

	<h2>Environment Committee</h2> <h3>29 September 2016</h3>
<p style="text-align: right;">Title</p>	<p>Street Scene Alternative Delivery Model – Initial Outline Business Case (OBC1)</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director for Environment</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Initial Outline Business Case (OBC1) Appendix B – Consultation and Engagement Plan Appendix C – Initial Service User EIA Appendix D – Initial Staff EIA</p>
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Summary

This report sets out a longlist of seven options for the future delivery of Street Scene services, specifically; recycling and waste collection, street cleansing, green spaces maintenance, and green spaces governance.

All seven options were identified and analysed by the Street Scene Alternative Delivery Model project board. The options were scored against a set of assessment criteria agreed by project board. The criteria were; (i) cost versus savings, (ii) place-based service, (iii)

technology and innovation, (iv) income generation, (v) continual service improvement, and (vi) track record.

Of the seven options in the long list, four have been recommended as a shortlist for further consideration; to continue in-house service delivery with management support from The Barnet Group, to transfer all service delivery to The Barnet Group as a Local Authority Trading Company, to outsource service delivery to an external provider(s), or to share service delivery with a neighbouring local authority. Any service provider would have to be capable of achieving the savings agreed by Environment Committee in the Medium-Term Finance Plan (MTFP).

Recommendations

- 1. That Environment Committee approve the progression of the Alternative Delivery Model project towards the Revised Outline Business Case (OBC2), which will also be submitted for approval to a future Environment Committee.**
- 2. That Environment Committee approve the recommended options shortlist for further consideration in the Revised Outline Business Case (OBC2):**
 - **In-house service delivery with management support from The Barnet Group**
 - **Transfer service delivery to The Barnet Group as a Local Authority Trading Company**
 - **Outsource service delivery to an external provider(s)**
 - **Share service delivery with a neighbouring local authority**
- 3. That Environment Committee approve a public consultation on the recommended options shortlist (as above) to inform the Revised Outline Business Case (OBC2).**

1. WHY THIS REPORT IS NEEDED

- 1.1 In September 2015, the council commissioned the Street Scene Alternative Delivery Model project (ADM) to assess the best way of delivering Street Scene services in the future. Its purpose was both to ensure the future delivery of high performance against key strategic indicators, and to resolve the significant savings challenges facing services now and over the next several years.
- 1.2 The council has a statutory duty to maintain the urban environment via services such as; recycling and waste, street cleansing, and maintenance of green spaces. These are universal services which are highly visible to, and used by, residents.

- 1.3 As part of the Medium-Term Finance Plan approved by Environment Committee in November 2015, and by Policy and Resources Committee in February 2016, a target saving of £900k by 2019/20 has been allocated to the ADM process.
- 1.4 Additionally, the project must maintain the current recycling and waste, street cleansing, and maintenance of parks and open spaces service provision as expressed through the key drivers below; in line with the Commissioning Group intentions for 2020:
- Re-use, recycle or compost 50% of all municipal waste and minimise the amount of municipal waste being sent to landfill.
 - Provide services to residents and businesses that are cost effective, easy to use, and encourage positive behaviour change.
 - Manage and maintain a high quality physical environment that contributes to the quality of life of residents and visitors, enhances local areas, and supports a thriving local economy.
 - Work with partners to secure investment in public spaces.
 - Implement relevant delivery models that deliver a stable and sustainable financial position.
 - Build stronger local communities by promoting volunteering and other forms of community engagement.
 - Relevant and targeted enforcement that promotes prevention of forms of anti-social behaviour.
- 1.5 As part of the Street Scene Alternative Delivery Model Initial Outline Business Case (OBC1) in Appendix A, the project board have agreed that all activities currently delivered by the Street Scene Delivery Unit are in scope of the ADM project. This includes recycling and waste, fleet management, grounds maintenance, and street cleansing. Services undertaken by partners (such as CSG or Re), as well as those which are classed as being 'strategic' and therefore sit with the Commissioning Group, are considered to be out of scope.
- 1.6 This has enabled the project board to identify four possible "lots" in relation to the services identified as being in scope of the ADM. These are:
- Lot 1 – Recycling and Waste
 - Lot 2 – Street Cleansing
 - Lot 3 – Green Spaces Maintenance
 - Lot 4 – Green Spaces Governance
- 1.7 The current functions and output of the services in scope have been fully reviewed. This has enabled the identification of seven possible options for alternative delivery models, which could be used to achieve financial savings and high performance.

