

Summary Delegated Powers Report

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| TITLE | To seek approval for the appointment of the Barnet Group to provide a six month interim management facility to the Street Scene Delivery Unit. |
| DATE OF DECISION | |
| DECISION TAKER | Andrew Travers, Chief Executive |
| SUMMARY OF DECISION | <p>Reason</p> <p>The Council has carried out a strategic review of the Street Scene Delivery Unit (DU) to ensure that it is fit for purpose to address the demands of a developing Borough, and the changing nature of public service delivery. The results of the review have identified a lack of senior management capacity within the DU. Whilst this has been raised previously through the various audit processes; the DU has not taken the opportunity to increase the senior management capacity within the service to enable the service to deliver against key objectives.. As a result of this lack of response, significant change has not occurred and outcomes have not been delivered against Key Performance Indicators (KPIs).</p> <p>Officers have considered the introduction of external interim managers and the potential to commission a private sector specialist team. However in both cases these option were rejected as they were seen to either not fully support the service ADM project, or give an impression that the outcome of the ADM project had already been decided</p> <p>Background</p> <p>The Street Services Delivery Unit (DU) is responsible for delivering a wide range of front line universal services across the Borough. Historically the service has delivered recycling, waste and street cleansing services that have the highest resident satisfaction rating of all services within the authority, and a well-loved parks service. These services have generally been successful in keeping the Borough clean and making incremental improvements within the recycling service.</p> <p>The changing nature of public service delivery has resulted in greater pressure being placed on the DU to “do more with less”, and the service has also had to adapt to the changing delivery model that has been adopted by Barnet Council in terms of the relationship between the Commissioning and Delivery Units.</p> <p>A number of areas of concern were raised in regard to service pressures. Paramount amongst these were, i) Delivery of Savings ii) Achieving Recycling Targets iii) Audit Investigations iv) Commercial Waste Services growth V) Management Capacity. The outcome of the five main areas of concern all achieved a RAG status of RED.</p> <p>In addition to the above other areas of concern include:</p> |

- Lack of understanding of temporary roles and responsibilities, especially line management responsibilities;
- Lack of forward planning for recruitment processes for key posts;
- Lack of evidence regarding appraisal processes and training needs;
- Lack of financial benefit plans for savings projects and no detailed recovery plans for future savings targets;
- Lack of benchmarking data available to drive improvements in service delivery;
- Lack of project management governance to provide appropriate oversight.

The additional areas of concern also received a RAG status of RED.

Street Scene Capacity and Capability

The proposed savings plan approved by for Environment Committee on the 11th November 2015 contains over £5 million of savings allocated directly to street scene services. There are also a further £2.6 million of savings allocated for waste disposal which are wholly reliant on transformational changes within the service area. Critical to achieving the savings plan is the requirement to completely overhaul how the services are managed and delivered to ensure quality is maintained, key performance targets are achieved and savings obtained.

Use of Resources

To reduce the risk of service failure during the assessment of the Street Scene ADM project, and to improve the support of the DU during this very important period, it is preferable that the service be placed within a successful, stable senior management environment that would be used to assist with the transformation projects whilst keeping existing staff as LBB employees.

It is recommended that The Barnet Group is engaged for six months to act as an overarching "triage" type management facility; essentially the setting up an Environmental Services Unit which would have suitable specialist support brought in to help develop and deliver the short to medium term financial and operational KPIs and the development and delivery of the Street services ADM project.

The aim of this change to the management of the DU is to ensure that DU is capable of implementing the changes needed to meet the saving targets agreed by Environment Committee. Namely £5 million of savings allocated directly to street scene services, and the further £2.6 million of savings allocated for waste disposal which are wholly reliant on transformational changes within the service area.

The budget figure for this interim arrangement is estimated at £150,000 for the period Feb – July 2016

Equalities and Diversity

The Corporate Plan 2015-2020 sets the Strategic Equalities Objective, which is: that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible before final decisions are made.

The proposed management changes has been reviewed against the protected characteristics groups under the 2010 Equality Act namely age, disability, ethnicity, gender, gender reassignment, marriage and civil partnerships religion and belief, sexual orientation and transgender. There is not believed to be a

negative equalities impacts based on these changes

Corporate Priorities

The Corporate Plan 2015-2020 is based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life;
- Where people are helped to help themselves, recognising that prevention is better than cure;
- Where responsibility is shared, fairly;
- Where services are delivered efficiently to get value for money for the taxpayer.

The Corporate Plan 2015-2020 includes the following aims:

- We will be a Leader in London for recycling;
- Over 50% of waste collected will be reused, recycled or composted in 2020.

Changes to the DU management arrangements will help in facilitating removing any barriers or unnecessary costs to service changes. This will help ensure value for money.

