

Table of Contents

1. Project overview	3
1a. Background.....	3
1b. The consultation and response	4
1c. Interpretation of the data	7
2. Executive Summary	8
2a. Summary of main findings.....	8
3. Consultation findings	13
3a. Overall approach of Ambition 2020.....	13
3b. Service delivery blocks.....	17
1. Community Solutions	17
2. Care and Support.....	20
3. Access for customers.....	23
4. Enforcement Service.....	26
5. My place.....	29
6. Refuse and street cleaning	32
7. Parks and open spaces.....	35
8. Heritage Service.....	38
9. Be First.....	41
10. Homes services	44
11. BDT Legal.....	47
12. Traded Services.....	49
13. Leisure Services	52
14. Lean corporate core.....	55
3c. Number of contact details provided.....	58
4 Feedback from other key stakeholders	58

1. Project overview

1a. Background

The borough and the Council are undergoing fundamental change.

The borough is not where it could and should be in areas such as employment, skills, educational attainment, or health. Our performance is well below London averages – and residents tell us they have higher expectations. At the same time, the borough has huge potential – there is a great prize if we can realise our ambition to be London's growth opportunity.

The Council has already sustained the deepest cuts in government support in the last few years, and further government cuts mean that the Council will face a shortfall of £63 million, a third of our remaining budget by 2020.

We face a simple choice: do nothing and continue to cut services, or find new ways of delivering them.

The Council has set out the next steps in achieving the growth vision, and the response to the report of the independent Growth Commission, which was published in February 2016. We welcome the principles and key actions recommended by the Commission. We have also set out proposals for re-shaping the Council and how we provide services.

The proposals are: 'transforming our borough and transforming our Council' and are subject to consultation as we want the views of residents, partners, those who do business in the borough and those who will be affected by the proposals before deciding on whether to go ahead.

The key findings are set out in this report and will influence our final decisions in late summer.

1b. The consultation and response

The consultation was carried out over an 8 week period from the 20th of April to the 16th of June 2016.

Consultation engagement methods

Key stakeholders letters

- Letters to MPs from the Leader of the Council
- Letters to partnerships/key stakeholders – Growth Commission stakeholders, Health and Wellbeing Board, Children's Trust, Community Safety Partnership, Safeguarding Children's Board, Safeguarding Adults Board, Local plan stakeholders, Enterprise and Cultural partnerships members.

Promotion through partners and existing networks:

- Council for Voluntary Service (CVS) informed and then reminded contacts about the consultation and drop in sessions
- Volunteers and Health Champions were informed through existing networks
- BAD (Barking and Dagenham) Youth Forum meeting

Key partners meeting

- 6th June – Key partners meeting (Presentation, video and discussion)

Drop in sessions

- 13th May - Drop in sessions: Barking Learning Centre, 9-12noon and Dagenham Library 2-5pm (Video and discussion)
- 9th June – Drop in session, Barking Learning Centre 6-8pm (Presentation, video and discussion)

Media

- Full page feature in the **MJ** based on an interview Chris Naylor had with the Editor
- Full page feature with the **Post** based on briefing with the Leader – at the start of the consultation
- Reminder in the **Post** 2 weeks before the closing date
- Article in the **Enquirer** announcing the consultation
- **Time FM** news piece based on release
- **Time FM** – Leader's weekly phone in – he promoted the consultation

One Borough newsletter

- April 29 issue of the newsletter was dedicated to Ambition 2020
- 27 May issue – two weeks to go reminder

Social media

Facebook Leader's Page

- 6 June: 10 more days to go
- 18 May – transforming our borough
- 4 May – transforming our borough

Council Homepage

- Reminder - 15 June
- Six more days – 9 June
- 10 more days – 6 June
- Have your say – 6 June
- Public consultation – May 13
- Public meeting – 12 May
- Transforming our borough – 4 May
- Your chance to have your say – 29 April
- Online Consultation opened - 20th April

Twitter

Council

- Tell us your views at the BLC – 9 June
- Have your say – 2 June
- Have your say drop-in – 13 May (re-tweeted by Divisional Director)
- Chief Executive discusses ambitious transformation plan with Andy Burnham MP – 12 May
- Tweet of MJ article – 11 May
- Have your say – 29 April

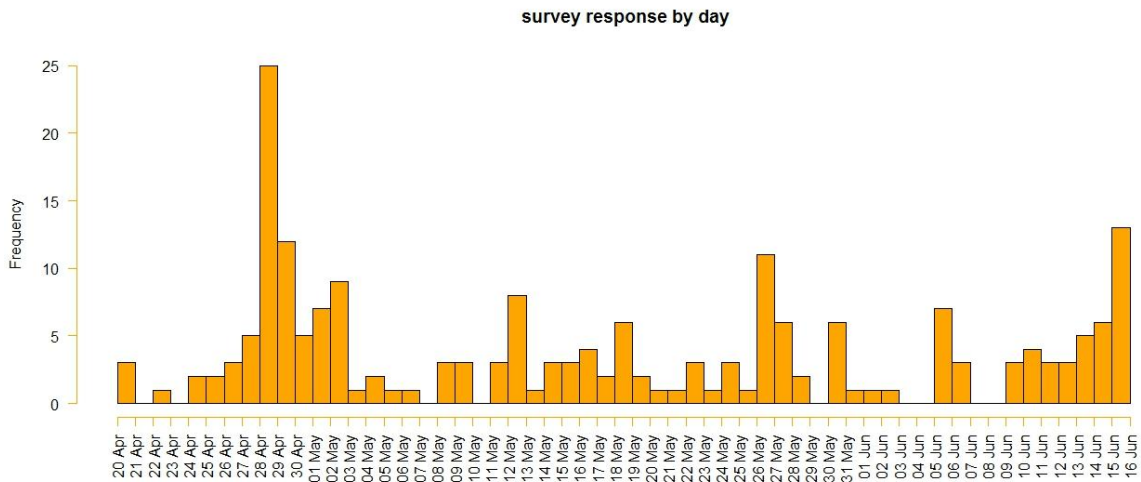
Leader's Twitter

- Proposals to transform the borough – 13 May
- Have your say – 13 May
- Chief Executive discusses ambitious transformation plan with Andy Burnham MP – 12 May
- We all have a part to play – 4 May

Events

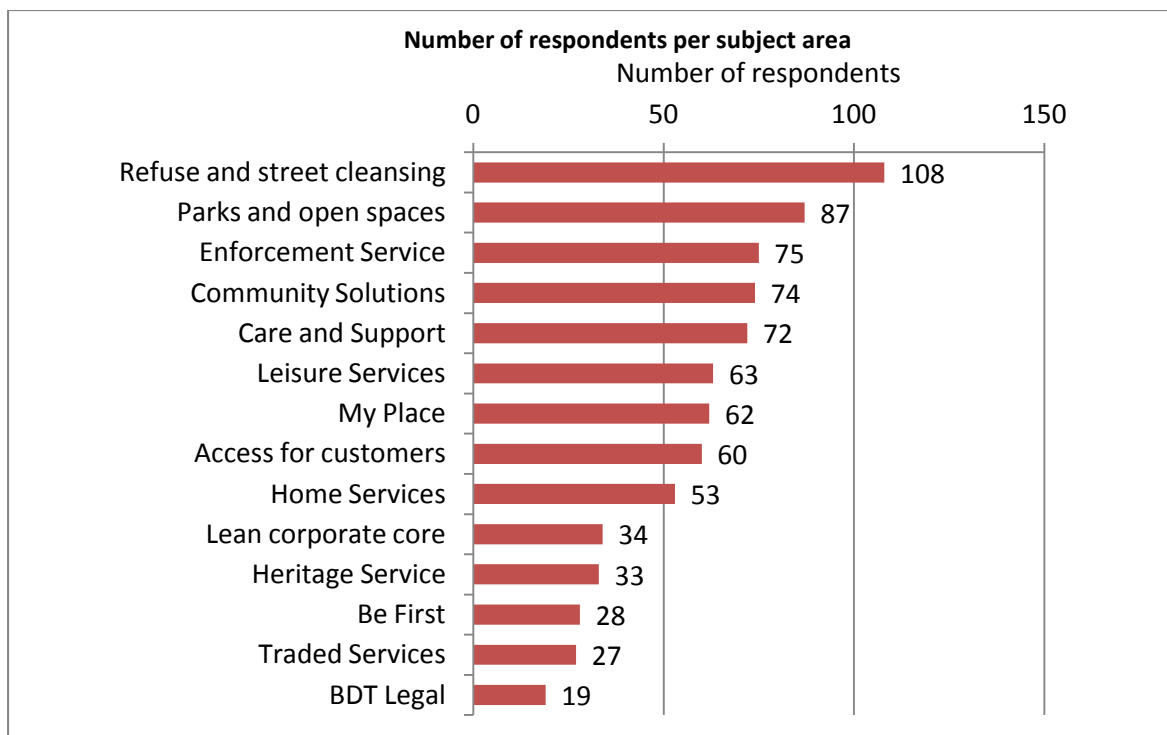
- Folk Festival 11th-12th June - Engaged with residents and provided booklets

The survey response per day



In total 198 valid responses were received. 5 hard copy feedback forms, 1 by twitter, 2 by email, 6 by full response on email and 1 at an event (see 4c). All others responses were through the online consultation portal.

Respondents were invited to select which service delivery blocks they would like to make comments on. They could choose as many areas as they wished. For this reason certain subjects proved to be substantially more popular than others with 'Refuse and Street cleansing' being the most commented on and 'BDT Legal', the least.



In addition to the online and hard copy booklet 'we all have a part to play' consultation, a series of 'drop in' sessions were held in both Barking and Dagenham where the community could meet Council officers to express their views face to face. These were then captured in the overall feedback and are included in the final consultation results.

The Chief Executive and Ambition 2020 Team have been engaging with staff on the proposed changes under A2020. A separate online survey has been established to capture staff views.

1c. Interpretation of the data

For each section where comments were invited, the total number of respondents contributing and the total number of comments they made is shown.

As respondents were able to provide more than one comment, the totals will add up to more than 100%. Charts therefore show the percentage of respondents making each specific comment.

It is important to note that this consultation is not designed to be a statistically representative survey as respondents were self selecting, rather than being part of a random sample. In addition, some responses in the online survey were received by organisations, rather than individuals and so represent collective views. Numbers and proportions shown are provided to give an indication of the frequency of each generalised comment rather than necessarily being statistically representative of the whole population.

2. Executive Summary

2a. Summary of main findings

The Council proposes significant changes to the way it runs services and achieves its growth vision for the borough. The community and key stakeholders were asked to consider the proposals and feedback any comments over a period of 8 weeks (20th April -16th June).

A total of 198 responses were received. Further responses from key stakeholders were submitted by email, the key points of which are noted in Appendix 1.

The results have been analysed in detail with each comment being counted and reviewed.

Overall comments on A2020

Over half of respondents agreed with proposals 53.89%, with 34.20% partially agreeing. A small percent of respondents do not agree 7.77% or indicated they don't know 4.15%.

Out of 198 respondents 193 provided overall comments. Respondents highlighted a number of key themes which have been categorised into the following areas:

- 37% Other comments
- 27% Providing support/positive comments on the proposals
- 17% Concern over future service delivery
- 16% Encouraging civic pride and enabling social responsibility
- 16% Agree the need for change
- 11% Require further information
- 10% Staffing arrangements
- 9% Concern of track record and current service delivery
- 9 % Greater inclusion of residents

Respondents generally recognise the boroughs potential and the need for change, notably in how the borough and Council are perceived. There is support for developing a sense of pride in the borough and with people taking responsibility. Addressing cleanliness and key social issues are highlighted as a key part of this.

The Council's previous record of delivery together with the current quality of customer service are raised as areas of key concern. Respondents are keen that there is more opportunity for the community to be more involved in decision making. A range of issues are raised in relation to future service delivery in particular around stretching service too far, ensuring the elderly, disabled and vulnerable are not disadvantaged, requiring further detail on the individual proposals and the Council's ability to turn the plans into reality.

Comments on service delivery blocks

Community Solutions

56% Agree, 34.67% Partially, 5.33% No, 4.00% Don't know

On the whole, respondents feel that the approach makes sense. A holistic and early intervention approach which enables residents to be self-sufficient and build resilience is received positively. This approach must still ensure the Council continues to provide its duty of care and delivery of statutory services, especially to the most vulnerable. Working with voluntary and community partners, staff skills, expertise and joined up IT is crucial to the success of this proposal.

Care and Support

58.57% Agree, 31.43% Partially, 7.14% No, 2.86% Don't know

Overall, respondents agree with the need for the service and make positive comments. There is concern that the elderly and vulnerable should not be put at risk due to the changes. Concerns are raised over incidents of current poor service and high work loads of social workers. Skills of social workers and partnership working with care and educational providers are mentioned as important.

Access for customers

49.15% Agree, 37.29% Partially, 10.17% No, 3.39% Don't know

Overall, respondents praise the vision and acknowledge the need for change. Current customer service levels are highlighted as consistently poor, in particular around long waiting times to speak to someone on the phone, being on hold for long and generally poor customer service. Many cite examples of poor customer experience and feel moving to a digital approach may make things worse. Many respondents also question the 'Digital by Design' premise and suggest that this will affect the elderly and vulnerable who do not have access to the internet.

Enforcement service

62.16% Agree, 24.32% Partially, 8.11% No, 5.41% Don't know

There is significant support and many positive comments by respondents around improving civic pride. Anti-social behaviour (ASB), parking and in particular fly-tipping is seen as a big problem in the borough. The Council is not seen to be

dealing with these issues adequately. Respondents are keen that the Council 'get tough', so long as a fair approach is taken rather than as a means to generate income. Some respondents do not agree with a target and profit driven approach. Respondents agree that one department will make it easier for residents to report issues (anonymously if possible), but feedback is important. Some feel rules should be set out on what is acceptable behaviour and education of the public is needed.

My place

42.62% Agree, 32.79% Partially, 9.84% No, 14.75% Don't know

Overall, respondents want more information and clarity on this proposal. A small number of comments were made on this proposal that were very wide-ranging. These included fairness of competing with local businesses, conflicts of interests, poor current service levels and inclusion of residents in the new service through a committee.

Refuse and street cleaning

49.04% Agree, 41.35% Partially, 6.73% No, 2.88% Don't know

Overall respondents were concerned about the track record and current levels of service in this area, in particular the cleanliness and untidiness of the borough. The need to encourage civic pride is prominent. A high number of respondents are frustrated with other residents' lack of regard for the borough. The Council is encouraged to do more to get residents to behave more responsibly when it comes to the environment.

Parks and Open spaces

70.24% Agree, 21.43% Partially, 7.14% No, 1.19% Don't know

Respondents highlight that parks and open spaces are an invaluable resource and make suggestions as to how parks could be used more effectively. Levels and skills of staff are raised as a concern. Respondents are mixed in their views on commercialisation.

Heritage service

77.42% Agree, 16.13% Partially, 0.00% No, 6.45% Don't know

Respondents were keen that the history and heritage of the borough are promoted to increase participation, promote the boroughs identity and its reputation. There is strong support to encourage civic pride, whilst preserving heritage. Some respondents were concerned over the fees to access the service.

Be first

57.69% Agree, 23.08% Partially, 3.85% No, 15.38% Don't know

Respondents overall support the need for change, support the proposals or provide positive comments. A number of specific queries and suggestions are raised around future service delivery including the need for regeneration to meet local needs better. A number of respondents want to understand better the funding arrangements, viability, and how profit can be brought back in to the Council by this arrangement.

