



Policy and Resources Committee

22 February 2023

Title	Oakleigh Road Depot Consolidation
Report of	Chair of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	Yes
Key	Yes
Enclosures	Appendix 1 Full Business Case
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Summary

This report outlines further proposals to consolidate Street Scene services at Oakleigh Road Depot and seeks authorisation to commence the second phase of works. It provides a summary of the Full Business Case (appended), and an update to the report that was presented to P&R Committee in June 2022, which gained approval for funding to a total of £8.253m to commence phase 1 of the works.

The report presents an updated financial model which reflects an increase in the total cost of the works (from £18.682m) to £19.783m. This is due to issues relating to ground conditions, inflationary pressures, as well as an increase in project scope to convert the bulking shed at Oakleigh Road Depot to a temporary salt storage barn to allow the winter gritting service to operate from within the borough for the 2022/23 winter season.

The revised financial model reflects the change in the national financial picture, and the increase in the cost of borrowing. Despite this, the updated model outlines how there is a minor saving to the General Fund over 50 years as Community Infrastructure Levy (CIL) funding has been allocated to the scheme.

As with phase 1, phase 2 of the works are also urgent, due to the poor condition of the recently acquired parts of the site, and the need to provide welfare facilities for relocated staff later this year.

The works are phased as follows, with phase 1 expected to complete in March 2023:

Phase 1

- a. Resurfacing and drainage work at the former Brogans site
- b. Installation of lighting, CCTV and electrical infrastructure to future proof the site for fleet electrification
- c. Site clearance works (storage, equipment and welfare) on existing ORD adjacent to the bulking shed to facilitate parking

Phase 2

- d. Resurfacing and drainage works at the former Biel Brothers site
- e. Installation of lighting, CCTV and electrical infrastructure to future proof the site for fleet electrification
- f. Installation of a permanent salt storage facility on the former Biel Brothers site
- g. Installation of a modular build welfare unit on the former Brogans site

Officers Recommendations

- 1. That the Committee note the contents of the report and the appended Full Business Case (FBC) (Appendix 1 to the report)**
- 2. The Committee approve the recommended option for the Oakleigh Road Consolidation, to consolidate services on the existing Brogans site and to explore designs for future required remedial works to the Biel Brothers site**
- 3. The Committee note:**
 - a. the funding strategy outlined in section 5 of the report and approve an additional £10.783m PWLB capital funding to complete the project
 - b. the total anticipated final cost of the project of £19.783m
- 4. The Committee approves the proposal to submit a planning application for the installation of a new salt storage barn and associated Mechanical and Electrical (M&E) installations for the wider site on the former Biel Brothers site**
- 5. That the Committee authorise the procurement of the new salt storage barn, on completion of the design process and relevant Board endorsement of the procurement strategy.**
- 6. That the Committee agree to delegate authority to the Deputy Chief Executive for further decisions required to deliver the remaining activities within the scope of the business case (outlined in section 4.1)**

1. Why this report is needed

- 1.1 This report provides the business justification for the recommendation of consolidating Street Scene services onto the Oakleigh Road Depot (ORD) site.
- 1.2 It provides a summary of the Full Business Case (appended), and an update to the report that was presented to P&R Committee in June 2022, which gained approval for funding of phase 1 of the works to a total of £8.253m.
- 1.3 Street Scene operations are currently split across the following three different sites:
 - Oakleigh Road Depot

- North London Business Park (NLBP)
- London Borough of Harrow Depot

1.4 This arrangement has several operational drawbacks, including:

- Street cleansing operations located across different sites, which impacts on vehicle and resource management and increases the travel time for staff and service vehicles. Supervisory staff are also split across different sites.
- Restrictions in sharing the salt barn with LB Harrow
- Risk of severe weather events impacting the winter gritting service
- The risk associated with the uncertain timescales of lease agreements at sites not in the council's ownership.

1.5 There are also financial drawbacks. In 2021/2022 the lease agreement at NLBP cost the Council £0.528m per annum, and it was expected that this would increase on renewal. In addition, the previous lease arrangement at LB Harrow cost £0.236m per annum.