At this stage in the development the changes to the DU management arrangements there are no implications relating to the Health and Wellbeing Strategy and its stated priorities, or the future health and wellbeing needs of the local population as identified in Barnet's Joint Strategic Needs Assessment.

Constitutional Powers

The Responsibility for Functions section of the Constitution states that only Full Council can approve matters which represent a significant departure from any existing strategy, policy or budget previously agreed by the Council. The short term management of Street Scene DU by The Barnet Group while a long term solution is considered would not represent a significant departure, as the budget would still be spent on street scene services, and street scene would still implement the same Council policies. If, however, there were to be a significant change in the budget then a Full Council decision would be needed.

The constitution also states that only Full Council will decide on policy matters and new proposals relating to significant partnerships with external agencies and local authority companies. As The Barnet Group already provides and manages other Council services it can be argued that a short term arrangement for them to manage street scene does not fall within this.

Environment Committee have specific responsibility for commissioning street scene, street cleaning, waste and recycling etc. It is only the management which it is proposed to change. No change to the approved commissioning intentions are proposed, therefore a report to Environment Committee is not required.

Chief Officers have delegated powers to take decisions on staffing and managerial issues and to take and implement any decision required for operational effectiveness. The Chief Executive as Head of Paid Services can therefore take this decision using his delegated powers. It is suggested that he consults the Leader and the Chair of Environment Committee and records his decision and any agreed payment in a delegated powers report which is published in the usual way. The constitution states that where this will incur costs which cannot be contained within the delivery unit's annual budget but can be contained within the Council's annual budget, this must be reported through delegated powers of the Head of Paid Service.

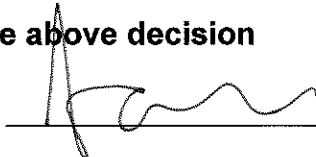
| | <p>Risk Management</p> <p>Initial risk rating indicates as low/medium risk. As a result appropriate monitoring procedures will be put in place as part of the project steering group's monitoring programme.</p> <table border="1" data-bbox="437 315 1401 633"> <thead> <tr> <th></th> <th>Rating Criteria</th> <th>1: Low</th> <th>2: Med</th> <th>3: High</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Total investment required</td> <td></td> <td>X</td> <td></td> </tr> <tr> <td>2</td> <td>Potential benefits</td> <td></td> <td></td> <td>X</td> </tr> <tr> <td>3</td> <td>Return on investment</td> <td></td> <td></td> <td>X</td> </tr> <tr> <td>4</td> <td>Level of risk</td> <td></td> <td>X</td> <td></td> </tr> <tr> <td>5</td> <td>Political sensitivity</td> <td></td> <td></td> <td>X</td> </tr> <tr> <td>6</td> <td>Fit with corporate objectives</td> <td></td> <td>X</td> <td></td> </tr> <tr> <td>7</td> <td>Users / DU's impacted</td> <td>X</td> <td></td> <td></td> </tr> <tr> <td colspan="2" style="text-align: right;">Total Score</td> <td colspan="3" style="text-align: center;">16/35</td> </tr> </tbody> </table> <p>Legal Issues</p> <p>Procurement</p> <p>As a wholly owned council controlled company the council can lawfully award the Street Scene management contract to the Barnet Group without a competitive procurement process regulated by the Public Contracts Regulations 2015</p> | | Rating Criteria | 1: Low | 2: Med | 3: High | 1 | Total investment required | | X | | 2 | Potential benefits | | | X | 3 | Return on investment | | | X | 4 | Level of risk | | X | | 5 | Political sensitivity | | | X | 6 | Fit with corporate objectives | | X | | 7 | Users / DU's impacted | X | | | Total Score | | 16/35 | | |
|---|---|--------------|-----------------|---------|--------|---------|---|---------------------------|--|---|--|---|--------------------|--|--|---|---|----------------------|--|--|---|---|---------------|--|---|--|---|-----------------------|--|--|---|---|-------------------------------|--|---|--|---|-----------------------|---|--|--|--------------------|--|--------------|--|--|
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| 1 | Total investment required | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Potential benefits | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Return on investment | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Level of risk | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Political sensitivity | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Fit with corporate objectives | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Users / DU's impacted | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Score | | 16/35 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>AUDIT TRAIL OF DECISION – RETAINED AND WHERE?</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

DECISION TAKER'S STATEMENT

I have the required powers to make the decision documented in this report. I am responsible for the report's content and am satisfied that all relevant advice has been sought in the preparation of this report and that it is compliant with the decision making framework of the organisation which includes Constitution, Scheme of Delegation, Budget and Policy Framework and Legal issues including Equalities obligations.

I authorise the above decision

Signed



Designation

Andrew Travers

Date

5.2.16
