

Have Your Say

What's the future for recycling, waste, parks and cleansing across Barnet?

**Consultation Document
09 November 2016 to
15 January 2017**

Introduction

Our local environment is important to all of us; it is one of the things which makes Barnet a great place to live and work. We are committed to maintaining high levels of resident satisfaction and preserving the green and clean nature of the borough. We are also committed to developing attractive suburban parks with its communities that promote health and wellbeing, conserve the natural character of the area, and encourage economic growth.

We are, however, facing, many challenges and, as the number of people living in Barnet increases but the money we have reduces, we have had to take a step back and look hard about how we run our all our services.

As part of this, we are also looking at how we can do things differently so we can increase customer satisfaction with these services that our residents and businesses use the most.

Some of the most important things we must ensure are:

- re-use, recycle, or compost 50% of all waste the council collects
- provide services to residents and businesses that are cost effective, easy to use, and help people do the right thing
- keep Barnet clean and green
- support a thriving local economy
- gets investment in public spaces
- be financially sustainable
- build stronger local communities

Over the last 18 months we have looked at a wide range of options on how we could do things differently in our Street Scene services. We are asking residents and businesses of Barnet about who should run some of its key services in the future. These services include recycling and waste collection, the cleaning of our streets, emptying of our litter bins and looking after almost 200 green spaces. Your views are very important to us and will help us shape the future of our services. Please take the time to let us know what you think.

In this consultation document we set out:

- which services we are looking at to deliver differently
- what we are trying to achieve with these services
- the challenges we face with these services today and why we need to consider changing the way we deliver them in the future
- what are the different options for delivering these services
- what is the criteria we have used to select these options
- which options we have shortlisted for delivering these services
- which options we have rejected for delivering these services

What are we asking your views on?

We want to find out what you think about our proposed options and how we have developed them. We also want to find out which of these services are the most important to you.

How to have your say

The consultation is open to all Barnet residents, businesses, visitors to Barnet, statutory bodies, the environmental industry, and community and interest groups.

There are two ways you can give your feedback:

- complete a questionnaire online at engage.barnet.gov.uk
- complete a paper questionnaire

If you would like a paper questionnaire or a copy of the consultation in another format, please contact Amy Blong, Project Manager.

By email: Amy.Blong@capita.co.uk

By post: Barnet Council, Building 4, NLBP, Oakleigh Road South, London, N11 1NP

The consultation is open from Wednesday 09 November 2016 to Sunday 15 January 2017.

How we will use the findings?

The findings from the consultation will help us assess the proposed short list of four options, and will be used alongside detailed information on the cost of the services to see how they could be run successfully.

Final recommendations will then be put forward to the Environment Committee on 15 March 2017. The committee will then make a decision on the way forward.

1. Which services are we are considering delivering differently?

The services included in our proposals are areas relating to keeping our borough clean and green, we call these our Street Scene services. These are services that are used by most residents and many businesses, as well as visitors to Barnet. They help make Barnet a great place to live and work, so it is important for us to make sure they work well.

The Street Scene services listed below are those we have identified as services that could be delivered differently in the future:

- recycling collections (blue bins)
- food waste and garden waste collection (brown bins and green bins)
- general waste collections (black bins)
- street sweeping
- litter bin emptying
- local parks and open spaces
- cutting grass by the roadside
- looking after trees in parks and on the roadside

What are the challenges we face with these Street Scene services and why do we need to change the way we deliver them in the future?

Outlined below we have summarised the challenges we face with these services:

Recycling and Waste

Recycling and waste is collected from residents and businesses across the borough. Whilst Barnet's recycling rates and waste rates have improved in recent years, there is still a need to increase recycling and reduce the level of waste produced in the Borough.

Street Cleansing

The street cleansing service is responsible for ensuring that the roads and town centres are kept clean of litter across the borough. As with recycling and waste, street cleansing standards have improved in recent years. However, there is still room for improvement in certain areas of the Borough; especially in our town centres.

Green Spaces Management

There are around 200 parks and green spaces in Barnet. These include nature reserves, sports pitches, green routes, outdoor gyms, and play areas. Most homes in the borough are within one mile of the nearest park or green space. Our green spaces need to be managed to ensure that they provide a wide range of leisure opportunities, promote health and wellbeing, offer a home to nature, host local events, conserve the natural character of the area, and encourage economic growth.