1.6 It should be noted that both of the long-term lease arrangements above have now ended. Passenger Transport Services (PTS) and some Street Cleansing services remain at NLBP on a temporary basis whilst phase 1 of the works complete. It is likely that at least part of this requirement will remain until September 2023 whilst phase 2 of the works takes place, due to restrictions in space.

1.7 Highways Direct Labour Organisation (DLO) and winter gritting operations have relocated to Oakleigh Road Depot. This has been enabled through relocation of some services to a temporary site in Wembley, and through the conversion of the existing bulking shed on the ORD site to a temporary salt storage facility.

1.8 It should be noted that these are temporary arrangements due to the space constraints on the ORD site and are not long-term solutions.

1.9 **Sites considered for relocation**

1.10 Continued reliance on sites with short leases is a significant risk to the organisation, both operationally and financially and a shortlist of alternative options for the relocation of functions currently based at NLBP and Harrow has been considered.

1.11 This has been achieved over time by reducing from a longer list of sites which were previously considered but subsequently excluded. These include (but are not limited to):

- Watling Car Park in Burnt Oak- excluded due to space and planning constraints
- Additional sites such as Barnet House, Tilling Road and Brunswick Business Park- excluded due to short term arrangements and space availability

1.12 As a result, the existing Oakleigh Road Depot site was identified as a preferred location for consolidation. The site comprises five separate land parcels. A plan of the site is included in the Full Business Case.

1.13 **Objectives of the consolidation project**

The high-level objectives of the Depot Consolidation project are:

- To consolidate all Street Scene operational services to the Oakleigh Road Depot site.

- End the requirement to locate services on costly and short-term lease agreements
- Deliver additional welfare provision that meets the needs and requirements of existing staff on the site and to those relocating to ORD
- Improve areas of the site where there is flooding the ground is in poor condition
- Future proof the site (where possible) to enable electrification of the vehicle fleet and prepare for any legislative changes in the relation to the collection of waste

The above high-level objectives will be achieved through successful delivery of the following:

- Acquisition of required land parcels on the ORD site
- Resurfacing and drainage enhancement works on acquired sites
- Provision of a facility to provide space for winter salt storage
- Installation of a modular build welfare unit for staff relocating to the ORD site
- Construction of a brand-new vehicle wash facility
- Installation of ducting to enable the servicing of electric vehicles

1.14 **Identifying options for consolidation**

1.15 In order to inform the potential options for consolidation at ORD, engagement with the service has taken place to understand the welfare and storage requirements of relocating staff, as well as vehicle fleet space requirements.

1.16 This has helped to produce outline designs for each parcel of land, which include:

- drainage and resurfacing requirements
- opportunities to futureproof for fleet electrification
- space planning for required service vehicles, including access and logistics
- building feasibility and associated welfare requirements
- a cost envelope for development of each land parcel
- the potential timescale for the development of each parcel of land and consideration of the implications for service consolidation

1.17 Four options were subsequently developed, in addition to the Baseline position of 'Doing Nothing' and retaining the service in the previous arrangement.

1.18 The recommended option approved by P&R Committee in June 2022 is to consolidate services on the existing Brogans site and to explore designs for any future required remedial works to the Biel Brothers site, which is under LB Barnet's head lease but at the time was subject to a legal process to vacate the site. The site has now been vacated (as of January 2023), and design works and surveys for the site are now underway.

2. Reasons for recommendations

2.1 Risks of a 'Do Nothing' approach

2.2 A 'Do Nothing' approach to the project would not meet any of the project objectives and does not provide a long-term solution to the risks and issues currently associated with the existing arrangement.

2.3 It assumes that winter gritting, DLO and street cleansing services remain at LB Harrow, and the PTS remains at NLBP (or relocated to an alternative external site).

- 2.4 However, as outlined above this is no longer feasible due to the limitations in site availability, and in any case the service would continue to operate at financial and operational risk with services located outside of the borough and on subleased sites, with potentially more costly alternative location for services required.
- 2.5 Furthermore, this approach also assumes that other Street Scene services would continue to operate from a site with uneven surfaces and poor drainage, leaving it subject to future flooding and health and safety risks. This could have an impact on service delivery and workforce relations.

