

MEETING

ENVIRONMENT COMMITTEE

DATE AND TIME

TUESDAY 10TH MARCH, 2015

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF ENVIRONMENT COMMITTEE (Quorum 3)

Chairman: Councillor Dean Cohen
Vice Chairman: Councillor Brian Salinger

Councillors

Maureen Braun
Joan Scannell
Alan Schneiderman

John Hart
Dr Devra Kay
Agnes Slocombe

Graham Old
Claire Farrier
Laurie Williams

Substitute Members

Sury Khatri
Tim Roberts

Adam Langleben
Lisa Rutter

Nagus Narenthira
Stephen Sowerby

You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

Governance Services contact: Paul Frost. 0208 359 2205. Paul.frost@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
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3.	Disclosable Pecuniary Interests and Non Pecuniary Interests	
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Decisions of the Environment Committee

27 January 2015

Members Present:-

AGENDA ITEM 1

Councillor Dean Cohen (Chairman)
Councillor Brian Salinger (Vice-Chairman)

Councillor Maureen Braun Councillor Joan Scannell
Councillor John Hart Councillor Alan Schneiderman
Councillor Dr Devra Kay Councillor Agnes Slocombe
Councillor Graham Old Councillor Laurie Williams

Also in attendance

Apologies for Absence

Councillor Claire Farrier

1. MINUTES OF THE LAST MEETING

RESOLVED – That the Minutes of the meeting held on 18 November 2014 be approved.

2. ABSENCE OF MEMBERS

Councillor Clair Farrier.

3. DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS

In relation to Item 8, Parking Policy, at Council meeting on 15 July there were a number of dispensations for members agreed in order to allow to them to fully participate in certain matters where otherwise they may have a DPI (Disclosable Pecuniary Interest); one of the dispensations agreed related to matters to do with ‘an allowance, travelling expense, payment or indemnity’ and as such made it possible for Members to fully participate on this item. It was recommended and agreed that the general dispensation applies until the next election.

Councillor	Agenda Item	Nature of Interest
Brian Salinger	8 – Implementation of New Parking Policy	Non-disclosable pecuniary interest as the owner but who does not live in Controlled Parking Zone
	9 - Highways Planned Improvement	Non-disclosable pecuniary interest as Chairman of

	Programme 2015/16, Appendix A	Governors at Moss Hall
	10 - Highways Planned Maintenance Programme	Non-disclosable pecuniary interest as he owns a property that is on one of the roads listed for repaving.
Dean Cohen	8 – Implementation of New Parking Policy	Pecuniary as Councillor Cohen holds a Members parking permit.
		Non-disclosable pecuniary interest as the owner of a hybrid car.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

There was none.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

There were none.

6. MEMBERS' ITEMS (IF ANY)

There were none.

7. ENVIRONMENT, FEES AND CHARGES

The Interim Commissioner for Environment presented the Environment Fees and Charges report.

Following discussion and consideration of the item, the Committee

RESOLVED - That the Environment Committee recommend the fees and charges set out in the report to be presented to Policy and Resources Committee for approval.

8. IMPLEMENTATION OF NEW PARKING POLICY

The Interim Commissioner for Environment presented the Implementation of Parking Policy report.

Following discussion and consideration of the item;

Councillor Schneiderman, seconded by Councillor Dr. Devra Kay moved the following amendments:

- 1. To the proposed April 2015 date for implementation Emission Based Permits:**

That in the interest of fairness the proposal is postponed for a year in order to give residents', if they so wish, the opportunity to change their car for a lower emission based one or change their behaviour.

The amendment was put to the vote. Votes were recorded as follows:

For	4
Against	6
Absent	1

The amendment was declared lost.

2. To paragraph 1.12, page 22:

That any changes to the charges of the bays are postponed pending the chance to look at the data on how people are applying for the suspension bays.

The Infrastructure and Parking Manager explained that rational for changing from the flat rate arose due to a legal challenge from one of the utility companies. As a consequence officers have reviewed the basis of the current charges and this has included identifying all relevant tasks involved in dealing with a successful bay suspension application. This exercise has established that the costs involved in processing and implementing an application is significantly higher than the current charge for a one day suspension; however the on-going daily rate currently charged is higher than the costs incurred. Based on this finding the charge has been adjusted to ensure that costs are appropriately recovered and as such will stand up to scrutiny when and if challenged in the future. .

In order to assist members in understanding the initial application charge he further explained the different elements involved in processing and implementing a successful application

- A review of the application received and checking the maps to confirm that there is bay/bays at the required location and hence whether a suspension is required.
- Reviewing the impact of suspending the number of bays requested
- Calculating the applicable charge based on the number of bays and number of days the suspension will apply
- Providing the cost to the applicant in writing
- Processing the payment
- Preparing and issuing instructions to the contractor to produce and place the suspension on site
- The contractor manufacturers the required signs specific to the location
- The contractor travels to the relevant site and installs the signage
- The contractor returns to the site at the end of the suspension period and removes the signage
- The enforcement contractor monitors the site for compliance during the suspension period
- The enforcement contractor enforces any identified non-compliance and/or adjusts the signage where it has been vandalised

In light of the above, Councillor Schneiderman withdrew his amendment

Recommendation 3 as set out in the report was withdrawn as Committee requested further detail relating to the actual costs of carrying out the proposed works. The Committee requested that this is brought back to the next meeting of the Committee with details of the following:

- The list of proposed roads/footways
- The cost of carrying out necessary works
- What potential impact (if any) the proposals will have.

RESOLVED -

1. That the Environment Committee consider and recommend the parking permit charges set out in this report to be presented to Policy and Resources Committee for approval.
2. That the Environment Committee agrees the action plan for all activity to implement the new Parking Policy.
3. That the Environment Committee considers the proposed capital investment that is not currently included in any agreed capital programme or highways capital programme and agree to request additional funding of £1.57m from the Policy and Resources Committee.

Votes were recorded as follows:

For	6
Against	2
Abstentions	2
Absent	1

The recommendation was declare carried.

4. That the Environment Committee note the proposed new parking client team structure and agree its implementation in accordance with the Council's current HR policies.

Additional Recommendation

5. The a report is brought back to the next meeting of the Committee with details of the following:
 - The list of proposed roads/footways
 - The cost of carrying out necessary works
 - What potential impact (if any) the proposals will have.

The recommendations were declared carried.

9. HIGHWAYS PLANNED IMPROVEMENT PROGRAMME 2015/16

The Interim Commissioner for Environment presented the Highways Planning Improvement Programmed Report 2015/16.

Following discussion and consideration of the item;

The Interim Commissioner for Environment clarified regarding recommendation 2 that they seek the Committee's approval to adjust the list i.e should there be need to reprioritise based on needs assessment basis or a referral from the Area Committees. But that where a scheme is delayed or drops off the programme any new proposals for a new scheme have to come back to the Environment Committee for approval.

RESOLVED –

1. That the Committee approve the programme of work set out in Appendix A, including the prioritised programmes of Traffic Management & Accident Reduction Schemes, School Travel Plan Schemes, Parking Review Schemes and 20mph schemes set out more fully in the report and appendices, for introduction using Local Implementation Plan (LIP) or other funding as available, subject to approval of the relevant budgets through Policy and Resources Committee.
2. That authority to adjust the detailed programme and funding for individual proposals as they develop be delegated to the Commissioning Director for Environment.

10. HIGHWAYS PLANNED MAINTENANCE PROGRAMME

The Interim Commissioner for Environment presented the Highways Planned Maintenance Programme report.

Following discussion and consideration of the item;

The Committee amendment the percentages listed in table 5.2.3 should be adjusted as follows

Asset	Proposed Approximate Percentage Spent
Carriageways (Resurfacing 15%, Micro Asphalt 20% & Surface Dressing 25%- approximately)	60% 40%
Footways	30% 50%
Structures, Drainage, Signs and Road Markings	10%
Total	100%

Members were concerned that there appeared to be a number of duplications and errors with regards to the roads listed in the programmed. As such the Committee requested that officers re-check the information and bring the list back to Committee in March for final ratification before final implementation.

Councillor Cohen with the agreement of the Committee moved the following to amendment to recommendation 2,

Where Ward Members or members of the public feel that their road has been overlooked and needs to be assessed and considered for implementation for whatever the required treatment is, that it is looked at by officers and decided on its merits

RESOLVED

1. That the list of roads for carriageway resurfacing, footway relay and other highway maintenance works in the Borough for 2015/2016 and subsequent years; as listed in Appendix A attached to this report, be approved.

That subject to the overall costs being contained within agreed budgets, the Commissioning Director for Environment be authorised to instruct Re to :

- i) give notice under Section 58 of the New Roads and Street Works Act 1991 of the Council's intention to implement the highway works shown in Appendix A by advertising and consulting as necessary with public utility companies and Transport for London (TfL) for schemes proposed to be implemented during 2015/2016;
 - ii) implement the schemes proposed in Appendix A by placing orders with the Council's term contractors or specialist contractors appointed in accordance with the public procurement rules, and or the Council's Contract Procedure Rules as appropriate;
 - iii) commission condition assessments of carriageways and footways within all constituent areas to determine the overall condition and appropriate measures to be considered in future programmes;
2. That the Committee agree that changes to the priority listing where a new assessment highlights a higher priority including new entries will be delegated to the Commissioning Director and reported back to the next available Environment Committee.
Where Ward Members or members of the public feel that their road has been overlooked and needs to be assessed and considered for implementation for whatever the required treatment is, that it is looked at by officers and decided on its merits.

11. REVIEW OF STREET CLEANSING METHODS

The Interim Commissioning Director for Environment introduced the Review of Street cleansing methods report.

Following discussion and consideration of the item;

RESOLVED -

1. That the Environment Committee approve the revised approach to delivering street cleansing services with effect from 1 April 2015.
Votes were recorded as follows:

For	6
Abstentions	4
Absent	1

2. That the Committee note the second phase of service developments to deliver behaviour change and drive down service demand that are to be delivered as part of the Council's Financial Strategy 2015 – 2020.

Votes were recorded as follows:

For	6
Abstentions	4
Absent	1

12. PROVISION FOR AN EFFECTIVE APPEALS SERVICE TO LONDON MOTORISTS IN RELATION TO PARKING ON PRIVATE LAND

The Interim Commissioning Director for Environment introduced the report and the addendum.

Following discussion and consideration of the item;

RESOLVED –

1. It is recommended that the Committee review the detailed report attached and agree to:
 - (a) formally confirm that the exercise of functions delegated to TEC to enter into the arrangement with the British Parking Association were and continue to be delivered pursuant to section 1 of the Localism Act 2011;
 - (b) formally resolve to expressly delegate the exercise of section 1 of the 2011 Act to the TEC joint committee for the sole purpose of providing an appeals service for parking on private land for the British Parking Association under contract; and
 - (c) take all relevant steps to give effect to the matters set out in (a) and (b) above through a formal variation to the TEC Governing Agreement

13. COMMITTEE FORWARD WORK PROGRAMME

Subject to the amendments made to the work programmed, the Committee noted the report.

14. ANY ITEM(S) THAT THE CHAIRMAN DECIDES IS URGENT

There were none.

The meeting finished at 9.25 pm

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	AGENDA ITEM 6a
	Environment Committee 10 March 2015
Title	Petition – Request For An Hour’s Free Parking
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Paul Frost, Governance Team Leader (Acting), 020 8359 2205, paul.frost@barnet.gov.uk

Summary
This item provides Members with information relating to a petition signed by 2,104 residents.

Recommendations
<ol style="list-style-type: none"> 1. That the Environment Committee note the petition received by the Council in relation to ‘an Hour’s Free Parking’.
<ol style="list-style-type: none"> 2. Following debate on the petition, the Committee are requested to give instructions in relation to the petition as highlight at section 5.3.2

1. WHY THIS REPORT IS NEEDED

- 1.1 The Head of Governance was notified that a petition in relation to a request for an hour's free parking had received 2,104 signatures.
- 1.2 In accordance with the Council's Constitution, Public Participation Rules, petitions which receive 2,000 signatures and over but less than 7,000 will be considered by the next available meeting of the relevant theme Committee.

2. REASONS FOR RECOMMENDATIONS

- 2.1 It is a constitutional requirement for Environment Committee to consider petitions which receive 2,000 signatures and over but less than 7,000.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 The Environment Committee decisions will be minuted and any actions arising implemented through the relevant Commissioning Director or Committee as appropriate.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The three key priorities set out in the 2013-16 Corporate Plan are: –

- Supporting families and individuals that need it – promoting independence, learning and wellbeing,
- Improving the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study,
- Promoting responsible growth, development and success across the Borough.

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

- 5.2.1 None specifically arising from this report.

5.3 Legal and Constitutional References

- 5.3.1 Council Constitution, Responsibility for Functions, Annex A sets out the Functions of The Environment Committee.

5.3.2 Council Constitution, Public Participation and Engagement – paragraph 6.9 provides that;

“2,000 signatures and over but less than 7,000 will be considered by the next available meeting of the relevant theme Committee. Petitions are required to be received 15 days before the Committee meeting, and only one petition will normally be heard. The Chairman of the Committee will request that the relevant Chief Officer attend the meeting to be called to give account with regard to the issue raised. Details of the procedure to be followed at the meeting are set below:

- i) Lead Petitioner is given five minutes to present the petition;
- ii) Committee Members have an opportunity to ask questions of the Lead Petitioner;
- iii) Chief Officer and Chairman of the relevant Committee respond to the issues raised in the petition;
- iv) Committee Members ask questions of the Chief Officer and Committee Chairman;
- v) Committee will then consider the issues raised and the responses received and take one of the following actions:
 - Take no action
 - Note the petition
 - Agree a recommended course of action.
 - Instruct an Officer to prepare a report for a future meeting of the Committee on the issue(s) raised.

5.4 Risk Management

- 5.4.1 Failure to deal with petitions received from members of the public in a timely way and in accordance with the provisions of the Council’s Constitution carries a reputational risk for the authority.

5.5 Equalities and Diversity

- 5.5.1 Pursuant to the Equality Act 2010 (“the Act”), the council has a legislative duty to have ‘due regard’ to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protected characteristics and those without. The ‘protected characteristics’ are age, race, disability, gender reassignment, pregnancy, and maternity, religion or belief and sexual orientation. The ‘protected characteristics’ also include marriage and civil partnership, with regard to eliminating discrimination.

5.6 Consultation and Engagement

- 5.6.1 None specifically arising from this report.

6. BACKGROUND PAPERS

6.1 None.

	AGENDA ITEM 6b
	Environment Committee 10 March 2015
Title	e-Petition – Request to Create 30 Minutes Free Parking in Barnet
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Paul Frost, Governance Team Leader (Acting), 020 8359 2205, paul.frost@barnet.gov.uk

Summary
This item provides Members with information relating to an e-petition signed by 2,896 residents.

Recommendations
<ol style="list-style-type: none"> 1. That the Environment Committee note the e-petition received by the Council in relation to a request to ‘Create 30 Minutes Free Parking in Barnet’.
<ol style="list-style-type: none"> 2. That the Environment Committee note that the deadline of this e-petition is 14 April 2015
<ol style="list-style-type: none"> 3. Following debate on the e-petition, the Committee are requested to give instructions in relation to the e-petition as highlight at section 5.3.2

1. WHY THIS REPORT IS NEEDED

- 1.1 The Head of Governance was notified that an e-petition to Create 30 Minutes Free Parking in Barnet had received 2,896 signatures.
- 1.2 In accordance with the Council's Constitution, Public Participation Rules, petitions which receive 2,000 signatures and over but less than 7,000 will be considered by the next available meeting of the relevant theme Committee.

2. REASONS FOR RECOMMENDATIONS

- 2.1 It is a constitutional requirement for Environment Committee to consider petitions which receive 2,000 signatures and over but less than 7,000.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 The Environment Committee decisions will be minuted and any actions arising implemented through the relevant Commissioning Director or Committee as appropriate.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The three key priorities set out in the 2013-16 Corporate Plan are: –

- Supporting families and individuals that need it – promoting independence, learning and wellbeing,
- Improving the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study,
- Promoting responsible growth, development and success across the Borough.

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

- 5.2.1 None specifically arising from this report.

5.3 Legal and Constitutional References

- 5.3.1 Council Constitution, Responsibility for Functions, Annex A sets out the Functions of The Environment Committee.

5.3.2 Council Constitution, Public Participation and Engagement – paragraph 6.9 provides that;

“2,000 signatures and over but less than 7,000 will be considered by the next available meeting of the relevant theme Committee. Petitions are required to be received 15 days before the Committee meeting, and only one petition will normally be heard. The Chairman of the Committee will request that the relevant Chief Officer attend the meeting to be called to give account with regard to the issue raised. Details of the procedure to be followed at the meeting are set below:

- i) Lead Petitioner is given five minutes to present the petition;
- ii) Committee Members have an opportunity to ask questions of the Lead Petitioner;
- iii) Chief Officer and Chairman of the relevant Committee respond to the issues raised in the petition;
- iv) Committee Members ask questions of the Chief Officer and Committee Chairman;
- v) Committee will then consider the issues raised and the responses received and take one of the following actions:
 - Take no action
 - Note the petition
 - Agree a recommended course of action.
 - Instruct an Officer to prepare a report for a future meeting of the Committee on the issue(s) raised.

5.4 Risk Management

- 5.4.1 Failure to deal with petitions received from members of the public in a timely way and in accordance with the provisions of the Council’s Constitution carries a reputational risk for the authority.

5.5 Equalities and Diversity

- 5.5.1 Pursuant to the Equality Act 2010 (“the Act”), the council has a legislative duty to have ‘due regard’ to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protected characteristics and those without. The ‘protected characteristics’ are age, race, disability, gender reassignment, pregnancy, and maternity, religion or belief and sexual orientation. The ‘protected characteristics’ also include marriage and civil partnership, with regard to eliminating discrimination.

5.6 Consultation and Engagement

- 5.6.1 None specifically arising from this report.

6. BACKGROUND PAPERS

- 6.1 Further details of this e-petition can be found at <http://petitions.barnet.gov.uk/30MinutesFree/>

	<p>Environment Committee</p> <p>10 March 2015</p>
<p>Title</p>	<p>Member's Item – Impact of Street Trading Councillor Dean Cohen</p>
<p>Report of</p>	<p>Head of Governance</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>None</p>
<p>Officer Contact Details</p>	<p>Paul Frost, Governance Team Leader Email: paul.frost@barnet.gov.uk Tel: 020 8359 2205</p>

Summary
<p>The report informs the Environment Committee of a Member's Item and requests instructions from the Environment Committee.</p>

Recommendations
<p>1. That the Environment Committee's instructions in relation to this Member's item are requested.</p>

1. WHY THIS REPORT IS NEEDED

1.1 Councillor Dean Cohen has requested that a Member's Item be considered on the following matter:

1.2 *Street Trading is operational throughout the Borough. It is therefore requested that:*

- *The Environment Committee note the Councils policy on street trading*
- *Information be provided to the Environment Committee that provides detail on the road traffic management during street trading operation*
- *All relevant Officers are in attendance to give a full representation*

2. REASONS FOR RECOMMENDATIONS

2.1 No recommendations have been made. The Environment Committee are therefore requested to give consideration and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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

5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution Meeting Procedure Rules (section 6) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members items must be within the term of reference of the decision making body which will consider the item.

5.3.2 There are no legal references in the context of this report.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 Member's Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 Email to the Governance Service on 06 February 2015.

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	AGENDA ITEM 7b
	<p>Environment Committee</p> <p>10 March 2015</p>
Title	Member’s Item – Roads and Pavements Councillor Dr Devra Kay
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Paul Frost, Governance Team Leader Email: paul.frost@barnet.gov.uk Tel: 020 8359 2205

Summary
The report informs the Environment Committee of a Member’s Item and requests instructions from the Environment Committee.

Recommendations
1. That the Environment Committee’s instructions in relation to this Member’s item are requested.

1. WHY THIS REPORT IS NEEDED

- 1.1 Councillor Dr Devra Kay has requested that a Member's Item be considered on the following matter:
- 1.2 *Barnet's pavements and roads are in a dangerous state of disrepair which is reflected in the latest Residents' Perception Survey in which residents put the condition of pavements and roads at the top of their list of personal concerns.*
- 1.3 *I request that the Environment Committee consider the impact this has to residents and they be offered the opportunity to give their views on the conditions of their own streets through a Borough-wide consultation. The outcome of this consultation should be assessed and fed into the planned and reactive management programmes as appropriate so that the pavements and roads that have been identified can be repaired.*

REASONS FOR RECOMMENDATIONS

- 1.4 No recommendations have been made. The Environment Committee are therefore requested to give consideration and provide instruction.

2. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 2.1 Not applicable.

3. POST DECISION IMPLEMENTATION

- 3.1 Post decision implementation will depend on the decision taken by the Committee.

4. IMPLICATIONS OF DECISION

4.1 Corporate Priorities and Performance

- 4.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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

- 4.2.1 None in the context of this report.

4.3 Legal and Constitutional References

- 4.3.1 The Council's Constitution Meeting Procedure Rules (section 6) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members items must be

within the term of reference of the decision making body which will consider the item.

4.3.2 There are no legal references in the context of this report.

4.4 **Risk Management**

4.4.1 None in the context of this report.

4.5 **Equalities and Diversity**

4.5.1 Member's Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

4.6 **Consultation and Engagement**

4.6.1 None in the context of this report.

5. **BACKGROUND PAPERS**

5.1 Email to the Governance Service on 26 February 2015.

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AGENDA ITEM 7c



Environment Committee

10 March 2015

Title	Member's Item –Street Lighting Councillor Claire Farrier
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Paul Frost, Governance Team Leader Email: paul.frost@barnet.gov.uk Tel: 020 8359 2205

Summary

The report informs the Environment Committee of a Member's Item and requests instructions from the Environment Committee.

Recommendations

1. That the Environment Committee's instructions in relation to this Member's item are requested.

1. WHY THIS REPORT IS NEEDED

- 1.1 Councillor Claire Farrier has requested that a Member's Item be considered on the following matter:
- 1.2 *Barnet has been dimming almost all of its street lights by 50% since last year and this was introduced without consultation with residents, community groups or the police.*
- 1.3 *I request that the Environment Committee consider the decision to dim street lights on safety and the fear of crime. I request that the Committee also request greater investment in LED lighting, which saves both energy and money.*

REASONS FOR RECOMMENDATIONS

- 1.4 No recommendations have been made. The Environment Committee are therefore requested to give consideration and provide instruction.

2. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 2.1 Not applicable.

3. POST DECISION IMPLEMENTATION

- 3.1 Post decision implementation will depend on the decision taken by the Committee.

4. IMPLICATIONS OF DECISION

4.1 Corporate Priorities and Performance

- 4.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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

- 4.2.1 None in the context of this report.

4.3 Legal and Constitutional References

- 4.3.1 The Council's Constitution Meeting Procedure Rules (section 6) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members items must be within the term of reference of the decision making body which will consider the item.

4.3.2 There are no legal references in the context of this report.

4.4 **Risk Management**

4.4.1 None in the context of this report.

4.5 **Equalities and Diversity**

4.5.1 Member's Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

4.6 **Consultation and Engagement**

4.6.1 None in the context of this report.

5. **BACKGROUND PAPERS**

5.1 Email to the Governance Service on 26 February 2015.

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	AGENDA ITEM 7d
	<h2>Environment Committee</h2> <h3>10 March 2015</h3>
Title	Member's Item – Parking Enforcement Councillor Alan Schneiderman
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Paul Frost, Governance Team Leader Email: paul.frost@barnet.gov.uk Tel: 020 8359 2205

<h3>Summary</h3>
The report informs the Environment Committee of a Member's Item and requests instructions from the Environment Committee.

<h3>Recommendations</h3>
1. That the Environment Committee's instructions in relation to this Member's item are requested.

