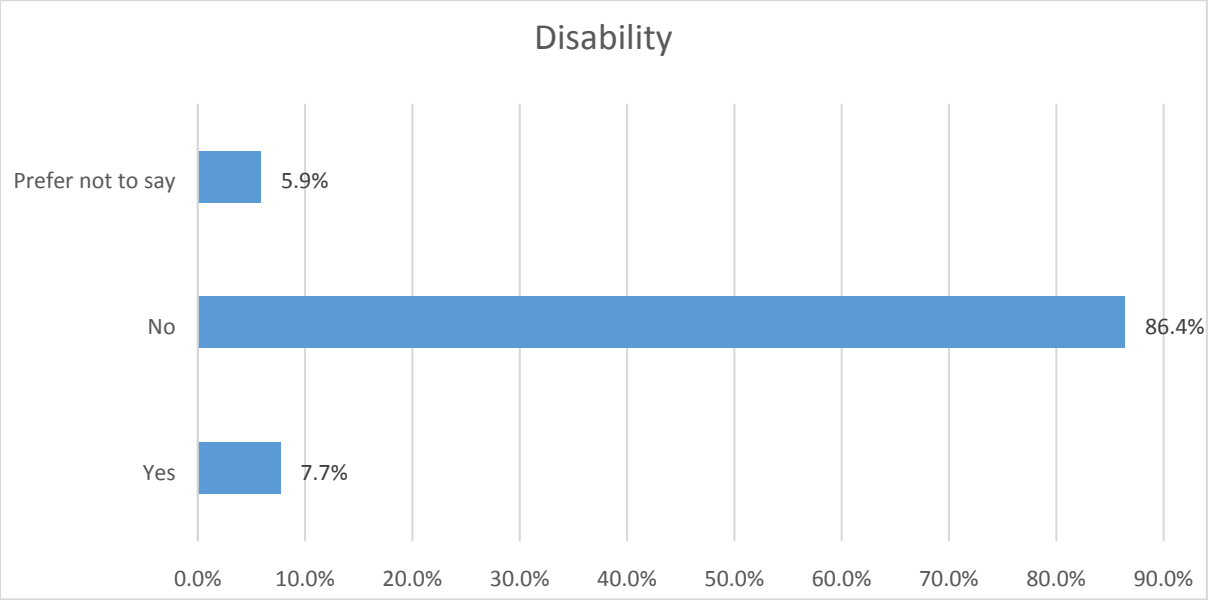
Graph D



The majority of respondents described themselves as being of White British origin, at 63.6%. The next largest group of respondents, at 11/6%, preferred not to state their ethnicity.

1.4.5 Disability

Graph E

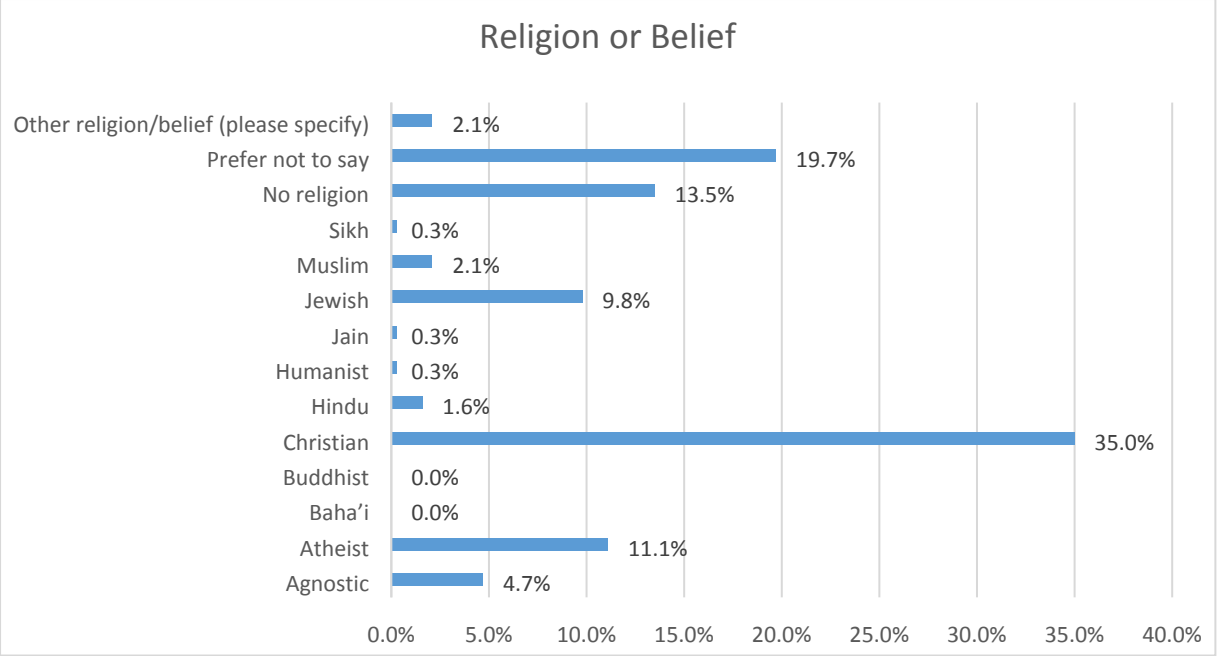


86.4% of respondents identified as not having a disability, compared with 7.7% of respondents who did identify as having a disability, and 5.9% of respondents who preferred not to say.

Of the 7.7% of respondents who identified as having a disability, 40.6% of these identified as having a disability in relation to mobility (e.g. use of a wheelchair) and 21.9% identified as having reduced physical capacity (e.g. inability to lift).

1.4.6 Religion or Belief

Graph F



The largest group of respondents identified themselves as Christian, at 35%. The next largest group of respondents preferred not to say, at 19.7%, followed by respondents who did not identify themselves as having any religious belief, at 13.5%.

2. Consultation Results

2.1 Preface to the Results

Regarding the results of the questionnaire, it is important to note the following:

- The respondent profile for the Street Scene ADM public consultation is not wholly representative of the overall population of Barnet.
- The results provide information about the opinion of those residents who have chosen to engage with this particular consultation.
- The results should be not treated as a definitive guide to the overall public opinion of the borough.
- Where percentages do not add up to 100, this may be due to rounding, or the question may be multi-coded.
- All open-ended responses to the public consultation have been summarised and categorised by the themes arising from individual comments, so that the results can be analysed in a meaningful way.
- The results for each question are based on “valid responses” (i.e. all those providing an answer).
- The base size may vary from question to question (i.e. not all respondents answered every question).