Benefits of recommended option: Former Brogans and Biel Brothers sites

- 2.6 In addition to meeting the project objectives, this option provides opportunities for “future proofing” the service to meet the needs of a growing population, potential legislative changes and requirements for electric vehicle charging.
- 2.7 This option also remains the most cost effective. It has a revised total capital cost of £19.783m which over the 50-year lifecycle of the projected, results in a saving to the General Fund of £0.428m, compared to the baseline. This is set out in the table below:

	Baseline- Pre 2021 arrangement (£)	Option 2- Works to Brogans and Biel Brothers site (£)
Total Capital expenditure	-	(19,783,090)
Total Revenue expenditure	(1,018,230,415)	(1,019,958,891)
Total Capital income	-	19,783,090
Total Revenue income	6,666,500	8,822,847
Total net budget	1,011,563,915	1,011,563,915
GF saving	-	427,871
NPV inclusive of existing budgets	-	2,246,293

- 2.8 The table below provides a breakdown of the impact on the General Fund of the recommended option over the 50-year period:

Option 2	Years 0-10 (incl. prior year)	Years 11-20	Years 21-30	Years 31-40	Years 40+ (41-51)	Total
Net GF impact [surplus/(deficit)]	2,305,904	1,414,010	557,320	(794,896)	(3,054,467)	427,871

- 2.9 This option also provides more certainty in terms of timescales. There is less of a dependence on discussions and negotiations with site freeholders or businesses, which also limits the financial risk of a dependence on further site acquisition.
- 2.10 Much of the required work to these two sites can be procured and delivered within the required timescales, and it is known that there is sufficient demand and appetite in the market to carry out the works.
- 2.11 A full summary of the overall benefits of consolidation can be found in the appended Full Business Case.

3. Alternative options considered and not recommended

- 3.1 Other options considered and not recommended are outlined below.

3.2 Return Street Scene Services back to LB Harrow

- 3.2.1 This option assumes a return of Street Scene services back to a previous arrangement at LB Harrow, including waste collection and street cleansing.
- 3.2.2 This option is not practical due to the Harrow site not being available at the end of September 2022.
- 3.2.3 Furthermore, although there are no capital costs associated with this option, it would represent an increase in revenue costs to the service and not meet the objectives of improving operational efficiency of the service and reducing risks.

3.3 Consolidation of services at alternative sites

- 3.3.1 Two further options considered the acquisition of additional sites at ORD, and the proposed provision of more enhanced facilities on a larger footprint, including a brand-new vehicle maintenance facility (VMF) and conversion of the former VMF to offices.
- 3.3.2 Neither option is recommended due to the significantly higher estimated capital cost, which results in an unfavourable impact on the General Fund.
- 3.3.3 Both options are dependent on an uncertain timescale for land acquisition.
- 3.3.4 Whilst both options do present an opportunity for potential future growth of the service, this is not an immediate requirement, given that the objectives of the project can be achieved through the recommended option.
- 3.3.5 The option for further land acquisition can still be considered in the future, however this is dependent on the future strategy of the Street Scene service including any potential plans to deliver more services.

4. Post decision implementation

4.1 Phase 2: March- September 2023: works to the former Biel Brothers site

- 4.1.1 On approval of this committee report (including delegated authority to procure where required), the following works on the former Biel Brothers site are required:
 - removal of existing surfaces
 - delivery of new salt barn
 - installation of underground services including drainage and power
 - reprofiling of ground levels to suit drainage needs
 - resurfacing and line marking
 - installation of electrical ducting for CCTV, lighting and for the future provision of electric vehicle charging points
- 4.1.2 Works to this site will facilitate the wider space rationalisation of ORD and former Brogans site, maximising it's usage to enable the relocation of Street Scene vehicles.
- 4.1.3 A plan is included in the appendix to the FBC which shows a draft proposed final layout of vehicles on completion of all works.