1. WHY THIS REPORT IS NEEDED

1.1 Councillor Alan Schneiderman has requested that a Member's Item be considered on the following matter:

1.2 *Given the concern over parking enforcement regularly shown by residents and traders, I request an urgent update on the review of enforcement procedures agreed by the environment committee on 18 November 2014.*

REASONS FOR RECOMMENDATIONS

1.3 No recommendations have been made. The Environment Committee are therefore requested to give consideration and provide instruction.

2. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

2.1 Not applicable.

3. POST DECISION IMPLEMENTATION

3.1 Post decision implementation will depend on the decision taken by the Committee.

4. IMPLICATIONS OF DECISION

4.1 Corporate Priorities and Performance

4.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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

4.2.1 None in the context of this report.

4.3 Legal and Constitutional References

4.3.1 The Council's Constitution Meeting Procedure Rules (section 6) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members items must be within the term of reference of the decision making body which will consider the item.

4.3.2 There are no legal references in the context of this report.

4.4 Risk Management

4.4.1 None in the context of this report.

4.5 Equalities and Diversity

4.5.1 Member's Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

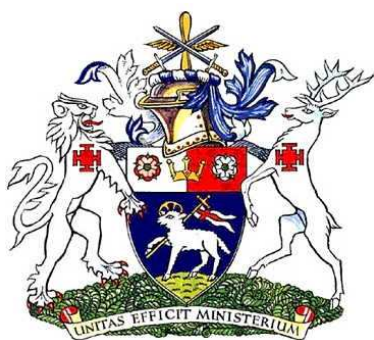
4.6 Consultation and Engagement

4.6.1 None in the context of this report.

5. BACKGROUND PAPERS

5.1 Email to the Governance Service on 26 February 2015.

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Environment Committee

10 March 2014

Title	Bunns Lane Car Park, Mill Hill, Parking Charges
Report of	Lead Commissioner for Environment
Wards	All
Status	Public
Enclosures	Appendix 1 – Current Car Park Usage (transactions and income)
Officer Contact Details	<p>Alan Bowley, Lead Commissioner, Environment 020 359 2690 alan.bowley@barnet.gov.uk</p> <p>Claire Symonds, Commercial & Customer Services Director 0208 359 7082 Claire.symonds@barnet.gov.uk</p> <p>Paul Bragg, Infrastructure and Parking Manager 020 8359 7305, Paul.bragg@barnet.gov.uk</p>

Summary

The Policy and Resources Committee ('the P&R Committee') considered a request from the Hendon Area Committee to introduce Free all day parking on a Saturday in Bunns Lane Car Park and P&R Committee agreed that this matter should be referred to this Committee for more detailed consideration.

Policy & Resources Committee requested that the Environment Committee bases its decision on evidence in terms of the usage of this car park; ensures that any proposal is consistent with the Council's wider Parking Policy; and is funded on a sustainable basis in the future. P&R Committee also noted that the Environment Committee may wish to consider whether a pilot scheme may be appropriate.

This report provides information on the current usage of the car park, identifies the implication of introducing free parking and identifies a number of options, which are believed to provide positive changes for the benefit of local trade whilst also mitigating the sustainability issues.

Recommendations

1. That the Environment Committee consider approving a pilot scheme to support the local traders of Mill Hill as intended by the Hendon Area Committee by amending the existing tariff structure and introducing a free period of up to 3 hours on a Saturday.

2. That the Environment Committee agree that the pilot scheme shall be reviewed within 6 months of implementation to ensure it is achieving its intended aims and remains a financially sustainable option.

3. That the Environment Committee agree how the implementation of the scheme will be funded for the period of the pilot.

1. WHY THIS REPORT IS NEEDED

- 1.1 On 10 June 2014 the P&R Committee agreed that £100,000 per year over the next four years should be allocated to each of the Councils three Area Committees, subject to agreement of detailed arrangements for the governance, accountability and prioritisation of these budgets by the Community Leadership Committee.
- 1.2 On 11 September 2014 the Community Leadership Committee approved proposals for the allocation and governance of the Area Committee Budgets scheme, to be returned to the P&R Committee for final agreement.
- 1.3 At the Hendon Area Committee, a proposal was brought to offer free parking on Saturdays at the Bunns Lane Car Park, NW7 and a grant request of £6,000 was applied for. Although the committee were advised that the proposal had not passed due diligence and contravened the criteria of the Area Committees budgets in relation to funding. Despite this the Hendon Area Committee at its meeting on 15 January referred the application to the Community Leadership Committee for determination. The Committees reasons for so doing being that the proposal will help the local community, support local business and provide a parking solution.
- 1.4 Following consideration of the implications of this decision, officers have determined that the application should be decided by the P&R Committee rather than the Community Leadership Committee as if approved it would require amendments to parking fees and charges and as the constitution is currently drafted such decisions are determined by the P&R Committee.
- 1.5 At the February 17th P&R Committee meeting, members of that Committee agreed that the request for free all day parking on a Saturday in the Bunns Lane Car Park in Mill Hill be referred to this Committee for further consideration and decision.
- 1.6 Members of the P&R Committee recognised that there could be implications in respect of the new Parking Policy and that the funding of such a proposal would need to be sustainable and as such they proposed that this Committee

reviews the request to ensure these matters are given proper and careful consideration before a decision is taken to agree or reject the proposal.

- 1.7 It is important to understand the way in which the car park is currently being used both during the week and at the weekends and therefore the table provided in Appendix 1 provides the level of parking transactions occurring and the associated income being generated.
- 1.8 The car park is located in Bunns Lane at the junction with Mill Hill Broadway and is close to the Mill Hill Broadway Station Car Park. It will therefore be no surprise that the majority of the users of the car park are commuters who leave their vehicle in the car park all day and use the train to commute to work. This can be demonstrated by the number of all day parking transactions as opposed to short duration transactions. The all day transactions account for 94% of the total transactions and 96% of the income generated.
- 1.9 One of the important factors in terms of car park usage is the alternative parking options in the local area. The roads surrounding the car park are restricted for one hour Monday to Friday but there are no restrictions on a Saturday. It can be seen from the usage figures during the Monday to Friday period that the local restrictions lead to increased occupancy of the car park, whereas on a Saturday motorists choose to park in the surrounding streets to avoid the car park charges. The Saturday transactions only account for 4.2% of the total transactions Monday to Saturday. Of the Saturday transactions between 50% and 75% are all day transactions, depending on the time of year.
- 1.10 This Saturday parking behaviour is having a detrimental effect on the surrounding roads and is causing congestion due to cars being parked on both sides of the road. Although there have not been a lot of complaints from residents in the surrounding roads this parking behaviour does restrict residents being able to park outside their own properties on a Saturday.
- 1.11 Based on this knowledge and the desire to increase occupancy of the car park it has been planned to review the surrounding roads restrictions and propose an extension to the restrictions to include a Saturday. It is anticipated that this could double the occupancy of the car park on a Saturday, increase the income by double, whilst dealing with the traffic management concerns relating to the surrounding roads.
- 1.12 From the current usage figures it can be recognised that the proposal to make the car park free all day on a Saturday is unlikely to have the desired effect of increasing the footfall for local traders. There is a strong possibility that this will encourage more commuters to park in the car park and those who work in the area on a Saturday to park their vehicle all day without any benefit to local traders. Additionally this will have a detrimental impact on the sustainability of the parking budget as the current income and proposed additional income following restriction changes will not be achieved.

- 1.13 There are also other cost implications as in order to make the change to allow free parking the Traffic Management Order (TMO) would require amending and the PaybyPhone system would require reconfiguration. There would also be an impact on enforcement activity with a likely loss of income from Penalty Charge Notices which are currently issued for contraventions such as failure to make a payment and for overstaying a paid for period.
- 1.14 The Resources section 5.2 of this report identifies the totality of the financial implications and although the aims of the Parking Policy to increase occupancy may be achieved it would be difficult to justify on the basis of sustainability.
- 1.15 However, it is recognised that this request is made in order to encourage increased use of the local facilities and help to increase the footfall within the Mill Hill Town Centre and thereby supporting local traders. Officers have therefore investigated possible options which could be introduced as an alternative solution which will meet the aims of the request whilst ensuring that the changes are sustainable. Using the current statistics and observations of parking behaviour locally both during the week and on a Saturday the following options have been identified. These could be combined with the existing proposed local changes and are more likely to encourage local short and medium stay parking and hence increased footfall in the Town Centre in addition to the existing commuter parking:
- Consider changing the existing charging structure to include further medium term parking options, such as changing the up to 90 minutes of parking to 2 hours and adding a further tariff up to 3 hours of parking
 - introducing a Free period only for vehicles parked up to the 3 hour period and normal charges apply beyond
 - Keep the existing tariff structure but reduce the tariffs for the periods up to 90 minute that will apply on a Saturday only
 - A combination of the above two bullet points
- 1.16 In order to introduce any of the above changes the TMO would need to be amended and the PbP system reconfigured.
- 1.17 In accordance with the P&R Committees recommendation it would be proposed to introduce changes on an experimental basis. During the experimental period it would be identified via increased monitoring how the changes have changed the parking behaviour in the area and to potentially make further minor amendments in order to achieve the desired positive outcomes of increasing parking occupancy for the benefit of local traders. Once it has been confirmed that the changes have increased occupancy and footfall and are sustainable they could then be made permanent.

2. REASONS FOR RECOMMENDATIONS

- 2.1 In accordance with the Policy and Resources Committee recommendation it is important to ensure that due consideration is given to any proposals being complimentary to the new parking policy and that in making a decision the sustainability aspect is understood and protected.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The recommendations and the alternative options are identified within this report and there is more than one option to be considered by the Committee.

4. POST DECISION IMPLEMENTATION

- 4.1 This will depend on the decision and which options are to be taken forward assuming that the committee's decision is not to reject the introduction of free parking in accordance with recommendation 1.
- 4.2 The report has identified a number of implications and hence actions that would be taken depending on the chosen options.
- 4.3 Should changes be approved officers would commence the process to amend and consult on the TMO changes.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Barnet Council will work with local partners to create the right environment to improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

- 5.1.2 The three priority outcomes set out in the 2013/16 Corporate Plan are:

- Promote responsible growth, development and success across the borough
- Support families and individuals that need it- promoting independence, learning and well-being
- Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study

- 5.1.3 Addressing local issues will help to achieve the above priority outcomes, particularly in respect of supporting the vulnerable and improving the satisfaction of residents through improved confidence in the Council's capacity to effectively manage and monitor the parking arrangements throughout the borough.

5.1.4 It will also serve to enhance the public perception that the Council are making sound and justified decisions and in so doing can demonstrate that clearly defined processes are in place which are transparent and ensures that robust criteria is being used to support decisions in relation to parking provision.

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

5.2.1 The Area Committee made the request to P&R Committee that they allocate £6,000 of their budget to fund the application for free parking. The Parking Service have reviewed the financial impact and advised in the P&R Committee report that the full annual cost implications would be £24,950 in year one and £21,700 in future years.

5.2.2 The cost implications identified above are derived from the following:

Loss of paid for parking (car park):	(£6,500)
Reduction in penalty charge notice income to the SPA	(£4,350)
Alterations to signage, payment method and TMO	(£3,250)
Total Estimated costs of implementing change and loss of income:	(£14,100)

5.2.3 In 2015/16 the Parking Service have plans to make changes locally which are designed to increase usage of the car park on a Saturday. The proposed free parking on a Saturday would negatively affect the following estimated additional income for the general fund and ring fenced SPA as follows:

Loss of paid for parking income (car park):	(£6,500)
Reduction in penalty charge notice income to the SPA:	(£4,350)
Total estimated loss of additional income in 2015/16:	(£10,850)

5.2.4 As the sum proposed by the Area Committee is not sufficient to cover the initial costs and as the grant is for a 12 month period only the parking budget could not sustain this sum on an on-going basis

5.2.5 Options have been explored to assist with the sustainability issue and these are identified in paragraph 1.15. The cost of implementing up to three hours of free parking including the TMO, signage and the PBP changes could be accommodated from the £6,000 funding available from the Area Committees as a one-off.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution (Responsibly For Functions, Annex A) gives the Environment Committee certain responsibility related to the street scene including pavements and all classes of roads, parking provision and enforcement, and transport and traffic management including agreement of

the London Transport Strategy Local Implementation Plan.

- 5.3.2 Under the Road Traffic Act 1991 the Council took over the enforcement of all parking places on the highway in 1994. In 1994 following a pilot where decriminalised enforcement covered three areas, the Council applied for an order to be made designating the whole borough a Special Parking Area which was duly done - with the exception of the current Transport for London Road Network and the M1 motorway. Consequently the Council is empowered to enforce the full range of “decriminalised” parking controls that it implements in any borough road.
- 5.3.3 Section 45 of the Road Traffic Regulation Act 1984 allows an authority to designate parking places on highways in their area for vehicles of any class and to charge (such amount as may be prescribed under section 46) for vehicles left in a designated parking place
- 5.3.4 In using the powers under the Road Traffic Regulation Act 1984, the authority has a duty, amongst other considerations, to secure the expeditious, convenient and safe movement of vehicular and other traffic and the provision of suitable and adequate parking facilities both on and off the highway. This is pursuant to section 122 of the Road Traffic Regulation Act 1984.
- 5.3.5 The Traffic Management Act 2004 places obligation on authorities to ensure the expeditious movement of traffic on their road network. Authorities are required to make arrangements as they consider appropriate for planning and carrying out the action to be taken in performing the duty.
- 5.3.6 The Council as the Highway Authority has the necessary legal powers to introduce or amend Traffic Management Orders through the Road Traffic Regulation Act 1984 and the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996.

5.4 Risk Management

- 5.4.1 Taking actions that are complimentary to the aims of the Parking Policy shows that the Council are committed to achieve the desired outputs and are taking appropriate actions to make such improvements. Having such a document reduces the risks and is expected to improve the Council’s reputation and increase residents’ perception of the Council.
- 5.4.2 As identified in the report there is a high risk that there will be an adverse impact on costs and parking income should all day free parking be implemented and this will lead to a gap in the parking budgets. However, there is a desire to increase car park occupancy and support local traders and the alternatives options explored are considered to provide these positive outcomes whilst also ensuring the sustainability that the P&R Committee requested.

5.5 Equalities and Diversity

5.5.1 Section 149 of the Equality Act 2010 outlines the provisions of the Public Sector Equality duty which requires a decision maker to have due regard to the need to

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

5.5.2 The relevant protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent. A full Equalities Impact Assessment was carried out as part of the development of the Parking Policy. The overall feedback from this assessment did not indicate any adverse impacts to the protected groups or lead to any reassessment of the Policy. Their involvement and participation gave confidence that our proposals were appropriate to the needs of the diverse groups that this policy may impact.

5.6 Consultation and Engagement

5.6.1 The council's new Parking Policy (and hence its proposals) was developed through a robust and extensive public consultation exercise, which was reported to the November 2014 meeting of this committee.

6 BACKGROUND PAPERS

NONE

Appendix 1

1/2 Hour	1 Hour	1 1/2 Hours	2 Hours	3 Hours	4 Hours	5 Hours	Income	1 Day	Income	Total Income	Total Transactions
46	31	44	5	6	8	14	£ 46.00	3307	£ 70.00	£ 16,940.00	3461
40	61	24	7	8	8	45	£ 40.00	3398	£ 225.00	£ 17,564.00	3591
51	56	53	8	4	5	15	£ 51.00	3236	£ 75.00	£ 16,662.00	3428
36	62	32	10	3	17	19	£ 36.00	3671	£ 95.00	£ 18,856.00	3851
33	45	48	6	2	18	21	£ 33.00	2948	£ 105.00	£ 15,242.00	3121
45	59	72	7	8	11	8	£ 45.00	3262	£ 40.00	£ 16,859.00	3472
44	59	40	6	8	17	71	£ 44.00	3589	£ 355.00	£ 18,737.00	3834
41	52	51	4	5	10	47	£ 41.00	3533	£ 235.00	£ 18,293.00	3743
32	49	37	7	3	6	12	£ 32.00	2772	£ 60.00	£ 14,241.00	2818
35	32	45	5	6	11	24	£ 35.00	3546	£ 120.00	£ 18,194.00	3704
45	43	36	7	9	11	39	£ 45.00	3300	£ 195.00	£ 17,069.00	3490
39	43	33	9	5	12	16	£ 39.00	3446	£ 80.00	£ 19,409.00	3603
487	592	515	81	67	134	331	£ 487.00	40008	£ 1,655.00	£ 208,066.00	42116

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	AGENDA ITEM 9
	<h2>Environment Committee</h2> <h3>10 March 2015</h3>
Title	Business Planning - 2015/16 to 2019/20
Report of	Commissioning Director for Environment
Wards	All
Status	Public
Enclosures	Appendix A: Environment Committee Commissioning Plan 2015/16 to 2019/20 Appendix B: Financial Profile Appendix C: Consultation Feedback Appendix D: Environment Resident Perception Survey Autumn 2014
Officer Contact Details	Alan Bowley, Commissioning Director for Environment, 0208 359 2690, alan.bowley@barnet.gov.uk

<h2>Summary</h2>
<p>This report contains the five-year Commissioning Plan 2015/16 to 2019/20 for the Environment Committee.</p> <p>In December 2014, the Council approved the Environment Commissioning Plan for consultation as part of the wider engagement with residents to inform the council's medium term financial strategy. A programme of resident engagement has now been completed and a summary of the overall consultation feedback on the council's strategic plan to 2020, as well as specific feedback on the Environment commissioning intentions is included in Appendix C.</p> <p>The Environment Commissioning Plan has been reviewed in the light of this engagement. The plan, containing performance measures and targets through which the Committee will monitor progress in achieving its commissioning intentions, is contained in Appendix A. It sets out the strategic priorities, commissioning intentions and budget of the Environment Committee up to 2019/20 and has informed the Council's medium term financial strategy for consideration by Full Council on 3 March 2015.</p>

Appendix B profiles each of the revenue saving proposed from 2015/16 through to 2019/20. The budget projections for 2016/17 through to 2020 are indicative and these budgets will be formally agreed each year as part of council budget setting, and therefore could be subject to change.

Recommendations

- 1. That the Environment Committee approve the updated Commissioning Plan as set out at Appendix A and give consideration to the consultation responses highlighted in Appendix C.**

1. WHY THIS REPORT IS NEEDED

- 1.1 On 12 June 2014 the Environment Committee agreed to complete a Commissioning Plan and savings proposals by December 2014 and noted the savings target allocated by the Policy and Resources Committee of £5.9m.
- 1.2 This report updates the 5 year Commissioning Plan for the Committee, which includes strategic priorities, commissioning intentions and indicative budget proposals of the Environment Committee up to 2019/20 which informs the consideration of the Council's Medium Term Financial Strategy. The Commissioning Plan also identifies the major challenges for which this Committee will need to make commissioning decisions over the coming five years and summarises progress towards putting measures in place to deliver the £5.9m savings target.
- 1.3 On the 16th December Full Council approved the Environment Commissioning Plan, as part of the Council's wider business planning process, subject to consultation. This paper sets out the results from consultation and provides the final Commissioning Plan for approval. It also provides relevant performance targets and outcome measures.

1.4. The Commissioning Plan

- 1.4.1 The Commissioning Plan sets out the five year commissioning intentions of the Environment Committee. The plan has been developed at a time when forecast housing growth is likely to increase the demand for a range of services covered within this Plan. Against this backdrop, the council needs to make savings in the cost of its services. The Environment Committee was tasked by the council's Policy and Resources Committee on 10 June with identifying £5.9m of saving for the period 2015/16- 2019/20.
- 1.4.2 The Commissioning Plan sets out the priorities and commissioning intentions of the Environment Committee for 2015/16 through to 2019/20 together with proposed revenue budgets for each of the main service areas and the outcomes by which progress will be measured during this period.
- 1.4.3 The Commissioning Plan seeks to highlight proposals to address the emerging strategic priorities for the Environment Committee and include:
 - Driving an increase in overall resident satisfaction with Barnet as a place to live to amongst the highest of any Outer London borough
 - Increasing recycling rates and minimising tonnages collected
 - Meaningful and on-going engagement with residents across the borough around waste minimisation activity resulting in changing resident behaviour and high levels of satisfaction with the service
 - With the help of residents protecting, conserving and enhancing green space and the leafy character of Barnet for current and future generations

- Supporting and improving the health and wellbeing of the population, by providing safe green spaces to play, participate in sports and physical activity, walk and cycle
- Ensuring that Highway services in the borough – including both roads and pavements – are maintained to a high quality, and that improvements in quality and capacity are focused on areas where highest growth is expected, and of highest strategic importance. Always focusing on safety in every aspect of service delivery
- Making Regulatory services high quality and efficient, whilst prioritising attention on key risks to health and safety, so that they do not impose unnecessary costs or burdens on businesses who want to grow or relocate to the Borough
- Delivering Cemeteries and Crematoria Services that are high quality and efficient, and respond to changing resident preferences in dealing with the deceased respectfully.

1.5 **Outcome measures**

The plan also sets out a number of outcomes through which the Committee will monitor progress towards achieving the commissioning outcomes.

1.6 **Consultation feedback**

- 1.6.1 The council conducted a borough wide programme of resident engagement and consultation from 17 December 2014 to 11 February 2015. The programme comprised a series of focussed workshops examining the competing pressures facing each committee and an on-line survey open to all residents.
- 1.6.2 A total of 333 people took part in the three strands – with 181 completing the various online surveys as part of the open consultation (61 for 2015/16 budget, 28 for Strategic Plan to 2020 and 92 for SEN Schools transport) and 149 taking part in the Strategic Plan to 2020 workshops.
- 1.6.3 As part of the workshop focused on Environment Committee, residents prioritised the following services;

- Street lighting

Those services which attendees felt, within the context of the Council's reductions, had the most potential for savings were the more expensive services of;

- Rubbish and recycling collection
- Town centre cleaning
- Green waste

- Management of the Council's bowling greens.

- 1.6.4 Residents, on balance, prioritised residential street cleaning over town centres, whilst the main reason for prioritising street lighting was to protect safety. Residents saw the commercial benefit of increasing the number of events in parks but would be worried if a lot of access to parks was not available to the general public.
- 1.6.5 On balance, the view seemed to be that a fortnightly rubbish collection was good idea, but a weekly collection of recyclables was required. It was felt that for those that do not recycle, this policy may encourage more recycling.
- 1.6.6 Residents optimum spend on the budget for services in this Committee's area was lower than the Council's planned spend, with residents preferring to prioritise services which supported vulnerable children and adults.
- 1.6.7 It was also clear from the workshops that residents prioritised targeted support for vulnerable children and adults over universal services, including environment services such as waste collection and town centre cleaning.
- 1.6.8 The strategy plan to 2020 consultation found that the majority of respondents agreed with the committee's priorities, outcomes and the approach. There was mixed views on whether the committee had found the right balance of savings.

1.7 Response to the feedback

- 1.7.1 It should be remembered that this consultation report relates to general consultation on the council's medium term commissioning priorities and the overall shape of the council's budget, the detail of which is agreed by Full Council on an annual basis.
- 1.7.2 The council will consult with residents and service users on the detail of every specific proposal that may affect the service received by residents. This will happen before Committee takes the final decision on each specific service change. In the light of the responses received to this programme of consultation and engagement, it is not proposed to amend the commissioning intentions of the Environment Committee.

1.8 Resident Perception Autumn 2014 Results

- 1.8.1 This report also draws member attention to the outcome of the Autumn Resident Perception Survey. Further details are included at Appendix D. The top three areas of personal concern for residents in Barnet, with between a quarter and a third rating them in their top three concerns, are *conditions of roads and pavements* (31 per cent); *a lack of affordable housing* (29 per cent); and *crime* (29 per cent).
- 1.8.2 Whilst *conditions of roads and pavements* is top concern, there has been a significant decrease in residents indicating this as one of their top three

personal concerns, down six percentage points since the Spring 2014 results and back in line with Autumn 2013.

- 1.8.3 Concern for *litter and dirt in the streets* is in line with the Spring 2014 results, however since 2010/11 there has been a total increase in concern for *litter and dirt in the streets* of seven percentage points. Concern for *litter and dirt in the streets* is significantly below the London average (minus eleven percentage points).