Green Spaces Maintenance

As well as managing our green spaces, we also have to maintain them every day. This includes cutting grass and pruning bushes, looking after trees and flower beds, and keeping play equipment safe and in good repair.

What feedback do we want from you?

- Which services are important to you?

2. What do we want to achieve?

The number of people living in Barnet is increasing, but the money we have to provide services is reducing. We have had to take a step back and look hard at how we run all our services. When we started looking at how these services should be run in the future, three main aims were set:

1. Increase customer satisfaction
2. Achieve council savings targets
3. Identify opportunities to improve services

What feedback do we want from you?

- Do you agree with these aims?
- Which of these aims is the most important to you?

3. What is the long list of options for delivering these services?

We have looked at a long list of seven possible options for delivering Street Scene services differently.

These are:

- the council running services and employing all staff
- the Barnet Group (a company owned by the council) running services and the council employing all staff
- the Barnet Group running services and employing all staff, on behalf of the council
- a private company running services and employing all staff, on behalf of the council
- the council sharing services with another council in order to run them together
- street Scene staff creating their own not-for-profit organisation in order to run services, on behalf of the council
- the council creating a joint venture with an external partner(s) to run services together

The seven options were looked into in more depth in order to see how they could work and which may be best for Barnet. From the original list of seven options, four have been short listed. We have provided more detailed information on how we did this under 'What criteria have we used to select these options?'

All seven options are explained in full within this consultation document under section ‘Which options have we shortlisted for delivering these services?’ and ‘Which options have been discounted?’ We have included all seven options so that you can see the wide range of options which were initially considered.

The short list of four options was first presented to Members of Environment Committee on Thursday 29 September. On Tuesday 01 November 2016 a recommendation was made to, and agreed by, members of Full Council that the long list of seven options should be reduced to a short list of four options.

Further details about the recommendations made to Environment Committee and Full Council can be found [here](#).

4. What criteria have we used to select these options?

In developing our proposed short list of four options we have used the following assessment criteria:

Ability to provide value for money (cost versus savings)

The ability to deliver services to a high standard whilst reducing costs

Good local knowledge (place-based service)

The ability to design and deliver services which respond to local priorities. This includes communicating with local residents and businesses and working well with other council departments and agencies.

Shows innovation and use of new technology (technology and innovation)

The ability to apply modern working practices; including the use of technology. This is will improve communication with customers, design and tailoring of services to meet specific needs (no one size fits all approach), and reducing costs whilst delivering high quality services.

Income generation

A proven ability to increase income for services through gaining investment, bidding to funders and growing the business to achieve financial and social benefits.

Continual service improvement

The ability to design and deliver services tailored to the requirements of customers and stakeholders, but which are flexible enough to respond to changes in demand and have the support of staff.

Successful track record

Demonstration of a successful track record for the delivery of high quality and cost effective Street Scene services. We will be looking for testimonials from other employers, examples of best practice and evidence of necessary skills and expertise (e.g. accreditations).

What feedback do we want from you?

- How important are these criteria to you?
- Is there anything else you think we should consider?

5. Which options have we shortlisted for delivering these services?

Four options have been short listed for further assessment. More detail about each of these options, and how they were scored against the assessment criteria, can be found below:

The Barnet Group (a company owned by the council) running services and the council employing all staff

The Barnet Group is a Local Authority Trading Company (LATC) which is wholly owned by the council. It was originally set up to manage Barnet Homes for the council and has been managing Street Scene services since March of this year; allowing the council to benefit from the company's expertise in delivering high profile, customer-focused services. All Street Scene staff, apart from two interim managers, have continued to be employed by the council on council terms and conditions.

If this option would continue, then this current way of working would become formalised; with the council overseeing The Barnet Group as it continues to use its skills and experience to improve the quality and cost of Street Scene services. Street Scene staff would continue to be employed by the council on their current council terms and conditions.

This option has been included in the shortlist because it scored highly against the assessment criteria and because it is the current operating model for delivering Street Scene services.

The Barnet Group running services and employing all staff, on behalf of the council

For this option The Barnet Group would be responsible for the management and running of Street Scene services in behalf of the council and the skills of the group would continue to be applied to improve service standards and cost effectiveness. The Barnet Group would also employ all Street Scene staff.