These seven options are fully outlined in the Initial Outline Business Case (OBC1) in Appendix A:

- In-house (pre-December 2015)
- In-house (with management support from The Barnet Group)
- Local Authority Trading Company (The Barnet Group)
- Outsourced
- Shared Service
- Employee Mutual, Social Enterprise, and Trusts
- Joint Venture and Partnerships

1.8 The following assessment criteria were identified in the Strategic Outline Case and approved by Strategic Commissioning Board on 16 February 2016. The final successful option will have to evidence, to the highest standard, how each of these criteria will be met:

- Cost versus savings
- Place-based service
- Technology and innovation
- Income generation
- Continual service improvement
- Track record

1.9 Following an operational review of Street Scene in late 2015, The Barnet Group have been awarded an interim management agreement by Barnet Council to deliver transformative work required within the Delivery Unit. This decision was approved by the Policy and Resources Committee on 22 March 2016. It is not anticipated that this agreement, effective for nine months from 01 March 2016, will have any negative impact on the ADM project. However, this agreement will have an impact on the project insofar as the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group) will now be coordinated by The Barnet Group, as opposed to by Street Scene senior management.

2. REASONS FOR RECOMMENDATIONS

2.1 Four options are likely to meet the project objectives; one of the in-house options (with management support from The Barnet Group), The Local Authority Trading Company option (The Barnet Group), the outsourced option, and the shared service option.

2.2 The initial evaluation of each of these options is available in more detail in the Initial Outline Business Case (OBC1) in Appendix A. This includes detailed scoring and commentary against the assessment criteria and a list of the advantages / disadvantages for each option.

2.3 The table below summarises the initial scores given to each option. The highest possible score for an option is 18 points; with a maximum of three

points per assessment criteria (six assessment criteria in total). Initial scores rank the seven options as follows (highest-scoring first):

- 15 points: Local Authority Trading Company (The Barnet Group) and Outsourced
- 13 points: Shared service
- 12 points: In-house (with management support from The Barnet Group)
- 11 points: Joint Venture and Partnerships
- 10 points: Employee Mutual, Social Enterprise and Trusts
- 8 points: In-house (pre-December 2015)

Option	Cost vs Savings	Place-based Service	Innovation and Technology	Local Income Generation	Continual Service Improvement	Track Record	Total
In-house (pre-December 2015)	√	√ √ √	√	√	√	√	8
In-house (with mgt. support from TBG)	√ √	√ √ √	√	√ √	√ √	√ √	12
LATC (The Barnet Group)	√ √ √	√ √ √	√ √	√ √ √	√ √	√ √	15
Outsourced	√ √ √	√ √	√ √ √	√ √	√ √	√ √ √	15
Shared Service	√ √	√ √	√ √	√ √ √	√ √	√ √	13
Employee Mutual, Social Enterprise, and Trust(s)	√	√ √ √	√	√ √	√ √	√	10
Joint Venture and Partnership(s)	√ √	√ √	√ √	√ √	√ √	√	11

2.4 As part of the next stage of the project, further work is required to confirm the commercial, financial, and strategic viability of the four highest-scoring potential options.