2 REASONS FOR RECOMMENDATIONS

- 2.1 This report sets the Commissioning Plan of the Environment Committee following public consultation and confirms the performance targets for the outcome measures. It sets out how the Committee proposes to deliver revenue savings to deliver the target savings set by the Council's Policy and Resources Committee on 10 June 2014. It also sets out the capital requirements of the Committee. The Commissioning Plan and the proposals contained within the plan have been considered by Full Council on 3 March 2015 as part of the setting of the Medium Term Financial Strategy (MTFS).

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 At its meeting on 10 June 2014, the Policy and Resources Committee noted the findings of the Priorities and Spending Review, a process undertaken by Council officers to review budgets and to identify potential opportunities to meet the council's funding gap up to 2020. The Priorities and Spending Review was informed by public consultation, and officers engaged with all three main political parties over a period of 12 months. The report considered by Policy and Resources on 10 June 2014 set out options for the theme committees to consider in developing their responses to future budget challenges.
- 3.2 Officers have supported members of the Environment Committee to consider the proposals outlined in the Priorities and Spending Review. In developing options for members to consider, officers considered proposals to deliver savings in each area of the Environment Committee's remit. Options considered but not pursued included switching off street lighting during hours of darkness, and closing Summers Lance Civic Amenity & Recycling Centre.
- 3.3 There have been no alternative options put forward by Members of the Environment Committee as a result of this activity.
- 3.4 Within each area identified to deliver revenue savings there will be a number of alternative ways to deliver the saving. As each of these proposals are brought forward for the Environment Committee to consider, the alternative options and the reason for the preferred option will be detailed.

4 POST DECISION IMPLEMENTATION

- 4.1 The Commissioning Plan will inform both the development of the Council's Corporate Plan and the council's medium term financial strategy up to 2020.
- 4.2 To deliver the plan, a range of proposals are being or will be brought forward for detailed consideration by the Environment Committee. For example, proposals that are currently in development and being considered by the Committee include;
- Proposals to ensure that relevant education and enforcement activities can help reduce demand for services such as street cleansing
 - Extended opportunities for local communities to manage assets, for example bowling greens
 - Alternative delivery model for the council's waste collection, street cleansing and grounds maintenance services.

5 IMPLICATIONS OF DECISION

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

The Commissioning Plan sets out the revenue budget and capital requirements for the policy areas within the remit of the Environment Committee. The budget projections within the Commissioning Plan contain indicative figures through to 2020. These budgets will be formally agreed each year as part of Council budget setting, and therefore could be subject to change.

- 5.2 The Commissioning Plan identifies areas where it is proposed to deliver savings to meet the financial challenges facing the council and in line with the target savings set by the Policy and Resources Committee on 10 June 2014. The Policy and Resources Committee tasked the Environment Committee with developing proposals for savings of £5.9m between 2016/17 and 2019/20. These were agreed by Full Council in December 2014 along with the savings for 2015/16. The table below shows how the savings are profiled from 2016/17 onwards.

	2015/16	2016/17 £000	2017/8 £000	2018/19 £000	2019/20 £000
Efficiency	1284	420	860	700	100
Growth & Income	567	770	0	100	0
Reducing Demand		2370	550	0	0
Totals	1850	3560	1410	800	100

5.3 In respect of capital requirements, the Commissioning Plan identifies requirements to deliver a capital programme of £69.945m:

	Proposal £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Highway network improvement	64,640	26,265	16,000	8,000	8,000	6,375
Street Scene infrastructure	4,358	1,608	350	1000	350	1050
Park and Open Spaces	947	547	100	100	100	100
TOTAL Street Scene £	69,945					

Through the council's budget development and budget setting arrangements, this capital requirement has been agreed by Full Council in December 2014

5.4 Legal and Constitutional References

5.4.1 All proposals emerging from the business planning process will need to be considered in terms of the Council's legal powers and obligations (including, specifically, the public sector equality duty under the Equality Act 2010) and, where appropriate, mechanisms put into place to ensure compliance with legal obligations and duties and to mitigate any other legal risks as far as possible.

5.4.2 Constitution Responsibility for Functions – sets out the terms of reference of the Environment Committee which includes:

- Street Scene including pavements and all classes of roads
- Parking provision and enforcement
- Road Safety
- Street Lighting
- Transport and traffic management including agreement of London Transport Strategy - Local Implementation Plan
- Refuse and recycling
- Street Cleaning
- Waste Minimisation
- Waterways
- Allotments
- Parks and Open Spaces
- Fleet Management
- Trees
- Cemetery and crematorium and Mortuary
- Trading Standards
- Contaminated land and all statutory nuisances.
- Flood Risk Management (scrutiny aspect)
- Council highways functions (including highways use and regulation, access to the countryside, arrangements and extinguishment of public rights of way) which are limited to

- creating, stopping up and diverting footpaths and bridleways
- asserting and protecting public rights to use highways
- removing things deposited on highways which cause nuisance
- Gaming, entertainment, food and miscellaneous licensing in so far as not otherwise the responsibility of the Licensing Committee or the Licensing Sub-Committee, and Health and Safety regulation (otherwise than as an employer).

5.5 Risk Management

- 5.5.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to the council's internal officer Delivery Board and to the relevant Committees and is reflected, as appropriate, throughout the annual business planning process.

Risks associated with each individual saving proposal will be outlined within the individual Committee report as each proposal is brought forward for the Committee to consider.

5.6 Equalities and Diversity

- 5.6.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.
- 5.6.2 In particular, at its meeting on 10 June 2014, the Policy and Resources Committee advised the Theme Committees that they should be mindful of disadvantaged communities when making their recommendations on savings proposals. The proposals and priorities within the Commissioning Plan have been developed to minimise the impact on the most vulnerable groups of children, including children at risk of doing less well than their peers, particularly in relation to keeping safe and by continuing to provide early intervention and prevention services for vulnerable families.
- 5.6.3 As individual proposals are brought forward for consideration by Environment Committee, each will be accompanied by an assessment of the equalities considerations, setting out any potential impact of the proposal and mitigating action.
- 5.6.4 All human resources implications will be managed in accordance with the Council's Managing Organisational Change policy that supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

5.7 Consultation and Engagement

Public consultation on the Strategic Plan up to 2020, including the Children's, Education, Libraries and Safeguarding Committee, ran from 17 December 2014 to 11 February 2015.

5.7.1 Consultation findings have been summarised in section 1.4.4 with more detailed findings in Appendix B. As part of the consultation residents from the Citizen's Panel, a group of 2000 residents who are statistically representative of the population of Barnet, were targeted to ensure consultation reflected Barnet's demographics. Moreover, a workshop was arranged with service users, to ensure examine in detail the savings priorities agreed by the Environment Committee and reflected in the Commissioning Plan.

5.7.2 Full public consultation will take place on individual proposals to deliver the savings identified before final decisions are taken by the Committee and savings plans are formalised in the council's annual budget. Future consultation and engagement will be informed by the consultation work that has already been carried out as part of the Priorities and Spending Review process during which a comprehensive series of resident engagement activities took place in order to understand their priorities for the local area and look at how residents and organisations can support services going forward.

6 BACKGROUND PAPERS

6.4 Relevant previous decisions are indicated in the table below.

Item	Decision	Link
Policy and Resources Committee 10 June 2014	Decision Item 6 - Corporate Plan and Medium Term Financial Strategy 2015/2016 to 2019/2020	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7856&Ver=4
Environment Committee 12 June 2014	Decision Item 5 - Business planning – corporate plan and medium term financial strategy 2015-20	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=7878&Ver=4
Policy and Resources Committee 21 July 2014	Decision Item 6 - Finance and Business Planning – Capital programme and review of reserves	http://barnet.moderngov.co.uk/documents/s16150/Finance%20and%20Business%20Planning%20Capital%20programme%20and%20review%20of%20reserves.pdf
Environment Committee 18 Nov 2014	Decision Item 7 – Business planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=7880&Ver=4

1. The Context for the development of this plan.

Public services in England during the decade 2010-2020 face an unprecedented challenge as the country deals with the impact of the financial crisis of 2008, alongside the opportunities and challenges that come from our changing and ageing population.

Despite a growing economy, the UK budget deficit is forecast to be £75bn at the 2015 General Election, with cuts set to continue to the end of the decade no matter who is in Government. At the same time, demand on local services continues to increase, driven by a growing population, particularly the number of young and older residents. We therefore must plan for the fact that austerity will affect all parts of the public sector to the end of the decade and that we will not be able to meet increasingly levels of demand from simply doing more of what we are currently doing.

The public too, does not expect simply more of the same. Expectations of local services are increasing, advances in customer services and technology provides the ability to interact with services 24/7. Local residents as a result expect better services and more prompt responses from the Council. However satisfaction with the Council and local services remains relatively high in Barnet, and over recent years resident satisfaction with a number of local services has increases, despite these challenges.

In thinking about how the Council lives within its means, the Council needs to recognise that residents are also facing wider financial pressures, from high energy bills, increasing housing costs, continued wage restraint, and benefit reforms, so the ability of many households to absorb the impact of reductions from public sector funding through increased financial contributions is constrained.

We can however expect over the duration of this plan that significant opportunities will flow from Barnet being part of a growing and arguably booming London economy. Unemployment levels have fallen by a third in the last year, the number of 16-18 year old 'NEETs' in Barnet is, at 2.3%, the fourth lowest in England and fewer Barnet residents are claiming out-of-work benefits than the London average. This plan needs to ensure that all residents of Barnet can benefit from the opportunities of growth, whether through new employment opportunities, increased investment in infrastructure such as roads and schools, or enjoying new neighbourhoods and places in which all people can live and age well.

Barnet Council's Overarching Approach to meeting the 2020 Challenge

The Council's Corporate Plan sets the framework for each of the Commissioning Committees five year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and waste there are a number of core and shared principles which underpin the commissioning outcomes.

The first is a focus on fairness.

Fairness for the Council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities - young, old, disabled, and unemployed benefit from the opportunities of growth.

The Council must 'get the basics right' so people can get on with their lives – disposing of waste, keeping streets clean, allowing people to transact in more convenient ways, resolving issues promptly in the most cost effective way.

We must shift our approach to earlier intervention and demand management Managing the rising demand on services requires a step change in the Council's approach to early intervention and prevention. Across the public sector, we need to work with residents to prevent problems rather than treating the symptoms when they materialise.

The second is a focus on responsibility.

Continue to drive out efficiencies to deliver more with less... The Council will drive out efficiencies through a continued focus on workforce productivity; bearing down on contract and procurement costs and using assets more effectively. All parts of the system need to play their part in helping to achieve better outcomes with reduced resources.

Change its relationships with residents, with residents working with the Council to reduce the impact of funding cuts to services In certain circumstances, residents will also need to take on more personal and community responsibility for keeping Barnet a great place particularly if there is not a legal requirement for the Council to provide services. In some cases users will be required to pay more for certain services as the Council prioritises the resources it has available.

The third is a focus on opportunity.

Prioritise regeneration, growth and maximising income – Regeneration revitalises communities and provides residents and businesses with places to live and work. Growing the local tax base and generating more income through growth and other sources makes the Council less reliant on government funding; helps offsets the impact of service cuts and allows the Council to invest in the future infrastructure of the Borough.

Redesign service and deliver them differently through a range of models and providers ... The Council has no pre-determined view about how services should be designed and delivered. The Council will work with providers from across the public, private and voluntary sectors to provide services which are more integrated, through a range of models most appropriate to the service and the outcomes that we want to achieve.

Planning ahead is crucial... The Council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoid short-term cuts - the Council is continuing this approach by extending its plans to 2020.

2. Committee context

The purpose of this environment commissioning plan is to protect and enhance the borough's infrastructure alongside the planned growth of homes, businesses and population over the coming years. In this context infrastructure refers to services such as waste and street cleaning as well as physical assets such as parks and highways.

The Environment Committee has specific responsibilities to commission services in the following areas:

- Street Scene including pavements and all classes of roads
- Parking provision and enforcement
- Road Safety
- Street Lighting
- Transport and traffic management including agreement of London Transport Strategy-Local Implementation Plan
- Refuse and recycling
- Street Cleaning
- Waste Minimisation
- Waterways
- Allotments
- Parks and Open Spaces
- Fleet Management
- Trees
- Cemetery and crematorium and Mortuary
- Trading Standards
- Contaminated land and all statutory nuisances.
- Flood Risk Management (scrutiny aspect)
- Council highways functions (including highways use and regulation, access to the countryside, arrangements and extinguishment of public rights of way) which are limited to
 - creating, stopping up and diverting footpaths and bridleways
 - asserting and protecting public rights to use highways
 - removing things deposited on highways which cause nuisance
- Gaming, entertainment, food and miscellaneous licensing in so far as not otherwise the responsibility of the Licensing Committee or the Licensing Sub-Committee, and Health and Safety regulation (otherwise than as an employer).

Committee narrative

This section sets out the overarching objectives of the Environment Committee. Section 1 sets out the high level vision and strategic outcomes the Committee may

focus on, and section 2 describes how the services within the Committee's remit could look from a residents' perspective 2020, should the vision be realised.

1. OBJECTIVES OF THE COMMITTEE

Based on what we know already about environmental services in Barnet, we can identify the following emerging strategic priorities for the Environment Committee:

- **Driving an increase in overall resident satisfaction** with Barnet as a place to live to amongst the highest of any Outer London borough
- **Facilitating economic growth** and the success of residents, and **removing any barriers or unnecessary costs to growth** for successful local businesses
- **Increasing recycling rates** and **minimising tonnages collected**
- Meaningful and on-going **engagement with residents** across the borough around waste minimisation activity resulting in changing resident behaviour and **high levels of satisfaction** with the service
- With the help of residents **Protecting, conserving and enhancing** green space and the leafy character of Barnet for current and future generations
- Supporting and improving the **health and wellbeing** of the population, by providing safe green spaces to play, participate in sports and physical activity, walk and cycle
- Ensuring that Highway services in the borough – including both roads and pavements – **are maintained to a high quality**, and that **improvements in quality and capacity are focused on areas where highest growth is expected**, and of highest strategic importance. **Always focusing on safety** in every aspect of service delivery
- Making Regulatory services **high quality and efficient**, whilst prioritising attention on key risks to health and safety, so that they **do not impose unnecessary costs** or burdens on businesses who want to grow or relocate to the Borough
- Delivering Cemeteries and Crematoria Services that are **high quality and efficient, and respond to changing resident preferences** in dealing with the deceased respectfully.

Taking into account these objectives, we can describe the overall vision for Environmental Services in Barnet as:

“Barnet is a place that supports growth in a way that allows both existing and future residents to succeed, and which drives satisfaction with the Borough as a place to live to amongst the highest in the country”

2. ENVIRONMENTAL SERVICES IN 2020 – PEN PORTRAIT

Barnet in 2020 has developed a reputation as a place where **growth and physical change happens** in a way that allows current and future residents to prosper in a pleasant and well managed environment. This approach has driven **resident satisfaction with Barnet to amongst the highest in the country**. The borough's environmental services are fully aligned around delivering sustainable growth efficiently, including waste management, street cleansing, parks and green spaces, highways, regulatory services including Environmental Health, and cemeteries and crematoria.

Barnet in 2020 is one of the **cleanest boroughs**, with high quality, efficient, and responsive waste collection and disposal services, and amongst the **lowest level of littering** in London. Waste services have a **well-articulated purpose** not just in a narrow operational terms but also as an **enabler of a more attractive, successful place** to live, work and invest, and as a **driver of local growth** and employment.

Barnet has remodelled the overall waste “offer”, **prioritising prevention, behaviour change, and recycling**. As a result, residents in Barnet are engaged with waste issues and have amongst the **highest recycling rates in London**, and one of the lowest levels of waste per resident of any outer-London borough.

Levels of street cleanliness have been maintained through improved approaches including increased education and prevention through targeted enforcement and the flexible use of resources applied where required.

The level of **fly tipping in the borough is at a historical low**, with residents, the Police, businesses, and community groups all actively engaged with and supporting the council to **quickly identify and remove** fly tipping, and an active process of business engagement and enforcement activity in place resulting in this being the third year in a row where the level of fly tipping in the borough has experienced a decline.

The significant issues we had in the borough of owners failing to clean up after their dogs has been significantly improved by the range of initiatives under taken by the Council. Responsible dog owners have welcomed the introduction of **dog walking areas in parks** and the **campaign to encourage owners to clean up after their animals**. Reductions of fouling have occurred following the introduction of targeted enforcement patrols in parks and town centres, combined a systematic programme of behaviour change and resident communications.

Barnet's green spaces are widely recognised as some of the **best around**, effectively combining a well-conserved **green and leafy character** with strong community links and a focus on delivery of wider health, social, and economic outcomes. We are

interested in exploring the London Mayor's idea (in the 2050 infrastructure plan) for a new regional park in the heart of Barnet. This could help us preserve the green nature of Barnet for the long term. The eastern part of the borough contains a string of medium-sized, high quality parks that serve a variety of roles; providing **recreation space, improving health and wellbeing**, and creating places where different **communities can come together** and experience “**park gate moments**” and other high quality **social interaction**. In the West, parks have been pivotal in creating **successful new communities** and balanced, high quality urban space in Colindale and Brent Cross. Green space, including Barnet's significant and unique area of central green belt, are a compelling part of **the Barnet story**, attracting people to come here to live, work and raise a family, and driving a level of resident satisfaction that is now at an all-time high.

Whilst some of the borough's parks and green spaces are still run directly by the council, **wider community partners play a bigger role** in their ownership, day to day operations, and in attracting and defining how capital investment is spent. In areas of high growth, particularly in and around the Borough's successful regeneration schemes, local **residents are engaged with the ownership, design, management and operations of parks**, building on the successful approach developed in Millbrook Park.

As the borough grows and evolves this is placing new demands in existing infrastructure, **highways and pavements are being maintained to a high standard**, with complaints relating to potholes and surface condition at a three year low, and **areas of high growth and strategic importance being progressively upgraded and improved** to reflect higher levels of use – especially in areas of high growth and regeneration, greater footfall, and rising resident, business and visitor expectations about the quality of these vital assets. **Travellers and commuters are able to get around Barnet quickly, efficiently and safely** at any time of the day, with traffic flow continually optimised and capacity being upgraded.

Growth in the size of Barnet's population and economy has resulted in **an increase in the number of small businesses in the Borough**, who are attracted by the growing size of the internal market and a highly positive business atmosphere that has been cultivated by the council and its strategic partners. The council's regulatory services, including environmental health, licencing, and trading standards are **ensuring that this growth happens safely and in a way that protects residents and consumers, whilst also focusing relentlessly on their own efficiency**, and on minimising the amount of red tape and bureaucracy that local business are required to go through in order to succeed.

Cemeteries and crematoria in the borough are **providing an extremely high quality of service for residents, and is evolving as preferences for burial and**

cremation change through greater use of green burials for example. **The quality of cemeteries is being improved by increasing engagement from community groups such as the “friends of Hendon Cemetery”**, supporting both community engagement, resident satisfaction, and improving the efficiency of the service overall.

3. Outcomes

Within the resources available to the Committee up to 2020, achieving the following outcomes will steer strategic decision making in relation to service delivery and investment.

Priority	Key Outcomes
Parking	<i>Parking is an important service to residents. An improvement programme has created a more efficient parking database for permits and PCNs, a new Parking Policy and web-enabled new GIS parking system which displays all of our parking restrictions and parking bays.</i>
Waste and recycling	<i>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</i>
Parks and green spaces	<i>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</i>
Street cleansing	<i>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</i>
Cemetery and crematoria	<i>Barnet has a cemetery and crematoria service that delivers the highest possible standards in meeting the needs of the bereaved safely. This includes services including administration, burial, cremation, memorial management, and ground maintenance and cremation memorial options.</i>
Highways	<i>Highways and network management in Barnet delivers a high quality, responsive service that optimises travel times across the borough by both roads and pavements, is safe for users, and reflects the growing nature of the borough</i>
Regulatory services	<i>Regulatory Services in Barnet are effective, targeted, proportionate and easy to access and navigate by users. Breaches in regulatory services are effectively and efficiently enforced and costs recovered by the council. Regulatory services are directly contributing to public health and improved public safety.</i>

Priority	Key Outcomes
Efficiency and holding providers to account	<i>Many of the services within the remit of this committee are delivered through contractual relationships. It is important to ensure that these providers are held to account to deliver what is required at the cost expected.</i>

4. About this plan

This commissioning plan has been developed in sections for the following service components that make up the Environment Committee’s remit:

- Parking
- Waste and recycling
- Parks and green spaces
- Street cleansing
- Cemetery and crematoria
- Highways
- Regulatory services

For each service component, the strategic direction is set out together with the commissioning intentions, proposed revenue budget up to 2020 and the outcomes to be achieved.

5. Service component: Parking

This element of the commissioning plan has been developed from the foreword from the consultation draft Parking Strategy – it needs to be reviewed in light of consultation responses to the Strategy, which is still on-going. The results of consultation will be reported to committee on the 18th November 2014.

Driving and parking in London is a highly emotive subject, with the demands of the motorist to get their destination quickly and parking easily competing with need for better air quality, pedestrian safety, traffic control and a finite supply of parking spaces.

The London Borough of Barnet's Parking Policy seeks to balance a number of these conflicting demands and priorities. In acknowledging that Barnet is a diverse borough with complex traffic and congestion matters, our Parking Policy does not offer "one-size fits all" solution.

The borough's road transport emissions are currently among the highest in London with exhaust emissions from standing traffic being a major contributor to air pollution which is damaging our health. Unusually for a London Borough we have a high number of town centres which we aim to keep vibrant and diverse and encourage people to visit. We also have a population that has on average over one car per household and who want to park easily and near their home.

Our aims are to: -

- keep traffic moving,
- making roads safer
- reduce air pollution,
- ensure as much as possible that there are adequate parking places available on the high street and
- that residents can park as near as possible to their homes.

To support these aims we need robust traffic management for our road network and effective but fair enforcement. We acknowledge that the availability and pricing of parking has an impact on attractiveness of our town centres and so plan to set different prices for on-street parking across the borough.

This builds on a review of high street car parking undertaken from late 2012 where new prices and where possible, some free short stay parking areas have meant parking numbers on the high street have increased. The Council needs to ensure there is a steady turnover of motorists to support local trade. If shoppers drive to their local town centres to discover that there is nowhere to park, they may not return.

In order to ensure a steady turnover of parking spaces in our town centres we will set pricing to ensure spaces regularly become free for new shoppers. We are proposing

that prices are set at a level that aspires to an occupancy rate of 85 per cent of parking spaces being on average occupied, meaning that on high streets parking spaces are available at all but the busiest times.

We have a number of Controlled Parking Zones and use them to not only ease congestion but also aim to ensure parking is available for residents. These will continue to be used and enforced appropriately.

We aim to increase the availability of funding to implement traffic management improvements in and around our schools. This will include taking positive action to prevent any parent parking, promote car sharing and improve cycle parking facilities and will encourage more children to walk and cycle to and from school.