2.2 Consultation Questions

The consultation set out the importance of the local environment as a place to live and work and explained the council’s commitment to maintaining high levels of resident satisfaction, by preserving the green and clean nature of Barnet as a borough. It also set out the council’s commitment to developing attractive suburban parks within local communities in order to promote health and wellbeing, conserve the natural character of the area, and encourage economic growth.

The consultation explained that there are challenges to maintaining Street Scene services, which is why the council is looking at ways in which it can do things differently.

The consultation asked residents and businesses of Barnet about who they think should run some of the key Street Scene services in the future, such as; recycling and waste collection, street cleaning, emptying litter bins, and maintaining green spaces.

The consultation contained questions on the following key areas:

- Street Scene services
- The aims of the Street Scene Alternative Delivery Model (ADM) project
- The assessment criteria used to evaluate all possible ADM options
- The short-listed ADM options
- The discounted ADM options

2.2.1 Street Scene Services

The consultation identified the Street Scene services in scope of the Street Scene ADM project. Respondents were asked to indicate the order of priority of these services for them.

The results are summarised in the table and graph below:

Table 1

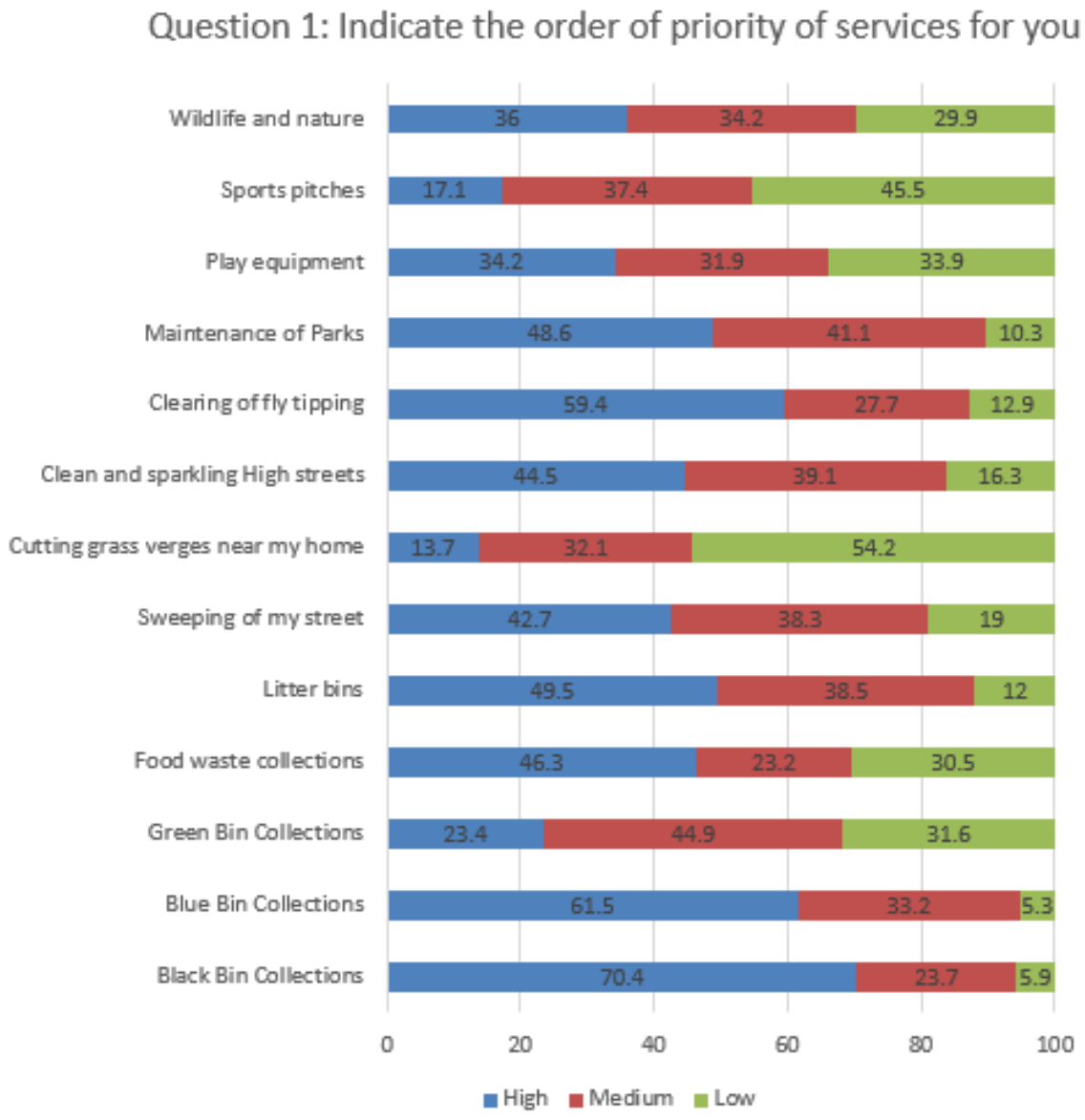
Street Scene Services	High Priority	Medium Priority	Low Priority	Response Totals
Black bin collections	348	117	29	494
Blue bin collections	302	163	26	491
Green bin collections	111	213	150	474
Food waste collections	214	107	141	462
Litter bins	230	179	56	465
Sweeping my street	204	183	91	478
Cutting grass verges near my home	61	143	241	445
Clean and sparkling high streets	207	182	76	465
Clearing of fly tipping	285	133	62	480
Maintenance of parks	227	192	48	467
Play equipment	149	139	148	436
Sports pitches	69	151	184	404
Wildlife and nature	159	151	132	442

The table above records the total number of responses, as well as the number of responses for the categorisation of each service area. Respondents were asked to apply each value no more than four times (i.e. maximum of four 'high priority services') to allow the project team to ascertain the order of importance in which respondents placed Street Scene services. This has meant that not all services received the same number of response.

For example; 494 respondents expressed their opinion on the level of priority that should be given to black bin collection, whereas only 404 respondents did the same for the maintenance of sports pitches.

The graph below represents the percentage value of the responses provided in the table above.

Graph G



The graph shows that the highest priority service for residents and businesses is the collection of black bins; with a high priority rating of 70.4% versus a low priority rating of 5.9%. The lowest priority service is cutting grass verges; with a low priority rating of 54.2% versus a high priority rating of 13.7%.

2.2.2 Project Aims

The consultation described the aims for the future delivery of services. These are to:

- Increase customer satisfaction
- Achieve council savings targets
- Identify opportunities to improve services

Respondents were asked to record to what extent they agree or disagree with these aims, with options ranging from “strongly agree” to “strongly disagree”.

The table below captures these responses.