2.5 In-house Option (with management support from The Barnet Group)

2.5.1 The Barnet Group has been engaged to provide senior management

oversight to the Delivery Unit for an interim nine-month period from March 2016 (this is the current model of service delivery). The Barnet Group are a wholly owned local authority company which is controlled by the council as a Local Authority Trading Company (LATC). This option would continue and formalise this senior management oversight arrangement. The Barnet Group would continue to use their internal management resources and utilise suitable specialist support to help develop and deliver the financial and operational Key Performance Indicators (KPIs) All staff, apart from two interim managers, have remained employees of the council, and remain on council terms and conditions and this would continue for this model. The governance structure would continue as it is at present; with The Barnet Group providing senior management oversight of, and support to, the service.

- 2.5.2 The governance structure would continue as it is at present; with The Barnet Group providing senior management oversight of, and support to, the service. The service would continue to operate as it currently does now, however, there is a likely possibility of service transformation in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies ensuing. There could also be a need to generate income which could put further pressure on service delivery and performance but The Barnet Group offers skills and expertise, which could mitigate against any potential financial and operational risks.

2.6 Local Authority Trading Company Option (The Barnet Group)

- 2.6.1 As stated above, The Barnet Group are a wholly owned local authority company which is controlled by the council as an LATC. This option would involve the transfer of all services in scope to The Barnet Group. This option would also involve a TUPE transfer of Delivery Unit staff to The Barnet Group. The Barnet Group would then be in a position to trade Street Scene services commercially and generate a profit for the council.
- 2.6.2 This model would involve a contract (which may be described as a service level agreement) between the council and The Barnet Group, setting out the key performance indicators and clearly defined savings targets. The council ultimately controls The Barnet Group as an LATC.
- 2.6.3 The Barnet Group has a strong track record in delivering services for the council, in both Housing and Adult Social Care, and has been building an effective relationship with the Street Scene Delivery Unit under the current management agreement arrangements since March 2016. A full transfer of Street Scene services, including TUPE of staff, to The Barnet Group would be an added pressure in the context of the service transformation they would be asked to deliver in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies this could entail. There could also be a need to generate income which could put further pressure on service delivery and performance but, as stated above, The Barnet Group offers skills and expertise which could mitigate against any potential financial and operational

risks. Furthermore, this option would require service performance levels to be contractually assured and managed via contractual documents such as a Service Level Agreement (SLA); transferring the ownership of risks to The Barnet Group.

2.7 Outsourced Option

2.7.1 A commercial provider would be procured via a competitive procurement process to run the Street Scene service. The council would take no role in the ownership of the service model and would therefore not be involved in service governance beyond the scope of what is outlined in the contract; strategic objectives would therefore be specified in the contract. For this option, the council can choose which areas it would like to share the risk, or reward, of delivery (and any potential growth) and set the contract accordingly. This option would involve the transfer of all services and the TUPE transfer of Street Scene Delivery Unit staff to the outsourced provider(s).

2.7.2 A transfer of Street Scene services, including a TUPE transfer of staff, to an outsourced provider(s) would be an added pressure in the context of the service transformation they would be asked to deliver, in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies ensuing. There could also be a need to generate income which could put further pressure on service delivery and performance but the outsourced provider(s) would offer skills and expertise, which could mitigate against any potential financial and operational risks. Furthermore, this option would require for service performance levels to be assured and managed via a contract; transferring the ownership of risks to the outsourced provider(s). The risk with this option is that the outsourced provider(s) may have less focus on Barnet and could struggle to build upon the current relationships with other council services (and partner organisations) owing to a more commercial focus. There is the potential with this option to have multiple service models by dividing Street Scene into distinct lots, or packages. This could offer more flexibility in terms of selecting an outsourced provider(s), depending on the needs of the service, and could be seen to be a more attractive option for potential bidders. However, a procurement process would be a risk to achieving 2017/18 savings, owing to delays with project timescales and additional cost pressure.

2.8 Shared Service Option

2.8.1 The council could provide services in partnership with a neighbouring local authority. Currently discussions are underway relating to the feasibility around future shared services, both with West London Alliance (WLA) Directors and North London Waste Authority (NLWA) boroughs. These discussions are in the early stages of developing options and ideasⁱⁱ. It is assumed that any shared service arrangement would not include The Barnet Group; either in their current role as providing management oversight or as a full service transfer model.