4.2 Installation of a new staff office and welfare unit on the former Brogans site

- 4.2.1 The procurement process for a new office and welfare unit on the former Brogans is scheduled to be completed at the end of February 2023. Whilst a successful contractor has yet to be appointed at the time of publishing this report, there is certainty in the total cost included in the financial model.
- 4.2.2 On completion of the works, provision will be made for the permanent relocation of all personnel previously based at LB Harrow depot and the PTS and Street Cleansing services previously based at NLBP. There is also some space available for future growth.
- 4.2.3 Note that this element of the scheme will be subject to planning permission. This is still pending at the publishing of this report, with a decision expected in March 2023.
- 4.2.4 The newly constructed building will meet LB Barnet's net-zero requirements.
- 4.2.5 **Installation of a new salt storage barn on the former Biel Brothers site**
- 4.2.6 On approval of this committee report, a procurement process will commence to provide a permanent location for the storage of the borough's total winter gritting requirements.
- 4.2.7 This is required following the ending of the lease at LB Harrow and although some salt is stored at ORD in the converted bulking shed, this is only a temporary measure and is dependent on continued direct tipping at the Edmonton Depot site.

5. Implications of decision

5.2.2 The recommended option aligns with the emerging Corporate Plan priorities as follows:

5.2.3 Caring for People

- Consolidation underpins service continuity for a significant proportion of the Council's front-line services for residents
- Service vehicles will be relocated within the site to reduce the impact on neighbouring properties. There are also opportunities to better manage the types of vehicles using the wider site, now that the Council has vacant possession of sites previously used by private scrap businesses.

5.2.4 Caring for our Places

- Good waste and recycling services, and clean streets contribute to safe attractive neighbourhoods and town centres
- This project supports future proofing space requirements for a growing service, likely to be challenged further by legislative change in relation to sustainability and waste collection requirements

5.2.5 Caring for the Planet

- The inclusion of below ground electrical infrastructure and ducting allows further opportunities for electrifying the fleet at a future date, when appropriate (although any such work will be assessed for viability at the time)

- The Council can explore improved controls and regulation of the noise pollution and air quality on the wider site.
- The consolidation of all Street Scene vehicles onto one site also provides an opportunity to maximise the efficiency of vehicle operations and movements, for example the winter gritting and Highways DLO service will operate from one location rather than travelling across the borough boundary from LB Harrow.
- The design brief for the new modular build and salt barn is to achieve Net Zero and we will work with appointed contractors to explore opportunities to ensure the most sustainable materials and methods of construction are used. The buildings will be manufactured off site reducing the construction presence and requirements on the ORD site.

5.2.6 An engaged and effective Council

- Financially sustainable – the financial model for the proposed option shows a minor saving on the General Fund over 50 years of £0.427m. It also shows a positive Net Present Value calculation over the same life span.
- Consultation and resident engagement have already taken place with residents in relation to the changes in phase 1 of the works. A decision on the submitted planning application is expected in March 2023.
- Further resident engagement sessions will take place prior to any planning submission for the installation of the new lighting and new salt barn on the former Biel Brothers site, later in 2023.

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

5.3.2 The headline capital costs are outlined in the table below:

Construction and Civil costs		Overall Total	2021/22	2022/23	2023/24
Brogans civils works		£5.028m	0	£5.028m	0
Salt barn conversion works		£0.216m	0	£0.216m	0
Biel Brothers civils works		£2.000m	0	£0.035m	£1.965m
New salt barn		£1.502m	0	£0.010m	£1.492m
Modular Build offices		£3.000m	0	£1.000m	£2.000m
New Vehicle Wash Bay		£0.300m	0	0	£0.300m
	Total	£12.046m	0	£6.289m	£5.757m
Other capital costs					
Brogans site clearance works		£0.183m	£0.163m	£0.020m	0
Biel Bros site clearance works		£0.250m	0	£0.050m	£0.200m
Legal fees		£0.050m	£0.003m	£0.012m	£0.035m
Planning resource		£0.025m	0	0	£0.025m
Property resource		£0.100m	£0.021m	£0.049m	£0.030m
Network Rail applications		£0.020m	£0.002m	£0.013m	£0.005m
Surveys		£0.100m	£0.026m	£0.016m	£0.058m
Utilities		£0.090m	£0.009m	£0.038m	£0.044m
ICT, FF&E, Decant		£0.636m	£0.001m	£0.064m	£0.572m