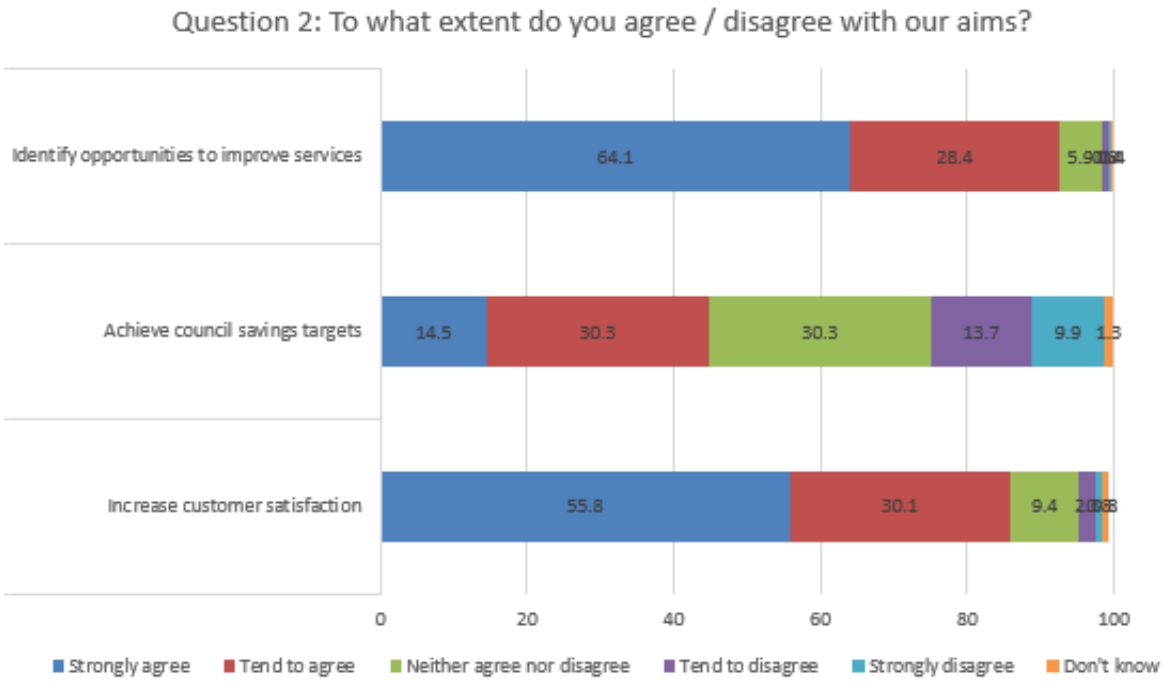
Table 2

Aims	Strongly agree	Tend to agree	Neither agree / disagree	Tend to disagree	Strongly disagree	Don't know	Response Totals
Increase customer satisfaction	266	147	45	11	4	4	477
Achieve council savings targets	69	144	144	65	47	6	475
Identify opportunities to improve services	305	135	28	4	2	2	476

Respondents were asked to engage with each of the aims listed and the results show that this has largely been the case. The total number of responses has been consistent, with a difference of 2 between each of the response totals.

The graph below represents the percentage value of the responses provided in the table above.

Graph H



The results show that the aim respondents agreed with the most is to identify opportunities to improve services; with 64.1% saying that they strongly agree versus 0.8% saying that they strongly disagree. The aim respondents agreed with least is to achieve council savings targets; with only 14.5% saying that they strongly agree and 9.9% saying that they strongly disagree.

The results show that, overall, respondents either strongly agreed or tended to agreed with each of the aims for future service delivery. In the case of the aim to achieve council savings, there were an equal number of respondents that neither agreed nor disagreed with the aim as there were who tended to agree.

The consultation asked respondents to state if they disagreed with any of the above aims, and why. This was posed as an open-ended question, therefore, the results have been summarised and categorised by theme in the table below.

Table 3

Response Theme	Response Totals	Response %
Oppose customer satisfaction	10	7.9
Oppose savings targets	32	25.4
Oppose improve services	1	0.8
Support customer satisfaction	1	0.8
Support savings targets	4	3.2
Support improve services	17	13.5
(Other) Increase council tax	18	14.3

Response Theme	Response Totals	Response %
(Other) Concern about the increase in borough population	11	8.7
Operational feedback	32	25.4

A total of 126 responses have been recorded, from 112 respondents. The number of responses is higher than the number of respondents because some responses contained more than one comment, or could be applicable to more than one of the aims. There were 32 responses that focused on operational feedback, at a rate of 25.4% of the total number of responses. These responses were deemed did not engage directly with the question, nor could they be applied to the wider consultation.

The aim respondents opposed the most was to achieve council saving targets, with a response rate of 25.4%. The majority of respondents expressed concern about the impact on service quality if costs were to be reduced. An emergent theme was that 14.3% of respondents would prefer for council tax to be increased rather than service budgets be reduced. An additional emergent theme was that 8.7% of respondents expressed concern about the growing size of the borough population and the potential impact this could have on demand for services.

The aim that was opposed the least was to improve services, with a rate of only 0.8%. 7.9% of respondents opposed the aim to increase customer satisfaction; this was largely due to concern as to how rates of customer satisfaction could be measured.

Some respondents chose to use the free text response to express their support of the aims; of which the aim to improve services was the most highly supported at 13.5%.

Respondents were then asked to rank each of the aims in order of priority. The results feature in the table below.

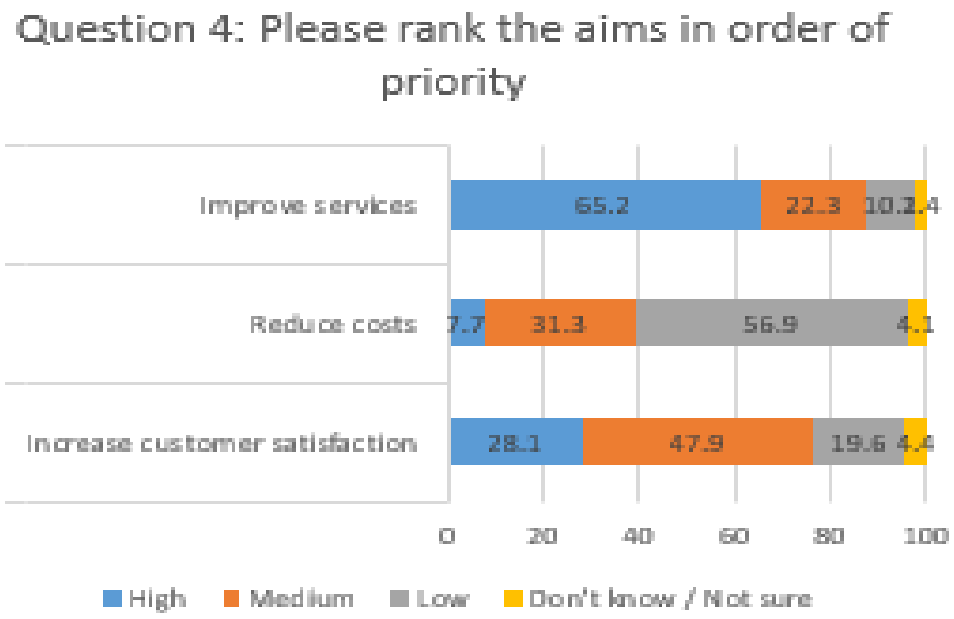
Table 4

Aims	High	Medium	Low	Don't know / Not sure	Response Totals
Increase customer satisfaction	109	186	76	17	388
Achieve council savings targets	34	138	251	18	441
Improve services	298	102	46	11	457

There is some variation between the total number of responses for each aim; respondents appear to have engaged with the aim to increase customer satisfaction the least.