Home services

44% Agree, 34% Partially, 14% No, 8% Don't know

Respondents made a range of positive statements on this proposal and agree the need for change overall. Overall respondents feel the service should stay in house. A wide range of specific issues were raised by individuals. A few were keen that current service was not affected by the intention to be more commercial. There is support for the Council having a 'bank' of skilled workers that are available for the community to use. One respondent raised that there should be decent wages and quality checks on those carrying out the work.

BDT legal

41.18% Agree, 35.29% Partially, 17.65% No, 5.88% Don't know

There are a small number of responses to this service delivery block. A number of positive comments are received overall but mixed views on how the service proposals are achieved. Comments include the legal expertise being increased and better use of IT systems to do some of the work, or if having too much expertise would make it not viable. One respondent feels using a specialist law firm instead an in-house Council legal team should be considered. Respondents feel that it would be a good idea if the public were able to buy services from BDT Legal.

Traded services

44% Agree, 44% Partially, 4% No, 8% Don't know

Overall, respondents feel that the proposals set out under Traded Services are logical and a positive way forward. Two respondents agree with a social enterprise model and one comments on whether this should be run by the private sector instead. Some respondents question whether staff have the right commercial knowledge and expertise to operate effectively in this service and if the Council can deliver this based on past experiences.

Leisure Services

33.33% Agree, 30% Partially, 23.33% No, 13.33% Don't know

There is a majority view that the service is excellent and should continue to be run by the Council. There are some mixed views on the appropriate way forward. Many respondents are concerned with a negative impact on delivery, standards, costs and staff expertise if a profit driven organisation takes over. A wide range of specific comments were made on a range of areas including some respondents who feel the local community should be stakeholders in the contract review. Working in partnership around health is noted as key by a number of respondents.

Lean corporate core

39.39% Agree, 24.24% Partially, 15.15% No, 21.21% Don't know

Respondents are keen to ensure staffing arrangements are suitable in the core, whether this is around staff numbers, quality, expertise, effectiveness, or use of consultants. The number of Councillors is raised as something that can be reviewed. Safety of personal data is noted as an issue.

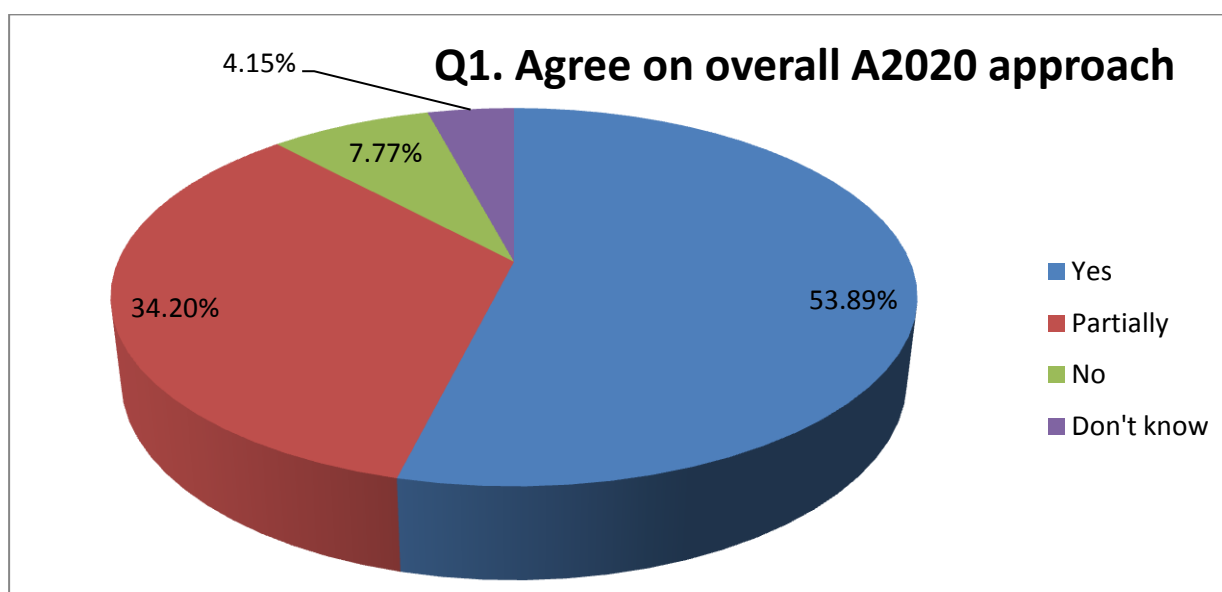
3. Consultation findings

3a. Overall approach of Ambition 2020

Question 1a and 1b: Do you agree with the overall approach set out in Ambition 2020? Please include any overall comments you have on Ambition 2020.

There were 193 responses to this question

	% Total	% Answer	Count
Yes	52.53%	53.89%	104
Partially	33.33%	34.20%	66
No	7.58%	7.77%	15
Don't know	4.04%	4.15%	8
[No Response]	2.53%	-	5
Total	100.00%	100.00%	198



Key themes from comments:

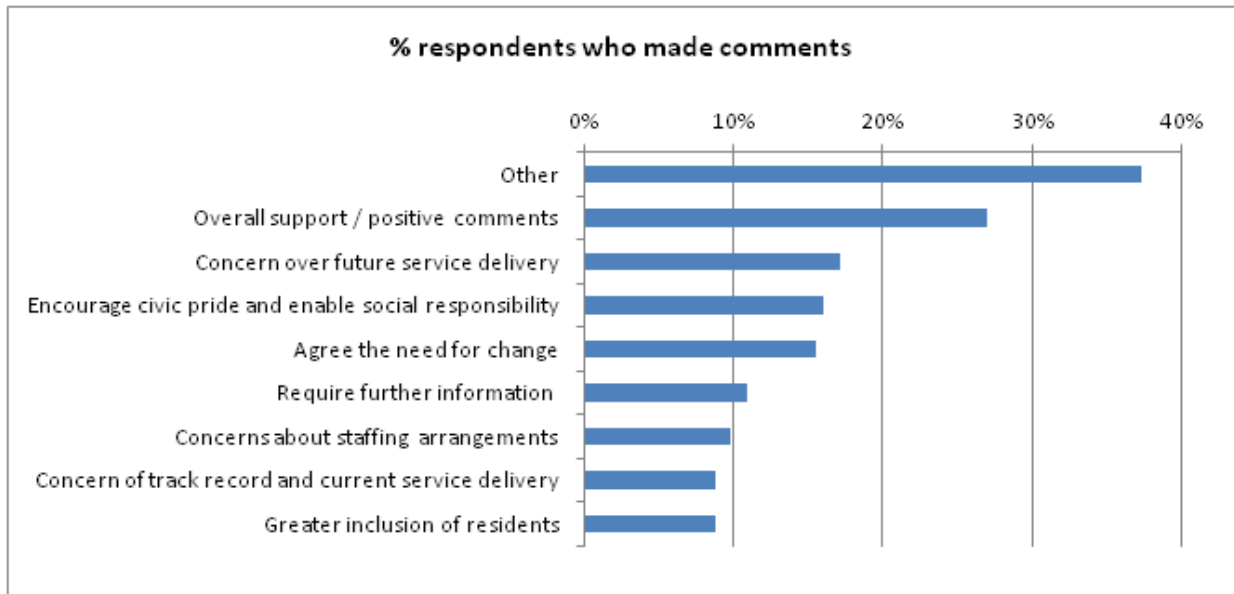
Comments made: 193 respondents made 292 comments

Overall comments on A2020	Total number of comments	% comments	% respondents who made comments
Agree the need for change	30	10%	16%
Concerns about staffing arrangements	19	7%	10%
Concern over future service delivery	33	11%	17%

Concern of track record and current service delivery	17	6%	9%
Require further information	21	7%	11%
Greater inclusion of residents	17	6%	9%
Encourage civic pride and enable social responsibility	31	11%	16%
Overall support / positive comments	52	18%	27%
Other	72	25%	37%
Total comments received	292	100%	151%

Total respondents for this question

193



Question 1a&b. Overall comments on Ambition 2020

Other

A wide range of individual comments covering a variety of issues were noted. Examples include respondents feeling that there should be full fibre optic broadband across the borough to attract businesses, recycling needing to improve, customer access should remain face to face rather than move online and the need to get the right infrastructure in place. Others feel that the Council should ensure that it imaginatively implements its ideas, and some feel that the proposals to improve the borough will push up house prices making it unaffordable for local residents to stay in the borough. A number of respondents were concerned that the Council is cutting services paid for by them as the tax payer and the Council will be offering less services in the future but with residents still paying the same amount. One resident feels that the Council has not set out any clear targets, deadlines, or deliverables and that the consultation document is too strategic and difficult to understand.

Overall support/positive comments

Many respondents praise the ambition, scope and innovation of Ambition 2020, stating that it will provide the necessary changes to enable growth and development. Although positive, many respondents stress the need to retain talent, attract investment and ensure that the borough's most vulnerable are still able to access services. Respondents believe that LBBD has the potential to change dramatically for the better.

Concern over future service delivery

Many respondents feel that the reduction in overall spending will mean that vital services will not be delivered to those who need them most. There is concern that elderly and disabled residents are likely to be disproportionately affected by cuts and by making more services available online. Respondents also state that reductions in funding and commercialisation will hinder an already stretched Council, and the ability to turn the Council's plans in to reality.

Encourage civic pride and enable social responsibility

LBBD is seen as an area with great potential which has the foundations to achieve its ambition. Respondents feel that a sense of community needs to be developed as well as a sense of pride in the area so people look after it and each other. Many want people to take responsibility for their actions to ensure the area can improve. Respondents from the voluntary sector emphasised the need for the Council to work closely with them as partners to achieve their goals. The lack of cleanliness as well as social issues affecting the borough are seen as critical issues that have to be addressed if the borough is going to progress. Social issues such as ASB and littering were given as examples that undermined civic pride.

Agree with need for change

Respondents generally recognise the borough's potential and state that there is a real need for change within the borough if this potential is to be realised. There is an acknowledged need to change the perceptions of the borough and to change perceptions of what the Council is willing and able to provide. Respondents feel that the Council needs to modernise and embrace new ways of working.

Require further information

Ambition 2020 is acknowledged to be important but many feel the written consultation documents and presentations require more detail to allow for proper consideration of the issues. Some respondent's ask how things will be achieved, how service delivery will be affected and the impact it will have on residents. Other respondents feel that they do not know enough to comment.

Concerns about staffing arrangements

Respondents express concerns over the quality of customer service currently provided. Performance management of staff to improve quality is also raised. A few respondents criticise the amount of money managers are paid as being too high and consultancy costs are seen as being an issue.

Concern of track record and current service delivery

It is generally recognised that LBBD has bold and ambitious plans but some respondents feel that the Council has a record of not delivering. Examples of current poor performance and bad experiences are provided by some respondents. Some believe that nothing will change and that the Council does not care about them or their views.

Greater inclusion of residents

Respondents believe that the community should be more vocal and more influential in decision making. Some people feel that the Council makes decisions regardless of what people want. The feedback suggests that local people need to be more involved in the decision making process.

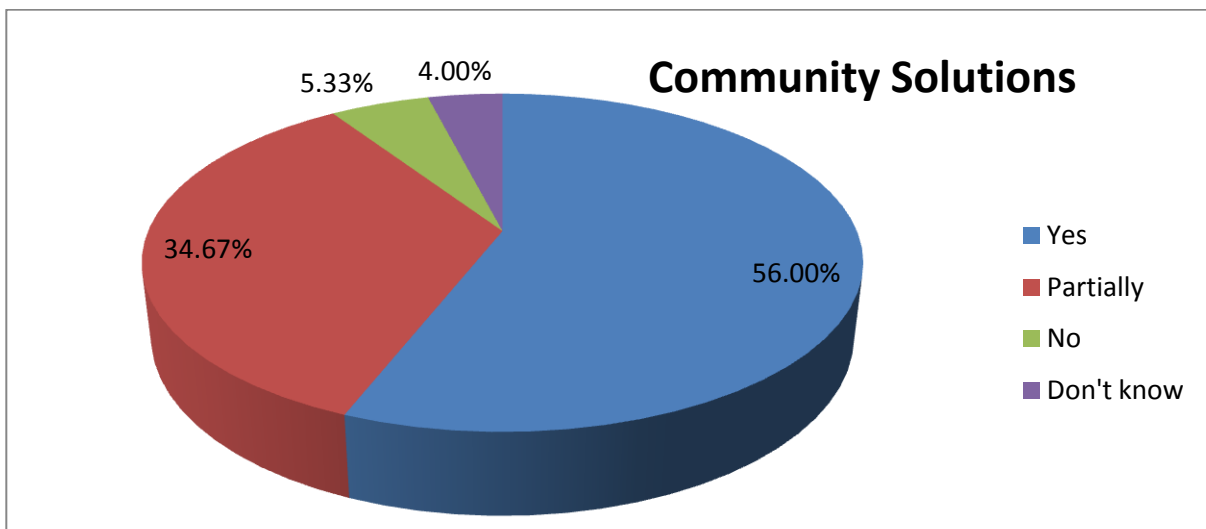
3b. Service delivery blocks

1. Community Solutions

Do you agree with the Community Solutions proposals overall?

There were 75 responses to this question

	% Total	% Answer	Count
Yes	21.21%	56.00%	42
Partially	13.13%	34.67%	26
No	2.02%	5.33%	4
Don't know	1.52%	4.00%	3
[No Response]	62.12%	-	123
Total	100.00%	100.00%	198

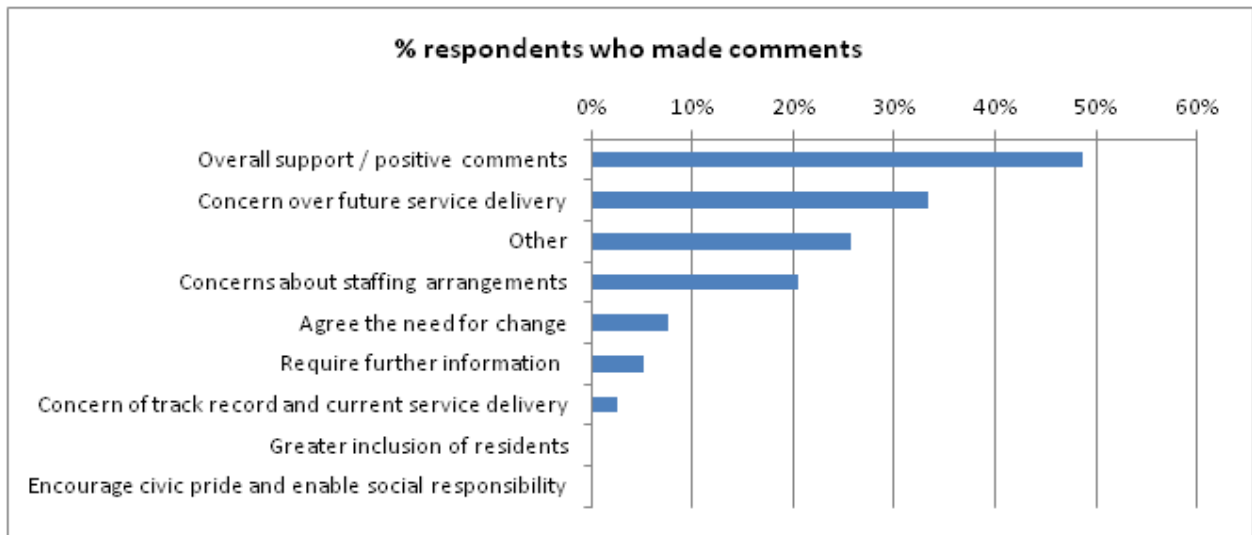


Comments made: 39 respondents made 56 comments

Community Solutions	Total number of comments	% comments	% respondents who made comments
Agree the need for change	3	5%	8%
Concerns about staffing arrangements	8	14%	21%
Concern over future service delivery	13	23%	33%
Concern of track record and current service delivery	1	2%	3%
Require further information	2	4%	5%
Greater inclusion of residents	0	0%	0%
Encourage civic pride and enable social responsibility	0	0%	0%
Overall support / positive comments	19	34%	49%
Other	10	18%	26%
Total	56	100%	144%

Total respondents for this question

39



Overall support/positive comments

On the whole, respondents feel that the approach set out under Community Solutions makes sense and will help reduce the amount of resources spent on complex needs by tackling root causes early. A service which enables residents to be self-sufficient and build resilience is received positively, as long as the Council continues to provide its duty of care and delivery of statutory services, especially to the most vulnerable.

