



Consultation and Engagement Plan Street Scene ADM Project

Service:	Commissioning Group for Environment
Date:	13/09/16
Version:	3.0

This Consultation and Engagement plan is a live document that should be continuously referred to and updated as you progress through the stages of the project.

1. Introduction

Barnet Council is committed to involving local people in shaping their area and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:

- Gain greater awareness and understanding of what the council does
- Voice their views and know how they can get involved
- Have their views fed into the democratic decision-making process

This plan aims to provide an effective consultation and engagement programme to help inform the council's proposal for an alternative delivery model(s) of Street Scene services.

The plan aligns to the standards and key guiding principles set out in the council's Consultation and Engagement Strategy and supports the council's Corporate Plan priority 'to improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study; promote responsible growth, development and success across the borough'.

2. Consultation and Engagement Objectives

The consultation and engagement objectives are to:

- Engage and consult with key stakeholders throughout the project, so that key decisions can be made in an informed manner and by taking public opinion into account
- Encourage key stakeholders to contribute to the solution, where possible
- Keep stakeholders informed about the progress of the project
- Communicate and raise awareness of the consultation
- Provide information on how stakeholders can take part and how their views will be used

3. Key Milestones

Date	Milestone
03 August 2016	Initial Outline Business Case (OBC1) and draft consultation plan approved by Project Board
16 August 2016	Initial Outline Business Case (OBC1) and draft consultation plan approved by Strategic Commissioning Board
29 September 2016	Initial Outline Business Case (OBC1) and draft consultation plan approved by Environment

Date	Milestone
	Committee; including permission to consult
04 October 2016	Consultation document approved by Project Board
04 October 2016	Consultation questions approved by Project Board (e.g. survey content)
November 2016 to January 2017	Formal public consultation period (12 weeks)
February 2017	Consultation results analysed and incorporated into the Revised Outline Business Case (OBC2)
February 2017	Revised Outline Business Case (OBC2) approved by Project Board
February 2017	Revised Outline Business Case (OBC2) approved by Strategic Commissioning Board
March 2017	Revised Outline Business Case (OBC2) approved by Environment Committee

4. Delivery of Messages

When delivering an effective consultation and engagement programme we need to ensure messages reach all intended audiences, which is why we must adopt a more targeted approach to consultation and engagement by:

- Promoting the process as being an open, honest and truly consultative
- Identifying different audiences and preparing communication and engagement tools to meet their needs
- Ensuring that our approach to consultation and engagement is consistent
- Planning and delivering core messages and intended outcomes through identified communication channels
- Ensuring that all communications and engagement is meaningful and includes all relevant parties
- Providing answers to any queries

5. Stakeholders

Key Target Audiences and Areas for Consultation	Consultation Methods	Methods of Promoting the Consultation
<p>LBB Governance</p> <p>All Councillors Environment Committee Strategic Commissioning Board Commissioning Group</p>	<ul style="list-style-type: none"> • Online survey • Workshops 	<ul style="list-style-type: none"> • Engage Barnet • Staff newsletter • Staff briefings • Member engagement • Trade Union engagement • Project documentation (e.g. Committee reports)
<p>Street Scene Delivery Unit</p> <p>The Barnet Group (Chief Executive and Senior Management) Interim Street Scene Directors Street Scene Senior Management Team All Street Scene Staff</p>		
<p>Other</p> <p>Customer and Support Group (CSG), Capita Trade Union Representatives (GMB, Unison)</p>		
<p>Public</p> <p>Residents Businesses All Service Users</p>		

6. Outline of Consultation Approach

Phase 1: Strategic Outline Case (SOC)

- **Public** consultation on the Waste & Recycling and Parks & Open Spaces strategies through online surveys. Promoted on Engage Barnet as per LBB corporate guidelines.
- **Trade Union** engagement on progress with the Street Scene Alternative Delivery Model project. Engagement led by the Project Sponsor as per LBB corporate guidelines.
- Update to **Strategic Commissioning Board** on progress with the Street Scene Alternative Delivery Model project through the use of project documentation, as per LBB project management toolkit.

Phase 2: Initial Outline Business Case (OBC1)

- **Trade Union** engagement on progress with the Street Scene Alternative Delivery Model project. Engagement led by the Project Sponsor as per LBB corporate guidelines.
- **Street Scene Senior Management Team (SMT)** engagement on the Alternative Delivery Model process. Workshop led and delivered by the workstream lead.
- **Street Scene Staff** engagement on change management updates across the Delivery Unit; including information about the Alternative Delivery Model process and timescales. Engagement via a series of staff briefings to be led by the Interim Street Scene Directors.
- **Street Scene Staff** engagement on contributing to the Alternative Delivery Model In-house option. Engagement to be led by the Interim Street Scene Directors (e.g. briefings, suggestions box, 1:1s, staff newsletter).
- Update to **Strategic Commissioning Board** on progress with the Street Scene Alternative Delivery Model project through the use of project documentation, as per LBB project management toolkit.

- Update to **Environment Committee** on progress with the Street Scene Alternative Delivery Model project through the use of project documentation, as per LBB project management toolkit.

Phase 3: Revised Outline Business Case (OBC2)

- **Trade Union** engagement on progress with the Street Scene Alternative Delivery Model project. Engagement led by the Project Sponsor as per LBB corporate guidelines.
- Full **Public Consultation** on Alternative Delivery Model proposals for future Street Scene service(s) delivery as per LBB corporate guidelines. This will be delivered as an online survey, as per the environmental strategy consultation.
- Update to **Strategic Commissioning Board** on progress with the Street Scene Alternative Delivery Model project through the use of project documentation, as per LBB project management toolkit.
- Update to **Environment Committee** on progress with the Street Scene Alternative Delivery Model project through the use of project documentation, as per LBB project management toolkit.