2.8.2 The service would, in many respects, continue to operate as it currently does

now. However, there is a likely possibility of service transformation in order to adapt to a shared service governance structure and to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any need for service transformation and the disruption that may ensue. As with all, or most other, options there could also be a risk of potential redundancies in light of any service transformation. There could also be a need to generate income which could put further pressure on service delivery and performance. However, the assumption is that a shared service option would involve access to pooled resources (including budget) and would increase efficiencies in purchasing via economies of scale. There could also be the opportunity to share resources.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Three options are unlikely to meet the project objectives; one of the in-house options (pre-December 2015), the employee mutual, social enterprise, and trusts option, and the joint venture and partnerships option.

3.2 The initial evaluation of each of these options is available in more detail in the Initial Outline Business Case (OBC1) in Appendix A. This includes detailed scoring and commentary against the assessment criteria and a list of the advantages and disadvantages for each option.

3.3 In-house Option (pre-December 2015)

3.3.1 The Street Scene Delivery Unit is responsible for delivering a wide range of frontline universal services across the borough. Historically the service delivered recycling, waste and street cleansing services and a parks service. The service adapted to the delivery model that had been adopted by Barnet council in terms of the relationship between the Commissioning Group and Delivery Unitsⁱⁱⁱ.

3.3.2 The in-house service was put into special intervention measures in 2014 due to uncertainty in relation to the 2014/15 budget savings and the lack of senior management capacity and leadership. Time was given to the management team to turn around processes, introduce additional capacity and demonstrate that it could adapt to a changing landscape. This was not done and led to the arrangements with the Barnet Group to undertake the management of the in-house service.

3.3.3 In terms of governance structure, this option would involve the appointment of a permanent Street Scene Director and senior management team, which would see a return to the previous Delivery Unit service model (pre-December 2015). The council would deliver services directly and would be responsible for appointing and managing staff. The Commissioning Group would have strategic oversight of services and would consult with the Delivery Unit on service provision and strategic direction.

3.3.4 This option would involve a management structure that is similar to the structure that was in place until December 2015. A senior management team

would need to be placed within the structure as there presently isn't one in house. A restructure would be required quite quickly because the budget will not support the staffing level that existed before December 2015. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies ensuing. There would also be a need to generate income, which could put further pressure on service delivery and performance. If adequate income is not generated, then this could further the risk of redundancies in order to meet required savings.

3.4 **Employee Mutual, Social Enterprise, and Trusts Option**

3.4.1 The creation of an organisation which is not in the public sector (also referred to as 'spinning out') but delivers public services. The **employee mutual** model would involve Street Scene Delivery Unit staff at least partially owning a company that would deliver public services independently of the council. Similarly, a **trust** model would also involve service delivery which is operationally independent of the council. The **social enterprise** model would require the establishment of a separate legal entity and may or may not be owned (or partly owned) by the council. Each of the models within this option are not-for-profit organisations; any profit generated would be reinvested in services.

3.4.2 A full TUPE transfer of Street Scene staff to the **employee mutual, trust, or social enterprise** model would be an added pressure in the context of the service transformation they would be asked to deliver, in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies this could entail. There is also the question of where investment would come from and how income could be generated within services. As with the pre-December 2015 in-house option, there are concerns about the skill and capacity of the Street Scene Delivery Unit staff to successfully take ownership of services. Where a separate legal entity is created, it is assumed that financial and operational risk would be transferred to that entity. As a point of note, it is assumed that this option would not include The Barnet Group; either in their current role as providing management oversight or as a full service transfer model.

3.5 **Joint Venture and Partnerships Option**

3.5.1 For both models in this option, the council could procure a third party provider to co-create a new organisation to manage and deliver Street Scene services. This organisation would be jointly owned by the third party provider and the council, would have a profit making motive, but would also have clear social objectives, managed through the commissioning relationship. The council would have a role in service level commissioning and strategic commissioning. It is assumed that any joint venture and / or partnership arrangement would not include The Barnet Group; either in their current role as providing management oversight or as a full service transfer model.