Concern over future service delivery

Some respondents feel that a single service will result in a lack of expertise from Council Staff and a 'lowest common denominator' approach will be applied to complex problems as a result. There is also concern about the outcome of the service where there isn't a 'one to one' approach in dealing with individual issues. One respondent raises concern over spending resident's money wisely and not on services they have to fund themselves.

Other

Respondents feel that there needs to be a more effective working relationship in place with the **voluntary and community sector**. The Council should appreciate the services provided by volunteers and smaller voluntary and community organisations and should map these services

Concerns about staffing arrangements

Ensuring that staff receive adequate training to enhance their skill-set is mentioned by some respondents as an important measure for providing an effective service that deals with so many different issues in one place. In addition, the need for joined up IT systems is considered fundamental to the successful operation of Community Solutions.

Agree with need for change

Respondents are keen that a holistic and early intervention based approach is taken to tackle issues and deal with customers in a way that avoids them being passed from 'pillar to post'. Respondents support the notion of closer working with the voluntary sector to achieve the proposals set out under Community Solutions.

Require further information

Respondents ask for more information about how it will work. One respondent questions the proposal and whether by asking residents to do more for themselves the Council is passing the buck.

Concern of track record and current service delivery

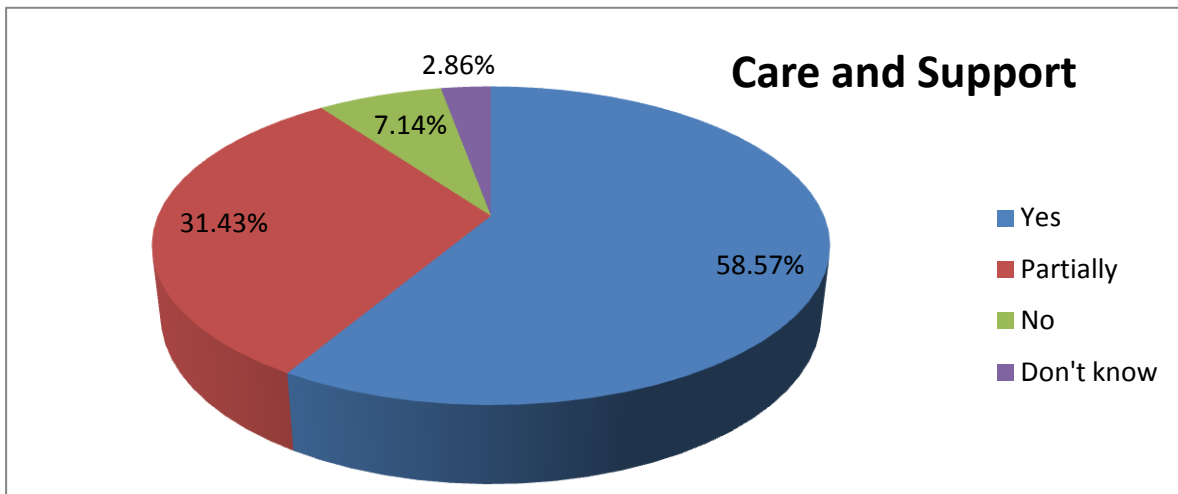
Respondents criticise the Council for currently having processes that are not joined up, and for lacking a central system that updates all records about a resident across multiple services when changes occur.

2. Care and Support

Do you agree with the Care and Support proposals overall?

There were 70 responses to this question

	% Total	% Answer	Count
Yes	20.71%	58.57%	41
Partially	11.11%	31.43%	22
No	2.53%	7.14%	5
Don't know	1.01%	2.86%	2
[No Response]	64.65%	-	128
Total	100.00%	100.00%	198

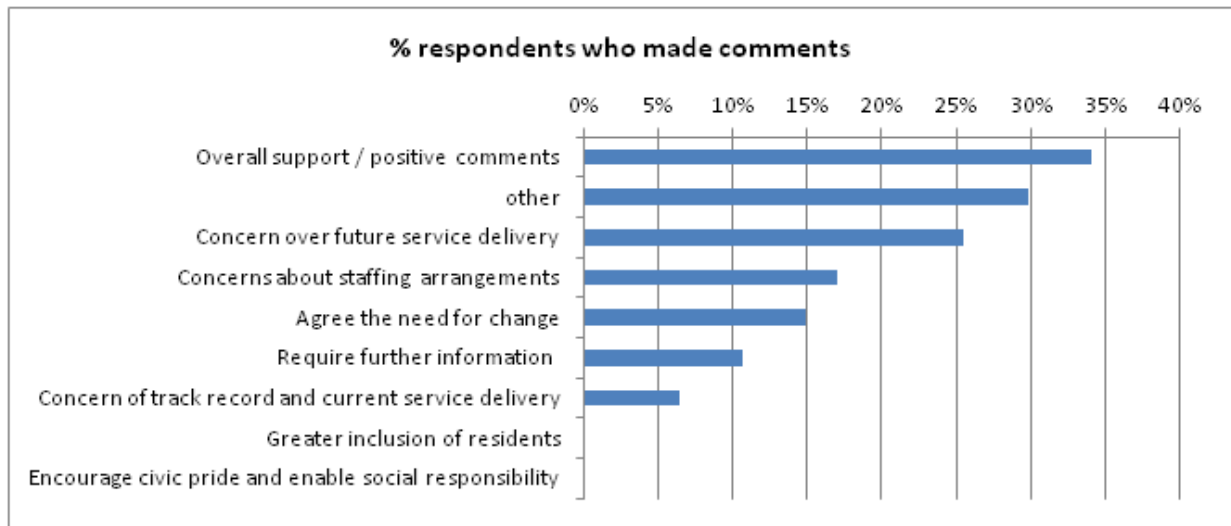


Comments made: 47 respondents made 65 comments

Care and Support	Total number of comments	% comments	% respondents who made comments
Agree the need for change	7	11%	15%
Staffing arrangements	8	12%	17%
Concern over future service delivery	12	18%	26%
Concern of track record and current service delivery	3	5%	6%
Require further information	5	8%	11%
Greater inclusion of residents	0	0%	0%
Encourage civic pride and enable social responsibility	0	0%	0%
Overall support / positive comments	16	25%	34%
other	14	30%	30%
Total comments received	65	78%	138%

Total respondents for this question

47



Overall support/positive comments

Some respondents praise the initiative, drive for efficiency and aims to improve accessibility. The Council is consistently praised for the scale and scope of ambition, but respondents report their reservations over whether the plans are achievable. Respondents are positive about proposals, providing they are feasible and that they provide the necessary safety net for the vulnerable.

Other

Respondents feel that the Council needs to protect the most vulnerable because they risk being left behind by reforms and cuts in services. Some voice concerns about an already stretched service and whether people who lack their own support networks or access to IT would be adequately supported when more services are made available online. Consistency of social workers is seen as important especially for dementia patients. Ensuring that the service is user focussed and designed from the user's perspective was also highlighted.

Concern over future service delivery

A number of respondents questioned whether the proposal would allow the Council to continue to deliver these important services. There was concern that the most vulnerable would be most affected.

Concerns around staffing arrangements

A common concern was the workload of social workers as well as the high turnover of staff. Respondents felt that social workers were already stretched and questioned whether the proposal would impact further on workload. One respondent questioned the quality of social workers drawing on their own personal experience.

Agree with need for change

Respondents accept that the borough is in need of significant overhaul and culture shift. Services need to be extended and reformed to be more efficient and more tailored to the individuals they help. A change in structure and approach is viewed as necessary with some respondents drawing on their own negative experiences of accessing care services. Underlying problems in families that affect children are cited as being a future area of focus.

Require further information

Respondents in this category had some questions about how the proposal will work in reality. One respondent questioned whether by smaller services the Council meant less social workers.

Concern of track record and service delivery

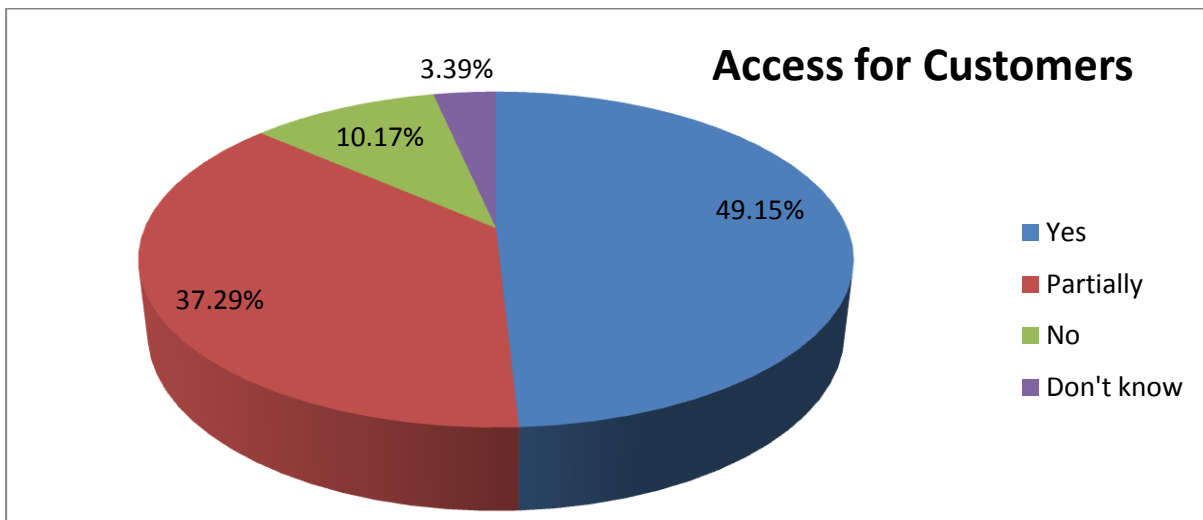
One respondent cited a previous poor service received from a social worker.

3. Access for customers

Do you agree with the Access for Customers proposals overall?

There were 59 responses to this question

	% Total	% Answer	Count
Yes	14.65%	49.15%	29
Partially	11.11%	37.29%	22
No	3.03%	10.17%	6
Don't know	1.01%	3.39%	2
[No Response]	70.20%	-	139
Total	100.00%	100.00%	198

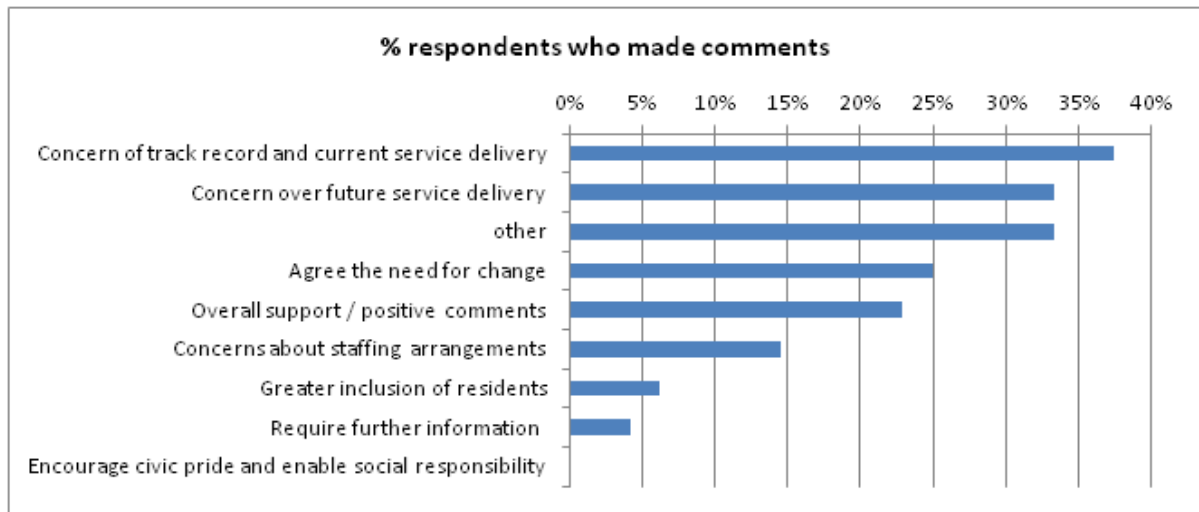


Comments made: 48 respondents made 85 comments

Access for Customers	Total number of comments	% comments	% respondents who made comments
Agree the need for change	12	14%	25%
Staffing arrangements	7	8%	15%
Concern over future service delivery	16	19%	33%
Concern of track record and current service delivery	18	21%	38%
Require further information	2	2%	4%
Greater inclusion of residents	3	4%	6%
Encourage civic pride and enable social responsibility	0	0%	0%
Overall support / positive comments	11	13%	23%
other	16	19%	33%
Total comments received	85	81%	177%

Total respondents for this question

48



Concern of track record and current service delivery

A large proportion of respondents were critical of the Council’s current service delivery. Accessing Council services is too difficult with many criticising how difficult it currently is to speak to someone over the phone. Long waiting times (30-40min) with no way to check status is cited by many as a reason for a very frustrating customer experience. One respondent notes that emails are not responded to and responses to letters is lengthy and having to use the complaints system to get answers/responses. Respondents suggest staff, training (including speaking clearly/accents) and technology (including voice recognition) make the experience worse.

Concern over Future service delivery

Respondents note on many occasions that you cannot make all residents use ‘digital by design’. There are many in the borough without access to computers/online, and who are not, or do not wish to be computer literate. This proposal may make it more difficult for them to access face to face and telephone services. One respondent notes that some residents are concerned about ‘doing something wrong’ online, particularly in relation to online security and fraud. A couple of respondents raise the issue of how face to face access to services can be delivered. That they should be available across the borough, particularly for the elderly and those with mental health issues. One respondent wants to understand if the Council has the right contractual relationships with areas run by Elevate to be able to provide future delivery.

.

Other:

Respondents criticise some of the Council's services as slow and difficult to use. Some people feel that 'Digital by Design' risks adversely impacting elderly and vulnerable people who will have considerably reduced access. Some respondents feel that some residents may require greater digital skills to be able to interact online with the Council. Some respondents questioned the percentage of people the Council say have access to the internet. One respondent mentioned privacy notices and that the Council should use the data collected for specified purposes.

Agree with the need for change

Respondents draw on their own experiences of receiving poor customer service and acknowledge that change is needed as the current position is not acceptable. The service and customer access needs to improve.