Commissioning intentions:

	Commissioning intention	What needs to happen
1	Outsourced service contributing to £5.9 m per annum savings whilst improving performance and overall quality of the service and delivering our aims to: - <ul style="list-style-type: none"> • keep traffic moving, • make roads safer, • reduce air pollution, • ensure as much as possible that there are adequate parking places available on the high street and • that residents can park as near as possible to their homes. 	Parking Database with improved customer experience with online permit and PCN transactions Fully consulted Parking Policy agreed by Members Full borough survey of all signs, lines and bays to eradicate all TMO errors and mapped into Parkmap/Traffweb GIS map system Traffweb customer portal for GIS map showing all Traffic management orders online and including smart phone friendly and consultation functionality. Customer service Code of Conduct review of NSL’s approach to enforcement including all non-statutory correspondence for PCN’s Transparent Contract Management – Publish Contract Performance information My account for parking transactions and information dashboard interfaced with the parking permit and PCN database

Outcome measures

Measure	Baseline – 13/14	Target - 19/20
Increased parking in town centres (on street)	1,633,986 2013/14	1,715,865

Increased parking in town centres (car parks)	275,283 2013/14	289,047
% satisfaction (parking)	23% 2013/14	Meeting London average satisfaction
Response processing in time	99% 2013/14	99%
% concerned about traffic congestion	18% Spring 2014	Meeting London average

Financial impact

The outline budget plan to achieve the £5.9 million saving is shown below. The final column indicates the budget position achieved after implementing the MTFP and proposed Priority and Spending Review Transformation Proposals and shows the costs of inflation and demographic pressures. A summary of the change in net revenue budget for this service component is shown highlighted in the table below:

<u>Service Area</u>	<u>2014/15 budget</u> <u>(£'000)</u>	<u>MTFP</u>	<u>PSR</u>
		<u>Planned</u> <u>2015/16 budget</u> <u>(£'000)</u>	<u>Suggested</u> <u>2019/20 budget</u> <u>(£'000)</u>
Waste Collection (Expenditure)	10,005	9,747	9,017
Waste Collection (Income)	(4,781)	(5,208)	(5,978)
NLWA Waste Levy (Disposal)	11,324	13,776	15,209
Parks (Expenditure)	6,691	6,531	5,781
Parks (Income)	(1,559)	(1,659)	(1,759)
Street Cleansing (Expenditure)	4,215	3,665	3,265
Street Cleansing (Income)	(40)	(40)	(40)
Contracts & management (expenditure)	7,316	7,039	6,634
Contracts & management (income)	-	(80)	(80)
SUB TOTAL	33,171	33,771	32,049
Inflation	-	-	2,163
Demographic pressure	-	-	360
TOTAL	33,171	33,771	34,572
Special Parking Account (SPA)	-7,381	-7,421	-7,821

6. Service component: Waste and Recycling

Waste Futures Summary

The waste sector as a whole continues to face a number of policy and cost challenges including the achievement of 50% recycling by 2020, potentially higher recycling targets for 2030 set by the EU, and the prospect of restrictions on the end disposal of certain waste types, for example landfill bans.

The focus of the approach around waste and recycling will be on enabling residents to change behaviours in relation to waste collection and disposal, to ensure food waste is minimised, recycling is maximised, and to reduce the total amount of waste produced by each household in the Borough to the lowest level possible.

The waste service continues to work in partnership with the North London Waste Authority (as the statutory waste disposal authority) to ensure that a 'whole systems' approach is delivered in order to avoid 'cost shunting' between disposal and collection.

3. WHAT IS THE WASTE AND STREET CLEANING SERVICE FOR?

Based on what we know already about Barnet's waste service, and subject to further evidence review and analysis, we can suggest the following emerging strategic priorities for delivery by 2020:

- **Increasing recycling rates and minimising tonnages collected** to the best 10% compared with our statistical neighbours in London and nationally.
- Meaningful and on-going **engagement with residents** across the borough around waste issues resulting in changing resident behaviour and **high levels of satisfaction** with the service and Barnet as a whole.
- **High quality services maintained whilst reducing unit costs** to the lowest amongst Barnet's statistical neighbours.
- Working with our partners within and outside of London, **reliance on landfill is reduced to almost zero**, and all waste is treated as close to its point of collection as possible.
- Delivering a financially sustainable trade waste service that **supports local businesses to succeed**, and is not a bottleneck to **growth**.
- The link between **economic growth and increases in the volume of waste** generated has been broken. **Products from waste treatment (e.g. metal) are recirculating in the economy**, boosting growth, and being used to generate electricity.
- **Management of the waste production chain** in the Borough to **prevent fly-tipping of waste** including as appropriate the use of **enforcement**.

Taking into account these objectives, we can describe the overall vision for waste in Barnet as:

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

Commissioning intentions:

	Commissioning intention	What needs to happen
1	Reuse, recycle or compost 50% of all household waste by 2020.	Develop new waste strategy
	Minimise the amount of municipal waste being sent to landfill	Develop new waste collections offer to deliver improved recycling including garden waste recycling
	Provide a waste collection service that is accessible and easy to use, that encourages residents to recycle their waste effectively	Options analysis and delivery plan for revised Trade Waste offer
	Provide waste services to local businesses that are cost effective and that allows them to manage their waste sustainably.	Review and implement (in partnership with NLWA) new transparent arrangements for re-charging the cost of disposal & treatment of recyclables and residual waste.
	Alternative delivery model contributing to £5.9m per annum savings by 2019/20 whilst improving performance and overall quality.	Options appraisal and delivery plan for potential transfer of CARC to NLWA
	Encourage residents to change behaviours in relation to waste	Develop and implement waste minimisation and resident engagement plan

Outcome measures

Measure	Baseline – 13/14	Target - 19/20
Waste tonnage - residual per household	639 kgs per HH	502 kgs per HH
Waste tonnage- recycling per household	365 kgs per HH	502 kgs per HH
Increase the percentage of household waste sent for reuse, recycling and composting	36.35% 2013/14	50%

[CPI]		
% Satisfied (refuse and recycling) [CPI]	79 % Spring 2014	85%
Recycling participation rate	First baseline survey due Autumn 2015	To be developed from the baseline survey

Financial impact

The outline budget plan to achieve the £5.9 million saving is shown below. The final column indicates the budget position achieved after implementing the MTFP and proposed Priority and Spending Review Transformation Proposals and shows the costs of inflation and demographic pressures. A summary of the change in net revenue budget for this service component is shown highlighted in the table below:

<u>Service Area</u>	<u>2014/15 budget</u> <u>(£'000)</u>	<u>MTFP</u>	<u>PSR</u>
		<u>Planned</u> <u>2015/16 budget</u> <u>(£'000)</u>	<u>Suggested</u> <u>2019/20 budget</u> <u>(£'000)</u>
Waste Collection (Expenditure)	10,005	9,747	9,017
Waste Collection (Income)	(4,781)	(5,208)	(5,978)
NLWA Waste Levy (Disposal)	11,324	13,776	15,209
Parks (Expenditure)	6,691	6,531	5,781
Parks (Income)	(1,559)	(1,659)	(1,759)
Street Cleansing (Expenditure)	4,215	3,665	3,265
Street Cleansing (Income)	(40)	(40)	(40)
Contracts & management (expenditure)	7,316	7,039	6,634
Contracts & management (income)	-	(80)	(80)
SUB TOTAL	33,171	33,771	32,049
Inflation	-	-	2,163
Demographic pressure	-	-	360
TOTAL	33,171	33,771	34,572
Special Parking Account	-7,381	-7,421	-7,821

Capital requirements:

Proposal	Proposal	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene infrastructure	4,358	1,608	350	1000	350	1050

TOTAL Street Scene	4,358						

7. Service component: Parks and Green Spaces

Parks Summary

Parks and Open Spaces have a really positive impact on the quality of life of Barnet residents. However, it is too simplistic to assume this can be achieved without regular and targeted intervention that begins with a clear vision of what we want from our parks and open spaces and includes investment and proactive management of the asset. This falls clearly within the commissioning role of Barnet Council.

With a clearly defined strategy the parks service can begin to address strategic issues such as developing a stronger asset management approach for managing the buildings and facilities provided within our parks and open spaces, and attracting much needed new investment, which together should drive increased usage, improve utilization across the parks service portfolio and thereby increase income opportunities as well as provide basic better value for money.

There are also opportunities to attract new capital and a little revenue funding particularly with regeneration match money, and the service needs to develop the capacity to work with funding partners such as the Football Foundation to invest in new high quality artificial pitches that will deliver a revenue return to the Council.

4. WHAT ARE PARKS AND GREEN SPACES FOR?

Based on what we know already about Barnet's parks and green spaces, and subject to further evidence review and analysis, we can suggest the following emerging strategic priorities:

- **Protecting, conserving and enhancing** green space and the leafy character of Barnet for current and future generations
- Keeping our air and water clean, **counteracting the damaging effects of pollution.**
- Playing a vital role in **flood risk management** in terms of drainage and run-off by providing porous surfaces and water storage areas.
- Supporting and improving the **health and wellbeing** of the population, by providing safe spaces to play, participate in sports and physical activity, walk and cycle.
- Maintaining and boosting Barnet's **reputation as a leafy borough** and as a good place to live, work, and raise a family
- Improving **resident satisfaction** with Barnet as a place to live and with the council
- **Involving communities (residents of all ages and backgrounds, businesses and community groups)** in the maintenance and development

- of green spaces assets, including greater use of parks as multi-functional spaces by schools for subjects like PE and science.
- Where there are new developments in the borough they will play a critical role in creating new self-maintained green spaces and (in the appropriate circumstances) contribution to the improvement of existing green spaces.
 - Creating places where **small businesses and cultural activities are enabled to thrive**.
 - Promoting **economic growth** that is balanced and also of direct benefit to the local community
 - Protecting and conserving **biodiversity**. Parks and the Borough's area of Green Belt offer refuges for threatened species.

Taking into account these objectives, we can describe the overall vision for green spaces in Barnet as:

“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”

Commissioning intentions:

	Commissioning intention	What needs to happen
1	Create a high quality physical environment that contributes to the quality of life of residents and visitors	Develop Parks & Open Spaces Strategy
	Manage and maintain parks and open spaces that support healthy living and contribute to building a thriving local economy	Develop asset management and parks investment strategy
	Work with partners to secure investment in new public spaces	Complete relevant master plans for identified priority parks
	Implement relevant delivery models that deliver a stable and sustainable financial position	Complete sports pitches assessment
	Build stronger local communities by promoting volunteering and other forms of community engagement	Revised Events policy for Parks
	Alternative delivery model contributing to £5.9m per annum savings by 2019/20 by 2019/20 whilst improving performance and overall quality.	Develop alternative delivery model options for grounds maintenance services
		Consider alternative delivery models for Parks and Green Infrastructure

Outcome measures

Measure	Baseline – 13/14	Target - 19/20
% satisfied (parks, playgrounds and open spaces)	69% Spring 2014	75%
% satisfied (parks, playgrounds and open spaces) - users	74% Spring 2014	80%
% of Households which have used Parks, Playgrounds or open spaces in the last 12 months	84% 2013/14	90%
Measure of revenue return on parks capital value	Appropriate measures and baselines to be established as part of the parks strategy development (Autumn 2015)	

Financial impact

The outline budget plan to achieve the £5.9 million saving is shown below. The final column indicates the budget position achieved after implementing the MTFP and proposed Priority and Spending Review Transformation Proposals and shows the costs of inflation and demographic pressures. A summary of the change in net revenue budget for this service component is shown highlighted in the table below:

<u>Service Area</u>	<u>2014/15 budget</u> <u>(£'000)</u>	<u>MTFP</u>	<u>PSR</u>
		<u>Planned</u> <u>2015/16 budget</u> <u>(£'000)</u>	<u>Suggested</u> <u>2019/20 budget</u> <u>(£'000)</u>
Waste Collection (Expenditure)	10,005	9,747	9,017
Waste Collection (Income)	(4,781)	(5,208)	(5,978)
NLWA Waste Levy (Disposal)	11,324	13,776	15,209
Parks (Expenditure)	6,691	6,531	5,781
Parks (Income)	(1,559)	(1,659)	(1,759)
Street Cleansing (Expenditure)	4,215	3,665	3,265
Street Cleansing (Income)	(40)	(40)	(40)
Contracts & management (expenditure)	7,316	7,039	6,634
Contracts & management (income)	-	(80)	(80)
SUB TOTAL	33,171	33,771	32,049
Inflation	-	-	2,163
Demographic pressure	-	-	360
TOTAL	33,171	33,771	34,572

Special Parking Account	-7,381	-7,421	-7,821
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Capital requirements:

Proposal	Proposal £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Park and Open Spaces	947	547	100	100	100	100
TOTAL Parks & Open Spaces	947					

8. Service component: Street Cleansing

Borough Cleanliness

Borough cleanliness remains an important priority for the council and Street Scene services given the role it plays in driving public satisfaction with the local environment.

The way streets and other public spaces are cared for has an impact on every household within the borough, the success of businesses operating in the locality and the attraction of visitors to the area. The quality of the local environment, in particular the standard of street cleansing, is one of the main barometers used by the public to judge how well an area is being managed and its suitability as a place in which to live, work or visit

There is a strong correlation between the standards of cleanliness in the local environment and the overall satisfaction with local services, the fear of crime and the perception of the Council itself.

The cleansing service needs to continue to maintain a focus on cost efficiency and this can best be achieved by developing an ‘intelligence-led’ approach to deploying resources to match those periods during the day where footfall and therefore litter are at their peak, and by focusing on encouraging some residents and visitors to change their behaviour in relation to littering and street cleanliness.

Our priorities include:

- Maintaining the green and pleasant nature of the borough by **reducing the amount of litter and detritus** to the lowest level in London.
- Using **encouragement, behaviour change and, where necessary, enforcement** to persuade litterers to not drop litter in the Borough, including chewing gum and dog fouling.
- **High quality services maintained whilst reducing unit costs** to the lowest amongst Barnet’s statistical neighbours.

Commissioning intentions:

	Commissioning intention	What needs to happen
1	Maintenance of a clean and well-cared for local environment, and public spaces, that enhance local areas and support economic well-being.	Develop new Borough Cleanliness Strategy (BCS)

	Commissioning intention	What needs to happen
	Relevant and targeted enforcement that promotes prevention of forms of anti-social behaviour.	Refresh enforcement policy to support delivery BCS
	Build stronger local communities by promoting volunteering and other forms of community engagement	Develop and implement new Target Operating Model (TOM)for street cleansing services
	Alternative delivery model contributing to £5.9m per annum savings by 2019/20 whilst improving performance and overall quality.	Develop alternative delivery model options for street cleansing services

Outcome measures

Measure	Baseline – 13/14	Target - 19/20
% satisfied (street cleansing)	56% Spring 2013/14	70%
% of unacceptable levels of litter	8% Q3 13/14	3%
% of unacceptable levels of detritus	24.5% Q3 13/14	10%
% concerned about litter/ dirt in streets (in top 3)	19% Spring 2014	10%

Financial impact

The outline budget plan to achieve the £5.9 million saving is shown below. The final column indicates the budget position achieved after implementing the MTFP and proposed Priority and Spending Review Transformation Proposals and shows the costs of inflation and demographic pressures. A summary of the change in net revenue budget for this service component is shown highlighted in the table below:

Service Area	2014/15 budget (£'000)	MTFP	PSR
		Planned 2015/16 budget (£'000)	Suggested 2019/20 budget (£'000)
Waste Collection (Expenditure)	10,005	9,747	9,017
Waste Collection (Income)	(4,781)	(5,208)	(5,978)
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Contracts & management (income)	-	(80)	(80)
SUB TOTAL	33,171	33,771	32,049
Inflation	-	-	2,163
Demographic pressure	-	-	360
TOTAL	33,171	33,771	34,572
Special Parking Account	-7,381	-7,421	-7,821

9. Service component: Cemeteries and Crematoria

Scope of the Outsourced Service

The service provider delivers the highest possible standards in meeting the needs of the bereaved in the delivery of cemetery and crematorium and related services including administration, burial, cremation, memorial management, ground maintenance and cremation memorial options in partnership with relevant council and external organisations.

The service provider shall meet all legislative, industry standards and crematoria permit requirements such as employing best available techniques for its management and operation and to prevent or where this is not practicable, to reduce emissions, whilst at the same time maintain and where possible expand the delivery of quality bereavement services for the benefit of the bereaved and council, and in doing so increase income.

The service provider shall meet all statutory Registration services as directed by the cremation regulations 2008 and the local authority cemeteries order 1977.

The service provider shall deliver all management and ancillary tasks required to ensure the service runs efficiently.

Commissioning intentions:

	Commissioning intention	What needs to happen
1	Outsourced service contributing to £3.9m per annum savings whilst improving performance and overall quality.	<p>Achieve the Gold Standard of the Charter for the Bereaved, which sets out standards of facilities and services</p> <p>Achieve Green Flag status for the cemetery, which sets out standards for public open spaces</p> <p>Establish a 'Friends of Hendon Cemetery' group to encourage community involvement with the facility.</p> <p>Use available statutory provisions to commence the reclamation and re-use of unused graves and graves over 75 years to maximise the longevity of the cemetery beyond approximately 5 more years (2 for Muslim burial) and maintain burial space for residents wishing to be buried at Hendon.</p> <p>Explore the options for a new cemetery and green burial site in Barnet to respond to rapidly decreasing available burial space in the borough and</p>

	Commissioning intention	What needs to happen
		customer requirements for sustainable alternatives to traditional burial.
		Explore options for bringing the disused and fire damaged 'superintendents house' back into use to provide a modern, fit for purpose office and reception facility and café and function facility.
		Review the Cemetery rules and regulations to bring them up to date and to ensure that the highest standards are maintained.
		Introduce a memorial safety policy to ensure the safety of users of the site.

Outcome measures

Measure	Baseline – 13/14	Target - 19/20
Meeting religious burial needs Re HCC01	100% Q1 2014/15	95%
Charter for the Bereaved Re HCC04	2012 baseline 66.8%	By end of year 3 achieve and maintain Gold standard

Financial impact

The revenue budget for these services form part of the Development and Regulatory Services contract being delivered by the joint venture with Capita Property and Infrastructure Ltd. The budget for this contract is dealt with by the Assets, Regeneration and Growth Committee. Changes in the net revenue budget for this service will be presented to Assets, Regeneration and Growth Committee for consideration and agreement.

Capital requirements:

Currently considering the funding arrangements for the major repair, renovation and development of the buildings, grounds and facilities at Hendon Cemetery & Crematorium. Also, to consider the funding arrangements for a potential new cemetery and green burial site within Barnet.

Proposals from Re were considered initially by the Partnership Operations Board. As a result Re have been tasked to develop a full business case for consideration.

10. Service component: Highways

Scope of the Outsourced Service

Traffic and Development

The Traffic and Development section is responsible for Parking Design, Traffic Schemes, Highways Planning, Development Control, Travel Planning, Road Safety Education and the Highway Maintenance programme.

Work within the section is aimed at enhancing the quality of life for all within the Borough resulting in a safer, more attractive area to live, work and visit, and providing an improved quality of service.

The main functions within the Traffic and Development Section are as follows:

Design Function

- Discharges the Borough's statutory duties and its stated priorities. Progresses all changes to existing and introduction of new parking bays and parking restrictions, in particular relating to the consideration of measures ensuring movement and safety on the borough's network including measures associated with the Council's off-street car parks.
- Responsible for all relevant statutory requirements relating to Traffic Management Orders including temporary traffic orders to facilitate special events, road closures and development works.
- Liaises with TfL re draft TMOs on TLRN. Investigates and progresses schemes to reduce congestion and improve safety by consideration of such measures as road widening, junction redesign, signal modification, bus stop location, rationalization of existing road layouts including the removal of excessive signage, the introduction of Vehicle Activated Signs and improved pedestrian facilities such as controlled crossings and footway improvements and facilitates Street scene improvements.
- It is also the main area responsible for commissioning and organizing traffic data surveys and analysis to facilitate effective traffic management. The Design Team also provide advice to various elements of the service and externally regarding parking legislation, accident data etc.

Road Safety Function

Monitors the removal of traffic calming measures following highway carriageway resurfacing.

Delivers Road Safety education, training and publicity aimed at reducing casualty figures, and delivers cycle training to primary, secondary and special schools as well as adults.

The team also provides guidance on school travel plans. It is planned that this will move to being very much an internet based completion and update with a staff review. We also provide a support service to those schools wishing to provided their own School Crossing Patrol officer to satisfy they are fit and proper to carry out this function on the Public Highway

Planning and Development Function

- Secures funding of offsite highway infrastructure improvements through S106 agreement linked to Planning permissions.
- Provides Highway recommendations on planning applications by providing a highway assessment of the traffic impact of proposed developments.
- Discharges the statutory duties of the Highway Authority in respect of new development proposals.
- The team is responsible for securing funding of offsite highway infrastructure improvements as well as adoption of new roads within the Borough.
- The team also processes stopping up orders; Highway Projection Licences and Development enquires relating to highway matters.
- The team is also responsible for analysing highway condition data; prioritising and preparing Highway Planned Maintenance Programmes for carriageways and footways in the borough including Town Centre Schemes and also currently facilitates London Cycle Network schemes.

Travel Planning Function

Monitoring of Travel Plans (also secured by the S106 Process) and the development of the Council's own Travel Plan (this function will be carried out on the appointment of a Travel Plan Advisor).

Supports schools with the development, implementation and monitoring of School Travel Plans, assesses travel and transport needs of children and young people, audits the sustainable travel and transport infrastructure within the authority that may be used when travelling to and from, or between schools/institutions, develops strategy to develop the sustainable travel and transport infrastructure within the authority so that the travel and transport needs of children and young people are better catered for and promotes sustainable travel and transport modes on the journey to, from and between schools and other institutions.

Network Management

The Network management section is responsible for:

- Implementation of carriageway resurfacing Schemes
- Implementation of Footway Relay schemes
- Implementation of highway improvements schemes
- Signs, Lines, Street Furniture and Width Restriction Maintenance
- Weed Spray operations management
- Highway Safety Inspections
- Emergency and Reactive Response

- Insurance Claims
- Insurance claim investigation
- Health & Safety Regulations Compliance
- Temporary Road Closures
- NRSWA Management including operation of the London Permitting scheme
- Network Management
- Highway Asset Management
- Commissioning Annual Highway Condition Assessment
- Issuing of Highway Licences

Highways Strategy

The highways strategy section is responsible for:

- Developing transportation policy documents and work programmes
- Monitoring Road Traffic Accident patterns in the borough
- Private and temporary direction signs requests to premises and community events
- Public Rights of Way enquiries
- Public Transport liaison especially with London Buses
- Liaison with provider regarding street furniture agreement

Commissioning intentions:

	Commissioning intention	What needs to happen
1	Outsourced service contributing to £3.9m per annum savings whilst improving performance and overall quality.	Annual Local Implementation Programme (LIP) with TfL Annual Planned Maintenance Programme – Carriageways and Footways Streetworks and London Permits Scheme (LoPS) Highway Safety Inspection and Repairs Programme Delivery of the strategic approach to highways <ul style="list-style-type: none"> - Traffic Management Act Network Management Plan 2014 (NMP) - Network Recovery Plan (NRP) – Addendum to the existing LBB Highway Asset Management Plan (HAMP) - Operational Network Hierarchy (ONH) - Developer’s Design Guide (DDG)
2	Street lighting contributing to £5.9m per annum savings by 2019/20 whilst improving performance and	Review of street lighting delivery to maintain quality standards relating to lighting levels whilst minimising costs.

Commissioning intention	What needs to happen
overall quality.	

Outcome measures

Measure	Baseline	Target - 19/20
Annual Programme relating to Carriageway Resurfacing schemes	100% Q1 and Q2 2014/15	100%
Annual Programme relating to Footway relay schemes	100% Q1 and Q2 2014/15	100%
Make Safe within 48 hours all intervention level potholes reported by members of the public	95.6% Q1 2014/15 98.3% Q2 2014/15	100% (KPI target currently under review)
Implementation of the Annual programme relating to highway safety inspections	99.2% Q1 2014/15 100% Q2 2014/15	100%
% satisfied (Street Lighting)	72% Spring 2014	72%
% concerned about roads and pavements (in top 3)	31% Autumn 2014	20%

Financial impact

The revenue budget for these services form part of the Development and Regulatory Services contract being delivered by the joint venture with Capita Property and Infrastructure Ltd. The budget for this contract is dealt with by the Assets, Regeneration and Growth Committee. Changes in the net revenue budget for the outsourced service will be presented to Assets, Regeneration and Growth Committee for consideration and agreement.