3.5.2 If a full TUPE transfer of Street Scene staff to the **joint venture** and / or **partnership** organisation is required, then this would be an added pressure in

the context of the service transformation they would be asked to deliver in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies this could entail. There could also be a need to generate income which could put further pressure on service delivery and performance but the expectation would be that the partner(s) involved would offer skills and expertise, which could mitigate against any potential financial and operational risks. This option would require for service performance levels to be contractually assured and managed e.g. via a Service Level Agreement (SLA); transferring the ownership of risks to the joint venture / partner organisation. A joint venture and / or partnership would enable the third party organisation to provide much needed external funding and commercial expertise to transform existing services, identify and grow commercially viable services, and to deliver efficiencies, where applicable, in regards to existing process and practices. The council would remain a part owner in the organisation and would therefore benefit from a return on any growth, e.g. benefits from profit or increase in capital value of property. Any required procurement process would be a risk to achieving 2017/18 savings, owing to delays with project timescales and additional cost pressure.

4. POST DECISION IMPLEMENTATION

- 4.1 The two tables below illustrate the difference in timescales between pursuing one of the in-house options (i.e. with management support from The Barnet Group) or The Local Authority Trading Company option (The Barnet Group) versus following a procurement process or shared service option:

Route 1: In-house Option (with management support from The Barnet Group) or Local Authority Trading Company option (The Barnet Group)

Deliverable	Date Due
OBC1 to SCB	August 2016
OBC1 to Committee	September 2016
OBC2 to SCB	February 2017
OBC2 to Committee	March 2017
Full Business Case (FBC)	May 2017
Mobilisation	June 2017
Go Live	October 2017

Route 2: Procurement Process (Outsource)

Deliverable	Date Due
OBC1 to SCB	August 2016
OBC1 to Committee	September 2016
OBC2 to SCB	February 2017
OBC2 to Committee	March 2017
Procurement	May 2017
Full Business Case (FBC)	June 2018
Mobilisation	October 2018
Go Live	January 2019

- 4.2 Route 2 allows for a procurement process with built-in contingency around decision making. It assumes a three-month period prior to mobilisation in Oct-18 and a further three-month mobilisation period prior to 'Go Live' in Jan-19.
- 4.3 The decision as to whether to proceed with route 1 or route 2 will be made by Environment Committee, depending on the outcome of OBC2 in March 2017.
- 4.4 The target dates for the Full Business Case (FBC) are dependent on the outcome of OBC2 and therefore cannot be fully scoped at this stage of the project; including when the FBC would be submitted to SCB and Environment Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Environment strategies and frameworks set out the strategic vision and future demand management for Recycling and Waste, Parks and Open Spaces, Street Cleansing and Enforcement. The Alternative Delivery Model project will serve as a vehicle for delivering this vision at the operational level. The strategies will therefore shape the service requirements of the Alternative Delivery Model.

5.1.2 Recycling and Waste

Barnet has amongst the highest levels of recycling and the lowest levels of waste compared with similar councils. This results in high levels of resident satisfaction and maintains the green and clean nature of the borough.

5.1.3 Street Cleansing

Barnet has amongst the lowest levels of littering compared with similar councils. This results in high levels of resident satisfaction and maintains the green and clean nature of the borough.

5.1.4 Parks and Open Spaces

It is a Commissioning Group ambition that Barnet is seen as a national leader in developing attractive suburban parks with its communities that promote health and wellbeing, conserve the natural character of the area, and encourage economic growth. There are approximately 224 parks or open spaces in Barnet, including; 7 nature reserves, the Welsh Harp reservoir, 8 outdoor gyms, and over 40 play areas. Most homes in the borough are within one mile of the nearest park.

5.1.5 The council has also made a strategic commitment to enhancing borough infrastructure, as outlined in the Commissioning Plan for Environment (2015-20).