Overall support/Positive feedback

Respondent's praise the overall vision and ambition of the proposal but are sceptical about whether it will improve standards. Respondents who do support the proposals do so subject to caveats such as having accessible services for those who do not have access to the internet e.g, the elderly.

Concerns around staffing arrangements

Many respondents felt that the contact centre was inadequately staffed as they had experiences long waiting times and that the Council needs to recruit more staff to answer calls.

Greater inclusion of residents

Respondents would like to be better informed by the Council. The Council needs to do a better job of keeping residents up to date and providing feedback. One respondent felt that residents cannot change anything nor have their voice heard.

Require further information

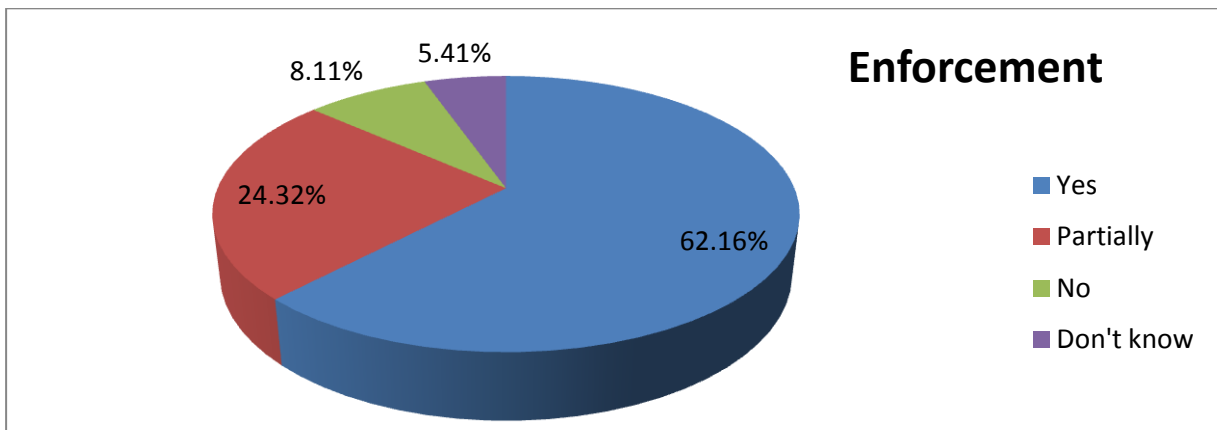
Requirements for further information include the Council's plans for ensuring how those residents without digital access (including the elderly and disabled) will not be left behind and marginalised by online service proposals. Another respondent asks where adult integrated care referrals will be captured in the new service?

4. Enforcement Service

Do you agree with the Environment Service proposals overall?

There were 74 responses to this question

	% Total	% Answer	Count
Yes	23.23%	62.16%	46
Partially	9.09%	24.32%	18
No	3.03%	8.11%	6
Don't know	2.02%	5.41%	4
[No Response]	62.63%	-	124
Total	100.00%	100.00%	198

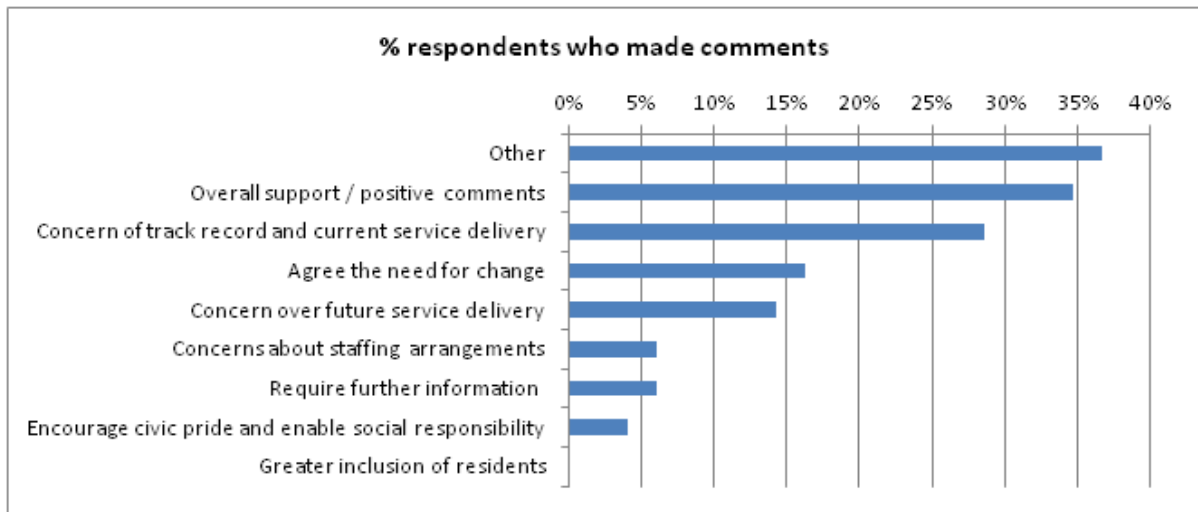


Comments made: 49 respondents made 72 comments

Enforcement	Total number of comments	% comments	% respondents who made comments
Agree the need for change	8	11%	16%
Staffing arrangements	3	4%	6%
Concern over future service delivery	7	10%	14%
Concern of track record and current service delivery	14	19%	29%
Require further information	3	4%	6%
Greater inclusion of residents	0	0%	0%
Encourage civic pride and enable social responsibility	2	3%	4%
Overall support / positive comments	17	24%	35%
Other	18	25%	37%
Total comments received	72	100%	147%

Total respondents for this question

49



Other

One respondent felt that residents should be able to report anonymously. Another felt that their ASB complaint was passed between departments and should be dealt by one person. One respondent felt that more visible enforcement officers would help reduce the perception of crime.

Overall supportive / positive comments

There is general support for the Council to 'get tough' on enforcement to send a strong message to those who behave irresponsibly. However, there is concern that the enforcement service needs to remain fair in its approach (not revenue raising for the sake of it to hit profit driven targets). Many respondents provide examples of irresponsible behaviour by others and agree the Council should target such behaviour.

Concern of track record and current service delivery

There is a sense amongst respondents that ASB, particularly fly-tipping is a bigger problem than ever in the borough and that the current Enforcement Service is ineffective in dealing with issues. Some respondents mention that they play their part by reporting issues but the Council doesn't do it's bit by responding to the report. Some respondents raise concerns about the current impact of parking restrictions on local businesses.

Agree the need for change

Respondents feel that one enforcement department for all ASB should make it easier to report and deal with issues.

Concern over future service delivery

Many of the respondents who are concerned over the future raise 'over zealous enforcement' and enforcement becoming a 'cash cow' as concerns. Some people feel that it is important for a feedback process to be made part of the reporting process so those reporting incidents can be kept up to date with progress.

Staffing arrangements

Some respondents voice concerns over enough enforcement staff being employed to undertake more robust enforcement activity.

Require further information

Respondents feel that there should be clear rules on what is acceptable and what is not, e.g - noise levels and time, littering, anti-social behaviour, nuisance behaviour. Respondents articulate support for robust and effective enforcement against those who are not considerate but require further information about how it will work.

Encourage civic pride and enable social responsibility

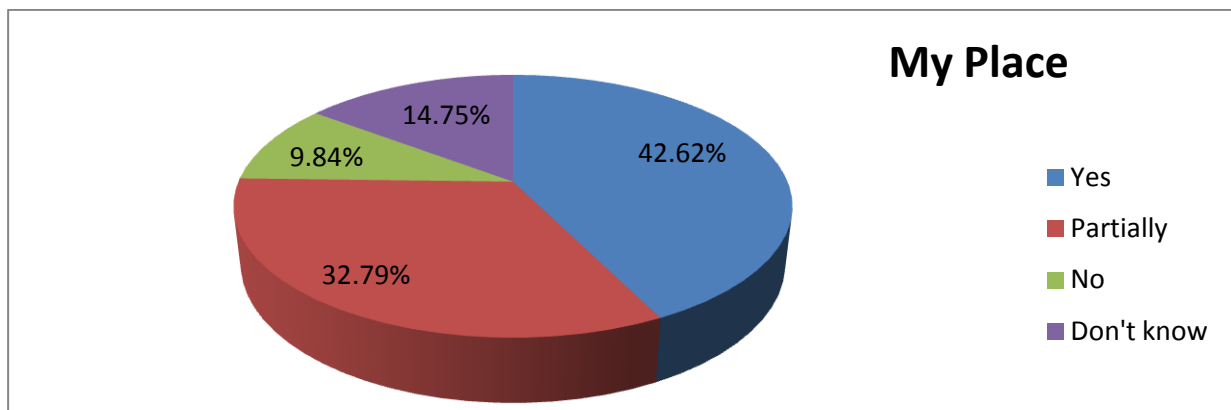
Respondents support robust and effective enforcement against those who are not considerate to fellow residents and the local area. They also state that when the borough is clean they feel a sense of pride in their area and that keeping the area clean, as well as enforcing against those who are non-compliant will be the key to the borough's future success. It is considered important that focus is also given to educating the public and changing their behaviour, not just enforcing against them.

5. My place

Do you agree with the My Place proposals overall?

There were 61 responses to this question

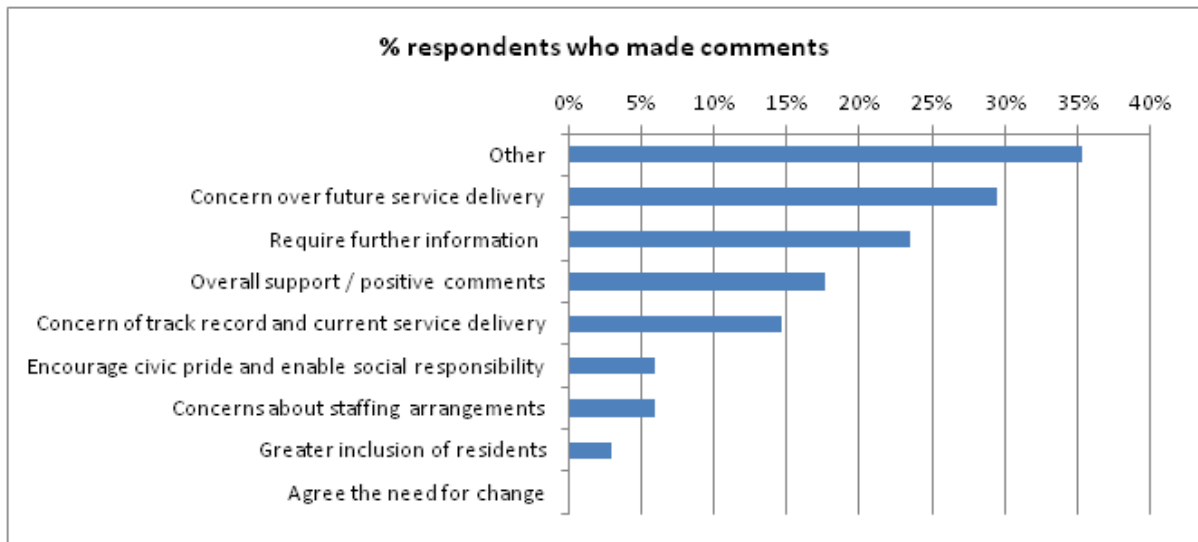
	% Total	% Answer	Count
Yes	13.13%	42.62%	26
Partially	10.10%	32.79%	20
No	3.03%	9.84%	6
Don't know	4.55%	14.75%	9
[No Response]	69.19%	-	137
Total	100.00%	100.00%	198



Comments made: 34 respondents made 46 comments

My Place	Total number of comments	% comments	% respondents who made comments
Agree the need for change	0	0%	0%
Staffing arrangements	2	4%	6%
Concern over future service delivery	10	22%	29%
Concern of track record and current service delivery	5	11%	15%
Require further information	8	17%	24%
Greater inclusion of residents	1	2%	3%
Encourage civic pride and enable social responsibility	2	4%	6%
Overall support / positive comments	6	13%	18%
Other	12	26%	35%
Total comments received	46	100%	135%

Total respondents for this question 34



Other

One respondent emphasises the importance of monitoring and quality assurance of the proposal. One respondent questions what the Council means by exploiting commercial potential of parks and are concerned about whether this means less access to parks or parts of the park closed off for private events. Some respondents do not agree with offering Council houses only to employed residents.

Concern over future service delivery

A range of individual's raise issues around future service delivery. There is a concern about the Council competing with local businesses and respondents wanting to know how much of the service will be contracted out. One respondent questions whether there is a conflict of interest and whether Private Landlords will want to have a local authority manage a property and pay a fee for management to the same organisation responsible for Council tax collection and licensing of landlords. One respondent felt the Council should not consider being commercial as it currently does a poor job of managing its own housing stock.

Require further information

Some respondents ask for clarity and further details. For example, one respondent asks for details about how the proposal will impact organisations that currently offer this service. One resident wants to know the overall pros and cons of the proposals. One respondent comments that the proposal is described in 'management speak'.

Overall support / positive comments

A one stop shop for provision is encouraged by one respondent. Another supports the Council offering services to landlords and few respondents welcoming using the Council to manage properties.

Concern of track record and current service delivery

One respondent feels that the Council does not provide effective services to existing Council stock and another notes current problems with the environment such as litter.

Encourage civic pride and enable social responsibility

One private landlord feel s/he does everything necessary to provide a safe and clean place to live but tenants do not respect the environment. One respondent complains of dumped mattresses and other rubbish and feels that anti-social behaviour should lead to enforcement.

Staffing arrangements

Individual comments highlight the use of too many consultants and that Caretakers and Estate Managers are ignoring problems such as fly tips and eyesore garden issues.

Greater inclusion of residents

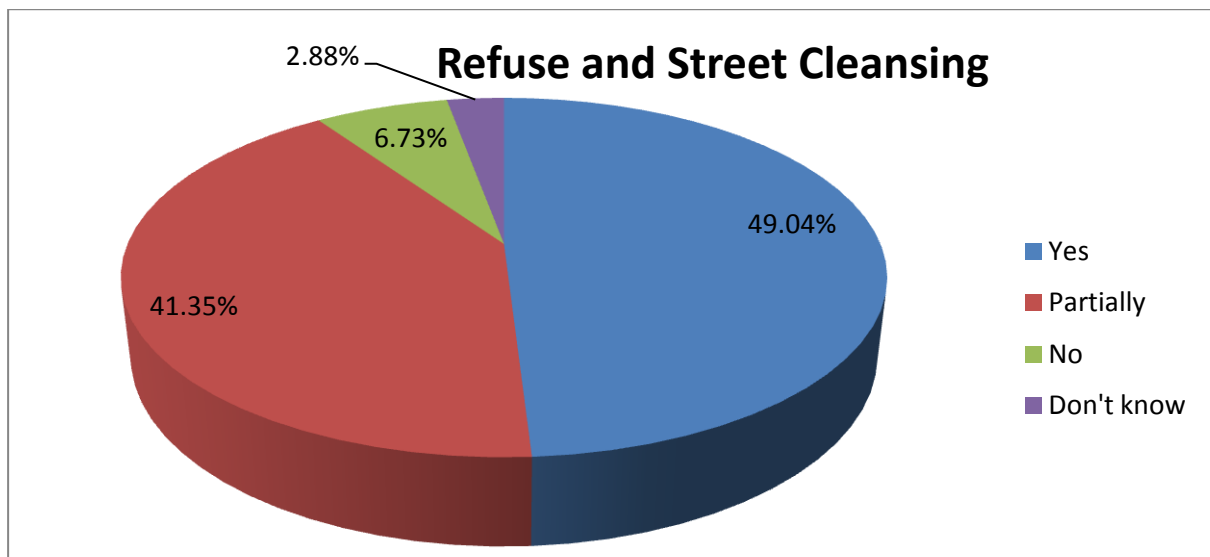
One respondent is keen that a committee of residents is set up to influence decision making.