Other (e.g. temporary traffic light hire)		£0.082m	£0.020m	£0.061m	£0.001m
Professional fees & Staff		£1.589m	£0.356m	£0.595m	£0.639m
Temporary Parking, Storage, Welfare		£0.079m	£0.005m	£0.024m	£0.050m
Security costs		£0.195m	£0.195m	0	0
Construction other		£0.033m	£0.017m	£0.009m	£0.008m
	Total	£3.433m	£0.818m	£0.951m	£1.667m
Risk for remainder of the scheme		£4.304m	0	£0.261m	£4.043m
	Total	£7.737m			
	Overall total	£19.783m			

5.4 Funding and budget

5.4.1 As set out above, the total estimated project cost is £19.783m of which £9.000m already exists in the Capital Programme. This was agreed as follows:

- £5.000m at February 2021 P&R Committee on approval of the SOC
- £4.000m at June 2022 P&R Committee to commence phase 1 of the works

5.4.2 The model submitted to the June 2022 Committee assumed that all works would be funded by borrowing from the Public Works Loans Board (PWLB), which at the time showed a saving to the General Fund over 50 years when compared to the baseline. This position has now changed significantly.

5.4.3 A number of ground condition issues materialised during the phase 1 drainage and resurfacing works on the former Brogans site, specifically relating to water ingress and soft spots, which has resulted in an increased cost of the overall contract for the works from £4.000m to £5.000m. Although surveys were undertaken prior to commencement of the works, the ground conditions varied significantly across the site, making any soft spots difficult to anticipate in advance.

5.4.4 It is likely therefore that the costs for the works at the former Biel Brothers site, including the construction of the salt storage barn, will be subject to change due to the uncertainty in relation to the ground conditions. As the site has only recently been vacated, surveys have yet to take place and given the history of site usage the risk of below ground contamination or obstruction is also considered to be high.

5.4.5 A significant amount for risk, £4.304m, has therefore been included in the overall project total, and any underspend will be returned to the corporate centre.

5.4.6 The tender exercise for the modular build office recently closed and whilst a contractor has yet to be appointed at the publishing of this paper, there is a high level of cost certainty for this aspect of phase 2 of the works.

5.4.7 The cost of borrowing has also increased significantly since June 2022, as a result of national and international financial changes and pressures. Rates used when reporting to June 2022 Committee were 2.85% and in this report they are 4.67%, an increase of 1.82%. Were the project to remain fully funded by PWLB, the resulting pressure on the General Fund over the 50-year life cycle of the project would be in the region of £13m.

5.4.8 The revised model for the FBC therefore reflects the inclusion of a £5.000m allocation of

Community Infrastructure Levy (CIL) funding. This results in a minor saving to the General Fund overall (£0.428m) across the 50-year lifecycle of the project.

5.4.9 The anticipated funding strategy is summarised as follows:

Funding	Total
PWLB	£14.783m
CIL	£5.000m

5.4.10 The table below outlines the impact on the General Fund over 50 years when compared against the baseline. Note that both options include the total 50-year expenditure of the Street Scene service at £913.3m

	Baseline (£)	Option 2 (£)
Total Capital expenditure	-	(19,783,090)
Total Revenue expenditure	(1,018,230,415)	(1,019,958,891)
Total Capital income	-	19,783,090
Total Revenue income	6,666,500	8,822,847
Total net budget	1,011,563,915	1,011,563,915
GF saving	-	427,871
NPV inclusive of existing budgets	-	2,246,293

5.4.11 The council expects opportunities to result upon practical completion to support future budget setting requirements through the MTFS. The business case highlights lease cessations as the main opportunity area arising from the programme of consolidation onto Oakleigh Road. As the council understands the quantum of any financial opportunity, savings proposal(s) will be formed for future years.

5.4.12 The current projected budget is set out below:

	2021-22	2022-23	2023-24
Forecast		£ 7.501m	£11.465m
Actual	£0.817m		

5.5 Procurement Strategy for the recommended option

5.5.1 As with Phase 1, it is anticipated that the resurfacing and drainage works on the former Biel Brothers site will be undertaken through use of the existing call-off contract with Tarmac Kier Joint Venture (TKJV), LB Barnet's provider for Highways, pursuant to the London Highway Maintenance and Projects Framework. The process requires the issuing of a Task Order (using the agreed NEC4 form of contract) to TKJV via the council's 'Confirm' system, which details the works to be carried out.