5.2 Health and Wellbeing

5.2.1 There are no health and wellbeing implications at this time.

5.3 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.3.1 Finance and Value for Money

The ADM project has been assigned a Medium-Term Finance Plan saving of £900k by 2019/20. This is divided into £250k by 2017/18, £550k by 2018/19, and £100k by 2019/20.

2015-16	2016-17	2017-18	2018-19	2019-20
£0	£0	£250k	£550k	£100k

It is anticipated that these savings will be achieved through the transformation of Street Scene services, in line with delivering the respective action plans for each of the environmental strategies.

Please refer to the Medium-Term Finance Plan (available as a background document to this report) for additional savings targets allocated to Street Scene services outside of the ADM Project.

Please refer to Appendix A of this report (section 2.3, pp. 10) for the results of an Activity-based Costing (ABC) exercise, which analysed the output, functions, and costs of running the Street Scene services in scope for financial year 2015/16.

The Activity-Based Costing model exercise will be updated in October 2016 with 2016/17 costs available to date.

5.3.2 Procurement

There are no procurement implications at this time. During the next stage of the project, the outsourced option will be reviewed in more detail.

5.3.3 Staffing

A robust approach to change management is currently in place, following the approval of the change management strategy for Street Scene by Strategic Partnership Board on 20 April 2016.

The strategy is currently being implemented by The Barnet Group. Engagement with staff, trade unions, and other senior stakeholders is ongoing.

Staff engagement activities include (but are not limited to):

- Survey
- Briefings
- Newsletter
- Change champions network
- Suggestion boxes

This approach applies to all areas of Street Scene where change management is required; not just the ADM project (e.g. Unified Reward, Mill Hill Depot relocation).

Staff are actively being encouraged by The Barnet Group and Street Scene Delivery Unit senior management to contribute suggestions for one of the in-house options (i.e. with management support from The Barnet Group) and The Local Authority Trading Company option (The Barnet Group).

5.3.4 IT

The Alternative Delivery Model would need to incorporate any changes to use of IT as part of wider service delivery across the council. This is also in line with one of the assessment criteria for the ADM, which requires evidence of innovation within service delivery; making best use of existing and new technologies as available. The ADM would therefore need to be consistent with, if not better than, council IT policy and best practice.

5.3.5 Property

The implementation of the Alternative Delivery Model is operationally dependent on the relocation of the depot facilities. Any delay, or unforeseen amendment, to the depot relocation will not only have a subsequent impact on day-to-day service delivery operations ('business as usual') but could also impact the delivery of the ADM (e.g. additional fuel costs, route rationalisation etc.).

5.3.6 Sustainability

There are no sustainability implications at this time.

5.4 **Social Value**

5.4.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.5 **Legal and Constitutional References**

5.5.1 The Council's Constitution (Clause 15A, Responsibility for Functions, Annex A) sets out the terms of reference of the Environment Committee. This

includes:

- Commissioning refuse and recycling, waste minimisation and street cleaning.
- Approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources Committee.
- Approve fees and charges for those areas under the remit of the Committee.

5.5.2 Depending on the outcome of the alternative delivery model project the final decision is one for Full Council under paragraph 1.6 of section 15 of the constitution responsibility for functions; “*all policy matters and new proposals relating to significant partnerships with external agencies and local authority companies*”.

5.5.3 The Local Government Act 1999 requires local authorities to make arrangement to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The Local Government Act 1999 also provides that in order to fulfil this duty it must consult with representatives of persons liable to pay tax to the Authority and representatives of persons who use or are likely to use services provided by the Authority. In deciding on the persons consulted and the form, content and timing of consultation the must have regard to the Best Value Statutory Guidance 2015.

5.6 Risk Management

5.6.1 All project risks are managed using the risk management procedure, as set out by the Corporate Risk Management Framework.

5.6.2 A full project risks table is available in the Initial Outline Business Case (OBC1) in Appendix A.

5.7 Equalities and Diversity

5.7.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between people from different groups.
- Foster good relations between people from different groups.