6. Refuse and street cleaning

Do you agree with the Refuse and Street Cleaning proposals overall?

There were 104 responses to this question

	% Total	% Answer	Count
Yes	25.76%	49.04%	51
Partially	21.72%	41.35%	43
No	3.54%	6.73%	7
Don't know	1.52%	2.88%	3
[No Response]	47.47%	-	94
Total	100.00%	100.00%	198

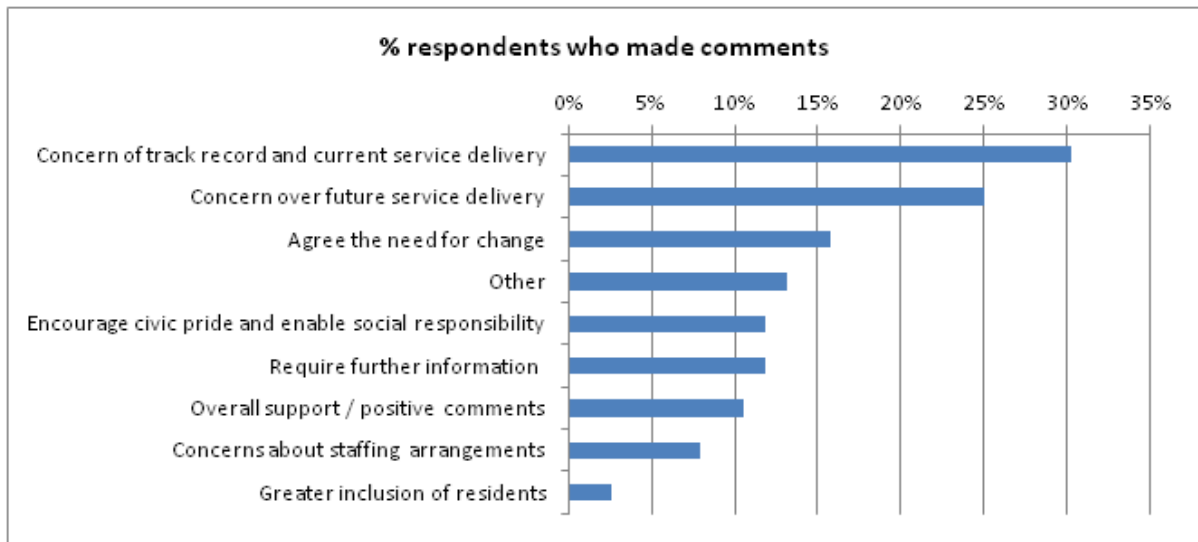


Comments made: 76 respondents made 98 comments

Refuse	Total number of comments	% comments	% respondents who made comments
Agree the need for change	12	12%	16%
Staffing arrangements	6	6%	8%
Concern over future service delivery	19	19%	25%
Concern of track record and current service delivery	23	23%	30%
Require further information	9	9%	12%
Greater inclusion of residents	2	2%	3%
Encourage civic pride and enable social responsibility	9	9%	12%
Overall support / positive comments	8	8%	11%
Other	10	10%	13%
Total comments received	98	100%	129%

Total respondents for this question

76



Concern of track record and current service delivery

Respondents in this category are unhappy with the current service and the current state of cleanliness in the borough. Respondents generally are frustrated with how untidy the borough is and question whether given the Council's current performance, anything will change. Many respondents provide examples of how they encounter fly-tips in their area very frequently.

Concern over future service delivery

Respondents express concern over whether the proposals will lead to a reduction in service. Comments include concern over whether there will be less frequent waste and recycling collections and whether streets will be cleaned with the same frequency.

Agree the need for change

Respondents in this category agree that the Council needs to change the way it operates. Typical comments express frustration with the current levels of waste and cleanliness in the borough and respondents agree that continuing with the status quo is not an option.

Other

A strong theme was respondents feeling that the Council needs to do more to educate residents about what can and cannot be recycled. There is concern over the lack of awareness amongst residents and that communications campaigns from the Council are needed to raise awareness. There is also concern over the lack of items that can be recycled compared to other boroughs. Many items which can be recycled in other boroughs cannot in B&D. Several comments also mention that refuse collections should remain weekly.

Encourage civic pride and enable social responsibility

A high number of respondent's are frustrated with other residents rather than the Council, acknowledging that educating residents will be a difficult task. There are many comments suggesting that the behaviour of some residents is unacceptable. The need to encourage civic pride is prominent in the comments. The Council is encouraged to do more to get residents to behave more responsibly when it comes to the environment.

Require further information

Respondents in this category require further information. A common perception/concern amongst respondents is that the reference to focusing on prevention and enforcement was the Council's way of proposing to reduce waste collection. This was received negatively.

Overall support / positive comments

Respondents in this category were supportive of the Council's approach. There is support for keeping the service in-house rather than outsourcing as well as support for enforcement against those who behave irresponsibly.

Staffing arrangements

Respondent's voice concerns over the capability of current staff with comments about staff not doing a good job at clearing rubbish or collecting bins. There is also a comment suggesting more staff are needed to improve the current poor level of cleanliness in the borough as the current standards are not good enough.

Greater inclusion of residents

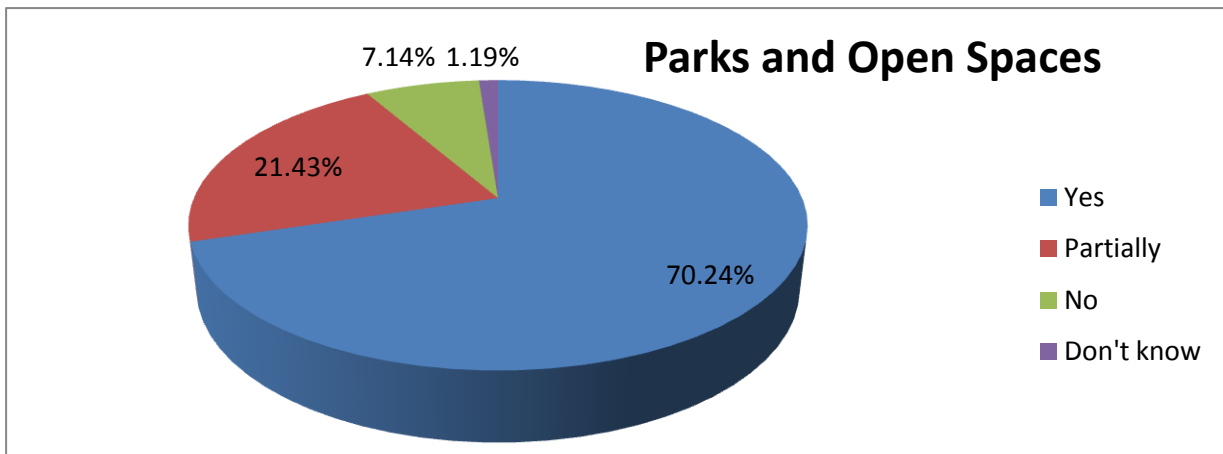
One respondent feels that the Council should do more to engage the public in waste prevention, and another believes that involving residents in a Council run 'Freecycle' initiative is a positive way to reduce waste.

7. Parks and open spaces

Do you agree with the Parks and Open Spaces proposals overall?

There were 84 responses to this question

	% Total	% Answer	Count
Yes	29.80%	70.24%	59
Partially	9.09%	21.43%	18
No	3.03%	7.14%	6
Don't know	0.51%	1.19%	1
[No Response]	57.58%	-	114
Total	100.00%	100.00%	198

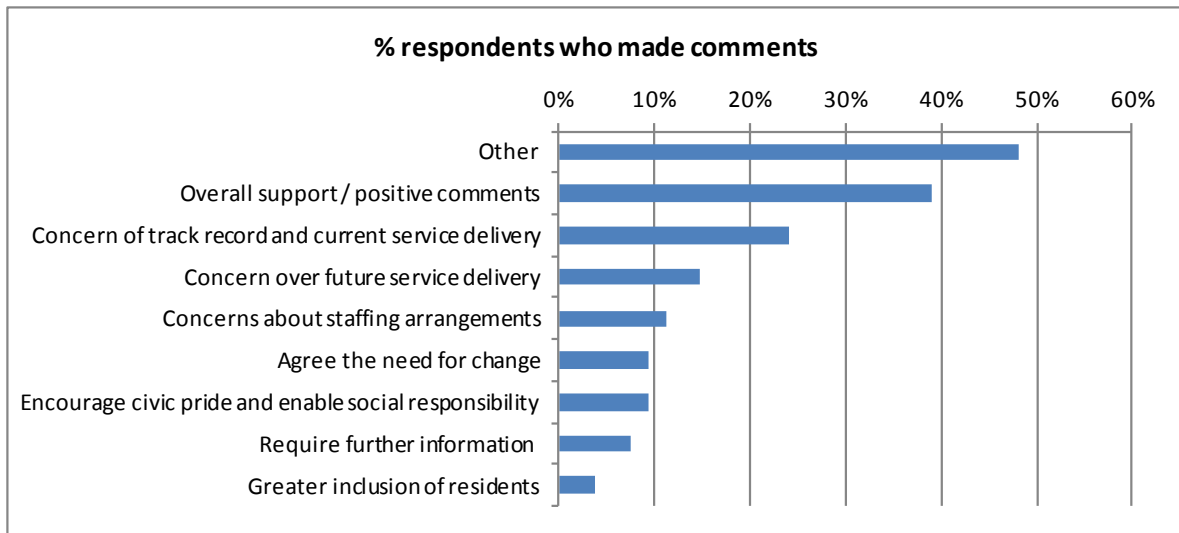


Comments made: 54 respondents made 90 comments

Parks and Open Spaces	Total number of comments	% comments	% respondents who made comments
Agree the need for change	5	6%	9%
Concerns about staffing arrangements	6	7%	11%
Concern over future service delivery	8	9%	15%
Concern of track record and current service delivery	13	14%	24%
Require further information	4	4%	7%
Greater inclusion of residents	2	2%	4%
Encourage civic pride and enable social responsibility	5	6%	9%
Overall support / positive comments	21	23%	39%
Other	26	29%	48%
Total	90	71%	167%

Total respondents for this question

54



Other

A wide range of suggestions are provided which are captured in the comments made for the themes below.

Overall supportive / positive comments

Respondents want to see the parks maintained, but need to include activities which will ensure they are used and appreciated by residents.

Concern of track record and current service delivery

Some respondents feel that the borough's parks are areas that have been forgotten, have been allowed to fall in to disrepair, and are under-staffed and not monitored. Anti-social behaviour is big issue and the priority for these respondents is ensuring that ASB is tackled under a new Parks and Open Spaces Service.

Concerns future service delivery

There is both concern and agreement to exploiting the commercial potential of parks. Whilst some welcome private investment as a way of modernising parks and their facilities, some respondents are concerned that private uses will be to the detriment of traditional uses (sitting, walking, reading etc). They also feel that private companies will put profit above resident's and their needs. There are several suggestions on potential uses for the borough's green spaces in the future. Many centre around uses for children, like employing play leaders in parks during school holidays, improving playground areas and facilitating more social and sporting events for all ages. Respondents are keen that there will be clear separation of activities in parks. The main concerns resident's raise are generally around ensuring parks are well maintained and free of anti-social behaviour.

Staffing arrangements

The main concerns regarding staff are around having the right number of skilled staff to patrol parks and run park activities. It is felt that the service can grow by developing skills in house by keeping on apprentices after their training

Encourage civic pride and enable social responsibility

It is felt that the borough's parks if looked after properly are fundamental for promoting civic pride and bringing communities together. There are many suggestions for how parks could be used more effectively for the community, such as allowing the community to grow fruit and vegetables for those on low incomes, local events, and sports and social events for people of all ages.

Agree the need for change

The borough's parks are highly regarded and respondents are very protective of them. There is a strong objection to any of the borough's parks being used for housing development. Many respondents feel that the borough's green spaces need protecting, but that they should be utilised more widely for the benefit of the community. Respondents feel that parks are the key to a happy borough and an invaluable resource for dog walkers, children, for exercise and relaxation. Respondents are mixed in their views on commercialisation

Require further information

One respondent would like to understand the costs involved, if people will be charged to enter parks and about access when events are on. A question was raised on whether skills would be developed in-house to deliver this and if there would be new roles available.

Greater inclusion of residents

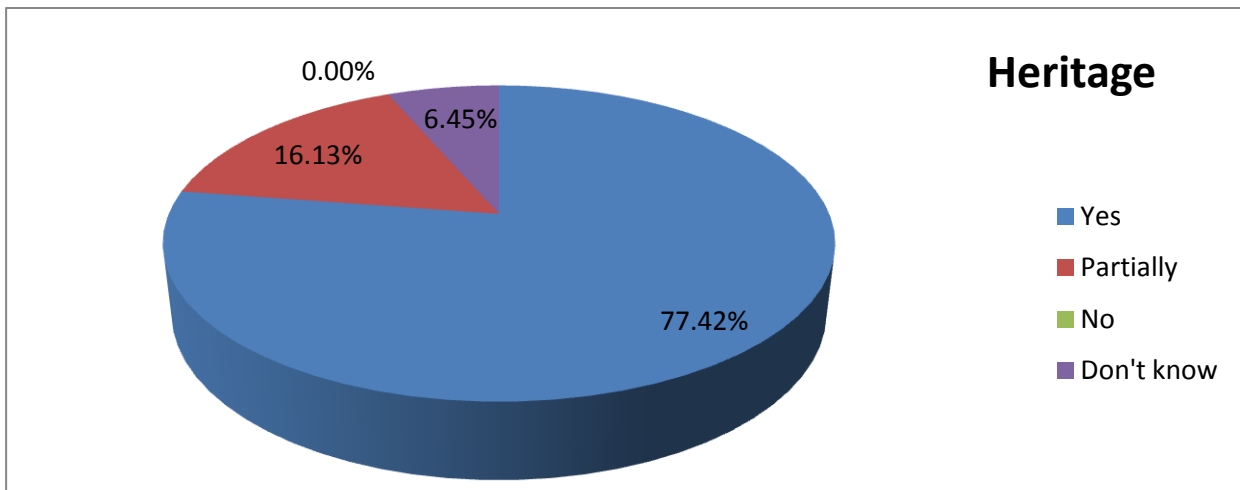
Some respondents feel that good quality parks and open spaces are important and should be for community use. One respondent felt that volunteers can be used for conservation of parks.

8. Heritage Service

Do you agree with the Heritage Service proposals overall?