A management contract would be entered into by The Barnet Group and the council; setting out service standards and costs.

This option has been included in the shortlist because it scored highly against the assessment criteria.

A private company running services and employing all staff, on behalf of the council

In this option the council would appoint a private company to deliver Street Scene services. The company appointed would be responsible for the management and running of services on behalf of the council. The company would also employ all Street Scene staff.

A management contract would be entered into by the council and the company; setting out service standards and costs. The appointed company would be expected to apply its skills and expertise to improve service standards and cost effectiveness.

This option has been included in the shortlist because it scored highly against the assessment criteria.

The council sharing services with another council in order to run them together

In this option the council would provide Street Scene services by sharing them with a neighbouring local authority. We are in the early stages of discussing this option with West London Alliance Directors and the North London Waste Authority.

This option has been included in the shortlist because it scored highly against the assessment criteria.

How have these options been scored?

These options have been scored against these assessment criteria as per the table below:

Option	Value for Money (Cost vs. Savings)	Good Local Knowledge (Place-based Service)	Innovation and Technology	Local Income Generation	Continual Service Improvement	Track Record	Total
In-house (with mgt. support from The Barnet Group)	√√	√√√	√	√√	√√	√√	12
LATC (The Barnet Group)	√√√	√√√	√√	√√√	√√	√√	15
Outsourced	√√√	√√	√√√	√√	√√	√√√	15
Shared Service	√√	√√	√√	√√√	√√	√√	13

What feedback do we want from you?

- Does it matter to you who delivers Street Scene services?
- Do you support our short list of options?
- Which option(s) do you believe will deliver the best service(s) for you?

6. Which options we have we discounted for delivering these services from our long list of seven?

Three options have been discounted from further assessment. More detail about each of these options, and how they were scored against the assessment criteria, can be found below:

The council running services and employing all staff

The council ran Street Scene services until December 2015 until the management of these services was transferred to The Barnet Group in March 2016. This was a result of the previous arrangements being unable to deliver required service improvements and cost reductions.

This option would have required the appointment of a permanent Street Scene Director and senior management team who would be responsible for the running and management of services on behalf of the Environment Commissioning Group. All staff would be employed by the council.

This option has been discounted because it did not score highly against the assessment criteria. It has also been discounted because it had ceased to function as an effective operating model for delivering services, as of December 2015.

Street Scene staff creating their own not-for-profit organisation in order to run services, on behalf of the council (employee mutual, trust, social enterprise)

This option would have involved the creation of an organisation which is not in the public sector but delivers public services (e.g. social enterprise, employee mutual, or trust). Each of the models within this option are not-for-profit organisations; so any profit generated would be reinvested in the services.

The employee mutual model would involve Street Scene staff being employed by, and at least partially, owning a company that would deliver services on behalf of the council. The trust model would work in a similar way.

The social enterprise model would involve creating a legally separate organisation, which may or may not be owned (or partly owned) by the council.

This option has been discounted because none of the models above scored highly against the assessment criteria. It was also felt that this option was unlikely to meet service objectives.

The council creating a joint venture with an external partner(s) to run services together

For this option, the council would have joined together with an external partner(s) in order to run and manage services together as a new, legally separate, organisation. This organisation would be jointly owned by the external partner(s) and the council and would have a profit-making motive. However, it would also have clear social objectives which would be managed by the council.

This option has been discounted because it did not score highly against the assessment criteria. It was also felt that this option was unlikely to meet service objectives.

How have these options been scored?

These options have been scored against these assessment criteria as per the table below:

Option	Value for Money (Cost vs. Savings)	Good local knowledge (Place-based Service)	Innovation and Technology	Local Income Generation	Continual Service Improvement	Track Record	Total
In-house (pre-December 2015)	√	√√√	√	√	√	√	8
Employee Mutual, Social Enterprise, and Trust(s)	√	√√√	√	√√	√√	√	10
Joint Venture and Partnership(s)	√√	√√	√√	√√	√√	√	11

What feedback do we want from you?

- Do you have any comments to make about the options we have discounted?

For more information:

Visit engage.barnet.gov.uk

E-mail: Amy.Blong@capita.co.uk

Write to: **Barnet Council, Building 4, NLBP, Oakleigh Road South, London, N11 1NP**