The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies, and the delivery of services.

The nine protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Ethnicity
- Religion or belief
- Gender
- Sexual orientation
- Marriage or civil partnership

5.7.2 The complete Initial Equalities Impact Assessments (EIAs) for both service users and staff are available in Appendices C and D, respectively.

5.7.3 Results of the initial staff EIA show that the following protected characteristics are likely to be impacted by the ADM project:

- Male
- Aged 41-65
- White
- Christian
- Heterosexual

This is owing to the relatively high proportion of Delivery Unit staff to which these characteristics are attributed, when compared to the total number of Delivery Unit staff and / or the council-wide equivalent.

5.7.4 At this stage of the project, only the groups *likely* to be affected have been identified; for both the staff and service user EIAs. It is not yet known if these groups will definitely be affected and, if so, to what extent.

As the project progresses, revised EIAs will be conducted in line with project consultation requirements and in accordance with Barnet project management methodology. It is expected that the revised EIAs will show the actual scale and type of impact on both staff and service users. There are currently no proposals to change service delivery, but this and the EIA should be kept under review and the public should be consulted as appropriate.

5.8 Consultation and Engagement

5.8.1 As a matter of public law, the duty to consult on proposals which may vary, reduce or withdraw services will arise in four circumstances:

- Where there is a statutory requirement in the relevant legislative framework.
- Where there is a requirement to consult in order to comply with the Best Value Duty as set out in paragraph 5.4.2 above.

- Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy.
- Where the matter is so important that there is a legitimate expectation of consultation.
- Where consultation is required to complete an equalities impact assessment.

5.8.2 In addition to senior council officers and members, it is anticipated that the following key stakeholders will be consulted and engaged with as the project moves towards the revised Outline Business Case (OBC2):

- Key stakeholder groups, such as residents, local businesses, trusts, or 'friends of' organisations, to understand the opportunities and appetite for different levels of involvement from the community; this would be especially relevant for any potential separate Parks and Open Spaces Alternative Delivery Model.
- Private sector providers, to explore potential opportunities and assess market appetite.
- Employees and Trades Unions, to share challenges and issues and to inform them of the potential options and project approach.

5.8.3 A full consultation and engagement plan is also available in Appendix B.

6. BACKGROUND PAPERS

6.1 The Environment strategies and frameworks set out the strategic vision and future demand management for Recycling and Waste, Parks and Open Spaces, Street Cleansing and Enforcement. The ADM project will serve as a vehicle for delivering this vision at the operational level.

6.1.1 [Environment Committee March 2016 Papers](#) – including Commercial Waste Transformation and Street Scene Enforcement

6.1.2 [Environment Committee May 2016 Papers](#) – including Parks and Open Spaces Strategy, and Municipal Waste Management Strategy

6.2 [Entrepreneurial Barnet Strategy 2015-2020](#)

6.3 Audit Committee January 2016 Papers – including CAFT Review of Street Scene Delivery Unit Operations:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=144&MId=8415>

6.4 Policy and Resources Committee March 2016 Papers

6.4.1 Report on Street Scene Delivery Unit Management Changes:

<https://barnet.moderngov.co.uk/documents/s30720/Street%20Scene%20Delivery%20Unit%20Management%20Changes.pdf>

6.4.2 Delegated Powers Report (DPR):

<https://barnet.moderngov.co.uk/documents/s30721/Appendix%201%20DPR%20Street%20Scene%20Delivery%20Unit%20Management%20Changes.pdf>

6.5 Medium-Term Finance Plan (MTFP) agreed by Policy and Resources Committee on 16 February 2016:

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8351&Ver=4>

ⁱ Extract taken from the Street Scene Delivery Unit Management Changes report, submitted to Policy and Resources Committee on 22 March 2016.

ⁱⁱ As above.

ⁱⁱⁱ Extract taken from the Delegated Powers Report from the Chief Executive, submitted to Policy and Resources Committee on 22 March 2016.