The graph below represents the percentage value of the responses provided in the table above.

Graph I



The results show that improving services was the considered to be the highest priority aim by respondents overall, with a 65.2% high priority response rate and a 22.3% medium priority response rate. This aim was also the one most agreed with by respondents, as the results show in the table above. This shows a positive correlation between the extent of which respondents agree with each of the aims and how important they consider them to be.

The results also show that achieving council savings targets (reduce costs) was considered to be the lowest priority aim, with a 7.7% high priority response rate versus a 56.9% low priority response rate. This aim was also agreed with the least by respondents, as per the table above.

2.2.3 Assessment Criteria

The consultation outlined the assessment criteria used to assess each of the possible options for the alternative delivery of Street Scene services.

These criteria are:

- **Value for money** - The ability to deliver services to a high standard whilst reducing costs

- **Place-based service** - The ability to design and deliver services which respond to local priorities. This includes communicating with local residents and businesses and working well with other council departments and agencies.

- **Technology and innovation** - The ability to apply modern working practices; including the use of technology. This is will improve communication with customers, design and tailoring of services to meet specific needs (no one size fits all approach), and reducing costs whilst delivering high quality services.

- **Income generation** - A proven ability to increase income for services through gaining investment, bidding to funders and growing the business to achieve financial and social benefits.

- **Continual service improvement** - The ability to design and deliver services tailored to the requirements of customers and stakeholders, but which are flexible enough to respond to changes in demand and have the support of staff.

- **Successful track record** - Demonstration of a successful track record for the delivery of high quality and cost effective Street Scene services. We will be looking for testimonials from other employers, examples of best practice and evidence of necessary skills and expertise (e.g. accreditations).

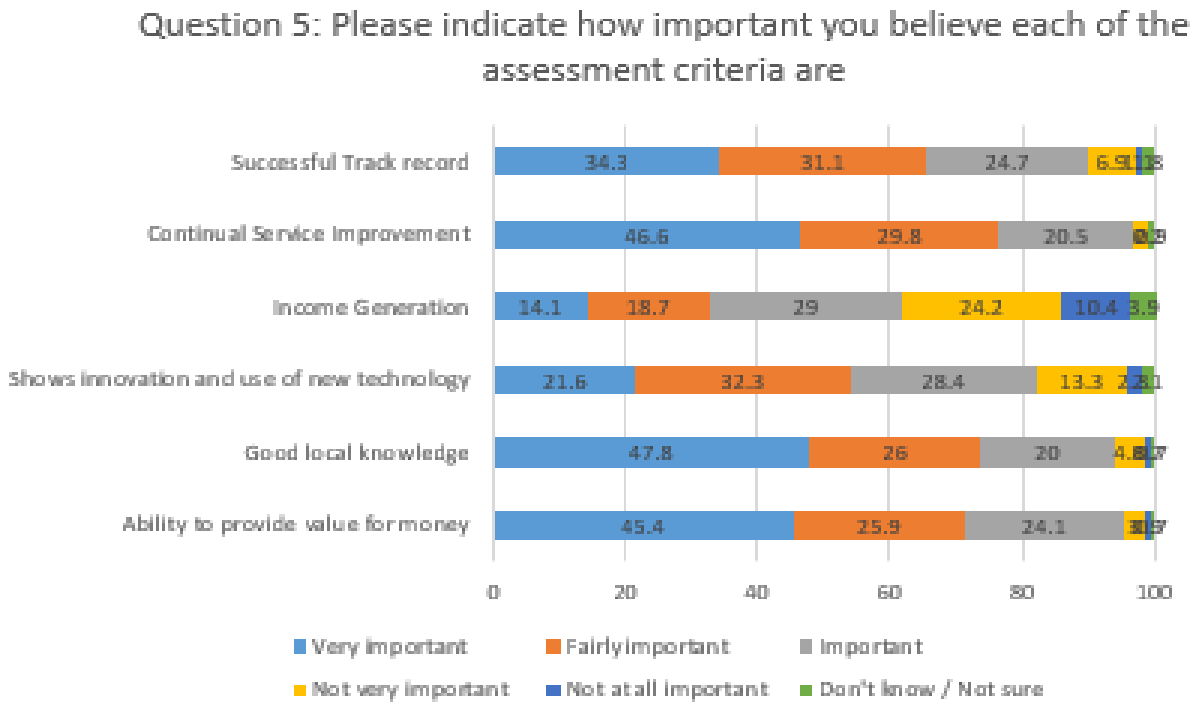
Respondents were asked to indicate how important they believe each of the criteria to be, with options ranging from "very important" to "not at all important". The table below summarises these results.

Assessment Criteria	Very important	Fairly important	Important	Not very important	Not at all important	Not sure	Response Totals
Ability to provide value for money	200	114	106	13	4	3	440
Good local knowledge	210	114	88	21	3	3	439
Shows innovation and use of tech	94	141	124	58	10	9	436
Income Generation	61	81	125	105	45	17	434
Continual Service Improvement	205	131	90	9	1	4	440
Successful Track record	150	136	108	30	5	8	437

Table 5

The graph below represents the percentage value of the responses provided in the table above.

Graph J



The results show that good local knowledge is very important to respondents; this criterion scored a 'very important' rating of 47.8%. This was closely followed by continual service improvement (46.6%) and the ability to provide value for money (45.4%). Of these three criteria, continual service improvement is arguably the highest scoring; with a combined rating of 76.4% of respondents who believe that this is either very important or fairly important. Good local knowledge had a combined very important and fairly important rating of 73.8%.

By contrast, the ability to generate income scored the lowest importance rating; 14.1% of respondents believed this to be very important and 18.7% of respondents believed this to be fairly important.

Respondents were then asked which of the criterion they believed to be the most important. The table below summarises the responses.