There were 31 responses to this question

	% Total	% Answer	Count
Yes	12.12%	77.42%	24
Partially	2.53%	16.13%	5
No	0.00%	0.00%	0
Don't know	1.01%	6.45%	2
[No Response]	84.34%	-	167
Total	100.00%	100.00%	198

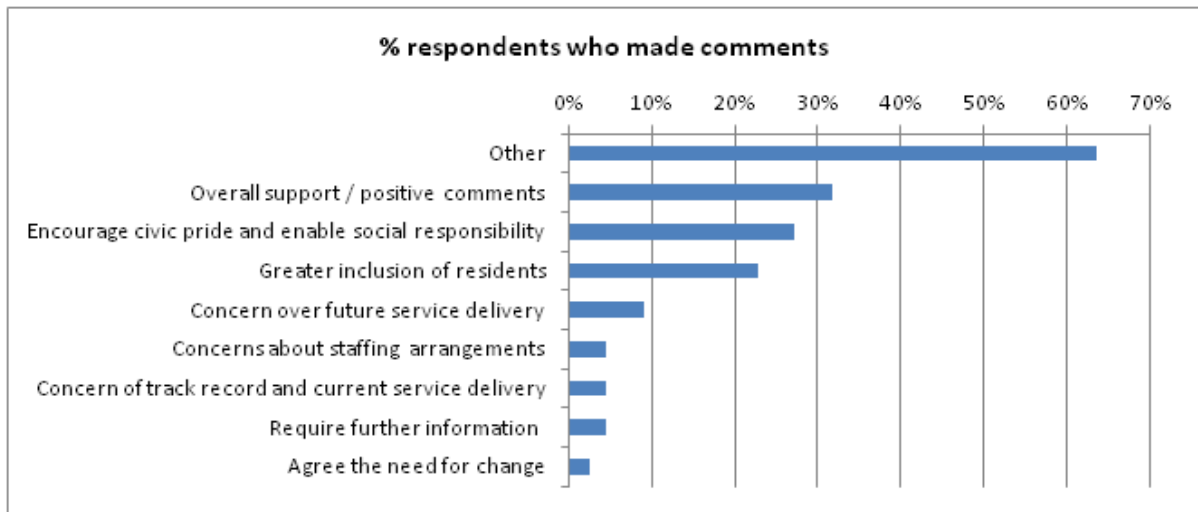


Comments made: 22 respondents made 38 comments

Heritage	Total number of comments	% comments	% respondents who made comments
Agree the need for change	1	3%	3%
Staffing arrangements	1	3%	5%
Concern over future service delivery	2	5%	9%
Concern of track record and current service delivery	1	3%	5%
Require further information	1	3%	5%
Greater inclusion of residents	5	13%	23%
Encourage civic pride and enable social responsibility	6	16%	27%
Overall support / positive comments	7	18%	32%
Other	14	37%	64%
Total comments received	38	100%	171%

Total respondents for this question

22



It should be noted that a small number of comments were made on this proposal.

Other:

Respondents feel that the borough’s rich historic past should be promoted to boost the borough’s identity and reputation to attract visitors. Many respondents are supportive of maintaining a heritage service. A number of respondents support the idea of more volunteering opportunities, but one respondent feels that volunteers can be unreliable. Working to promote heritage in the borough’s schools was considered a good way of engaging young people, and there was a general consensus that the proposals should not lead to high costs for residents wishing to enjoy heritage services.

Overall support/positive comments

Respondents generally were supportive of the proposals and felt that local history and heritage were important. It was also felt that historic buildings such as Eastbury Manor House need to be maintained.

Encourage civic pride and enable social responsibility

Respondents state that there needs to be an increase in the number of heritage events and that these need wider publication to increase participation. Respondents believe history and heritage are important and help encourage civic pride. Respondents stress the need to preserve, work with partners and improve accessibility of heritage facilities.

Greater inclusion of residents

Respondents are keen to encourage further engagement of residents in heritage, which would reduce costs. In particular ensuring more people are aware of volunteering activities, particularly for the younger and older people.

Concern over future service delivery

Residents are concerned that the Heritage service will be exploited in order to make a profit. Two respondents feel that the fees for accessing heritage services should not increase as a result of the pursuit of income generation.

Staffing arrangements

One respondent welcomes the use of volunteers as Heritage staff as a way of protecting the longevity of the service.

Concern of track record and current service delivery

Holding more heritage events like group walks etc during and weekends is welcomed by one respondent who feels that the current arrangements alienate working people from the boroughs heritage related activity.

Require further information

A few respondents questioned whether fees would increase and one felt that footfall will reduce if charges are increased.

Agree the need for change

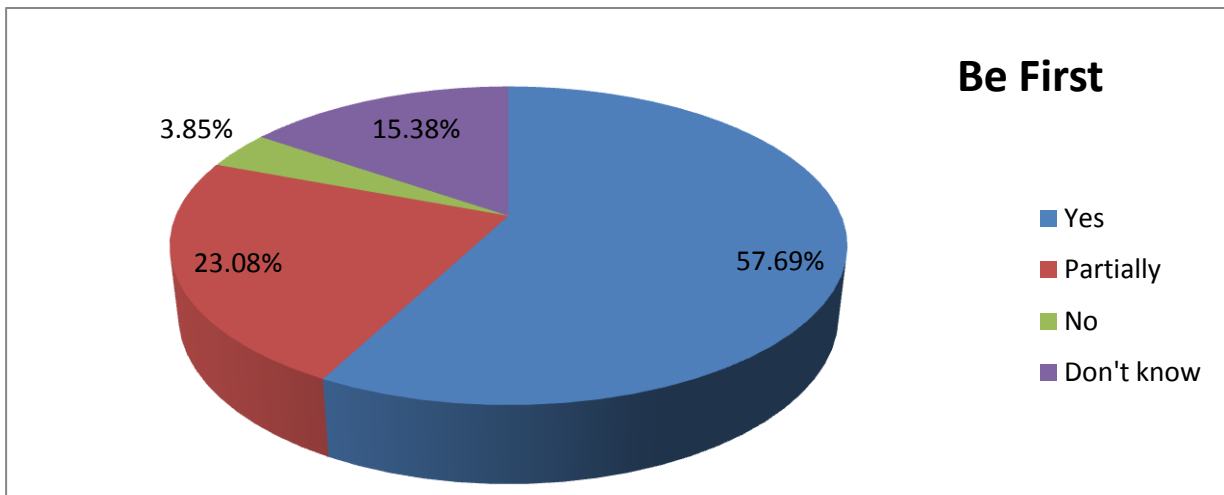
One respondent believes that the changes will lead to the borough's heritage gaining a higher profile and agrees that by engaging residents better the Heritage service can increase volunteering in order to reduce costs for the service.

9. Be First

Do you agree with the 'Be First' proposals overall?

There were 26 responses to this question

	% Total	% Answer	Count
Yes	7.58%	57.69%	15
Partially	3.03%	23.08%	6
No	0.51%	3.85%	1
Don't know	2.02%	15.38%	4
[No Response]	86.87%	-	172
Total	100.00%	100.00%	198

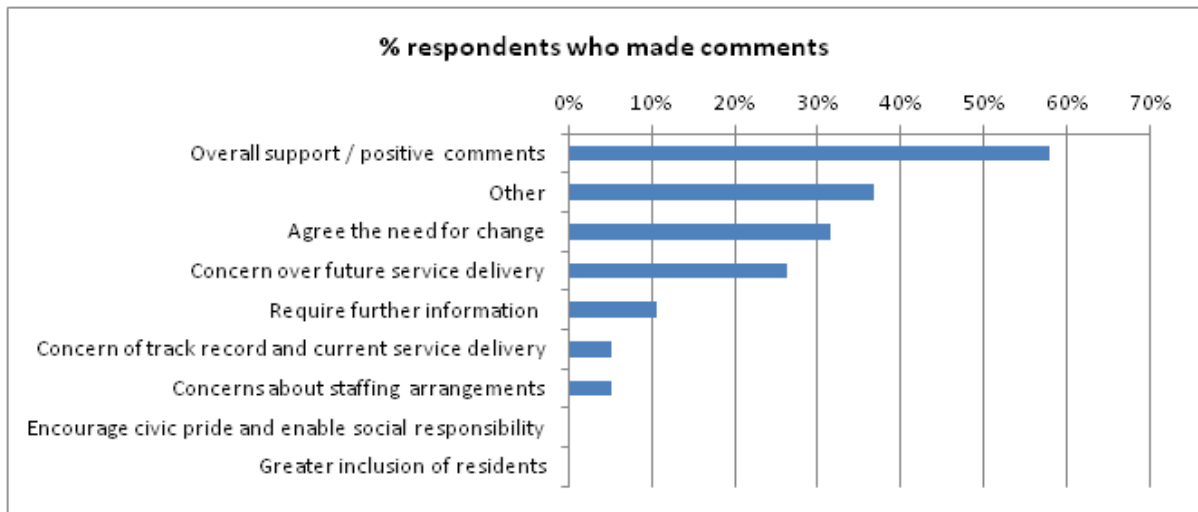


Comments made: 19 respondents made 33 comments

Be First	Total number of comments	% comments	% respondents who made comments
Agree the need for change	6	18%	32%
Staffing arrangements	1	3%	5%
Concern over future service delivery	5	15%	26%
Concern of track record and current service delivery	1	3%	5%
Require further information	2	6%	11%
Greater inclusion of residents	0	0%	0%
Encourage civic pride and enable social responsibility	0	0%	0%
Overall support / positive comments	11	33%	58%
Other	7	21%	37%
Total comments received	33	100%	174%

Total respondents for this question

19



It should be noted that a small number of comments were made on this proposal.

Overall supportive / positive comments

General overall support with respondents noting it is 'An obvious and sensible move' and 'sounds good and will change the way the borough is today'.

Other

A number of respondents are interested in how this proposal will be funded and how it will be viable. One respondent is keen to understand how social enterprises and tax work. Whilst still supporting this proposal, respondents are keen to understand how profit will be brought back into the Council and the borough. One respondent thinks that funds for enterprise should not come from public funds. Another respondent warns against the risk of gentrification and regeneration not benefitting local people.

Agree the need for change

Respondents agree with the need to build more housing but there are some reservations about 'squeezing' them alongside existing housing.

Concern over future service delivery

A few residents are concerned about proposals to develop properties on 'infill sites' around the borough, claiming that it will eat in to the borough's green space and make the area unattractive.

Require further information

A few respondent's feel that they would like to understand the approach in more detail, and ask questions like, 'will these proposals lead to the provision of more social housing?' One respondent is concerned that the proposals are not written in plain English and are therefore not easy to understand. One respondent asks for

more information on how income will be directed back in to the Council and if, the new 'company' will be responsible for building Council houses.

Concern of track record and current service delivery

One resident is concerned about the London wide approach to regeneration with too many 'vanity projects' and too little development serving community needs.

Staffing arrangements

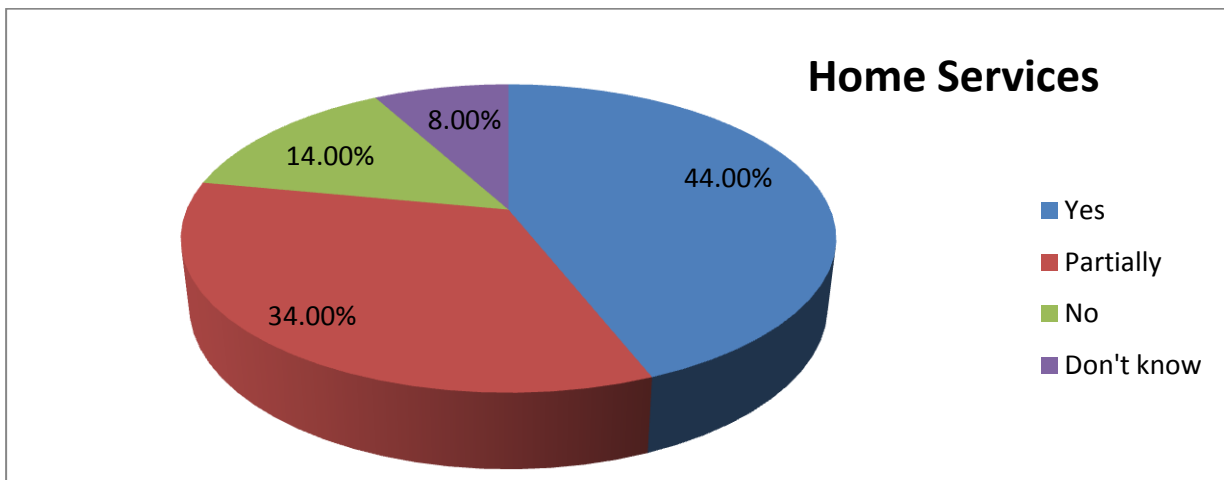
One respondent queried whether Councillors will have the capability to act as company directors and how external consultants will be used to provide effective challenge.

10. Home services

Do you agree with the Home Services proposals overall?

There were 50 responses to this question

	% Total	% Answer	Count
Yes	11.11%	44.00%	22
Partially	8.59%	34.00%	17
No	3.54%	14.00%	7
Don't know	2.02%	8.00%	4
[No Response]	74.75%	-	148
Total	100.00%	100.00%	198

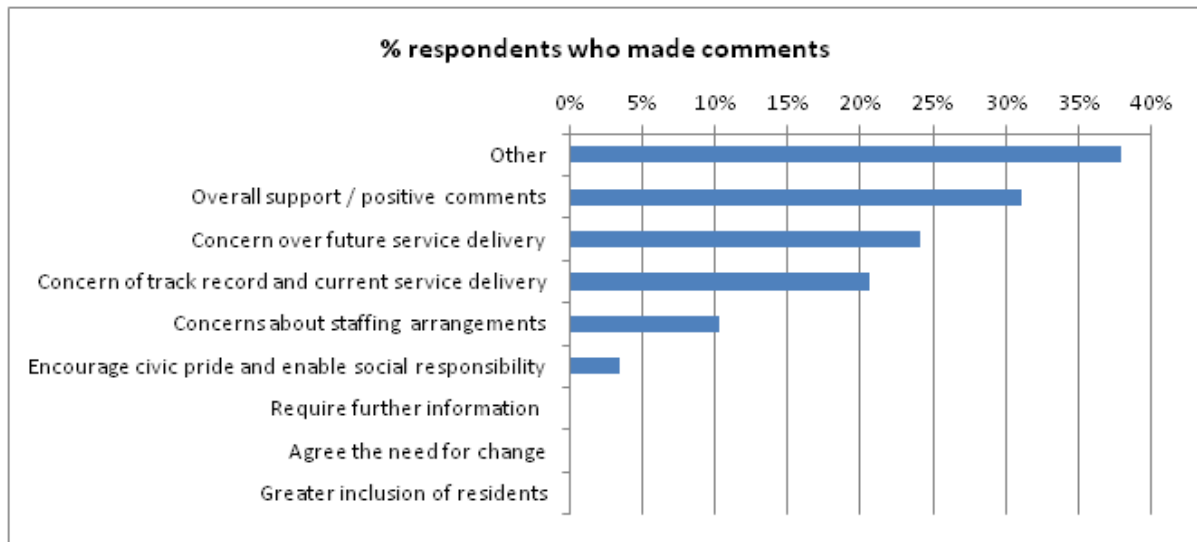


Comments made: 29 respondents made 37 comments

Home	Total number of comments	% comments	% respondents who made comments
Agree the need for change	0	0%	0%
Staffing arrangements	3	8%	10%
Concern over future service delivery	7	19%	24%
Concern of track record and current service delivery	6	16%	21%
Require further information	0	0%	0%
Greater inclusion of residents	0	0%	0%
Encourage civic pride and enable social responsibility	1	3%	3%
Overall support / positive comments	9	24%	31%
Other	11	30%	38%
Total comments received	37	70%	128%

Total respondents for this question

29



Other

Respondents are clear that new housing needs to be affordable for local people and that rents are set in line with resident's earnings. Some feel that the new Home Service should have the power to enforce strongly against illegal HMO's and rogue landlords. Others believe that trades should offer fair prices to the elderly and vulnerable home owners in the borough, and one respondent asks the Council to include the voluntary sector groups that offer skilled tradesmen services to be taken in to account in the proposals.