5.5.2 The London Highway Maintenance and Projects Framework has gone through rigorous market testing by TfL to ensure value for money as well as appointing a competent contractor in all highway/transportation engineering fields. Tarmac and Kier are two of the largest civil engineering contractors in the UK with significant infrastructure to provide

an efficient service to our borough.

- 5.5.3 LB Barnet has carried out the required due diligence to ensure the call-off contract is fit for purpose and that all borough highway maintenance and improvement requirements can be met by TKJV. The commercial aspects of the contract were also market tested to ensure value for money.
- 5.5.4 A key benefit of this contract is the “one-stop-shop” for service delivery through an approved supply chain. This will reduce procurement costs for the authority significantly if each element of the services had to be outsourced separately.
- 5.5.5 The contract also contains a number of key performance indicators and penalty clauses that can be triggered if the contractors do not perform to the standards set by the framework.
- 5.5.6 The agreed term contract scope, which currently runs to September 2023, covers a core service, which is priced as lump sum and anything outside of the core service is instructed to the contractor through individual Task Orders (TO). The services requested under any TO will then be provided by TKJV based on the scope and the agreed schedule of rates, contained within the contract.
- 5.5.7 Note that this approach has been concurred by Procurement.
- 5.5.8 Procurement for the construction of the new staff welfare unit has taken place via the LHC Framework. It is expected that the successful contractor will be appointed in March 2023.
- 5.5.9 The procurement process for the new salt barn is yet to be determined and Depot Board approval will be sought prior to commencement.

5.6 **Design and technical assurance services**

- 5.6.1 Capita CSG have been commissioned to provide a full multi-disciplinary design service (including architects, M&E specialists, cost consultants and Principal Designer) for the project and will be responsible for ensuring the quality of the implemented solution.
- 5.6.2 Capita CSG have assumed full design liability for phase 1 of the scheme. TKJV have provided design assurance, and additional assurance and advice from specialist geotechnical consultants has been sought where required.
- 5.6.3 It is anticipated that TKJV will assume full design liability for the civils and drainage works on the former Biel Brothers site. Capita CSG will retain a design assurance role, with additional assurance provided by further specialist consultants if deemed necessary.

5.7 **Staffing**

- 5.7.1 The project will be governed through the Depot Board, which will include representation from across the Council.
- 5.7.2 The Depot Board will continue to provide strategic oversight, regular monitoring of project progress and where decisions and escalations are required as appropriate.

5.8 **Legal and Constitutional**

- 5.8.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.
- 5.8.2 The Council’s Constitution, Article 7 sets out the terms of reference of the Policy and Resources Committee including: To be responsible for: strategic policy, and finance including recommending: Capital and Revenue Budget; Medium Term Financial Strategy to Full Council; to be responsible for developing the Corporate Plan and recommending it to Full Council for adoption. The Committee is also responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council. Whilst FPCC has previously received and made decisions; the subject matter of the report arguably straddles two other committees and consequently it is appropriate for Policy and Resources Committee to consider this report.
- 5.8.3 As the freeholder, Network Rail have been engaged throughout the design process for the project through the License to Alter Agreement and Basic Asset Protection Agreement, which details the works, and method statement for carrying out the works adjacent to the railway line.
- 5.8.4 Table B in Article 10 of the Constitution states the authorisation for a procurement value of £500,000 and above is by a relevant Theme Committee Report or Procurement Forward Plan. Where the value of the works is at least £5,336,937 (incl. VAT) the Council must comply with the Public Contracts Regulations 2015 (PCR) in addition to the Council’s Contract Procedure Rules. It is anticipated that the existing call-off contract with TKJV will be utilised for the civil works, providing that this is within scope of the Highway Maintenance Framework and within the scope agreed in the call-off contract with TKJV. The Council must also comply with Regulation 33 PCR.