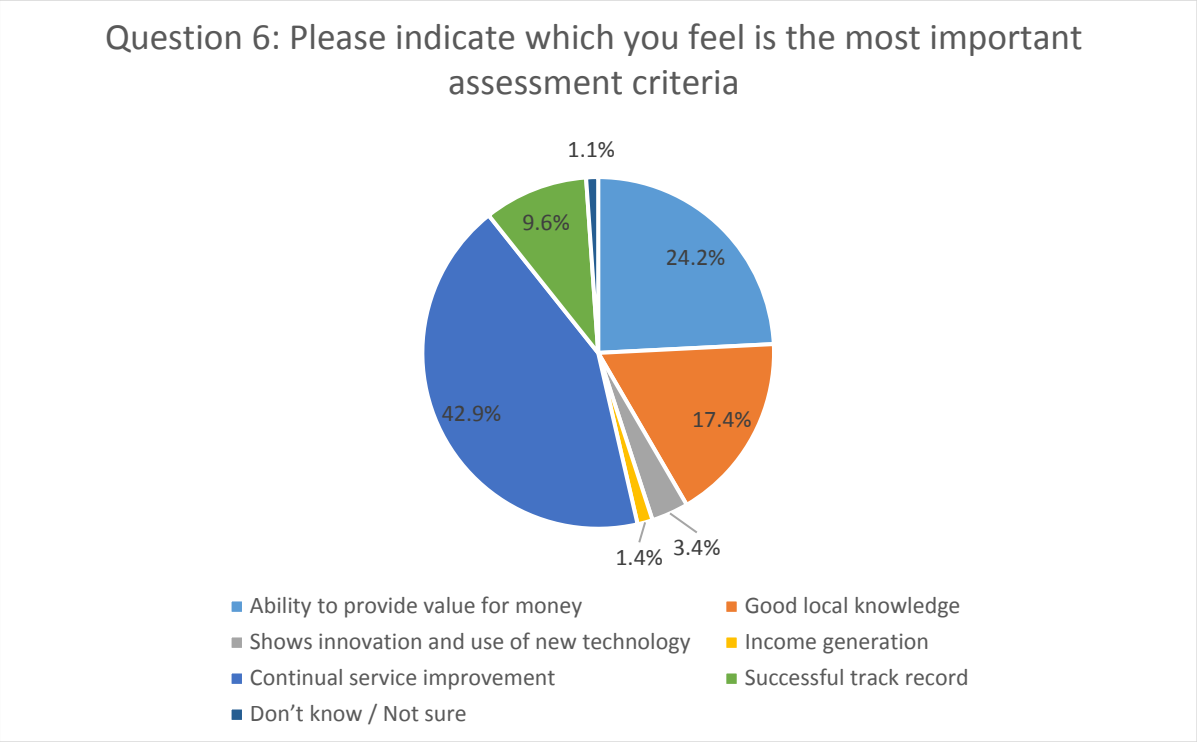
Table 6

Assessment Criteria	Response Totals	Response %
Continual Service Improvement	188	42.9%
Ability to Provide Value for Money	106	24.2%
Good Local Knowledge	76	17.4%
Successful Track Record	42	9.6%
Shows Innovation and Use of New Technology	15	3.4%
Income Generation	6	1.4%

Assessment Criteria	Response Totals	Response %
Don't Know / Not Sure	5	1.1%

The graph below represents the percentage value of the responses provided in the table above.

Graph K



The results show that the most important assessment criteria for respondents was continual service improvement(42.9%), followed by the ability to provide value for money (24.2%), and good local knowledge (17%). These were also the three highest scoring criteria in terms of what respondents believed to be very important and fairly important, as per the table above. Interestingly, although good local knowledge had the highest 'very important' rating in Question 5 (Graph J) it was not believed to be the most important rating by respondents in Question 6. Instead, respondents believed that continual service improvement was the most important assessment criteria.

Respondents were asked to explain their choice of most important criteria in an open-ended question. The results have been summarised by theme in the table below.

Table 7

Response Theme	Response Totals	Response %
Local knowledge	52	17.1
Value for money	37	12.2

Response Theme	Response Totals	Response %
Innovation and technology	8	2.6
Continual service improvement	74	24.3
Income generation	4	1.3
Track record	13	4.3
Other	1	0.3
Operational feedback	115	37.8

A total of 304 respondents chose to comment on this question. Of these, 115 responses (37.8%) focused on operational feedback on either Street Scene or wider council services and were not directly applicable to the consultation at large.

24.3% of respondents chose to explain why continual service improvement was the most important assessment criteria for them. The majority of respondents thought it was a self-evident assessment criteria, however, some respondents drew a link between the council's responsibility to provide high quality services and customer satisfaction.

17.1% of respondents chose to explain why local knowledge was the most important assessment criteria for them. The majority believed that local knowledge would support effective demand management and promote social responsibility in local communities. There was strong support for the council employing local people in Street Scene services.

12.2% of respondents chose to explain why value for money was important to them. This was largely connected to transparency about service costs, accountability of the council, and maintaining high levels of service quality.

A combined total of 8.2% of respondents chose to explain why the remaining assessment criteria were important to them. Innovation and technology was considered to help save time, reduce costs and promote 'greener' services. Income generation was considered important to ensure the sustainability of services, and track record was considered to be important should the decision be taken to outsource services to an external provider.

Respondents were then asked whether they thought there were any other assessment criteria that should be considered by the council. The results have been summarised by theme in the table below.

A total of 176 respondents chose to answer this question; of which 89 (50.1%) provided operational feedback on Street Scene services or the wider council. Of the remaining 87 responses (49.4%), the following suggestions were made for additional assessment criteria:

Table 8

Suggested Criteria	Response Totals	Response %
Community focus (incl. local jobs and community safety)	31	17.6
Robust performance monitoring	17	9.7
Employment conditions (incl. training)	12	6.8
Environmental health / Conservation	12	6.8
Adaptability	2	1.1
Don't know / Not sure	4	2.3

A small number of respondents indicated their support for existing aims and / or assessment criteria, as follows:

- Customer satisfaction: 5 (2.8%)
- Value for money: 2 (1.1%)
- Income generation: 2 (1.1%)

2.2.4 Shortlisted Options

The consultation described each of the four shortlisted options for the future delivery of services which are being explored further by the project team. These options are:

- **Option A: In-house (with management support from The Barnet Group)** – the Barnet Group (a company owned by the council) running services and the council employing all staff.

- **Option B: Local Authority Trading Company (The Barnet Group)** – the Barnet Group running services and employing all staff, on behalf of the council.

- **Option C: Outsourced** – a private company running services and employing all staff, on behalf of the council.

- **Option D: Shared service** – the council sharing services with another council in order to run them together.

Respondents were then asked to indicate the extent to which they support each of these options. The results are summarised in the table below.