Overall supportive / positive comments

There are a number of positive comments on this proposal including: 'Innovative', 'seems effective', 'like the idea of a social enterprise', 'looks great', 'this would be a really good idea', 'sounds good in principle' and 'seems fairly straightforward'. A number of homeowners indicated an appetite for using the Council service instead of some of the private contractors

Concern over future service delivery

Many respondents feel that the service should stay in house. One respondent would like to ensure that there isn't a reduction in service when non-Council customers/incomes are generated. One respondent highlights the issue of fairness in setting up in direct competition with local businesses. Another mentions that the Council can hardly provide a decent service at present and so suggests that commercialising the service will only make it worse.

Concern of track record and current service delivery

One respondent highlights that scrutiny of current Housing service is needed so that it is reformed before the Council even starts thinking about commercialising it. One respondent feels that the current service offered by the repairs team is poor and cites a personal experience of a long wait for a repair job.

Staffing arrangements

A respondent raised concern over the Council employing foreign workers and suggested employing British workers and paying them a fair wage. Another respondent praised the Council workers and suggested having a bank of skilled workers e.g. electricians, plumbers etc that were available for the public to use.

Encourage civic pride and enable social responsibility

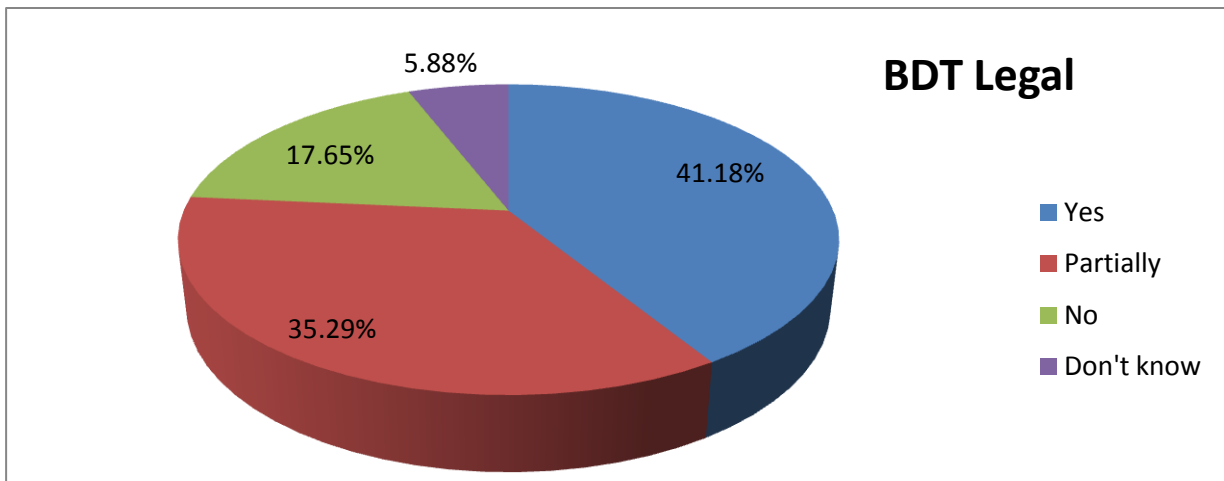
One respondent believes that those moving into the borough do not have pride in their area and old values have disappeared with the indigenous population.

11. BDT Legal

Do you agree with the BDT proposals overall?

There were 17 responses to this question

	% Total	% Answer	Count
Yes	3.54%	41.18%	7
Partially	3.03%	35.29%	6
No	1.52%	17.65%	3
Don't know	0.51%	5.88%	1
[No Response]	91.41%	-	181
Total	100.00%	100.00%	198

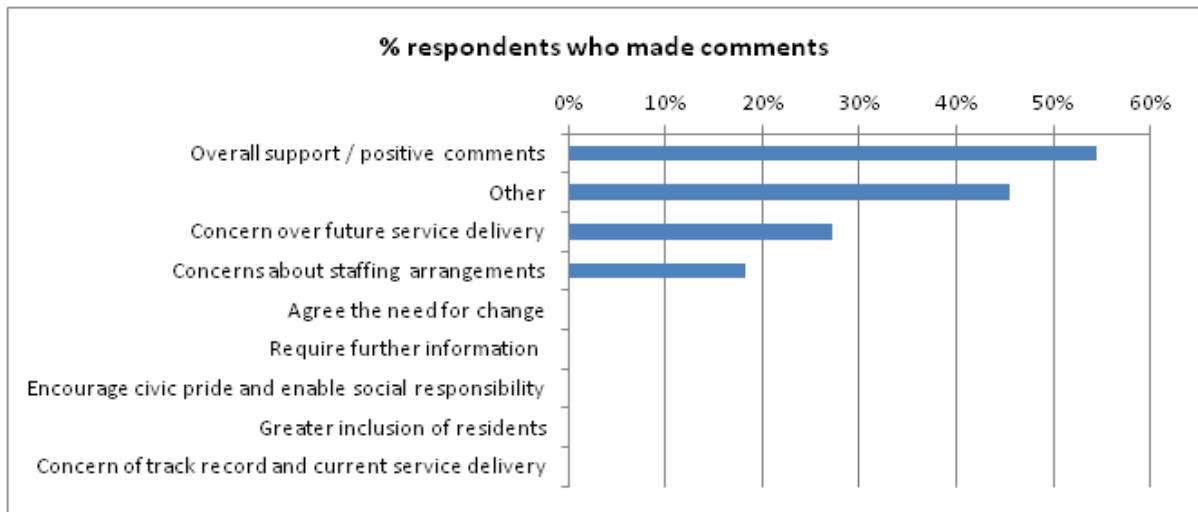


Comments made: 11 respondents made 16 comments

BDT Legal	Total number of comments	% comments	% respondents who made comments
Agree the need for change	0	0%	0%
Staffing arrangements	2	13%	18%
Concern over future service delivery	3	19%	27%
Concern of track record and current service delivery	0	0%	0%
Require further information	0	0%	0%
Greater inclusion of residents	0	0%	0%
Encourage civic pride and enable social responsibility	0	0%	0%
Overall support / positive comments	6	38%	55%
Other	5	31%	45%
Total comments received	16	69%	145%

Total respondents for this question

11



It should be noted that a small number of comments were made on this proposal.

Overall supportive / positive comments

Positive comments include 'it seems an efficient, sensible way forward' and 'good to help in other boroughs'. One suggestion is to also provide legal services for residents to boost income (as the Council does for MOTs). One respondent proposes using IT to sift through legal information, collecting data on cases leading to intelligent systems resolving complex legal issues.

Other

Respondents feel that it would be a good idea if the public were able to buy services from BDT Legal.

Concern over future service delivery

One respondent questions the future delivery vehicle for delivering Legal Services. Concerns include the proposals being too large and expensive to cover all areas of expertise and therefore less commercially viable, and the fairness of setting up in direct competition with local firms. One respondent suggests using a specialist firm instead of having an in-house Council legal team.

Staffing arrangements

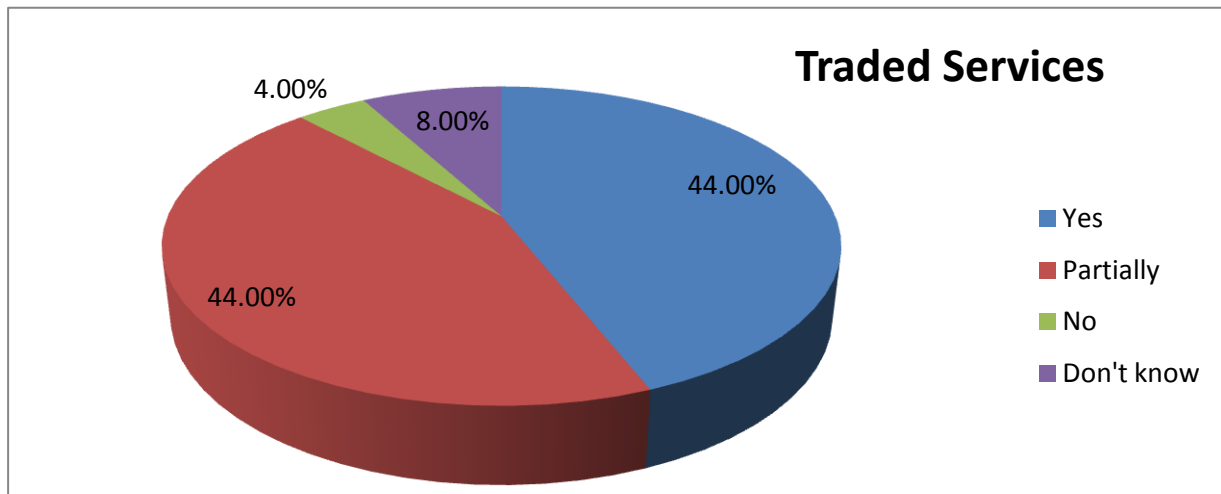
Respondents are keen that legal expertise is increased, not diminished.

12. Traded Services

Do you agree with the Traded Services proposals overall?

There were 25 responses to this question

	% Total	% Answer	Count
Yes	5.56%	44.00%	11
Partially	5.56%	44.00%	11
No	0.51%	4.00%	1
Don't know	1.01%	8.00%	2
[No Response]	87.37%	-	173
Total	100.00%	100.00%	198

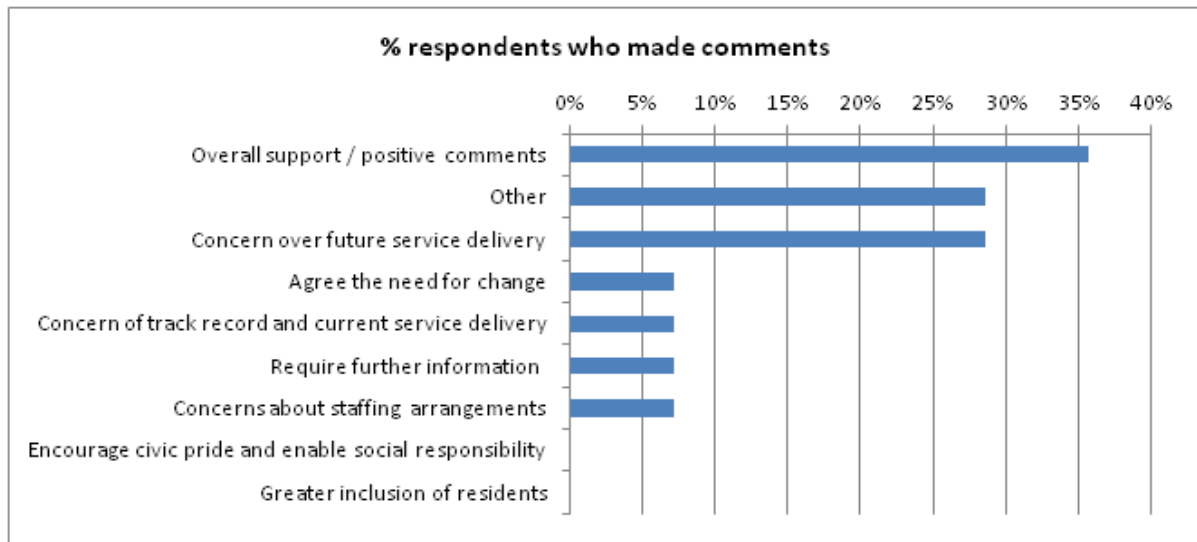


Comments made: 14 respondents made 17 comments

Traded Services	Total number of comments	% comments	% respondents who made comments
Agree the need for change	1	6%	7%
Staffing arrangements	1	6%	7%
Concern over future service delivery	4	24%	29%
Concern of track record and current service delivery	1	6%	7%
Require further information	1	6%	7%
Greater inclusion of residents	0	0%	0%
Encourage civic pride and enable social responsibility	0	0%	0%
Overall support / positive comments	5	29%	36%
Other	4	24%	29%
Total comments received	17	76%	121%

Total respondents for this question

14



It should be noted that a small number of comments were made on this proposal.

Overall support/positive comments

Some respondents support the proposals. Comments include 'seems like a good idea', 'logical way forward', and 'proposals are good' as examples

Other

One respondent likes the idea of a social enterprise, and another feels that it would be better for the private sector to run the service. Allowing the ability for customer's to opt out as well as opt in is cited as an important success requirement of the service, and one respondent feels that traded services will enhance the Council's reputation as a business minded entity.

Concern over future service delivery

One respondent criticises the proposals for being ambiguous and not detailed enough to give an accurate insight in to how they will work. Another respondent is against the proposals, stating that maximising income could lead to schools paying too much for services.

Agree the need for change

One respondent agrees that public sector not private should be providing services especially relating to Children.

Concern of track record and current service delivery

One respondent is sceptical of how this will succeed when there has been a history of being unable to implement similar service models, citing Meals on Wheels as an example.

Require further information

One respondent raises a number of questions and asks for further information on the proposal

Staffing arrangements

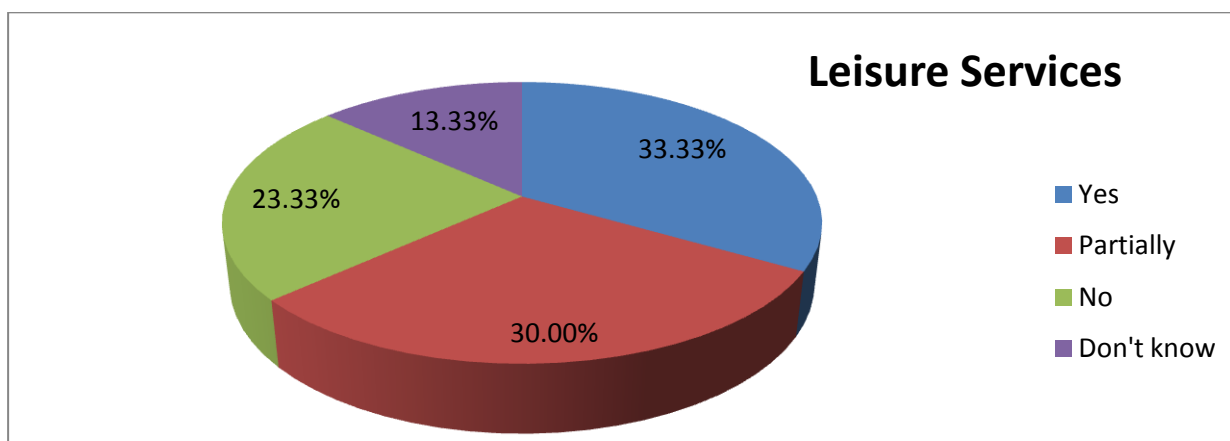
One respondent questions whether staff have the right commercial knowledge and expertise to operate effectively in this service.

13. Leisure Services

Do you agree with the Leisure Services proposals overall?