5.9 **Insight**

- 5.9.1 A full description of the extent of information gathered and the insight used to develop and inform proposal is available separately in the FBC. This includes:
- Identification of sites.
 - Engagement with the service to understand requirements of consolidation.
 - The design process.

5.10 **Social Value**

- 5.10.1 The recommendation for the implementation of the recommended option acknowledges that improvements to existing work surfaces are required to provide better working conditions for service staff.
- 5.10.2 The new welfare unit will also be designed to meet the needs and requirements of the service staff
- 5.10.3 Whilst not quantifiable, it is anticipated that the delivery of the recommended option will contribute to an improved working environment for staff, and this will be monitored through ongoing staff engagement and feedback.

5.10.4 The Public Services (Social Value) Act 2012 requires the Council, in procuring services or works to consider—

(a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and

(b) how, in conducting the process of procurement, it might act with a view to securing that improvement and whether to undertake any consultation as to these matters that fall to be considered.

Under this requirement, the council must consider only matters that are relevant to what is proposed to be procured and, in doing so, must consider the extent to which it is proportionate in all the circumstances to take those matters into account.

5.11 Risk Management

5.11.1 All risks identified at the start of the project have been included within a detailed risk register which will continue to be monitored and updated throughout the lifecycle of the programme.

5.11.2 The top risks identified are outlined in the FBC and project risk register, and primarily relate to:

- Planning
- Funding
- Revenue
- Capital Cost
- Construction Risks

5.12 Equalities and Diversity

5.12.1 The design process to date has been subjected to extensive engagement with the service. As designs for the welfare unit progress further, equality impact assessments will be undertaken to ensure that the scheme considers access, inclusion and protected characteristics defined as part of the Equalities Act 2010.

5.12.2 The Equalities Act 2010 requires the Council in the exercise of its functions to have regard to the need:

- to eliminate discrimination, harassment and victimisation and any other conduct prohibited by the 2010 Act;
- advance equality of opportunity and to foster good relations, between those who share a protected characteristic and those who do not.

5.12.3 The relevant protected characteristics are:

- age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

5.13 Corporate Parenting

5.13.1 None

5.14 Consultation and Engagement

- 5.14.1 Ongoing engagement has taken place with the Street Scene service to inform welfare requirements and operational matters on the site. This will continue throughout the duration of the works and ongoing design of the new welfare unit.
- 5.14.2 As referenced under Legal Context, the freeholder Network Rail have been engaged throughout through the License to Alter Agreement and Basic Asset Protection Agreement, which details the works, and method statement for carrying out the works adjacent to the railway line. This will continue for phase 2 of the works.
- 5.14.3 Thames Water have also been engaged and have provided an approval for discharge of surface water for phase 1 of the works. This will continue for phase 2 of the works.
- 5.14.4 Resident engagement took place in October and November 2022 as part of the planning submission process for the delivery of the new welfare unit. Further engagement will take place in advance of the works to construct a permanent salt storage barn.

5.15 Environmental Impact

- 5.15.1 There are no direct environmental implications from noting the recommendations.
- 5.15.2 As set out it is anticipated that implementing the recommendations in the report will lead to a positive impact on the Council's carbon and ecology impact, or at least it is neutral.

6. Background papers

- 6.1 Policy and Resources Committee – Oakleigh Road Depot Consolidation – 8 June 2022
<https://barnet.moderngov.co.uk/documents/s72806/Oakleigh%20Road%20Depot%20Consolidation.pdf>
- 6.2 Financial Performance and Contracts Committee- Depot Relocation – 27 October 2020
<https://barnet.moderngov.co.uk/documents/s60834/Depot%20Relocation%20Report.pdf>
- 6.3 Assets, Regeneration and Growth Committee- Depot Relocation Project- 12 November 2014
<https://barnet.moderngov.co.uk/documents/s19111/Depot%20Relocation%20Project.pdf>
- 6.4 Urgency Committee- Relocation of Services from Mill Hill Depot to North London Business Park- 28 July 2016
<https://barnet.moderngov.co.uk/documents/s33751/Relocation%20of%20Services%20from%20Mill%20Hill%20Depot%20to%20North%20London%20Business%20Park.pdf>