A summary of the change in net revenue budget for elements of service component not part of the Development and Regulatory Services contract (i.e. street lighting and highways DSO) is shown highlighted in the table below:

<u>Service Area</u>	<u>2014/15 budget</u> <u>(£'000)</u>	<u>MTFP</u>	<u>PSR</u>
		<u>Planned</u> <u>2015/16 budget</u> <u>(£'000)</u>	<u>Suggested</u> <u>2019/20 budget</u> <u>(£'000)</u>
Waste Collection (Expenditure)	10,005	9,747	9,017
Waste Collection (Income)	(4,781)	(5,208)	(5,978)

NLWA Waste Levy (Disposal)	11,324	13,776	15,209
Parks (Expenditure)	6,691	6,531	5,781
Parks (Income)	(1,559)	(1,659)	(1,759)
Street Cleansing (Expenditure)	4,215	3,665	3,265
Street Cleansing (Income)	(40)	(40)	(40)
Contracts & management (expenditure)	7,316	7,039	6,634
Contracts & management (income)	-	(80)	(80)
SUB TOTAL	33,171	33,771	32,049
Inflation	-	-	2,163
Demographic pressure	-	-	360
TOTAL	33,171	33,771	34,572
Special Parking Account	-7,381	-7,421	-7,821

Capital requirements:

Highways and Transport

Proposal	Proposal £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Highway Network Improvements	64,640	26,265	16,000	8,000	8,000	6,375
TOTAL Highways and Transport	64,640					

11. Service component: Regulatory Services

Re Development and Regulatory Services Summary

The services in scope of the Environment Committee are:

Strategic Services:

- Highways Strategy

Operational Services:

- Highways Network Management
- Highways Traffic and Development

Public Health, Consumer and Regulatory Services

- Environmental Health
- Trading Standards & Licensing
- Cemetery & Crematorium

5. WHAT ARE DEVELOPMENT AND REGULATORY SERVICES FOR?

The DRS project is part of the One Barnet programme. The project aim was to form a strategic partnership with a private sector partner to deliver the services listed above in order that the following aims can be achieved;

- meet the unprecedented financial pressures it is facing;
- invest in these services; and
- preserve and improve on existing service levels.

Detailed delivery specifications are contained in the output specifications of the Development and Regulatory Services (DRS) contract. The high level benefits from the whole service are shown below:

Priority	Benefit
Citizens get the services they need for successful lives	Build on the Council's successful development, enhancement and protection of the built environment.
Barnet is a successful place	Capture and maximise the financial, economic and social benefits of large developments and ensure that these are returned to the Council in order to further support the Borough whilst keeping Barnet a green and pleasant place.
A new relationship with citizens	To provide truly citizen-centred services that are easy to access and simple to navigate, and as a result, improve customer satisfaction.
A one public sector approach	Close and effective working links with other public sector bodies. Develop new and innovative ways to engage and involve the community in co-delivering some services.

	Build and innovate on the Council’s successful record of community consultation and engagement.
A relentless drive for efficiency	Maximise the revenue and minimise the cost of the services and, where appropriate, to make the services more commercially aware in order to further enhance the maintenance and development of the Borough.
	Access to appropriate levels of service investment.
	Secure a reduction in service operating costs, and an increase in income, whilst acknowledging the trade-off between the two.

Commissioning intentions:

	Commissioning intention	What needs to happen
1	Outsourced service contributing to £3.9m per annum savings whilst improving performance and overall quality.	To contribute to the production of the Joint Strategic Needs Assessment.
		To undertake projects agreed with the Director of Public Health, that are within the remit of Environmental Health and Trading Standards that support the objectives of the Health & Wellbeing Strategy.
		Respond to service requests, carry out investigations and take appropriate actions where necessary to resolve issues.
		Carry out planned and proactive inspection and where appropriate and necessary, undertake enforcement action to resolve issues.
		Provide sufficient resources for Trading Standards and Licensing to enable a proportionate and appropriate response to the trading standards and licensing issues that are of a concern to residents and to protect consumers and the wider business community, particularly from rogue traders.

Outcome measures

Measure	Baseline	Target - 19/20
Customer Satisfaction (Env Health) Re KPI EH02L	New target - To be reported from Q3 FY14/15	2019/20 target is minimum 75%

Measure	Baseline	Target - 19/20
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards Re EH021	59.7% Q1 2014/15 54.5% Q2 2014/15	2018/19 onwards 90%
Food Sampling Inspections Re EH02D	125% Q1 2014/15 139.1% Q2 2014/15	100%
Appropriate response to statutory deadlines Re TSLKPI02	100% Q1 2014/15 100% Q2 2014/15	100%

Financial impact

The revenue budget for these services form part of the Development and Regulatory Services contract being delivered by the joint venture with Capita Property and Infrastructure Ltd. The budget for this contract is dealt with by the Assets, Regeneration and Growth Committee. Changes in the net revenue budget for this service will be presented to Assets, Regeneration and Growth Committee for consideration and agreement.

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Appendix B section 1: Revenue budget proposals 2015/16

Line Ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact Assessment		Budget 2014/15 £000	Savings per annum	
					Impact on Service Delivery	Impact on Customer Satisfaction		Equalities Impact	2015/16 £000
EFFICIENCY - WORKFORCE									
E1	Streetscene	<u>Savings through a revision of the charging process to the HRA</u> A review of the work undertaken and charged to Barnet Homes for grounds maintenance is due to be completed. This is to be alongside a review of the shared use of amenities charge for utilising HRA facilities. The outcome of the review will provide a robust charging mechanism to the HRA, resulting in an accurate and transparent general fund charge.	Efficiency	Part of General Budget Consultation	This saving may have an adverse impact on customer satisfaction.	This saving is not anticipated to impact on service delivery.	3,744	(110)	0
E2	Streetscene	<u>Savings through improved street cleansing route optimisation</u> Savings will be achieved through the improved route optimisation of the street cleansing service. Alongside E6 this will result in a reduction of repeat and duplicate cleansing and lead to the development of target cleansing for higher demand areas.	Efficiency	Changes to the street cleansing service will be consulted from late Autumn 2014 onwards	This saving will not have an adverse impact on customer satisfaction.	This saving is not anticipated to impact on service delivery.	4,255	(100)	0
E3	Streetscene	<u>Savings from the internalisation of fleet</u> The internalisation of the Go plant fleet will result in a number of transport savings, including improved procurement and more efficient working.	Efficiency	Part of General Budget Consultation	This saving may have an adverse impact on customer satisfaction.	This saving is not anticipated to impact on service delivery.	4,966	(167)	2
E4	Streetscene	<u>Capitalisation of fleet over 8 years not 5 years</u> The capitalisation of the streetscene fleet over an eight year period, rather than the original five year period will lead to a revenue saving within the transport service.	Efficiency	Part of General Budget Consultation	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	This saving is not anticipated to impact on service delivery.	4,966	(60)	0
E5	Streetscene	<u>Street cleansing terms and conditions</u> Changes to variable and enhanced rates of pay are expected to achieve a level of savings within the street cleansing service.	Efficiency	Part of General Budget Consultation	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	This saving is not anticipated to impact on service delivery.	4,255	(100)	0
E6	Streetscene	<u>Street cleansing improved service delivery and area based teams</u> The development of a new optimised and flexible service delivery model with area based teams is expected to achieve a level of savings within the street cleansing service along with improvements such as route optimisation.	Efficiency	Changes to the street cleansing service will be consulted from late Autumn 2014 onwards	This saving will not have an adverse impact on customer satisfaction.	This saving is not anticipated to impact on service delivery.	4,255	(350)	20

Appendix B section 1: Revenue budget proposals 2015/16

Line Ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact Assessment		Budget		Savings per annum	
					Impact on Service Delivery	Impact on Customer Satisfaction	2014/15 £000	2015/16 £000	2014/15 FTE	2015/16 FTE
E7	Streetscene	<u>Reduction in tree inspections and maintenance</u> Savings will be delivered through a reduction in tree inspections for discretionary areas of the service, whilst essential inspections are maintained.	Efficiency	Part of General Budget Consultation	This is a reduction in service standards and will have a minor impact on service delivery.	This saving may have an adverse impact on customer satisfaction.	3,744	(50)		0
E8	Streetscene	<u>Waste & Recycling route optimisation</u> The development of the more efficient collection of domestic waste and recycling will result in the removal of a number of collection rounds.	Efficiency	Part of General Budget Consultation	This saving is not anticipated to impact on service delivery.	This saving may have an adverse impact on customer satisfaction.	4,966	(217)		4
E9	Commercial	<u>Savings through transforming services to reduce expenditure</u> There is planned efficiency in delivering winter gritting through the reduced deployment of winter gritting machines from nine to seven. There will be an associated reduction in lease charges and operating costs.	Efficiency		To be reviewed	To be reviewed	422	(50)		0
E10	Commercial	<u>Savings through transforming services to reduce expenditure</u> The councils sign shop will aim to generate new additional income from external commercial sources. To generate this increased level of income and new business there may be a requirement to invest in new assets.	Efficiency		To be reviewed	To be reviewed	(44)	(80)		0
TOTAL								(1,284)		26
SERVICE REDUCTIONS										
TOTAL								0		0
INCOME										
11	Streetscene	<u>Additional income through the improved utilisation of parks assets</u> The existing park assets will be used to generate higher levels of income, through improved marketing and the letting of the assets such as cafes and pavilions.	Efficiency	More detailed consultation will take place from January 2015 as part of wider consultation on the draft Parks & Open Spaces strategy	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money	3,744	(100)		0
12	Streetscene	<u>Income from central government</u> Income from Central Government relating to maintaining weekly refuse collection	Income	Part of General Budget Consultation	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	(832)	(427)		0
13	Commercial	<u>Income through controlled parking zone enforcement</u> The council will provide residents parking permits to residents within the controlled parking zone for Saracens rugby club residential areas. This is part of the agreed parking enforcement for the local area on match days. The rugby club will pay for these permits, resulting in additional income.	Income		To be reviewed	To be reviewed	(7,381)	(40)		0
TOTAL								(567)		0
OVERALL SAVINGS								(1,851)		26

Appendix B: Section 2 - Revenue budget proposals 2016/17-2019/20

Line ref	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Savings per annum												
				Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2014/15		2017/18		2018/19		2019/20						
							£000	FTE	£000	FTE	£000	FTE	£000	FTE					
Efficiency																			
E1	Fleet	Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by improving supply chain arrangements and the effectiveness and efficiency of the fleet workshop e.g. through increased preventative maintenance resulting in fewer unplanned repairs.	Part of general budget consultation	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	This saving is not expected to have an adverse equality impact.	2,177	(125)											
E2	Grounds Maintenance	Community management of bowling greens: Under this proposal the management of bowling greens would transfer from the Council's responsibility to a range of locally-based community organisations.	Part of general budget consultation Detailed consultation will be undertaken with bowling clubs	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	There is a potential equalities impact This will be reviewed as proposals develop and ahead of implementation of the savings. An Impact Assessment will come back to PRC in February 2015 for 16/17 proposals.	135	(50)	(50)										
E3	Parking	Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified.	Part of general budget consultation Soft market testing will be undertaken to consult potential partners	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	This saving is not expected to have an adverse equality impact.	3,028		(150)										
E4	Street Lighting PFI	PFI further Street lighting savings: The current street lighting PFI requires the contractor to maintain quality standards relating to lighting levels. Completion of the project to implement a central management system will allow for lighting levels to be remotely controlled, for instance by reducing the brightness of some street lights, or making greater use of LED lighting for example on footpath assets.	Part of general budget consultation. Changes could be piloted as part of the introduction.	This is a reduction in service standards but is not anticipated to impact on service delivery.	This saving may have an adverse impact on customer satisfaction.	This saving is not expected to have an adverse equality impact.	6,082	(90)											
E5	Street Lighting PFI	Sharing the PFI Client function: The Street Lighting PFI contract was procured jointly with LB Enfield. Given that the specification and types of work undertaken by the contractor are similar in both boroughs it would be possible to establish a smaller, shared client to undertake contract management functions across both Boroughs.	Part of general budget consultation	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	This saving is not expected to have an adverse equality impact.	6,082	(20)											
E6	Street Lighting PFI	Lighting specification changes within the contract: This proposal will see the Council seek to agree with the Contractor a revision to the current specification to reduce the level of night inspections, increase the period in which fault repairs need to be completed along with combining various routine maintenance activities such as cleaning, bulk lamp changing and inspection activities.	Part of general budget consultation. Changes could be piloted as part of the introduction.	This is a reduction in service standards and will have a minor impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	This saving is not expected to have an adverse equality impact.	6,082	(90)											

Line ref	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Savings per annum								
				Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2016/17		2017/18		2018/19		2019/20		
							£000	FTE	£000	FTE	£000	FTE	£000	FTE	
E7	Waste	Waste minimisation: Measures to reduce the amount of waste collected will see the Council incur lower costs going forward. This proposal includes both a focus on behaviour change and changes to collection, for example by reducing the size of wheeled bins from 2400 to 1800 or increasing the availability of recycling bins. Experience from authorities that have implemented such measures demonstrates their positive impact on the amount of waste generated resulting from residents changing their behaviours. This item is connected with and dependent on success with saving R4.	Part of general budget consultation	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	There is a potential equalities impact on customer satisfaction and it is possible that it may enhance perception of implementation of the savings. An Impact Assessment will come back to PRC in February 2015 for 16/17 proposals.	11,324					(100)			
E8	Waste	Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre will transfer to the North London Waste Authority who will be responsible for managing all such facilities across all of the seven member boroughs of the NLWA.	Part of general budget consultation	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	There is a potential equalities impact on customer satisfaction and it is possible that it may enhance perception of implementation of the savings. An Impact Assessment will come back to PRC in February 2015 for 16/17 proposals.	826		(60)						
E9	NLWA	Working with other North London authorities to re-procure disposal facilities: The Council is working with other North London Waste Authorities to procure new facilities to treat and dispose of residual waste to replace facilities that are reaching their end of life. This will ensure less waste is sent to landfill and therefore reduce the amount of landfill tax the Council has to pay currently.	Part of general budget consultation already undertaken as part of NLWA process	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	This saving is not expected to have an adverse equality impact.	11,324		(500)						
E10	Street Scene alternative delivery models	Savings from an alternative delivery model: Potential alternative delivery models may include a social enterprise, mutual or outsourcing for Waste, Recycling, Street Cleansing services and the Grounds Maintenance services. Any decision about a future alternative model will be subject to full detailed business case and options appraisals, including the basis of comparison with the costs and quality of the in-house service.	Part of general budget consultation. Sort market testing will be undertaken to consult potential partners	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	There is a potential equalities impact on customer satisfaction and it is possible that it may enhance perception of implementation of the savings. An Impact Assessment will come back to PRC in February 2015 for 16/17 proposals.	10,503		(250)		(450)				
E11	Mortuary shared service	Creation of a shared mortuary service: This proposal considers sharing modern facilities in a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, realise the asset value of the Finchley Mortuary on disposal and continue to maintain a high standard of service.	Part of general budget consultation. Sort market testing will be undertaken to consult potential partners	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	This saving is not expected to have an adverse equality impact.	141		(45)						
Total								(420)	0	(880)	0	(700)	0	(100)	0
Growth and Income															

Line ref	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Savings per annum									
				Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2014/15		2017/18		2018/19		2019/20			
							£000	FTE	£000	FTE	£000	FTE	£000	FTE		
G1	Greenspaces	Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.	Part of general budget consultation	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	This saving is not expected to have an adverse equality impact.										
G2	Waste	Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and review of all income streams in the service to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling etc.	Part of general budget consultation	This saving is a change to service delivery.	This saving will not have an adverse impact on customer satisfaction	This saving is not expected to have an adverse equality impact.	(770)									
Total							(770)	0	0	0	(100)	0	0	0	0	0
Reducing demand, promoting independence																
R1	Street cleansing & Parks	Optimisation of street cleansing, parks and tree services: Including route optimising routes, removing duplication, making better use of more efficient technology. This proposal will also include: Income from enforcement; littering, dog fouling, fly-tipping, also, increasing income from wider parks assets e.g. new licensing activities, for instance commercial dog walking. Revised scheduling of highways grounds maintenance including grass cutting and annual bedding.	Part of general budget consultation	This saving is not anticipated to impact on service delivery.	This saving is not expected to have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	There is a potential equalities impact as proposals develop and ahead of implementation of the savings. An outline Equalities Impact Assessment will come back to PRC in February 2015 for 16/17 proposals.	(150)		(200)							
R2	Waste	Household Waste Recycling Centre opening hours: The Council manages a Household Waste Recycling Centre at Summers Lane where residents can dispose of over 40 different types of waste. The facility currently opens 7 days a week from 8am to 4pm Monday to Saturday and 9am to 4pm on Sunday's. Under this proposal the facility will reduce its opening hours to focus on period of peak and higher usage.	Part of general budget consultation proposals for new operating hours will be consulted upon.	This is a reduction in service standards	This saving will have an adverse impact on customer satisfaction	There is a potential equalities impact as proposals develop and ahead of implementation of the savings. An outline Equalities Impact Assessment will come back to PRC in February 2015 for 16/17 proposals.	(20)									
R3	NLWA	Movement to menu pricing within the North London Waste Authority from the historic levy based system: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Council's to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority.	Part of general budget consultation	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	This saving is not expected to have an adverse equality impact.	(1,900)									

Line ref	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Savings per annum									
				Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2016/17		2017/18		2018/19		2019/20			
							£000	FTE	£000	FTE	£000	FTE	£000	FTE		
R4	Street Scene Waste Offer	Revised waste offer to increase recycling: The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste, increasing recycling in flats; and optimising waste collection routes. This scale of savings assumes a step change in resident behaviour towards recycling driven by a better understanding of the costs of waste collection and disposal.	Part of general budget consultation	Impact on Service Delivery This saving is anticipated to impact on service delivery.	Impact on Customer Satisfaction This saving is expected to have a short term adverse impact on customer satisfaction.	Equalities Impact This saving is not expected to have an adverse equality impact.	2014/15 £000	2016/17 £000	2016/17 FTE	2017/18 £000	2017/18 FTE	2018/19 £000	2018/19 FTE	2019/20 £000	2019/20 FTE	
Total																
Service redesign																
Total																
Overall Savings																
Overall Savings																

Environment Committee

Consultation findings

1. INTRODUCTION

This report summarises the key findings from the 2015/16 Budget and Strategic Plan to 2020 consultation from across the council as well as more detail on the findings from the Community Leadership Committee.

For more information on the background and method to the consultation you can read the full consultation paper [here](#).

The consultation involved three strands;

- General budget consultation on the 2015/16 budget
- Service specific 2015/16 proposals: SEN home to school transport.
- Strategic Plan to 2020: Corporate Plan Priorities, Theme Committee Commissioning Plans, and the overall MTFs from 2015 - 2020

A total of 333 people took part in the three strands – with 181 completing the various online surveys as part of the open consultation (61 for 2015/16 budget, 28 for Strategic Plan to 2020 and 92 for SEN Schools transport) and 149 taking part in the Strategic Plan to 2020 workshops.

2. FULL COUNCIL FINDINGS

STRAND 1: Open Consultation on 2015/16 Budget Savings

In total 61 questionnaires were submitted on the 2015/16 budget. Over two-thirds of respondents (34 of the 56 respondents) disagreed with the council's proposed savings in terms of balance between efficiency savings, income generation and cuts to services, with only 8 of the 56 respondents believing the council had got the right balance.

The key reasons for people disagreeing with the balance of savings were;

- Services cannot be reduced
- Council Tax should be increased
- Library service should not be cut.

In regard to Council Tax for 2015/16, the majority of respondents to the open consultation disagreed with the council's proposal to freeze Council Tax, with residents stating that a small increase could support services, with a particular focus on preservation of the library service.

In regard to comments on the balance of savings for each committee respondents felt;

- The council should increase Council Tax
- Cuts are too heavy, with a particular objection to reductions in the Adults and Safeguarding budget and the Library service.

Both the 2015/16 Budget savings and Strategic Plan to 2020 consultation were open at the same time as other major consultations such as the Library Strategy Consultation. It is reasonable to assume that some residents have responded to the three strands of this consultation programme as well as the individual service specific consultations.

From the comments received as part of the consultation it is evident residents have used the vehicle of these consultations to make clear their feelings on the proposed reduction in funding to the library service.

Strand 2 is not included as it is a service specific consultation for Special Educational Needs Transport.

STAND 3: Workshops for Strategic Plan to 2020

The workshops found that when residents had to prioritise services in the context of the financial restraints the council is under, residents' priorities broadly matched the council's current proposals for savings up to 2020.

It was clear from the workshops that residents prioritised targeted support for vulnerable children and adults over universal services such as waste collection and libraries. In general, residents wanted the council to make less reduction to adults and children's service budgets and slightly more savings for Environment Committee.

The findings of the workshops stand in contrast with both the open consultation and the Residents' Perception Survey, where the larger numbers of users of universal services naturally leads to these services being given greater importance in quantitative surveys.

The greater review and discussion of services in the workshops, and the prioritisation of services and funding that the workshops demanded led residents to accept compromises in universal services in order to protect services for the most vulnerable.

a. Key Themes

Support to the most vulnerable is a priority

Across all workshops there was a strong belief that the council should target support at the most vulnerable, findings which match those from the first round of the Priorities and Spending Review in 2014. The majority of residents' priorities can be

summarised by the following comment on emergency temporary housing for the homeless;

“These are the most vulnerable people in our society. If we can’t help them what’s the point?”

Prevention is a good use of resources

The workshops which focused on services for adults and children saw residents prioritise services that supported the prevention agenda as well as the most vulnerable;

“Prevention is better than cure. I think the more one can support those families to get through the year, the better the outcome, the less will be required from the council.”

Prevention proved popular in the context of potential cuts as residents thought that prioritising prevention services could reduce the cost to the council in the long term and improve the outcomes for those supported. This was felt to be both just, and a good use of resources.

The importance of a safe environment

Safety was an underlying theme of why many residents prioritised services. This was especially evident in the learning disability workshop. Safety was an issue in regard to safeguarding of vulnerable adults and children as well as safety for all residents through universal services such as street lighting and street cleansing.

Resident’s emphasised the importance of street lighting because: *“If you have lights on you are actually saving lives”*.

b. Theme Committee Priorities

The focus of the workshops was on those services which most impact on residents, these were generally services within the remit of Children, Education, Libraries and Safeguarding; Adults and Safeguarding; and Environment Committees.

Children, Education, Libraries and Safeguarding

As part of the workshop focused on Children, Education, Libraries and Safeguarding Committee, residents prioritised the following services;

- Children’s mental health
- Short Breaks
- Support for young adults leaving care.

Those services which attendees felt, within the context of council’s reductions, had the most potential for savings were;

- Educational support to schools

- Special Educational Needs transport
- Libraries
- Children's Centres.

In later discussions residents still emphasised the importance of these services, but in context they were seen as more palatable options to reduce costs.

For example, although people in the workshops were supportive of libraries as a service, they were not seen as a priority when compared to targeted services which supported the vulnerable. This was a theme not only when focusing on the **Children, Education, Libraries and Safeguarding Committee** but also in the context of wider council services.

As each specific proposal within the remit of the CELS committee is brought forward, individual consultations will be conducted. The library proposal is currently under active consideration and the outcomes of the library consultation will be reported to the CELS committee in June.

Resident's preference within the workshops was to make less service reductions in the remit of the Children, Education, Libraries and Safeguarding Committee than the council has proposed.

Adults and Safeguarding

As part of the workshop focused on the Adults and Safeguarding Committee, residents prioritised the following services;

- Support offered to carers
- Preventative work for people with learning disabilities
- Short term and residential care for people with mental health issues
- Support to community/voluntary groups for the elderly
- Direct payments for people with physical disabilities
- Leisure centres.

Those services which attendees felt, within the context of council's reductions, had the most potential for savings were the more expensive services of;

- Supporting older people in their homes
- Residential care for older people.

Again there was an emphasis on prevention, with one resident stating that (in regard to short term mental health support): *"It's much better in cost terms than rehabilitation. Short term they can improve and get better rather than, possibly, being institutionalised"*.

Resident's preference was to make less service reduction in the remit of the Adults and Safeguarding Committee than the council has proposed.