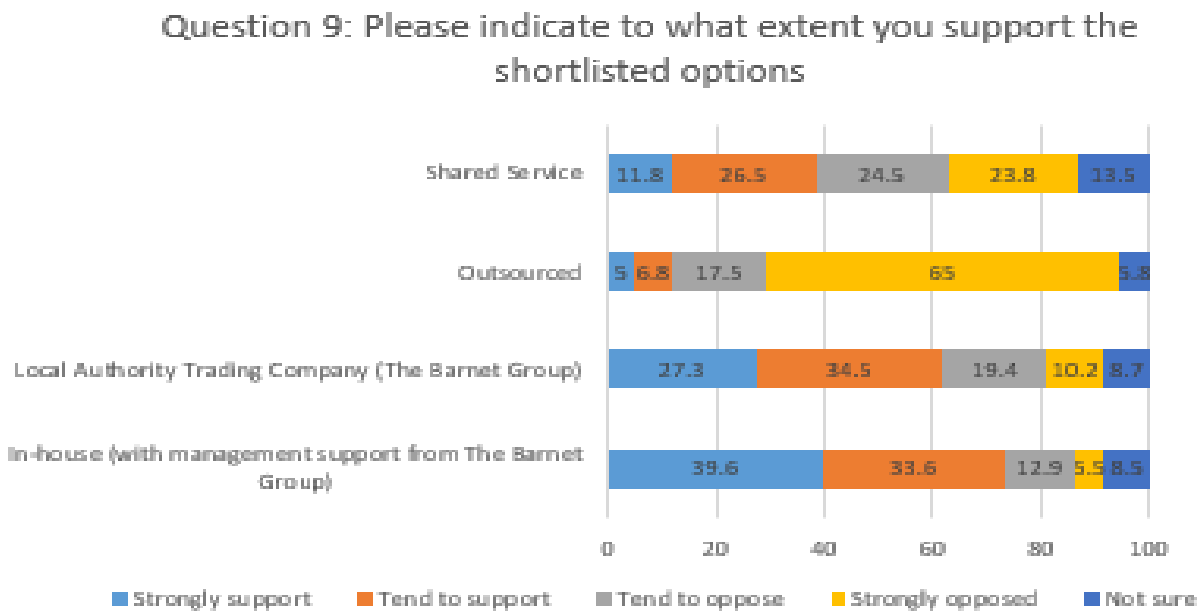
Table 9

Shortlisted Options	Strongly support	Tend to support	Tend to oppose	Strongly opposed	Not sure	Response Totals
In-house (with management support	159	135	52	22	34	402

Shortlisted Options	Strongly support	Tend to support	Tend to oppose	Strongly opposed	Not sure	Response Totals
from The Barnet Group)						
Local Authority Trading Company (The Barnet Group)	110	139	78	41	35	403
Outsourced	20	27	70	260	23	400
Shared Service	47	106	98	95	54	400

The graph below represents the percentage value of the responses provided in the table above.

Graph L



The in-house option (with management support from The Barnet Group) was the most supported option, with 39.6% of respondents indicating that they strongly would support it and 33.6% of respondents indicating that they would tend to support it. The outsourced option was the most opposed option, with 65% of respondents indicating that they would be strongly opposed to it, compared with 5% of respondents who would strongly support it and 6.8% of respondents who would tend to support it.

Respondents were also asked to choose the option that they believed would deliver the best services for them. The results are summarised in the table below.

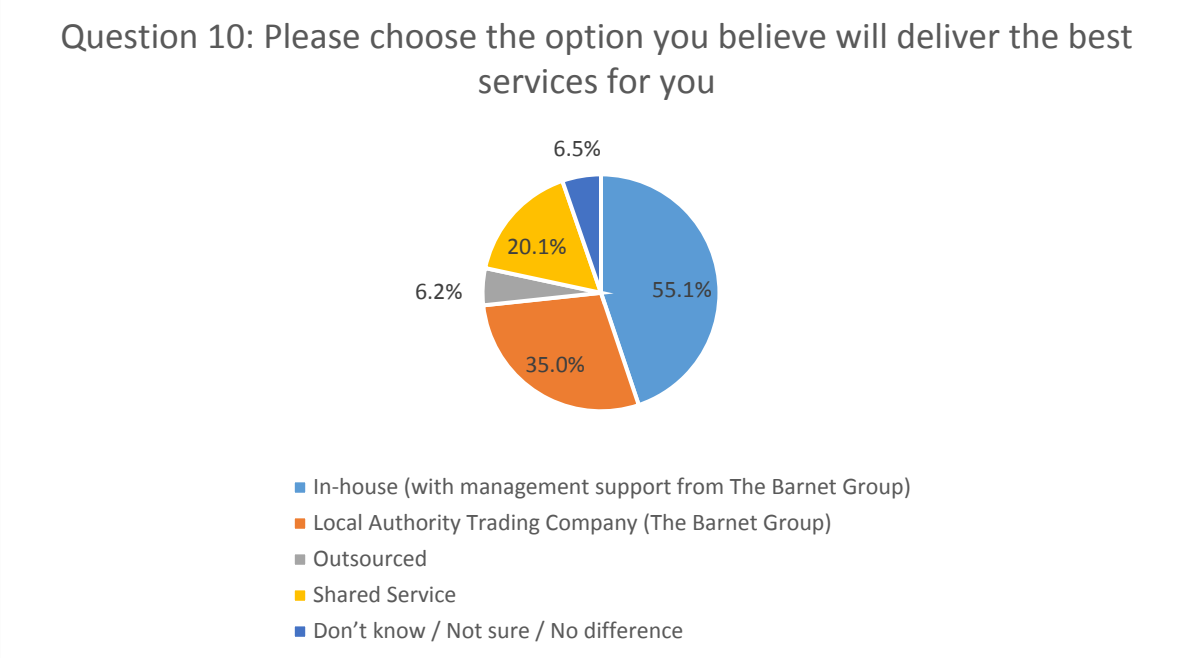
Table 10

Shortlisted Options	Response Totals	Response %
In-house (with management support from The Barnet	222	55.1%

Shortlisted Options	Response Totals	Response %
Group)		
Local Authority Trading Company (The Barnet Group)	141	35.0%
Outsourced	25	6.2%
Shared Service	81	20.1%
Don't know / Not sure / No difference	26	6.5%

The graph below represents the percentage value of the responses provided in the table above.

Graph M



55.1% of respondents believed that the in-house option (with management support from The Barnet Group) would deliver the best services for them, compared with 6.5% of respondents who believed that the outsourced option would deliver the best services for them.

These results positively correlate to the responses to Question 9, as set out in the table above.