There were 60 responses to this question

	% Total	% Answer	Count
Yes	10.10%	33.33%	20
Partially	9.09%	30.00%	18
No	7.07%	23.33%	14
Don't know	4.04%	13.33%	8
[No Response]	69.70%	-	138
Total	100.00%	100.00%	198

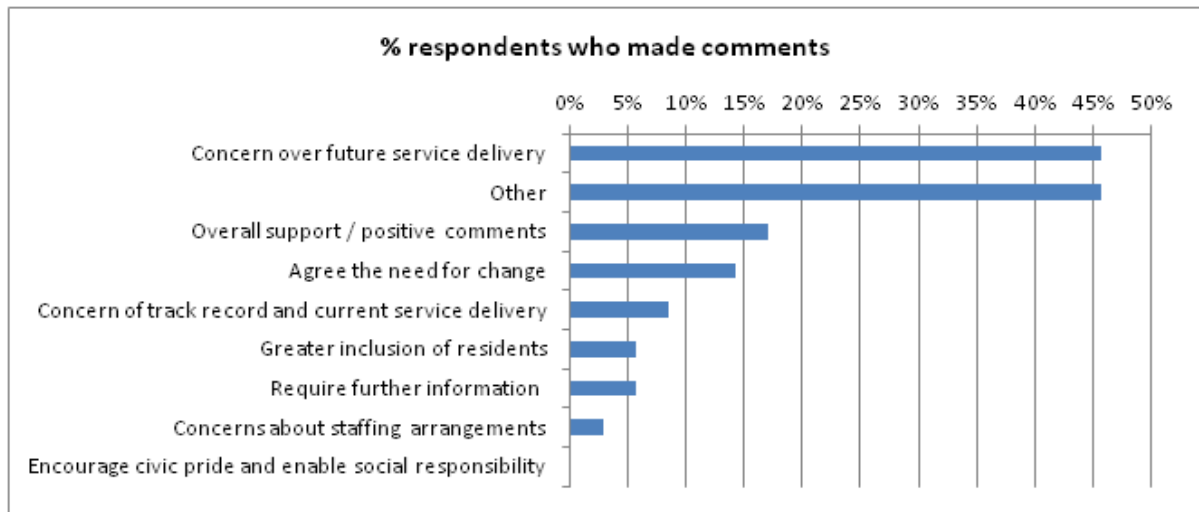


Comments made: 35 respondents made 51 comments

Leisure Services	Total number of comments	% comments	% respondents who made comments
Agree the need for change	5	10%	14%
Staffing arrangements	1	2%	3%
Concern over future service delivery	16	31%	46%
Concern of track record and current service delivery	3	6%	9%
Require further information	2	4%	6%
Greater inclusion of residents	2	4%	6%
Encourage civic pride and enable social responsibility	0	0%	0%
Overall support / positive comments	6	12%	17%
Other	16	31%	46%
Total comments received	51	100%	146%

Total respondents for this question

35



Please note that there is a sense that many of the comments made in this section are from current Leisure employees.

Concern over future service delivery

Many respondents are concerned with the future delivery of a non Council run Leisure Service. The fear is that a new provider will be more preoccupied with profit than standards and that the quality of the services currently provided will suffer as a result. Respondents are critical of the level of standards any future contract monitoring process will command. Many are concerned about how costs might be affected when a new Leisure provider is in place, and there is a desire that the Council retains some control on setting costs to ensure they stay at a reasonable level. Some respondents only support proposals on the basis that costs will not be affected in the future. There is concern that choice will be removed and replaced with popular profit making services that are not to the liking of everybody. Some respondents feel that the local community should be stakeholders in the contract review process to ensure quality of service delivery. One respondent stresses that careful consideration must be given to the continuation of joint working between the new Leisure service and the Council to join up around health and other non financial initiatives which benefit the community. Others echo this point by stating that any new model must be able to operate at a partnership level with other private and social enterprises and the voluntary sector.

Other

Some respondents believe that the service should be completely privatised with the profits being re-invested in the borough, and others state that the new service should be run like a hospital trust along with libraries. There is a sense amongst some respondents that it is disappointing the service cannot remain 'in house' when it has high quality leisure assets that have enabled the service to generate a good level of income.

Overall supportive / positive comments

Generally, those in favour of the proposals for Leisure Services, are only supportive on the premise that standards will not deteriorate and that costs will not increase income.

Agree the need for change

There is a majority view that the service is excellent and should continue to be run by the Council. Some respondents feel that the financial driven motives for the new Leisure Service model are unfair when it has been providing a high level of service to the community.

Concern of track record and current service delivery

Some respondents feel that the current gym facilities need updating and that the new proposals will help improve these.

Greater inclusion of residents

One respondent felt that residents should be involved in monitoring the performance of contractors delivering services

Require further information

Some respondents feel that they need more information to be able to comment further. Others want more information on exactly which Leisure services will be affected by the new proposals.

Staffing arrangements

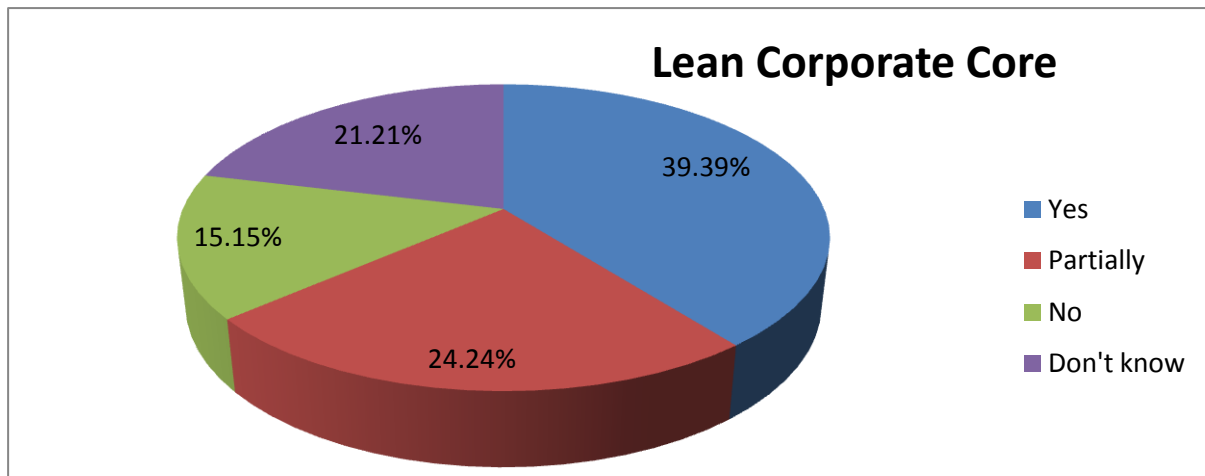
One respondent raised the need to ensure that the new operator was an experienced Leisure service provider.

14. Lean corporate core

Do you agree with the Lean Corporate Core proposals overall?

There were 33 responses to this question

	% Total	% Answer	Count
Yes	6.57%	39.39%	13
Partially	4.04%	24.24%	8
No	2.53%	15.15%	5
Don't know	3.54%	21.21%	7
[No Response]	83.33%	-	165
Total	100.00%	100.00%	198

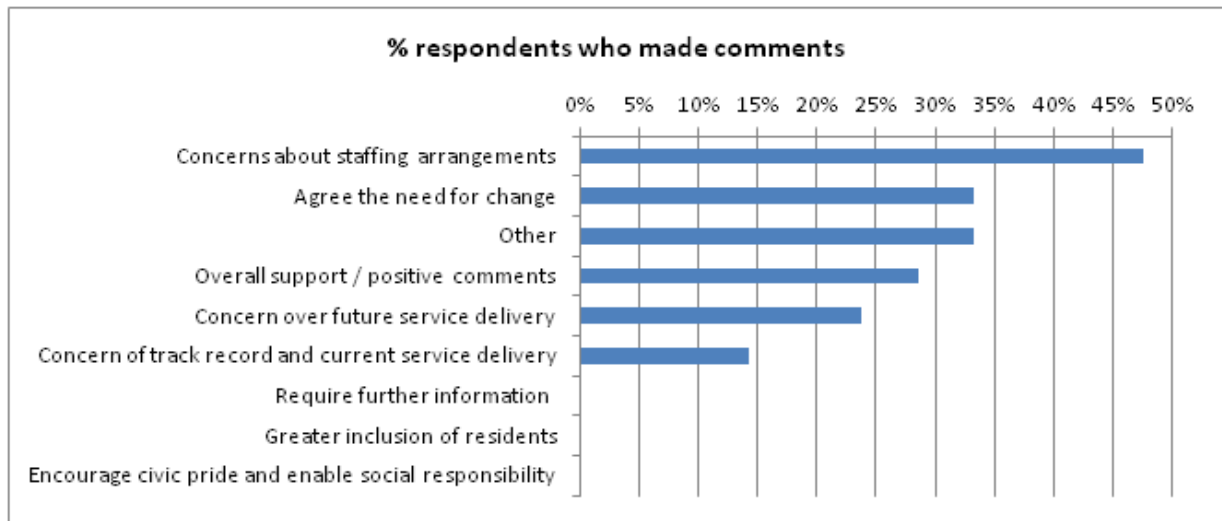


Comments made: 21 respondents made 38 comments

Core	Total number of comments	% comments	% respondents who made comments
Agree the need for change	7	18%	33%
Staffing arrangements	10	26%	48%
Concern over future service delivery	5	13%	24%
Concern of track record and current service delivery	3	8%	14%
Require further information	0	0%	0%
Greater inclusion of residents	0	0%	0%
Encourage civic pride and enable social responsibility	0	0%	0%
Overall support / positive comments	6	16%	29%
Other	7	18%	33%
Total comments received	38	100%	181%

Total respondents for this question

21



Staffing arrangements

In the feedback given, the quality of staff is a recurring theme and people offer opinions ranging from staff pay to staff effectiveness. Respondents also question the level of management necessary as well as whether the number of Councillors can be reduced to provide cost effectiveness and responsiveness. Losing staff expertise is something respondents feel concerned about.

Agree the need for change

Respondents generally support the logic of operating with a lean corporate core. Those that don't are cautious about stretching an already thin function. Some respondents feel that having three Councillors per ward is something that can be reduced to save money.

Other

The fees charged by consultants are criticised by respondents, whilst others query whether the changes will produce efficiencies and save money. One respondent asks the Council to learn from its past mistakes of failed IT contracts, and to ensure that it inspires confidence in its residents by handling their personal data safely. Another respondent states that if the Council must be digitally efficient, then it should not ignore its residents who don't have access to the internet.

Overall supportive / positive comments

Residents are largely supportive of the core changes outlined under Ambition 2020, with some respondents praising the logic of the vision.

Concern over future service delivery

Retaining organisational knowledge of longer serving staff is something that some respondents feel should be carefully considered. Some respondents are concerned over the safety of their personal data, and security and the motives of new service

providers. Some are cautious about how accessible services will be for all residents when services are mainly provided digitally.

Concern of track record and current service delivery

Ensuring that modern IT systems are in place to support the work of the lean corporate core is voiced by some respondents as critical to more efficient ways of working.

3c. Number of contact details provided

109 number of respondents indicated they would be happy to received further information regarding 'Transforming our borough and Transforming how our Council works' by leaving an email address. This equates to 55% of respondents.

4. Feedback from other key stakeholders

A number of partners and stakeholders provided a formal response via email. Feedback on proposals have been received from a number of partners including the Community and Voluntary Sector (CVS), Refugee and Migrant Forum of Essex & London (RAMFEL), Citizen's Advice Bureau (CAB), Harmony House, LAGMAR (Barking) Ltd, L&Q, Future M.O.L.D.S Communities and the Good Youth Forum. In addition a meeting was held with the BAD Youth Forum.

Overall partners are supportive of proposals and are keen to play their part but did raise a number of concerns:

- There is some concern over the language used by the Council in the Ambition 2020 consultation booklet. Some feel that terms such as 'Customer' and 'Account Manager' are not appropriate and the Council should consider re-wording
- There is concern over the term 'resilience' with some asking for clarity around what this means and whether a more suitable phrase should be used instead. There is concern that this may be a phrase used by the Council to abdicate responsibility and may leave some residents who need help without the support they need.
- Some partners feel that the proposals lack sufficient information and more detail is needed on the proposals and how it will work.
- Some question whether despite being at an early stage, the Council has considered it's equality duty
- There is concern that customer access through digital channels will impact on those who do not access the internet, namely the elderly, vulnerable e.g. those with learning difficulties and those whose first language is not English.
- There are some reservations over arms length organisations and the move towards commercialisation. Some are concerned that the service received by residents may be affected and also whether the charges for accessing services such as Leisure will go up as a result.

CVS

- Community solutions: The Council should use the expertise of the sector to inform the design of the community solutions service
- Enforcement: The Council needs to provide a rapid and visible response to reports for residents to increase confidence in the Enforcement service
- Leisure: Outsourcing may not be in the best interest of residents
- Access for customers: The Council needs to consider that not everyone uses the internet. In particular the elderly, vulnerable e.g. those with a learning difficulty is provided as an example
- There is some concern about payment by results
- The language used in the 'We all have a part to play' document is difficult to understand and could have been simpler
- A number of proposals provide insufficient information and require more detail
- The use of terminology such as 'customer' and 'account manager' is questioned and the implications of this in terms of the type of relationship the Council expects. It is suggested that something more suitable should be used
- There is concern over use of the term 'resilience' and whether it is a deflection from the real issues. It is suggested that the Council should provide a clear definition of the term

RAMFEL

- Raise concern over the use of the term 'resilience' and feel the concept is flawed as it relies on an inherent belief that all individuals have equal access and opportunity to the tools needed to ensure independence and self-sufficiency. Resilience seems to imply abdication of responsibility by the Council
- Very enthused by the radical change offered by community solutions
- Care and Support: Council need to ensure front line staff are aware better informed and aware of their legal duties
- Customer Access: welcome digital inclusion but this should not lead to the exclusion of some groups
- The Council must value voluntary organisations as a valued partner
- Leisure: opposed to creation of arms length organisations

- Concern over use of terminology such as 'customer' given that for some people there is no financial transaction for people. Suggest using 'resident' instead.
- Acknowledge that the Council is at an early stage in the process but are concerned about the Council's regard to their equality duty

Citizens Advice Bureau

- Would like to know what is meant by 'Resilience'.
- Raise concerns about digital exclusion. In particular around those who do not access the internet such as the elderly and vulnerable and those who may not have English as their first language
- Note that the Council can do better at data sharing and make better use of privacy statements and consent forms when collecting data

Harmony House

- Support the Council's proposals
- Note how it can be difficult currently to get support for Children with special education needs (SEN)
- Question whether it is possible to have DWP devolve administration of its hardship fund to the local authority
- Care and Support: feel the it is currently difficult for them to signpost to relevant Council departments and so it may be useful to have designated contacts
- Customer Access: raise concerns over access to the internet for the elderly and vulnerable
- Leisure: the Council needs to be mindful that commercialisation does not lead to an increase in costs for residents

LAGMAR (Barking) Ltd.

- Recognise the huge potential of the borough and support the Ambition 2020 and Growth Commission vision

L&Q

- Fully support the Ambition 2020 vision
- Be first: Request further information on how the Council see the vehicle working and express an interest in working with the Council
- My Place: Are interested in gauging the Council's interest in managing L&Q's sheltered schemes in Barking and Dagenham in return for a fee

Future M.O.L.D.S Communities and the Good Youth Forum

- Raise a series of questions on a number of proposals. These have been noted and will be passed to the relevant leads to take into consideration.

Meeting with BAD Youth Forum

The Council held a meeting with the BAD Youth Forum to ensure the views of young people were also captured. The session was very refreshing with members of the forum showing real enthusiasm to get involved. Members of the forum received information on the proposals followed by an opportunity for discussion. The questions raised by the forum demonstrated the value the forum adds as members raised relevant and well articulated questions. The Council responded to questions from the forum and members of the forum were also given consultation forms to complete in order to provide feedback.

Please note the above section is not an exhaustive list of all points made but rather a summary of issues raised. The Council has however considered all feedback as part of the consultation.

Report completed by The Strategy Team, LBBD.