Environment Committee

As part of the workshop focused on Environment Committee, residents prioritised the following services;

- Street lighting

Those services which attendees felt, within the context of the council's reductions, had the most potential for savings were the more expensive services of;

- Rubbish and recycling collection
- Town centre cleaning
- Green waste
- Management of the council's bowling greens.

Residents, on balance, prioritised residential street cleaning over town centres, whilst the main reason for prioritising street lighting was to protect safety. Residents saw the commercial benefit of increasing the number of events in parks but would be worried if a lot of access to parks was not available to the general public.

On balance, the view seemed to be that a fortnightly rubbish collection was good idea, but a weekly collection of recyclables should remain. It was felt by many that this policy may encourage more recycling.

Residents preferred was to make slightly more savings from the Environment Committee budget than the council has proposed, with residents preferring to prioritise services which supported vulnerable children and adults.

c. Barnet's 'Commissioning Council' Approach

Participants were asked to give their views on the council's 'Commissioning Council' approach. This means that the council's primary concern is about the quality of local services, whether they achieve stated outcomes and whether they are value for money, rather than how services are delivered and by whom. Generally as part of the workshop there was an acceptance (rather than endorsement) of the concept, but with a concern about whether the council would have the management capacity or skills to manage a broad and range of contracts.

There was a general agreement with the principle of the Commissioning Council model and the following comments give a good summary of the discussion and opinion;

"It's all right by me as long as it's done properly with proper controls and transparency"

"I think that's completely unrealistic. In principle, in theory, if it's done to the same quality, yesbut that's not what happens."

“As long as the service remains the same it’s not detrimental”

Key concerns were about accountability, especially in regard to private sector organisations with a level of mistrust about large businesses being involved in the delivery of core council services.

In contrast to the workshops, respondents to the open consultation appear to be more negative about the commissioning approach, with 13 out of 23 respondents being strongly opposed to this approach, with only 6 out of 11 respondents either strongly or tended to support this commissioning model.

d. Council Tax

Within the workshops, the majority of respondents attended from the Citizens’ Panel were supportive of increasing Council Tax, compared to only a third of the service users who attended workshops, where the majority of attendees preferred a freeze on Council Tax.

The key reason for choosing an increase in Council Tax was that they felt that it was value for money to pay slightly more per resident but minimise cuts to services. Those that chose to freeze or reduce Council Tax felt that Barnet Council Tax was higher than some neighbouring boroughs and was high enough already.

Residents taking part in the open consultation were heavily in favour of raising Council Tax, with the most common responses to open ended questions for each committee being about increasing Council Tax to protect services.

e. Open Consultation on Strategic plan to 2020

Those who responded online supported the council’s four proposed priorities as well as the majority of priorities and outcomes for all the Theme Committees. However, as with the 2015/16 Budget feedback, there was a clear emphasis from residents that service reductions were too large, libraries should be protected and that social housing was a priority.

3. ENVIRONMENT COMMITTEE FINDINGS

This section covers the findings from the Strategic Plan to 2020 consultation. 12 residents responded to the open consultation online survey, whilst 149 residents took part in the workshops which covered services within the remit of the environment committee, with 18 residents taking part in the Environment committee focused workshop.

a. Open Consultation

Environment Committee's Priorities

The majority of respondents agreed with the priorities outlined by the committee, with 8 of 10 respondents agreeing with 'Driving an increase in overall resident satisfaction with Barnet as a place to live one of the highest of any outer London borough' and 7 of 10 respondents 'Facilitating economic growth and the success of residents, ensuring high quality infrastructure is in place, and removing any barriers or unnecessary costs of growth to successful businesses'.

4 respondents stated the council had missed priorities, stating that litter was a key priority whilst another respondent would like to see local priorities at ward level.

Environment Committee's Outcomes

In terms of outcomes over two-thirds (10 out of 13 respondents) agreed with all the outcomes, with 'increasing recycling rates and minimising tonnages collected to the best 10% compared with our statistical neighbours in London and nationally, focusing on encouraging behaviour change and waste minimisation.' And 'Making regulatory services like licencing and environmental Health high quality and efficient, while prioritising key risks to health and safety' the most popular, with 10 out of 13 respondents agreeing.

Of those who answered questions on Environment Committee 5 stated the council had missed outcomes, including protecting, preserving and enhancing greenspaces, lack of parking being an issue and wildlife and traffic pollution.

Environment Committee's Approach

The majority of respondents (6 out of 11) agreed with the approach of 'Target support to those who need it to allow opportunity for all', 3 out of 11 respondents agreed with 'Explore alternative ways to deliver services, in partnership with other organisations and residents', whilst only 2 out of 10 respondents agreed with 'Give people more choice and control over their service'.

One resident also emphasised the need to listen to local residents on a ward level.

Balance of savings

A third of respondents agreed the Committee had got the right balance in terms of savings and outcomes, with a third disagreeing and a third neither agreeing or disagreeing (4 respondents each).

Of those who felt there was not a balance residents commented that the cuts weren't necessary as well as a specific comment on the Greenwalk at Dollis Valley and the lack of consultation on the upgrade.

b. Workshop Findings

The highest priority for residents was for street lighting followed by residential street cleaning followed by protecting Summers Lane recycling centre and highways repairs.

Residents, on balance, prioritised residential street cleaning over town centres, whilst the main reason for prioritising street lighting was to protect safety. Residents saw the commercial benefit of increasing the number of events in parks but would be worried if a lot of access to parks was not available to the general public.

In order to protect the above services, residents preferred to increase the number of events in parks to make income, charge for green waste and have their residual rubbish collected fortnightly.

Rubbish and recycling collection invited heated debate and depended on family size and commitment to recycling. Although on balance the view was that a fortnightly rubbish collection was good idea and would increase recycling levels, there would still need to be a weekly collection of the brown and blue recycling bins.

In regard to savings residents' preference was for more than the allocation of savings to the committees from 2015 to 2020.

The services which were most protected by the Citizen's Panel members were;

- Street Lighting.

The services which, on balance, were seen as options for savings were;

- Recycling and rubbish collection
- Green waste
- Events in Parks
- Rationalisation of council costs.

The table below summarises discussion on each service as well as selected quotations from residents, which aim to give a flavour of the discussions.

Area	Feedback and example comments
Rubbish and recycling collection	Rubbish and recycling collection invited heated debate and depended on family size and commitment to recycling. On balance the view seemed to be that for those that a fortnightly rubbish collection was good a weekly collection of recyclables was

	<p>required. For those that do not recycle – this policy may encourage more recycling.</p> <p><i>“My driver on this is that it’s quite good that people recycle so I would like to see a cut down on the number of rubbish collections but keep the same (weekly) collection for recycling – it would keep pressure on people to recycle”</i></p> <p>Larger families did not agree;</p> <p><i>“In my house both our bins are full but at one of my neighbours there’s only one person living at the house so he’s going to take 3 weeks to fill his bins.”</i></p> <p><i>“The bin collections are important because if your bins are not collected it will stack up and it will smell”</i></p>
Green Waste	<p>Comments varied according to which of these issues was the one causing most displeasure.</p> <p><i>“I don’t mind paying for it but I did not want it to be collected once a month”</i></p> <p><i>“If they cut that service I’ll just put all my green waste in my rubbish – frankly they’d get all my rose thorns and that stuff in my black bag on a Monday night” “It’s not in the spirit”</i></p>
Changing the ownership and hours at recycling centres	<p>The main concern with closing Summers Lane or reducing its opening hours was, indeed, the possibility of an increase in fly tipping.</p> <p><i>“Because I use it so often if they shut it down or they moved it away to make it quite inaccessible for me I would be devastated as I use it a lot. Plus if they did that you’d get a lot of fly tipping. We get that a lot around our way so that would double”</i></p> <p><i>“The worst scenario here is the increase in fly tipping. And that increases cost”</i></p>
Increasing income from Park Assets	<p>Resident comments, when made, were mostly favourable to the idea of commercial events in Barnet’s parks, providing they were well managed,</p> <p><i>“Yes, just get public awareness, people in the area, more revenue for the council, local businesses, local shops, regeneration”</i></p> <p><i>“As long as it (commercial activity) is just a little bit – not too much”</i></p>
Park maintenance	<p>There was remarkably little discussion about Park Maintenance. There was some positive comment about community involvement.</p>

	<p><i>"It's the smaller parks that become community led, which I think is quite a nice idea"</i></p> <p>Wild areas had some appeal</p> <p><i>"I wouldn't mind wild areas in parks" "Good for nature"</i></p>
Management of the council's bowling greens	<p><i>"I didn't know it still happens"</i></p> <p><i>"I assume they are clubs and if I belong to a tennis club I have to pay fees to maintain it. I imagine bowling club members have to pay fees to maintain it."</i></p>
The frequency of cleaning town centres	<p>Residents were slightly more concerned about cleaning residential streets than town centre streets. However some realised town centre cleaning was necessary;</p> <p><i>"I'm mindful about weekends because that's when it does get a bit dirty, 'cos that's where people are"</i></p> <p><i>"Keeping town centres clean encourages business"</i></p> <p><i>"Maybe there should be fines for those that litter"</i></p>
The frequency of cleaning residential streets	<p>Residential street cleaning was seen as more important than Town centres;</p> <p><i>"It's important because I live in those streets and I don't want to see them dirty"</i></p> <p><i>"If an area deteriorates then that encourages misbehaviour and vandalism"</i></p>
Street Lighting – borough wide	<p>The main reason for prioritising street lighting concerns about safety. In dark streets everyone was less safe – including drivers who had been drinking, young children out after dark, people crossing the street and people walking and driving in bad weather conditions.</p> <p><i>"If you have lights on you are actually saving lives"</i></p> <p>Dark streets were thought to encourage criminal behaviour.</p> <p><i>"It gives the 'ne'er do wells' an opportunity. It's dark now, let's go and get them. How can you describe someone in the dark – you can't"</i></p>
Highways repairs	<p>This is a top priority, especial the quality of the repair and materials used</p> <p><i>"I'm a driver and I'm always driving on the roads and they are awful"</i></p>

	<p><i>"It's crucial; you've got to maintain your highways and your access for all the traffic coming through"</i></p>
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"It's not about whether it's maintained – it's the quality of the materials"

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Environment Committee

Residents' Perception Survey Autumn 2014

1. Introduction

- 1.1 This report provides a summary of key findings from the Autumn 2014 Residents' Perception Survey (RPS) which are pertinent to the Environment Committee.
- 1.2 The council runs a Resident's Perception Survey every six months to regularly monitor resident satisfaction and longer term trends in order to improve how we respond to the needs of residents. The Residents' Perception Survey captures residents' general views and perceptions towards the council, the services it provides and the local area and is used to explore changes in these opinions over time on a number of topics.
- 1.3 The council commissions ORS, an independent social research company, to conduct the surveys. Quota controls are used to ensure a representative sample, with 1,600 responses achieved overall. Responses are weighted to ensure that the survey is representative of the make-up of the borough. It is accurate to within +/- 3 per cent so findings are only viewed as statistically important if they are greater than plus or minus 3 per cent.
- 1.4 The data from the Autumn 2014 Residents' Perception Survey was collected between 23 September and 28 November 2014.
- 1.5 The full results will be published at <http://engage.barnet.gov.uk>

2. Summary of key findings

Residents' concerns

- 2.1 The top three areas of personal concern for residents in Barnet are *conditions of roads and pavements* (31 per cent); *a lack of affordable housing* (29 per cent); and *crime* (29 per cent).
- 2.2 Whilst *conditions of roads and pavements* is the top concern, there has been a decrease in residents indicating this as one of their top three personal concerns, down six percentage points since results in Spring 2014 and back in line with Autumn 2013 results.
- 2.3 Concern for *litter and dirt in the streets* (19 per cent) is in line with the Spring 2014 results. There has been a total increase in concern for *litter and dirt in the streets* of seven percentage points since 2010/11. However, concern is below the London average (minus eleven percentage points).
- 2.4 In terms of *recreational facilities*, only nine per cent of Barnet residents indicated this as one of their top three concerns which is in line with the results in Spring 2014 and slightly above the rest of London (plus two percentage).

Waste Collection

Refuse collection summary

- 2.5 Just over three quarters of Barnet residents (77 per cent) rate the Refuse collection service as 'good to excellent', a slight increase of one percentage point since Spring 2014 but two percentage points below the Autumn 2013 results. Compared to the rest of London, Barnet residents are more likely to rate the Refuse collection service as 'good to excellent' (plus eight percentage points).

Door step recycling summary

- 2.6 Nearly three quarters of Barnet residents (73 per cent) rate the Door step recycling service as 'good to excellent', a slight drop of two percentage points since the results in Spring 2014 but four percentage points above the Autumn 2013 results. Again, compared to the rest of London, Barnet residents are more likely to rate the service as good to excellent (plus seven percentage points).

Street Scene

Street cleaning summary

Just over half of Barnet residents (54 per cent) rate the Street cleaning service as 'good to excellent', which is almost in line with the Spring 2014 results (minus one percentage point) and the Autumn 2013 results (minus two percentage points). The results are also in line with the London average.

Parks and Open Spaces summary

- 2.7 In terms of overall perception, nearly three quarters of Barnet residents (72 per cent) rate Parks and open spaces as 'good to excellent'. This is an increase of four percentage points since Spring 2014 and a three percentage point increase since the Autumn 2013 results. Results are in-line with the rest of London.
- 2.8 74 per cent of users of parks and open spaces rated the service offered as 'good to excellent'. This result is in line with the Spring 2014, and three percentage points above results in Autumn 2013. Barnet user satisfaction is two percentage points above the London average.

Highways

Repair of roads summary

- 2.9 A third of Barnet residents (33 per cent) rate the Repair of roads as 'good to excellent', an increase of five percentage since results in Spring 2014 and two percentage points higher than in Autumn 2013. However, compared to London, Barnet residents are less likely to rate the service as good to excellent (minus eight percentage points)¹.

Quality of pavements summary

- 2.10 A third of Barnet residents (33 per cent) rate the quality of pavements as 'good to excellent', a decrease of five percentage points since Spring 2014, but in line with Autumn 2013 results. Compared to the rest of London Barnet residents are less likely to rate the service as good to excellent (minus eight percentage points)².

¹ Survey of Londoners ask question jointly: Repair of roads and pavements

² Survey of Londoners ask question jointly: Repair of roads and pavements

Contracted Services

Parking Services summary

- 2.11 A quarter of Barnet residents (26 per cent) rate Parking services as 'good to excellent'. Since 2012 Parking services have seen a steady increase in residents rating the service as 'good to excellent' and it is now nine percentage points higher than the results in Autumn 2012. However, resident satisfaction remains below the London average (minus seven percentage points).
- 2.12 26 per cent of **users** of Parking also rate the service as 'good to excellent', a three percentage point increase since Spring 2014, and a ten percentage point increase since results in Autumn 2012. However, resident satisfaction remains fifteen per cent lower than the London average.

Street lighting summary

- 2.13 Just over two thirds of Barnet residents (68 per cent) rate Street lighting as 'good to excellent', a decrease of four percentage points since results in Spring 2014 and a six percentage point decrease since Autumn 2013. Resident satisfaction in Barnet is three percentage points lower than London as a whole.

Regulatory services

Planning and building control³

- 2.14 In terms of general perception, just over a third of Barnet residents (34%) rate Planning and Building Control as 'good to excellent', a two percentage point increase since results in Spring 2014. This closely matches views of **users**, with 37 per cent of Planning and building control users rating the service as 'good to excellent'.

Trading Standards¹

- 2.15 Around a third of Barnet residents (32%) rate Trading Standards as 'good to excellent', a three percentage point increase since Spring 2014 results.
- 2.16 Just over half of **users** (51 per cent) rated Trading Standards as 'good to excellent', a seven percentage point decrease since the Spring 2014 results (not significant⁴).

Environment Health¹

- 2.17 Just under half of Barnet residents (47%) rate Environmental Health as 'good to excellent', a one percentage point increase since the Spring 2014 results.
- 2.18 Just under three fifths of **users** (57 per cent) rate Environment Health as 'good to excellent', an eleven percentage point increase since the Spring 2014 results.

³ No London Data available, not asked in 2013 or 2012

⁴ Not significant because sample size is 374 for users on Trading Standards

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AGENDA ITEM 10	
 <h2 style="margin: 0;">Environment Committee</h2> <h3 style="margin: 0;">10 March 2015</h3>	
Title	Implementation of the Footway Parking Programme as detailed in the New Parking Policy
Report of	Environment Lead Commissioner
Wards	All
Status	Public
Enclosures	Appendix 1 – Schedule of Roads where Footway Parking has been subject to an unofficial waiver Appendix 2 - Work Programme
Officer Contact Details	<p>Alan Bowley, Lead Commissioner, Environment 020 359 2690 alan.bowley@barnet.gov.uk</p> <p>Claire Symonds, Commercial & Customer Services Director 0208 359 7082 Claire.symonds@barnet.gov.uk</p> <p>Paul Bragg, Infrastructure and Parking Manager 020 8359 7305, Paul.bragg@barnet.gov.uk</p>

<h2>Summary</h2>
<p>In November 2014, this Committee agreed a new Parking Policy and authorised officers to develop a costed plan to implement it. The initial plan was submitted to the January Environment Committee meeting and a decision was taken to develop a more detailed schedule of works in relation to formalising the current footway parking arrangements. This report sets out the outcome of the initial review of the existing roads and identifies the extent of works required and the likely costs involved. It also sets out the proposed programme of activity, timeframes and costs for the implementation of this element of the new parking policy.</p>

Recommendations

1. That the Environment Committee consider and approve the proposed plan in relation to the implementation of the first phase of footway parking works in order to meet this element of the new Parking Policy and agrees the allocation of funds as determined in paragraph 5.2.1 from the capital funding allocated for investment in roads and pavements over the next 5 years.
2. That the Environment Committee agree a further allocation of £1m per annum for on-going requests for footway parking from capital funding already allocated for investment in roads and pavements from 2016/17 to 2019/20.
3. That the Environment Committee agree the action plan and hence timescale for implementation of the first phase of works.

1. WHY THIS REPORT IS NEEDED

- 1.1 At the November 2014 meeting of this Committee, members agreed a new Parking Policy and this included a new process to be deployed to ensure that the way in which the Council deals with footway parking is in future in full compliance with legislation.
- 1.2 Formal consultation was presented at the November Committee which showed a large majority in favour of the footway parking policy. The results of the formal consultation shows that footway parking is the 4th most supported item in the Parking Policy. The combined responses of 922 respondents are shown in the table below:

<u>Footway Parking</u>	Agree	Disagree	Neither/ Don't know
<u>Where safe make available spaces on footways that are clearly marked</u>	82%	8%	10%

- 1.3 At the January 2015 meeting of this Committee, members requested that they be provided with more detailed proposals in respect to the footway parking proposals.
- 1.4 Members recognised that effective implementation will require a programme which prioritises necessary works as well as requiring a capital and revenue investment, however they did not feel that they had sufficient information in relation to the implementation of the footway parking element of the new Parking Policy.
- 1.5 The Committee requested officers to provide detail regarding the extent of proposed works, associated costs and timeframes for the implementation of the Footway Parking element of the policy and this information is contained in this report.

- 1.6 As members are aware, there are a number of streets in the borough where informal non-compliant footway parking is currently in operation. These need to be formally reviewed in accordance with the new policy. The reviews will determine whether the new Parking Policy criteria has been met and this will lead to appropriate actions being taken to either formalise or cease footway parking in these roads.
- 1.7 Due to the limited time available since the last Committee decision it has not been possible to carry out a review of all 71 sites, however we have conducted surveys on 28 of the 71 sites which equates to around 40% of the roads. These results, when extrapolated provides the Committee with a good indication of the extent of work and likely costs involved. Applying the percentage factor to the total would equate to a sum of around £2m and with the cost of signs and lines added would be around £2.3m.
- 1.8 The outcome of the roads that have been surveyed has been used to determine the likely extent of works for phase 1 of introducing compliant footway parking schemes via the introduction of appropriately strengthened footways with signs and lines to formalise designated footway parking bays to the roads on the initial schedule. The full schedule of roads surveyed and the likely costs associated with each are detailed in Appendix 1.
- 1.9 Following a full assessment of all 71 sites it may be that there will be further roads that will not meet the criteria within the parking policy and will therefore not be recommended to have formalised parking bays installed.
- 1.10 A process will need to be instigated to allow for any additional requests received in the interim and in the future to be reviewed and those that meet the criteria will be identified and subject to further funding being available will be designed and implemented in accordance with the Policy.
- 1.11 The estimated costs are identified in this report in Section 5; Use of resources.
- 1.12 In order to assist Members the following text in relation to footway parking has been extracted from the newly agreed Parking Policy:
 - 1.11.1 Footpaths must be kept safe for pedestrians to use. Unauthorised footway parking creates an obstruction hazard for pedestrians and can make it difficult for a pushchair or wheelchair to pass safely without needing to divert into the road. Vehicles parked on the footway, can also cause particular problems for blind, disabled and older people. Many complaints are received from pedestrians, wheelchair users and those using pushchairs about inconsiderate car drivers who are parked on our footways, causing them to use the carriageway to get past.

In 1974 it became an offence to park a vehicle with 'one or more wheels on any part of an urban road other than a carriageway' in London (i.e. footway, grass verge, garden, space or land). The offence subsequently became decriminalised under the Road Traffic Act 1991 when local authorities were given powers to enforce footway-parking contraventions.

- 1.11.2 Unauthorised footway parking also causes increased maintenance costs and additional risks to the public. Damage to paving and grass verges caused by parked vehicles costs the Council thousands of pounds each year and such damage can create trip hazards resulting in injury. It is therefore important that those vehicles which are parked on the footway are enforced appropriately through the issue of a PCN.
- 1.11.3 The Council have only provided a limited number of designated footway parking in certain roads. These should be clearly defined as bays and marked on the footway with white lines. It is usual in these situations for the footway to have been strengthened to ensure that no damage is caused by the weight of parked vehicles. However, there are other areas where the Council has allowed footway parking to take place but have not legalised this through the placing of signs and lines. Where vehicles are parked in marked bays they are considered to be parked compliantly. However, where vehicles are not parked properly within a marked bay, i.e. where one or more wheels outside of the bay markings this is considered to be non-compliant.
- 1.11.4 The Council have consulted on a change to its footway parking policy to incorporate objective criteria, which will ensure footway parking only happens where it can be undertaken safely. In addition, these proposals will ensure that parking places are properly signed and marked where necessary to ensure that cars do not park in such a way as to cause an obstruction. The consultation feedback showed strong support for this and as such it was included within the agreed Policy.
- 1.11.5 Appendix 2 provides the detailed process and criteria to be followed when reviewing roads as detailed in Appendix 13 of the new Parking Policy.

2. REASONS FOR RECOMMENDATIONS

- 2.1 In agreeing to the new parking policy at this Committee's meeting in November 2014, there is a need to ensure that the changes and commitments made within the new policy are now implemented in an effective manner and that there are adequate resources to do so.
- 2.2 Not formalising footway parking puts at risk the informal arrangements on these streets as we could now be challenged as the parking policy is approved and in the public domain.

2.3 The formal consultation shows us there is overwhelming public support for the footway parking policy.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 In relation to the Parking Policy, the alternative option is not to implement the new Parking Policy (or parts of it) for the borough but this would be at odds with approving the Policy in the first place, and would mean that the Council would continue to operate its footway parking policies on an adhoc basis without due regard for existing legislation.

3.2 Furthermore, the current process leads to confusion and frustration and in particular from vulnerable members of the community who believe that priority is being given to motorists to the detriment of public safety.

4. POST DECISION IMPLEMENTATION

4.1 This report sets out an implementation plan for the work required to implement the footway parking element of the new Parking Policy.

4.2 If agreed, the first phase of work will be to review, against Policy criteria, the existing schedule of roads where footway parking has been allowed to take place.

4.3 Those that are determined as meeting the criteria will require a detailed design being undertaken and then instructions being issued to the councils highways contractor to carry out the works which will include lining and signing and where necessary strengthening of the public footway.