Phase 4: Full Business Case (FBC)

The approach to consultation and engagement for phase 4 (FBC) has yet to be confirmed. The approach will be dependent on the outcome of phase 3 (OBC2).

7. Key Communication Messages

Key messages are yet to be identified but will be developed as part of the preparation for public consultation in phase 3 (OBC2).

8. Levels of Engagement

This plan refers to the different levels of engagement as outlined in LBB Consultation and Engagement Strategy to help identify and clearly define the variations of engagement.

Insight	Understand better the needs, views, and concerns of our residents using existing data
Inform	As an open council provide balanced information to assist understanding about something that is going to happen or has happened.
Consult	Capture residents' views on issues of relevance to them. Give an extensive range of opportunities for residents to have their say
Involve	Involve residents in testing, designing, and evaluating what we do to ensure that concerns and aspirations are understood and considered prior to decision making.
Empower	Empower public/service users to co-design, develop, manage and evaluate services. Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.

9. Consultation and Engagement Plan

Phase 1: Strategic Outline Case (Sept-15 to Feb-16)							
Level of Engagement	Stakeholders	Specific Group	Method	Objectives / Key line of questioning	Task	Deadline/ events dates	Officer Lead
Consult	The Public	All residents, businesses and service users in Barnet	Online surveys, Engage Barnet	Views on potential alternative delivery models (high level)	-	Jan-16 to Mar-16	Kitran Eastman
Inform	Trade Unions	GMB, Unison	Email, Discussion	Update on Alternative Delivery Model project progress	-	Ongoing	Jamie Blake
Involve	Strategic Commissioning Board	LBB Chief Executive and Senior Management	Project docs (SOC)	Update on Alternative Delivery Model project progress	-	Feb-16	Jamie Blake

Phase 2: Initial Outline Business Case (Mar-16 to Sept-16)							
Level of Engagement	Stakeholders	Specific Group	Method	Objectives/ Key line of questioning	Task	Deadline/ events dates	Officer Lead
Inform	Trade Unions	GMB, Unison	Email, Discussion	Update on Alternative Delivery Model project progress	-	Ongoing	Jamie Blake

Empower	Street Scene Staff	Senior Management Team (SMT)	Workshop	Engagement on ADM in-house option process	-	May-16	Kitran Eastman
Inform	Street Scene Staff	All Staff	Briefing	Change Management across Delivery Unit; including the ADM project	-	Jun-16 to Sep-16	Interim Street Scene Directors
Empower	Street Scene Staff	All Staff	Various	Contribute to ADM in-house offer	-	Jul-16 to Oct-16	Interim Street Scene Directors
Involve	Strategic Commissioning Board	LBB Chief Executive and Senior Management	Project docs (OBC1)	Update on ADM project progress	-	Aug-16	Jamie Blake
Involve	Environment Committee	Lead Member for Environment, Councillors, LBB Chief Executive and Senior Mgt.	Project docs (OBC1)	Update on ADM project progress	-	Sep-16	Jamie Blake

Phase 3: Revised Outline Business Case (Oct-16 to Mar-17)

Level of Engagement	Stakeholders	Specific Group	Method	Objectives/ Key line of questioning	Task	Deadline/ events dates	Officer Lead
Inform	Trade Unions	GMB, Unison	Email, Discussion	Update on ADM project progress	-	Ongoing	Jamie Blake

Consult	The Public	All residents, businesses and service users in Barnet	Online survey, Engage Barnet	Views on proposed alternative delivery model options (shortlist)	-	Nov-16 to Jan-17	Kitran Eastman
Involve	Strategic Commissioning Board	LBB Chief Executive and Senior Management	Project docs (OBC2)	Update on Alternative Delivery Model project progress	-	Feb-17	Jamie Blake
Involve	Environment Committee	Lead Member for Environment, Councillors, LBB Chief Executive and Senior Management	Project docs (OBC2)	Update on ADM project progress	-	Mar-17	Jamie Blake

Phase 4: Full Business Case

Level of Engagement	Stakeholders	Specific Group	Method	Objectives/ Key line of questioning	Task	Deadline/ events dates	Officer Lead
[tbc]	[tbc]	[tbc]	[tbc]	[tbc]	[tbc]	[tbc]	[tbc]

10. Consultation and Engagement Timeline

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<u>Phase 1 - Complete</u>																			
Trade Union Engagement – Project Sponsor																			
LBB Governance – Strategic Outline Case submitted to SCB																			
Public Consultation – Recycling and Waste Strategy																			
Public Consultation – Parks and Open Spaces Strategy																			
<u>Phase 2 - Ongoing</u>																			
Trade Union Engagement – Project Sponsor																			
Street Scene Senior Management Team Engagement – ADM Workshop																			
Street Scene Staff Engagement – Staff Change Management Briefings																			

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Street Scene Staff Engagement – ADM ‘In-house’ Option																			
LBB Governance – Initial Outline Business Case submitted to SCB																			
LBB Governance – Initial Outline Business Case submitted to Environment Committee																			
<u>Phase 3 – Pre-initiated</u>																			
Trade Union Engagement – Project Sponsor																			
Public Consultation – Street Scene ADM Delivery Model Proposals																			
LBB Governance – Revised Outline Business Case to SCB																			
LBB Governance – Revised Outline Business Case to																			

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Environment Committee																				
<u>Phase 4 – Pre-initiated</u>																				
[tbc]																				

11. Approximate Costs to Consider

Item	Amount	Approximate Costs
[tbc]	[tbc]	[tbc]