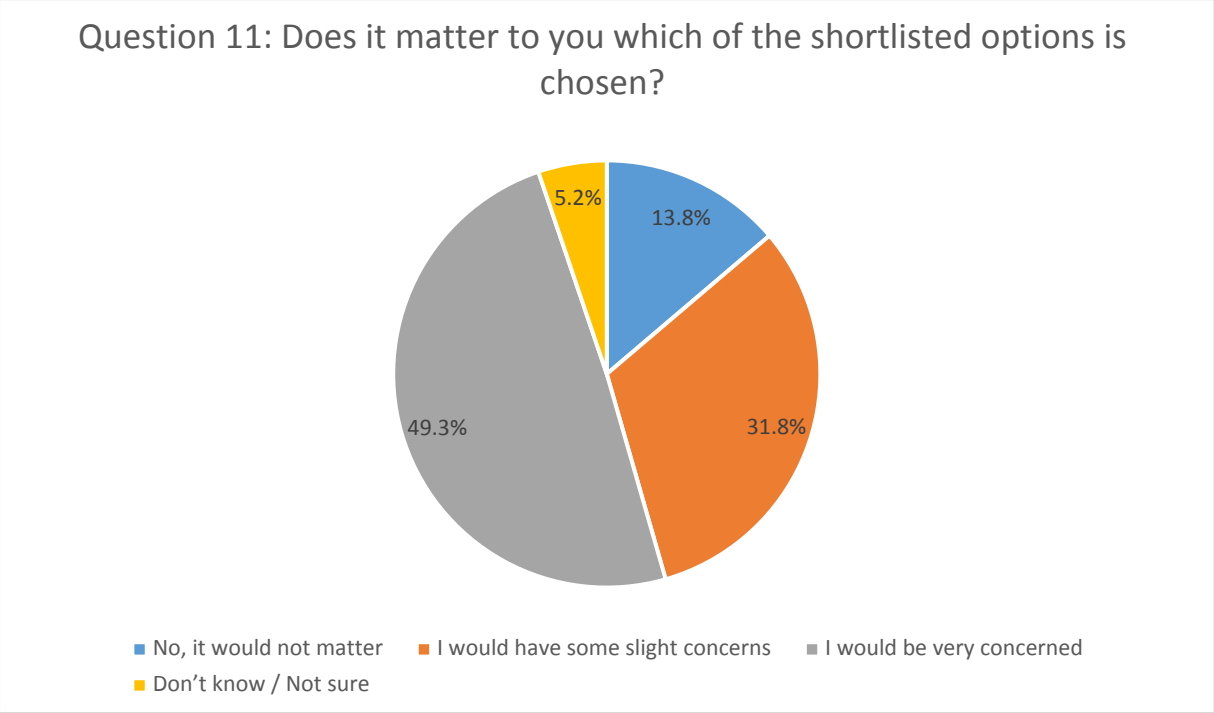
Respondents were then asked whether it would matter to them which of the shortlisted options was chosen, as long as services continued to be delivered to a high standard of customer satisfaction and if the council remained as the point of contact. The results are summarised in the table below.

Table 11

Answers	Response Totals	Response %
No, it would not matter	56	13.8%
I would have some slight concerns	129	31.8%
I would be very concerned	200	49.3%
Don't know / Not sure	21	5.2%

The graph below represents the percentage value of the responses provided in the table above.

Graph N



The results show that 49.3% of respondents have indicated that they would be very concerned, from which we can infer that it does matter to the majority of respondents which of the options would be chosen to deliver future services. 31.8% of respondents would have some slight concerns and 13.8% of respondents have indicated that it would not matter to them.

Respondents were asked to provide an explanation for their answer to Question 11; that is, to elaborate as to whether they would have any concerns (or not) about who would deliver Street Scene services.

A total of 290 respondents took the opportunity to express their views on this question. There was a mixed response; the majority chose to explain why they would be concerned but some also chose to explain why they were in support of a particular option(s). The results have been summarised by theme in the table below.

Table 12

Response Themes	Response Totals	Response %
In support of a shared service option	1	0.3
Opposed to a shared service option	8	2.8
In support of an outsourced option	2	0.7
Opposed to an outsourced option	144	49.7
In support of an in-house option	51	17.6
Opposed to an in-house option	1	0.3
No concerns	15	5.2
Concerned (not specified)	3	1
Don't know / Not sure	1	0.3
Operational feedback	64	22.1

49.7% of respondents indicated that they would be concerned if Street Scene services were to be outsourced to an external provider. Recurring themes included concern about accountability, cost, customer service and the level of council control.

22.1% of respondents provided operational feedback about the delivery of Street Scene services, or the wider council more generally. These responses do not directly engage with the questions asked in the consultation.

2.2.5 Discounted Options

The consultation document described the options which have been discounted by members. These are:

- **In-house (pre-December 2015)** – the council running services and employing all staff.
- **Employee Mutual / Social Enterprise / Trust** – Street Scene staff creating their own not-for-profit organisation in order to run services, on behalf of the council.
- **Joint Venture / Partnership** - the council creating a joint venture with an external partner(s) to run services together.

Respondents were give the opportunity to comment on each of these discounted options. These comments have been summarised and grouped by theme in the table below.

Table 13

Response Theme	Response Totals	Response %
In support of the in-house option (pre-December 2015)	37	33.3
In support of the employee mutual / social enterprise / trust option	11	9.9
In support of the joint venture / partnership option	2	1.8
Agree with the decision to discount these options	10	9
Opposed to the outsourcing	6	5.4
Operational feedback	40	36
Other	5	4.5

There was a total of 111 free text responses to this question; of which 40 included operational feedback, customer-specific complaints (e.g. collection frequency of green waste) or comments about the wider council which could not be applied to the questions asked within this consultation.

The remaining 71 responses have been categorised by theme, in accordance with the extent to which they answer the question posed, or, engage with the consultation more generally. Of the options which have been discounted, 33.3% of respondents were in favour of an in-house option (pre-December 2015), 9.9% of respondents were in favour of an employee mutual / social enterprise / trust option, and 1.8% of respondents were in favour of a joint venture / partnership option. 9% of respondents supported the decision to discount these options.

5.4% of respondents expressed their opposition to an outsourced option. The 'other' responses included support for the outsourced option, support for the shared service option, and statements to the effect that respondents would not be concerned about who would be provding services as long as service standards were maintained. In total, these 'other' responses amounted to 4.5%.

3. Staff Engagement

3.1 Methodology

Staff Engagement ran in parallel to the public consultation; from the week commencing 07 November to the week ending 15 January.

All Street Scene Delivery Unit staff were provided with paper copies of a shortened version of the on-line questionnaire to fill in, as well as being encouraged to look at the full public questionnaire online.