4.4 Once this first phase is completed it is intended to review the roads that were highlighted during the public consultation and there will also be a need to address on-going general requests and concerns as they arise. Each road will be reviewed in accordance with the agreed criteria and depending on available budgets works will be implemented for those that meet the criteria and where it is agreed that formal footway parking arrangements should be instigated.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 Barnet Council will work with local partners to create the right environment to improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

5.1.2 The three priority outcomes set out in the 2013/16 Corporate Plan are:

- Promote responsible growth, development and success across the borough

- Support families and individuals that need it- promoting independence, learning and well-being
- Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study

5.1.3 The effective implementation of the Parking Policy and in particular the footway parking element of the policy will help to achieve the above priority outcomes, particularly in respect of supporting the vulnerable and improving the satisfaction of residents through improved confidence in the Council's capacity to effectively manage and monitor the parking arrangements throughout the borough.

5.1.4 It will also serve to enhance the public perception that the Council are making sound and justified decisions and in so doing can demonstrate that clearly defined processes are in place which are transparent and ensures that robust criteria is being used to support decisions in relation to parking provision.

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

5.2.1 For the first phase of the Footway Parking Programme described above the capital investment is estimated to be around £2.3m. This is an estimated figure at this stage as the more detailed reviews will identify whether there is a need for utility services to be moved and/or drainage works to be undertaken.

5.2.2 It is proposed that the capital investment be funded from capital budget agreed for investment in roads and pavements between 2015/16 & 2019/20.

5.2.3 As this programme involves introducing new infrastructure in the form of signs and lines, there will be additional revenue costs to maintain this infrastructure of around £0.1m per annum. These costs will be contained within the revenue budget for Parking.

5.2.4 It is anticipated that there will be further on-going requests for footway parking to be considered in other borough roads. We are already aware of a number of such requests from the responses received as part of the Parking Policy consultation. It would therefore be prudent to allocate a further budget provision of £1m per annum from the capital budget agreed for investment in roads and pavements between 2016/17 & 2019/20. This is in order to address the future demand.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution (Responsibly For Functions, Annex A) gives the Environment Committee certain responsibility related to the street scene including pavements and all classes of roads, parking provision and enforcement, and transport and traffic management including agreement of the London Transport Strategy Local Implementation Plan.

- 5.3.2 Under the Road Traffic Act 1991 the Council took over the enforcement of all parking places on the highway in 1994. In 1994 following a pilot where decriminalised enforcement covered three areas, the Council applied for an order to be made designating the whole borough a Special Parking Area which was duly done - with the exception of the current Transport for London Road Network and the M1 motorway. Consequently the Council is empowered to enforce the full range of “decriminalised” parking controls that it implements in any borough road.
- 5.3.3 Section 45 of the Road Traffic Regulation Act 1984 allows an authority to designate parking places on highways in their area for vehicles of any class and to charge (such amount as may be prescribed under section 46) for vehicles left in a designated parking place
- 5.3.4 In using the powers under the Road Traffic Regulation Act 1984, the authority has a duty, amongst other considerations, to secure the expeditious, convenient and safe movement of vehicular and other traffic and the provision of suitable and adequate parking facilities both on and off the highway. This is pursuant to section 122 of the Road Traffic Regulation Act 1984.
- 5.3.5 The Department for Transport issued in February 2008 "The Secretary of State's Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions" (the "Statutory Guidance"). The Statutory Guidance is published by the Secretary of State under section 87 of the Traffic Management Act 2004. Section 87 (2) requires local authorities to have regard to the Guidance in the delivery of Civil Enforcement of Parking Contraventions.
- 5.3.6 The Department for Transport issued in November 2010 to all local authorities a document entitled: "Operational Guidance to Local Authorities: Parking Policy and Enforcement – Traffic Management Act 2004" ("DfT Guidance"). The DfT Guidance sets out the policy framework within which the Government believes all local authorities should be setting their parking policies.
- 5.3.8 It has been a contravention to park on the footway within London since the introduction of the Greater London Councils (General Powers) Act 1974. The Council enforces footway contraventions under the London Local Authorities and Transport for London Act 2008, where a vehicle has been parked with one or more wheels on the footway, 24 hours a day, 7 days a week.
- 5.3.9 Section 8(1), (2)(a), (b) of the London Local Authorities and Transport for London Act 2008 states that any part of the public highway not set aside for vehicles is covered by a footway parking ban. This includes grass verges, central reservation, ramps linking private property to the road and pedestrian crossings.
- 5.3.10 The Highway Code rule 244 states you MUST NOT park partially or wholly on the pavement in London, and should not do so elsewhere unless signs permit

it. Parking on the pavement can obstruct and seriously inconvenience pedestrians, people in wheelchairs or with visual impairments and people with prams or pushchairs.

5.4 Risk Management

5.4.1 The aim of a Parking Policy is to provide the public with clear and understandable information that explains the processes and criteria being deployed and the purpose of the parking controls in place throughout the borough. Having such a document reduces the risks and is expected to improve the Council's reputation and increase residents' perception of the Council.

5.4.2 The introduction of specific new criteria to formalise footway parking will ensure that the statutory processes applicable to meeting parking legislation requirements can be fulfilled and once proper provisions are established will enhance the enforcement of parking provisions.

5.5 Equalities and Diversity

5.5.1 The 2010 Equality Act outlines the provisions of the Public Sector Equality duty which requires public authorities to have due regard to the need to

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

5.5.2 The relevant protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent. A full Equalities Impact Assessment was carried out as part of the development of the Parking Policy. The overall feedback from this assessment did not indicate any adverse impacts to the protected groups or lead to any reassessment of the Policy. Their involvement and participation gave confidence that our proposals were appropriate to the needs of the diverse groups that this policy may impact.

5.6 Consultation and Engagement

5.6.1 The council's new Parking Policy (and hence its proposals) was developed through a robust and extensive public consultation exercise, which was reported to the November 2014 meeting of this committee.

6 BACKGROUND PAPERS

NONE

APPENDIX 1

No.	Road name	Footway construction		Footway surface condition	Minimum footway depth (m)	Minimum road width (m)	Current Parking Method (e.g. Full or partial on footway)	Proposed Parking Method (e.g. Full or partial on footway)	Proposed total length of footway parking areas	Proposed number of parking places	Proposed number of parking spaces	Total length of kerb greater than 100m in height	Work required		Total estimated cost	
		front	rear										Excavate and resurface using asphalt @£121 per m2 to 1.5m from kerb	Take up kerb and supply new kerb @£35 per lin m		Adjust footway service boxes @£53 per no
1	Mansfield Avenue EN4	Asphalt	Paving slabs	Good	2.6	6.3	Partial on footway. Full on road	Partial on footway	469	38	68	396	£85,123.50	£13,860.00	8	£99,407.50
2	The Woodlands N14	Asphalt	Paving slabs	Ok	2.8	6.8	Partial on footway. Full on road	Partial on footway	199	16	32	76	£36,118.50	£2,660.00	0	£38,778.50
3	Derwent Avenue EN4	Asphalt	Paving slabs	Ok	2.7	6.8	Partial on footway. Full on road	Partial on footway	297.5	28	44	170	£53,996.25	£5,950.00	7	£60,317.25
4	Linthorpe Road EN4	Asphalt	Paving slabs	Ok	2.9	6.3	Partial on footway. Full on road	Partial on footway	189.5	19	27	189.5	£34,394.25	£6,632.50	2	£41,132.75
5	Wycherley Crescent EN4	Paving slab	Paving slabs	Ok	2.7	5.5	Partial on footway. Full on road	Partial on footway	127	13	16	97	£23,050.50	£3,395.00	4	£26,657.50
6	Avondale Avenue EN4	Asphalt	Paving slabs	Ok	2.7	6.8	Partial on footway. Full on road	Partial on footway	283	18	45	0	£51,364.50	£0.00	7	£51,735.50
7	Brookhill Road EN4	Paving slab	Paving slabs	Ok	1.9	8.2	Partial on footway. Full on road	Partial on footway. Full on footway	144	9	23	38	£26,136.00	£1,330.00	3	£27,625.00
8	Vernon Crescent EN4	Asphalt	Paving slabs	Ok	2.4	6.3	Partial on footway. Full on road	Partial on footway	473.5	23	79	446.5	£85,940.25	£15,627.50	28	£103,051.75
9	Summit Way N14	Asphalt	Paving slabs	Ok	2.7	6.8	Partial on footway. Full on road	Partial on footway	300.5	22	44	24.6	£54,540.75	£861.00	1	£55,454.75
10	Marlborough Avenue N14	Paving slab	Paving slabs	Ok	1.5	4.9	Full on road	None. Footway of insufficient width and does not comply with new Parking Policy criteria	n/a	n/a	n/a	n/a	£0.00	£0.00	0	£0.00
11	Puller Road EN5	Asphalt	Asphalt	Ok	1.3	6.5	Partial on footway/kerb	None. Footway of insufficient width and does not comply with new Parking Policy criteria	n/a	n/a	n/a	n/a	£0.00	£0.00	0	£0.00
12	Sebright Road EN5	Asphalt	Asphalt	Ok	1.7	5.5	Partial on footway/kerb	None. Footway of insufficient width and does not comply with new Parking Policy criteria	n/a	n/a	n/a	n/a	£0.00	£0.00	0	£0.00
13	Calvert Road EN5	Asphalt	Asphalt	Ok	1.3	5.5	Partial on footway. Full on road	None. Footway of insufficient width and does not comply with new Parking Policy criteria	n/a	n/a	n/a	n/a	£0.00	£0.00	0	£0.00
14	Laleham Avenue NW7	Grass Verge	Paving slabs	Ok	3.6	6.2	Partial on footway/verge/kerb. Full on road	Partial on footway	328	23	55	165	£59,532.00	£5,775.00	4	£65,519.00
15	Elm Way N11	Asphalt	Asphalt	Good	1.7	5.5	Full on road	None. Footway of insufficient width and does not comply with new Parking Policy criteria	n/a	n/a	n/a	n/a	£0.00	£0.00	0	£0.00
16	Edwin Road HA8	Concrete	Paving slabs	Poor	2.1	4.9	Full road. Partial on footway	Partial on footway	109.5	7	18	0	£19,874.25	£0.00	1	£19,927.25
17	Colenso Drive NW7	Asphalt	Asphalt	Good	1.7	6.2	Full on road. Partial on footway	None. Footway of insufficient width and does not comply with new Parking Policy criteria	n/a	n/a	n/a	n/a	£0.00	£0.00	0	£0.00
18	Colney Hatch Lane N11	Asphalt	Paving slabs	Ok	2.4	11.1	Partial on footway. Full on footway. Full on carriageway	Full on footway. Partial on footway	243	17	34	172	£44,104.50	£6,020.00	6	£50,442.50
19	High Street NW7	Asphalt	Paving slabs	Good	1.4	5.8	Full on road	None. Not necessary and footway of insufficient width to comply with new Parking Policy	n/a	n/a	n/a	n/a	£0.00	£0.00	0	£0.00
20	Linden Road N11	Paving slab	Paving slabs	Poor	2.0	5.1	Partial on footway. Full on road	Partial on footway. Full on road	47	4	7	31	£8,530.50	£1,085.00	0	£9,615.50
21	Pycombe Corner N12	Concrete	Paving slabs	Ok	1.3	4.4	Partial on footway	None. Footway of insufficient width and does not comply with new Parking Policy criteria	n/a	n/a	n/a	n/a	£0.00	£0.00	0	£0.00
22	Brookfield Avenue NW7	Asphalt	Paving slabs	Ok	2.5	6.2	Partial on footway	Partial on footway	230	15	37	110	£41,745.00	£3,850.00	1	£45,648.00
23	Silkfield Road NW9	Asphalt	Paving slabs	Ok	2.6	6.3	Partial on footway	Partial on footway	128.6	8	19	0	£23,340.90	£0.00	2	£23,446.90
24	Hillfield Avenue NW9	Asphalt	Paving slabs	Poor	2.4	6.2	Partial on footway	Partial on footway	175	16	26	106.8	£31,762.50	£3,738.00	5	£35,765.50
25	Court House Road N3	Block paving	Paving slabs	Good	2.6	8.4	Full on road	Partial on footway	105	9	17	105	£19,057.50	£3,675.00	10	£23,262.50
26	Court House Gardens N3	Block paving	Paving slabs	Good	2.5	8.4	Full on road. Partial on footway	Partial on footway	187	17	26	0	£33,940.50	£0.00	10	£34,470.50

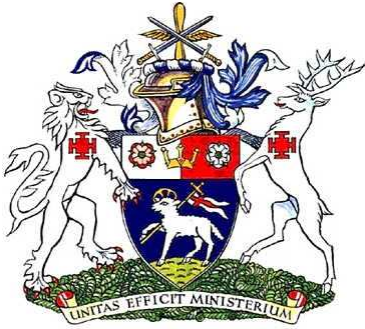
No.	Road name	Footway construction		Footway surface condition	Minimum footway depth (m)	Minimum road width (m)	Current Parking Method (e.g. Full or partial on footway)	Proposed Parking Method (e.g. Full or partial on footway)	Proposed total length of footway parking areas	Proposed number of parking places	Proposed number of parking spaces	Total length of kerb greater than 100m in height	Work required			Total estimated cost	
		front	rear										Excavate and resurface using asphalt @£121 per m2 to 1.5m from kerb	Take up kerb and supply new kerb @£35 per lin m	Adjust footway service boxes @£53 per no		
27	Broadfields Avenue HAB	Asphalt	Paving slabs	Poor	1.9	8.5	Full on road	None. Footway of insufficient width and does not comply with new Parking Policy criteria	n/a	n/a	n/a	n/a	£0.00	£0.00	0	£0.00	£0.00
28	Hillside Gardens ENS	Asphalt	Paving slabs	Ok	3.0	8	Partial on footway. Full on road	None. Footway parking not required	n/a	n/a	n/a	n/a	£0.00	£0.00	0	£0.00	£0.00
													£732,552.15	£74,459.00	£5,247.00	£812,258.15	

APPENDIX 2			
WORK PROGRAMME TO IMPLEMENT COMPLIANT FOOTWAY PARKING			
Ref 1	Description	Start	Finish
	Conduct Detailed surveys	Mar-15	Dec-15
	Design compliant scheme	Apr-15	Jan-16
	Identify Non-Compliant schemes	Apr-15	Jan-16
	Identify where not appropriate	Mar-15	Dec-15
	Instruct Contractors	May-15	Jan-16
	Monitor Contractors works	Jun-15	Mar-16
	Traffic Management Orders	Apr-15	Jan-16
	Identify actions for non-compliant roads	Apr-15	Jan-16
	Instruct enforcement contractor	Jun-15	Mar-16
Note: Each scheme will be progressed proactively from survey to implementation, rather than waiting for all schemes to be designed			

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Environment Committee

10 March 2015



Title	Shared Public Mortuary Service
Report of	Commissioning Director for Environment
Wards	All
Status	Public
Enclosures	Appendix 1 – Options Appraisal Appendix 2 – Equalities Impact Assessment Appendix C – Full Business Case Barnet Shared Mortuary Service
Officer Contact Details	Lynn Bishop –Street Scene Director Email – lynn.bishop@barnet.gov.uk Phone – 020 8359 7557

Summary

The Public Health Act (1936) states that, if required by the Minister of Health, local authorities have a legal duty to provide mortuary and post mortem facilities for HM Coroner. These facilities are currently provided by The London Borough of Barnet at the Finchley Mortuary and these facilities require significant investment to bring them up to modern standards. The Finchley Mortuary, in common with mortuaries in neighbouring boroughs, has experienced declining post mortem volumes and as a result is not running to maximum capacity or efficiency.

A number of options were considered at ROBC (Revised Outline Business Case) stage and these options were reassessed for the purposes of the Full Business Case. Each option was scored against the critical success factors of improving satisfaction of residents by providing modern facilities including disabled access, HTA (Human Tissue Act) compliance, timeliness of the new service, capital and total costs, benefits and risks relating to each option. The option to enter into a shared service with Brent and Harrow achieved the highest overall score and is therefore the recommended option.

The option to deliver a shared service with Brent and Harrow requires a contribution to Brent of an estimated £207k in 2014/15 subject to procurement by Brent for the necessary works which will generate both financial and non financial benefits. The shared service will deliver annual steady state running cost savings of circa £17k pa on average which will be realised from the 2015/16 financial year. Improved facilities which are fit for purpose will improve stakeholder satisfaction and disabled access will make the facilities more accessible. The shared service option will also ensure more robust business continuity plans.

This report therefore seeks approval to enter into a shared public mortuary service with Brent and Harrow Councils and to decommission the mortuary site.

Recommendations

- 1. That the Environment Committee approve the Full Business Case and therefore commissioning Brent to deliver a shared public mortuary service which will be provided to Barnet, Harrow and Brent Councils.**
- 2. That the Environment Committee give delegation to the Street Scene Director to agree the Inter-Authority Agreement for the provision of the shared mortuary service for an initial term of 10 years with an option to extend by 5 years if the parties agree and any additional documentation required to give effect to the shared service.**
- 3. That the Environment Committee agree to decommission the mortuary site and return to the Council's property asset base as surplus to requirements.**
- 4. That the Environment Committee approve (if necessary) the use of the Council's reserves to fund the balance after use of Streetscene revenue budget required as a contribution to works at the Northwick Park Hospital.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is needed to inform the Environment Committee of the proposal to enter into a shared public mortuary service with Brent and Harrow Councils.
- 1.2 Approval from the council is therefore sought to;
 - 1.2.1 Proceed to implementation of the shared public mortuary service with Brent and Harrow
 - 1.2.2 Decommission the mortuary site and return to the Council's property asset base as surplus to requirements

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Public Health Act (1936) states that, if required by the Minister for Health, local authorities have a legal duty to provide mortuary and post mortem facilities for HM Coroner which are currently provided by the Finchley Mortuary in Barnet.
- 2.2 The Finchley Mortuary, similar to neighbouring mortuaries, is experiencing declining post mortem volumes and as a result is not running to maximum capacity or efficiency.
- 2.3 Finchley Mortuary infrastructure and facilities are dated and require investment to bring them up to modern standards in order to meet HTA requirements.
- 2.4 Entering into a shared mortuary service with Brent and Harrow will deliver both financial and non financial benefits including improved facilities and efficiency.
- 2.5 A shared public mortuary service will deliver reduced steady state running costs with an expected benefit value of a minimum of £17k pa.
- 2.6 The Brent and Harrow Mortuary has better facilities which will be improved and made fit for purpose as part of entering into a shared service agreement. This will satisfy stakeholders and improve customer satisfaction.
- 2.7 The service will be made more accessible with the disabled access which is available at the Brent and Harrow Mortuary and this will also improve customer satisfaction.

2.8 A shared service will also ensure robust business continuity plans.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Do nothing option – the mortuary building would only remain functional for around 2 years before requiring significant renovation.
- 3.2 Do minimum – An approximate £19k investment would be required to bring the mortuary to an acceptable standard.
- 3.3 Extend and refurbish – Significant investment, estimated at around £770k, would be required to extend the existing mortuary and modernise the facility.
- 3.4 Shared service with Haringey – Enter into a shared service with Haringey who currently share with Enfield. Would require a larger amount of investment and would have a later go live date.
- 3.5 The alternative options are further detailed in Appendix 1 below.

4. POST DECISION IMPLEMENTATION

- 4.1 Following approval of this report by the Council the transition of the mortuary service from Barnet to Brent and Harrow will commence. The transition period will run from 1 April until the end of May 2015 and will be followed by decommissioning of the mortuary site by the end of June 2015 after which it will be returned to the Council's property asset base.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

This decision supports the following priorities in the Corporate Plan 2013-2016:

- Annual steady state running cost savings will contribute to Barnet Council's goal of saving £72.5 million between 2011 and 2015
- Improving the mortuary service will contribute to the Council's strategic objective of 'improving the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study' through the provision of modern facilities
- One of Barnet's core values is 'Embracing change where we need to'. By considering a shared service option for mortuary services, the Council will be demonstrating its willingness and ability to change for the benefit of its citizens
- In addition, the Government's focus on localism and devolution sets a national context for our aim to provide local leadership and joined up services across the public sector. A mortuary shared service approach fits with this vision.

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

Finance

- 5.2.1 The post-transfer shared service costs are based on the 2015/16 forecast for Barnet/Brent/Harrow combined workload as provided by Brent. Based on Office of National Statistics (ONS) population projections, Barnet's share of the total shared service costs is around 40% which equates to an average of £124k pa. When compared with Barnet's estimated budget of £141k this results in average yearly savings of circa £17k. This saving will contribute to the planned Priority Spending Review (PSR) of £45k needed by 2016/17.
- 5.2.2 To enter into the shared service with Brent and Harrow, Brent require Barnet to fund additional storage capacity and resulting works, as well as contribute to required repairs and renovations. The estimated contribution requested is expected to be a maximum amount of £207k which will need to have suitable funding identified and agreed in 2014/15.
- 5.2.3 Funding sources for the £207k contribution required will be sought from the 2014/15 under spend from within the street scene delivery unit that has been forecast at quarter 3. This is expected to be circa £123k-£242k. The remaining balance of any funding required will be identified from the future council reserves for delivery in 2015/16.
- 5.2.4 After the transition of the mortuary service and decommissioning of the Finchley Mortuary, the site will be returned to the Council's property asset base. The Council will then have the opportunity to consider alternative uses including disposal. The potential disposal value has been estimated in the region of £850,000 to £950,000 by Barnet Property Services and is subject to planning permission for 15 two bedroom flats. The lower value of £850,000 has been used for the FBC appraisal.
- 5.2.5 The shared service will incur one off implementation costs that are estimated to be £133k that are to be funded from the transformation budget and have been detailed in the table below;

Resource	Assumptions	Budget £ 2014/15
Project Management	100 days x £750 per day	75,000
HR	Advise on TUPE issues	10,000
Legal	To help draft and negotiate Inter Agency Agreement, interim service level agreement and assisted the service area in the preparation of the service specifications	20,000
Planning	To support detailed valuation and planning process for potential disposal of mortuary site	1,000
Health & Safety	Due Diligence	5,000
Logistics & Communications	Mortuary removals and advising stakeholders and updating website of new service location	10,000
Contingency (10%)		<u>12,100</u>
Total		<u>133,100</u>

- 5.2.6 It is likely that the above works will extend beyond the go live date of 1/4/2015. During this transition period Brent may require access to additional storage; this will be provided by utilising the existing storage at the Finchley Mortuary. In addition Brent has recommended engaging a Project Manager to ensure a smooth transition. The cost of the Project Manager and premises running costs from 1/4/2015 to the

estimated date of decommissioning of 30/6/2015 is £23k. The costs will also be funded by the transformation budget.

- 5.2.7 In order to facilitate the TUPE transfer, (further details set out at paragraphs 5.2.10 – 5.2.14 (Staffing) below), a budget of up to £68k may be required. This cost is expected to also be funded from the street scene under spend forecasted above (5.2.3). The remaining balance of any funding required will be identified from the corporate redundancy provision. .
- 5.2.8 The service provided by Brent will be required to submit annual accounts and the actual costs of providing the service will be shared between Barnet, Brent and Harrow.
- 5.2.9 There is a requirement to re-house the mortuary technician (who currently lives on site) within a HRA property should a disposal of the Finchley site occur.

Staffing

- 5.2.10 There are currently two members of staff at the Finchley mortuary, a mortuary manager and a mortuary technician.
- 5.2.11 One individual will be released on grounds of efficiency for exceptional personal reasons and will leave the service prior to transfer.
- 5.2.12 The other individual will transfer under TUPE in accordance with HR policies.
- 5.2.13 There is a requirement to re-house the mortuary technician within a HRA property should a disposal of the Finchley site occur.
- 5.2.14 In order to facilitate the transfer a budget of up to £68k may be necessary.