Staff were invited to provide their views on:

- The aims of future service delivery

- The assessment criteria used to evaluate alternative delivery model options for future service delivery
- The options which were shortlisted

Staff were also given the opportunity to leave any further comment through the use of a free text response.

A total of 25 paper questionnaires were returned.

3.2 Results

3.2.1 Project Aims

Staff were asked to what extent they agreed or disagreed with the aims of future service delivery. The table below summarises the results.

Table 14

Aims	Strongly agree	Tend to agree	Neither agree / disagree	Tend to disagree	Strongly disagree	Don't know	Response Totals
Increase customer satisfaction	15	5	3	1	1	0	25
Achieve council savings targets	7	5	9	3	1	0	25
Identify opportunities to improve services	14	6	2	2	1	0	25

The results show that, on balance, the majority of staff who have responded to the questionnaire either strongly agreed or tended to agree with the project aims; with 80% in favour of increasing customer satisfaction and 80% in favour of identifying opportunities to improve services. Opinion was more divided over the aim to achieve council savings targets; 48% of staff either strongly agreed or tended to agree with this aim compared with 36% who neither agreed or disagreed, and 16% who either tended to disagree, or strongly disagreed.

These results are broadly in line with the public response.

Staff were asked to rank the aims in order of priority. The table below summarises the results:

Table 15

Aims	High	Medium	Low	Don't know / Not sure	Not answered	Response Totals
Increase customer	6	9	2	0	8	25

Aims	High	Medium	Low	Don't know / Not sure	Not answered	Response Totals
satisfaction						
Achieve council savings targets	2	4	11	0	8	25
Improve services	9	4	4	0	8	25

The results show that the highest priority aim for staff is to improve services, with a rating of 36%. The next highest priority aim for staff is to increase customer satisfaction, with a rating of 24%. The values of the ratings are generally lower for this question than for the previous question, this is owing to a lower response rate, with 32% of staff chosing not to answer the question.

3.2.2 Assessment Criteria

Staff were asked to indicate how important they believed each of the assessment to be, with values ranging from “very important” to “not at all important”. The table below summarises the results.

Assessment Criteria	Very important	Fairly important	Important	Not very important	Not at all important	Not sure	Not answered	Response Totals
Ability to provide value for money	17	5	2	0	1	0	0	25
Good local knowledge	14	5	5	0	1	0	0	25
Shows innovation and use of tech	11	6	3	4	1	0	0	25
Income Generation	13	6	3	1	1	1	0	25
Continual Service Improvement	15	3	4	2	1	0	0	25
Successful Track record	16	3	4	1	1	0	0	25

Table 16

The results show that staff believed the ability to provide value for money to be the most important assessment criteria; with 68% rating it as very important and 20% rating it as fairly important. This is in contrast to the public results, where good local knowledge had the highest "very important" rating at 47.8%.

Staff were then asked to choose which of the assessment criteria they believe to be the most important. The table below summarises the results.

Table 17

Assessment Criteria	Response Totals	Response %
Continual Service Improvement	6	24
Ability to Provide Value for Money	9	36
Good Local Knowledge	4	16
Successful Track Record	2	8
Shows Innovation and Use of New Technology	0	0
Income Generation	2	8
Don't Know / Not Sure	0	0
Not Answered	2	8

The results show that staff consider the ability to provide good value for money to be the most important assessment criteria, with a rating of 36%. The joint least important assessment criteria were successful track record and income generation; both with a rating of 8%. There is some contrast to these results with those from the previous question, where 76% of staff had rated a successful track record as being either "very important" or "fairly important".

3.2.3 Shortlisted Options

Staff were asked to indicate to what extent they supported or opposed each of the shortlisted options. The table below summarises the results.

Table 18

Shortlisted Options	Strongly support	Tend to support	Tend to oppose	Strongly oppose	Not sure	Not answered	Response Totals
In-house (with management support from The Barnet Group)	15	4	2	0	3	1	25
Local Authority Trading	14	5	2	1	1	2	25

Shortlisted Options	Strongly support	Tend to support	Tend to oppose	Strongly oppose	Not sure	Not answered	Response Totals
Company (The Barnet Group)							
Outsourced	3	1	2	16	0	3	25
Shared Service	3	4	6	7	2	3	24

The in-house option (with management support from The Barnet Group) received the highest rate of strong support from staff, with 60%, followed by the Local Authority Trading Company option (The Barnet Group) with 56%. The outsourced option was the most strongly opposed by staff, with a rating of 64%.

These results positively correlate with public opinion.

Staff were asked to choose the option that they believe would deliver the best services. The table below summarises the results.

Table 19

Shortlisted Options	Response Totals	Response %
In-house (with management support from The Barnet Group)	16	64
Local Authority Trading Company (The Barnet Group)	13	52
Outsourced	2	8
Shared Service	3	12
Don't know / Not sure / No difference	1	4

The results show that the in-house option (with management support from The Barnet Group) was considered to be the best option by 64% of staff, compared with 52% of staff who believed that the Local Authority Trading Company option (The Barnet Group) would be best. Staff were asked to select all options that apply, which is why the total number of results is more than 25 (i.e. respondents had the opportunity to select more than one best option).

These results positively correlate with the results of the previous question, in Table 18 above.

3.2.4 Additional Information

Staff were given the opportunity to provide any additional information and / or further comment using a free text response. These have been summarised by theme in the table below.

Table 20

Response Themes	Response Totals	Response %
Opposed to sub-contracting / consultancy working	3	12
Would like more information about The Barnet Group	1	4
Operational feedback	2	8
Not answered	19	76

The majority of staff chose not to comment further, with a 76% non-response rate. Of the remaining 24%; 12% indicated that they were opposed to working with sub-contractors and / or consultants in the future, 4% would like more information about The Barnet Group option, and 8% provided operational feedback about service delivery which is not directly translatable into the consultation findings.

3.2.5 Respondent Profile

Staff were asked to provide details of which service area they work in and how long they have worked for the council. This information has been summarised in the tables below.

Table 21

Service Area	Response Totals	Response %
Parks and Open Spaces (incl. grounds maintenance)	15	60
Recycling and Waste	1	4
Transport	6	24
Not Answered	3	12

The majority of staff who responded to the questionnaire were from the Parks and Open Spaces service, including grounds maintenance, at 60%. No staff identified as working for the Street Cleansing service, however, 12% of respondents chose not to answer the question.

Table 22

Length of Service	Response Totals	Response %
Less than 1 year	1	4
1 to 2 years	4	16
2 to 5 years	3	12
5 to 10 years	2	8
More than 10 years	12	48

Length of Service	Response Totals	Response %
Not Answered	3	12

Almost half of staff respondents have served more than 10 years with the council, with a response rate of 48%. The lowest response rate came from staff who have served less than a year, with a rate of 4%.