5.3 Legal and Constitutional References

- 5.3.1 Under the Public Health Act 1936 a local authority may, and if required by the Minister of Health shall, provide a mortuary for the reception of dead bodies before interment and a post-mortem room for the reception of dead bodies during the time required to conduct any post-mortem examination ordered by a coroner or other duly authorised authority. The Coroners and Justice Act 2009 sets out the statutory powers and duties of the coroner.
- 5.3.2 Brent's legal power to provide shared mortuary services to Barnet derives from section 1 of the Local Authorities (Goods and Services) Act 1970 which permits a local authority to provide administrative, professional or technical services to another local authority.
- 5.3.3 The arrangement is proposed to take effect via an inter authority agreement with the London Borough of Brent and the London Borough of Harrow. LB Brent will manage and perform the shared mortuary service on behalf of the Council and LB Harrow in accordance with all legislative requirements. Barnet will remain statutorily responsible for the mortuary service and for ensuring the services are delivered by Brent in accordance with all relevant legislation and the inter-authority agreement.
- 5.3.4 The Coroners and Justice Act 2009 requires authorities providing a mortuary service to make sufficient provision of officers or staff, accommodation and maintenance of accommodation that is necessary in order to carry out the mortuary function. The Council is required to take the coroner's view into account in deciding how to discharge its duty to provide accommodation and maintenance of that accommodation. The Coroner has been informed of the proposal and, at the time of writing this report, no formal objections have been received. If any comments are received, these will be reported to the Committee before it makes its decision.
- 5.3.5 The Constitution, Article 15 Responsibility for Functions, paragraph 2 and Annex A

delegates responsibility for commissioning Cemetery and Crematorium and Mortuary to the Environment Committee.

5.4 Risk Management

- 5.4.1 Barnet has provided a capital underwriting of upto £172k to Brent indemnifying Brent against all direct liabilities, costs expenses and losses suffered or incurred in expediting a detailed procurement and making financial commitments to suppliers for procuring the required additional storage capacity and to undertake necessary repairs and renovations to the mortuary building site. As this exercise needs to happen before Committee approval so that the go-live date of 1 April 2015 is achieved, there is a risk that any abortive costs not exceeding £172k will need to be borne by Barnet.
- 5.4.2 There is a risk that the mutually beneficial shared service arrangement will not be agreed between the boroughs. This risk is being mitigated through open and transparent dialogue and negotiations are in place to ensure the arrangement benefits all parties.
- 5.4.3 There is a risk that either through TUPE or other appropriate measures the closure of the mortuary will impact staff. HR has been engaged to ensure the Managing Organisation Change Policy is correctly followed.
- 5.4.4 There is a risk that the London North Coroner may object to the shared public mortuary service. This has been mitigated through both Brent and Barnet Councils engaging with the Coroner early in the process and a joint letter has been sent to HM Coroner seeking his agreement in principle to the shared service agreement.
- 5.4.5 There is a risk that the forecast running costs of each of the shared service providers is significantly different than those estimated / provided. This has been mitigated through financial due diligence and will be regularly monitored.
- 5.4.6 There is a risk that the increasing and diversifying population could put extra pressure on mortuary staff through increased workloads. Although the population is increasing and becoming more diverse the number of post mortems is declining and therefore will not cause an increase in workload or stress levels for the mortuary staff.
- 5.4.7 Health and safety due diligence identified that the transition of a shared service may cause additional stress on mortuary staff. HR support mechanisms exist on both Barnet and Brent sides to mitigate this risk. A project manager will also be hired to ensure a smooth transition and further reduce stress levels.

5.5 Equalities and Diversity

- 5.5.1 The Equality Act 2010 requires all public bodies and all other organisations exercising public functions on its behalf to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a 'protected characteristic' and those without; and to promote good relations between those with a 'protected characteristic' and those without. The relevant 'protected characteristics' are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In relation to eliminating discrimination, marriage and civil partnerships are, also, 'protected characteristics'.
- 5.5.2 A full Equalities Impact Assessment (EIA) was completed and is attached in

Appendix 2. This is anticipating a neutral impact because Barnet residents will rarely be expected to attend the mortuary.

- 5.5.3 The EIA identified that the shared service will mainly impact emergency services, local doctors, hospitals and undertakers. Barnet council has written to the Clinical Commissioning Group, the Police department and HM Coroner to inform them of the change of service and has asked for their views on the change.
- 5.5.4 The EIA identified that delivery of a shared mortuary service with Brent will provide fully functional mortuary facilities with disabled access. Better facilities will prove more comforting for grieving relatives and disabled access will make visiting the mortuary much easier for disabled residents. However there will be additional travel implications for Barnet residents travelling to the Brent mortuary which in particular may affect Service Users with any of the following protected characteristics: age, disability and pregnancy/maternity, other groups that may be affected are people with a low income. Full delivery of a shared mortuary service will improve satisfaction ratings amongst different groups of residents because the advantages of improved facilities and disabled access outweigh the disadvantage of increased travel.
- 5.5.5 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties rather than duties to secure a particular outcome.

5.6 Consultation and Engagement

- 5.6.1 Public consultation opened on 9 February 2015 and will be formally closed on 2 March 2015.
- 5.6.2 The public consultation is being carried out via Engage Barnet informing residents of the planned changes and inviting their views. At the date of writing this report no feedback has been received. If any comments are received prior to the close of consultation these will be reported to the Committee before it makes its decision.
- 5.6.3 Trade Unions will also be consulted.

6. BACKGROUND PAPERS

- 6.1 The Revised Outlined Business Case was approved at Council on 16th December 2014 as part of the business planning item referred up from the Environment Committee.

Appendix 1: Alternative Options Considered and not Recommended

Option	Action Required	Reasons of Rejection
A) Do nothing	This option requires no change to the current facilities at the Finchley Mortuary and represents a baseline to compare with the other options. The current state of the facilities although fully functional and adequate, does need modernising and maintenance. There would be a continued call of revenue funds to repair and refresh the site (£10k - £15k p.a.). Significant operational items are running to the end of their life and are subject to breakdowns and expensive responsive repairs. E.g. hydraulic lift	In its current condition, the mortuary building would remain functional for a maximum of 18 months before requiring significant renovation. This option requires additional funds for very basic improvements to service and the mortuary will remain underutilised.
B) Do minimum	Under this option, some investment would be made in improving the current state of the mortuary. The Mortuary Manager has advised that bringing the facility to an acceptable standard would require an estimated £19k to fit new steel fridge doors, new ceiling and some minor external yard repairs. This would provide a maximum life of 3 years for the mortuary before a robust further review would be required.	This option will require some capital investment to improve facilities however the mortuary would still be underutilised and this option will not generate any savings or efficiencies.
C) Extend and refurbish	This option involves significant capital expenditure being incurred in extending the existing building into the surrounding car parking space by 240 square metres to enlarge the post mortem room, provide disabled access and viewing area with an estimated cost of around £770k.	This option would disrupt the service provision during the construction period. With declining volumes, this option will not provide value for money as the newly sized and modernised mortuary will overtime continue to be under-utilised and no cost savings will be generated.
D) Shared service with Haringey	<p>This option involves entering into a shared mortuary service alongside Hackney, with Haringey, who currently share with Enfield. Haringey are looking for a £250k contribution each from Barnet and Hackney. The shared facility is estimated to be available from 1/7/2015 following all necessary approvals.</p> <p>In steady state, the annual running costs in current prices are estimated at £115k compared with the Finchley Mortuary budgeted running costs of £141k resulting in £26k potential saving per annum.</p>	Although this option would provide cost savings, improved efficiencies and improved facilities it is not a viable option as the capital contribution required is greater than that of entering into a shared agreement with Brent. The estimated go live date is likely to be later than that with Brent as the works relate to expanding the capacity to also accommodate Hackney. The suggested combined increased volumes and the planned 5 day post mortem operations are not currently a tested operational arrangement and it is that

		additional resources would be required over and above the planned level and therefore may reduce the expected running cost savings.
E) Shared service with Brent	<p>Brent also has appetite and capacity to enter into a shared service arrangement with Barnet. They are currently in a shared service arrangement with Harrow. To accommodate Barnet, they will need a contribution from Barnet for additional refrigeration, enhancing the ventilation system and new flooring costing an estimated £207k. It is anticipated that the shared service arrangement will be available from 1/4/2015 following necessary approvals.</p> <p>In steady state, the annual running costs in current prices are estimated at circa £124k compared with the Finchley Mortuary budgeted running costs of £141k resulting in £17k potential saving per annum.</p>	This is the preferred option as it best meets critical success factors including improving satisfaction of residents by providing modern facilities including disabled access, HTA compliance, timeliness of the new service, capital costs and benefits, and risks associated with each option.

Appendix 2: Equalities Impact Assessment

Equality Impact Analysis (EIA)

Resident/Service User

Please refer to the guidance and initial Equality Impact Analysis before completing this form.

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Shared Public Mortuary Service	
Is it a new or revised function, policy, procedure or service? Revised service	
Department and Section: Street Scene	
Date assessment completed: 03/12/2014	
2. Names and roles of people completing this assessment:	
Lead officer	Paul Kumeta
Stakeholder groups	N/A
Representative from internal stakeholders	N/A
Representative from external stakeholders	N/A
Delivery Unit Equalities Network rep	N/A
Performance Management rep	N/A
HR rep (for employment related issues)	Vandana Mahan
3. Full description of function, policy, procedure or service:	
Why it is needed	
<p>Finchley Mortuary in common with mortuaries in the neighbouring boroughs has experienced declining post mortem volumes. Owing to this, they all have excess capacity and are not being used to their full potential.</p> <p>Although fully functional, the Finchley mortuary facilities are old and will require investment to bring up to modern standards. In addition, to keep up with the advances in technology in mortuary and pathology practices including the use of CT scanning, the Council will need to make significant investment in its facilities. However, sharing modern facilities in a shared service arrangement with neighbouring boroughs will go towards addressing these issues.</p> <p>Brent with modern facilities, are willing to share their facilities with Barnet as it will help reduce running costs for all parties and offer better facilities including disabled access and better viewing areas, as well as benefiting from sharing any further future modernisation of facilities and practices.</p> <p>By offering modern facilities to its residents, Barnet will be able to contribute to its strategic objective of 'improving the satisfaction of residents and also fit in with the vision of providing joined up services through any shared service arrangement, subject to HM Coroner approval.</p> <p>There are currently two members of staff at the Finchley Mortuary, a mortuary manager and a mortuary technician. One individual will be released on the grounds of efficiency for exceptional personal reasons and will leave the service prior to transfer. The other individual will transfer under TUPE in accordance</p>	

with HR policies. As a result it is believed there will be no adverse impacts on the members of staff.

A body is only delivered to the mortuary if the cause of death is suspicious or has not been established. As a result only a small proportion of the general public will be affected by the proposed shared service. In addition any members of the public who have to visit the mortuary to identify a body are escorted by blue light services and therefore the overall impact on the local community will be low.

Expected Outcomes

The benefits of undertaking the project are as follows:

- £49k steady state running cost savings and a potential one off £900k payment after the disposal of the Finchley Mortuary, both estimated at the revised outline business case stage will contribute to the Council's plan to save £72.5 million between 2011 and 2015
- Improved efficiency for Brent Mortuary
- Improved facilities as a result of a shared service will improve customer satisfaction rates
- Disabled access will improve customer satisfaction and also align with Barnet's 'Equality Commitment to Residents'
- Improving the mortuary service will contribute to the Council's strategic objective of 'improving the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study' through the provision of modern facilities
- One of Barnet's core values is 'Embracing change where we need to'. By considering a shared service option for mortuary services, the Council will be demonstrating its willingness and ability to change for the benefit of its citizens
- In addition, the Government's focus on localism and devolution sets a national context for our aim to provide local leadership and joined up services across the public sector. A mortuary shared service approach fits with this vision.

How have needs on the protected characteristics been taken account of?

- A shared public mortuary service will provide better facilities to all residents of Barnet
- These facilities will include disabled access which will benefit disabled residents
- A public consultation is to be conducted which will help take into account protected characteristics.

How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input checked="" type="checkbox"/>	Due to the extra travel implications elderly residents and residents under the legal driving age may find it more difficult to reach the Brent mortuary.	None
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	After the disposal of the Finchley Mortuary residents will have to travel to Brent to access mortuary facilities. This may make it more difficult for disabled residents to visit the mortuary. The disabled access available at the Brent Mortuary means a better service will be provided to disabled residents despite the extra travel as a consequence of the shared mortuary service.	None
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
4. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The extra travel implications associated with a shared mortuary service could prove uncomfortable for pregnant residents.	None
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Certain religious beliefs have specific rules regarding burial/cremation after death, however as this project involves a change of location and not a change in service this equality strand will not be affected.	N/A

7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
10. Other key groups? Carers People with mental health issues Some families and lone parents People with a low income Unemployed people Young people not in employment education or training	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input checked="" type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input checked="" type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Extra travel costs incurred as a result of the additional travel implications could affect people on low income and the unemployed.	Travel to the Mortuary is often facilitated by blue light services. This will mitigate some of the impact to residents in terms of travel costs.

4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?
Delivery of a shared mortuary service with Brent will provide fully functional mortuary facilities with disabled access. Better facilities will prove more comforting for grieving relatives and disabled access will make visiting the mortuary much easier for disabled residents. However there will be additional travel implications for Barnet residents travelling to the Brent mortuary. Full delivery of a shared mortuary service will improve satisfaction ratings amongst different groups of residents because the advantages of improved facilities and disabled access outweigh the disadvantage of increased travel.

<p>5. How does the proposal enhance Barnet’s reputation as a good place to work and live?</p>
<p>One of Barnet’s core values is ‘Embracing change where we need to’. By embracing a shared mortuary service the council will be demonstrating its willingness and ability to change for the benefit of its citizens.</p> <p>The sale of the mortuary leads to the potential of an additional project to renovate the building and provide new accommodation for its residents.</p>
<p>6. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?</p>
<p>A shared mortuary service between Barnet and Brent will improve confidence in the council for members of Barnet’s diverse communities. This will be particularly evident within the disabled community as they will now have use of a mortuary with full disabled access.</p>
<p>7. Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers. Include these measures in the Equality Improvement Plan (section 16)</p>
<p>The shared service can only be monitored once it has been fully implemented.</p> <p>Adverse impacts will be monitored and reviewed throughout the project. Once the project is complete ongoing monitoring will be carried out by the service.</p> <p>Governance arrangements will also be implemented to ensure stringent monitoring of the shared public mortuary service. These will include joint Boards of the three Borough parties, Strategic Monitoring Boards, undertaker feedback and Coroner feedback.</p>
<p>8. How will the new proposals enable the council to promote good relations between different communities? Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.</p>
<p>N/A</p>
<p>9. How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table 2</p>
<p>Public consultation to take place.</p>

Overall Assessment

10. Overall impact			
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>	
11. Scale of Impact			
Positive impact: Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>		
12. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

13. Please give full explanation for how the overall assessment and outcome was decided.

All adverse impacts as a result of the shared mortuary service between Barnet, Brent and Harrow have come about as a result of the change to the location of the service only. The Equality Strands affected by this change are age, disability, and pregnancy and maternity. Other groups that may be affected are individuals on low income or unemployed.

A body is only delivered to the mortuary if the cause of death has not been established. As a result only a small proportion of the general public will be affected by the proposed shared service. In addition any members of the public who have to visit the mortuary to identify a body are normally escorted by blue light services and therefore the overall impact on the local community will be low.

Key stakeholders and the impacts on these stakeholders were also identified. The key stakeholder, impacts and actions to mitigate these impacts are listed below:

<u>Stakeholder</u>	<u>Impact</u>	<u>Mitigation</u>
Pathologist	Pathologists currently have to travel between Barnet and Brent. A shared service at Brent would mean less travelling and be a benefit for pathologists.	N/A
Undertaker	Undertakers may have to travel further to collect the deceased and incur extra costs which may be passed to residents as a result. However, due to the rare circumstances in which the service would be used, the impact on residents would be minimal.	None
General Practitioner (GP)	GPs may be reluctant to travel from Barnet to Brent to view non-coroner cases.	A letter to the Clinical Commissioning Group advising of the shared mortuary service agreement has been sent on behalf of Lynn Bishop (Street Scene Director).
Coroners Officer	There may be additional travel implications when attending a post mortem.	A letter to the Coroner advising of the shared mortuary service agreement and asking for his approval of the service has been sent on behalf of Lynn Bishop (Street Scene Director).
Relatives	Barnet residents travelling to the Brent and Harrow	Members of the public are usually escorted to the mortuary by blue

	mortuary may incur additional travel cost implications.	light services. In rare occasions members of the public can book an appointment and travel to the mortuary to attend a viewing. As this only happens on rare occasions no mitigating action will be taken.
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No counter measures have been developed to counteract the adverse impacts. Adverse impacts will be monitored and reviewed throughout the project. Once the project is complete ongoing monitoring will be carried out by the service.

14. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
N/A				

1st Authorised signature (Lead Officer/Project Sponsor)

2nd Authorised Signature (Service lead/Project Manager)

Date: 26/02/2015

Date: 26/02/2015

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Full Business Case: Barnet Shared Mortuary Service

This Full Business Case is a documentation of the justification for the undertaking of the above project. After sign off by the appropriate person(s), this brief will be extended and refined into the Project Initiation Document.

The Full Business Case builds on the Outline Business Case using information gained as part of work undertaken during the Assessment Phase.

Author:	Piyush Kanabar and Paul Kumeta
Date:	26 Feb 2015
Service / Dept:	Street Scene Directorate

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1. Introduction

1.1 Purpose

An Outline Business Case was prepared in 2013 to identify the potential benefits of a shared mortuary service which was refined in 2014 by the Revised Outline Business Case (ROBC) which recommended entering into a shared service agreement with Brent and to sell the Finchley mortuary.

Following approval of the ROBC as part of the Business Planning item referred up from the Environment Committee at Council in December 2014, this Full Business Case (FBC) takes forward the ROBC by validating the assumptions, risks, benefits and dependencies by undertaking due diligence and entering into commercial negotiations with Brent.

Approval is therefore sought

1. to proceed to implementation of the shared mortuary service arrangement with Brent, and
2. to decommission the mortuary site and return to Council's property asset base as surplus to requirements.

1.2 Background

1.2.1 Statute

The Public Health Act (1936), section 198 provides that Local authorities, if required by the Minister of Health, have a legal duty to provide mortuary and post mortem facilities for HM Coroner.

"198. Provision of mortuaries and post-mortem rooms.

(1) A local authority or a parish council may, and if required by the Minister shall, provide

(a) a mortuary for the reception of dead bodies before interment;

(b) a post-mortem room for the reception of dead bodies during the time required to conduct any post-mortem examination ordered by a coroner or other duly authorised authority;

and may make byelaws with respect to the management, and charges for the use, of any such place provided by them.

(2) A local authority or parish council may provide for the interment of any dead body which may be received into their mortuary."

1.2.2 London North Coroner's Jurisdiction

The Ministry of Justice is responsible for matters relating to Coroners. A Coroner is an independent judicial officer presiding over a Court of Record within the English Judicial system and discharges his duties in accordance with the Coroners and Justice Act 2009, the Coroners (Investigation) Regulations 2013, the Coroners Rules

1984, and other relevant legislation. A Coroner's statutory duties include the following:

I. A senior coroner who is made aware that the body of a deceased person is within that coroner's area must as soon as reasonably practicable conduct an investigation into the person's death, if the coroner has reason to suspect that:

- The deceased died a violent or unnatural death;
- The cause of death is unknown; or
- The deceased died while in custody or otherwise in a state detention.
- Additionally a senior coroner who has reason to believe that a death has occurred in or near the coroner's area, the circumstances of the death are such that there should be an investigation into it and the duty to conduct an investigation into the death does not arise because of the destruction, loss or absence of the body, may report the matter to the Chief Coroner.

II. A senior coroner who conducts an investigation into a person's death must (as part of the investigation) hold an inquest into the death. An inquest into a death must be held with a jury in the senior coroner has reason to suspect that:

- the deceased died while in custody or otherwise in state detention, and that either the death was a violent or unnatural one or the cause of death is unknown;
- the death resulted from an act or omission of a police officer or a member of a servant police force in the purported execution of the officer's or member's duty as such; or
- the death was caused by a notifiable accident, poisoning or disease.
- An inquest into a death may also be held with a jury if the senior coroner thinks that there is sufficient reason for doing so.
- In any other circumstances, an inquest into a death must be held without a jury.

III. A senior coroner has a duty to suspend or resume investigations as prescribed in Schedule 1 of the Coroners and Justice Act 2009.

IV. A senior coroner may request a suitable practitioner to make a post-mortem examination of a body if the coroner is responsible for conducting an investigation into the death of the person in question or a post-mortem examination is necessary to enable the coroner to decide whether the death is one into which the coroner has a duty to conduct an investigation.

V. The senior coroner is required to calculate and pay the relevant allowance to jurors in respect of attending an inquest.

The London Borough of Haringey is the lead authority for the London North Coroner's Jurisdiction, which covers a population of around 1.5 million people living in Barnet, Brent, Enfield, Haringey and Harrow. Although appointed and paid for by local councils, the Coroner is not a local government officer but holds office under the Crown.

1.2.3 Public Mortuaries

There are three public mortuaries provided within the London North Coroner's Jurisdiction:

1. Finchley Mortuary – London Borough of Barnet
2. Tottenham Mortuary – London Borough of Haringey
3. Northwick Park Mortuary – London Borough of Brent.

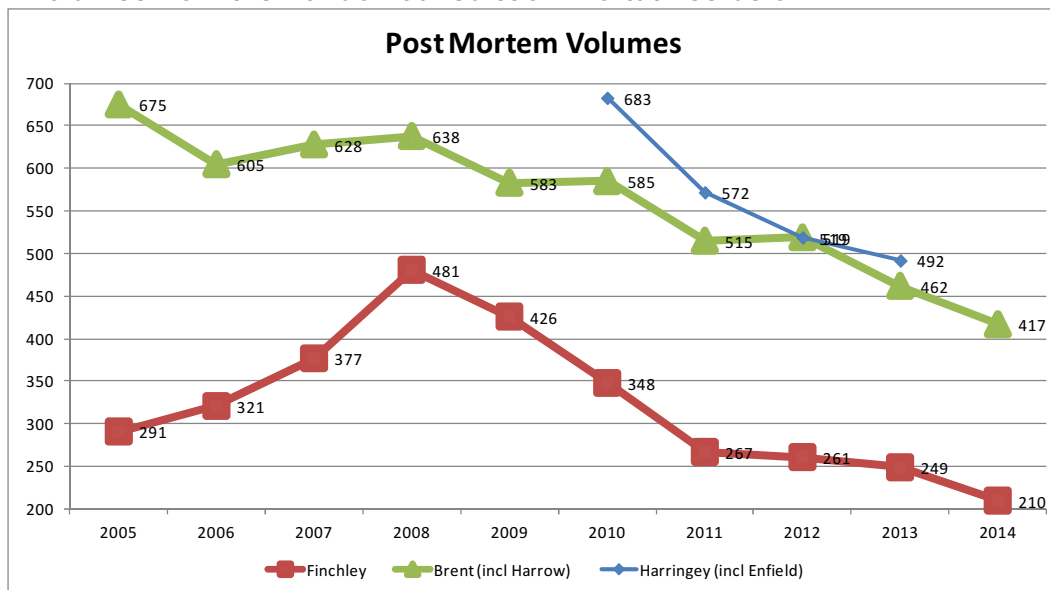
1.3 Issues with existing arrangements and rationale for change

1.3.1 Declining volumes

The Finchley Mortuary similar to the other mortuaries in the London North Coroner's Jurisdiction has been experiencing declining post mortem volumes. This is also the case across England and Wales.

As per the Coroners Statistics 2010 England and Wales Report published by the Ministry of Justice, the percentage of cases involving post-mortem examinations, as a proportion of all deaths reported to coroners, fell slightly from just below 46 per cent in 2009 to 44 per cent in 2010, continuing the existing downward trend.

This decline in volumes data as provided by the boroughs can be seen in the post mortem volumes from the London Jurisdiction mortuaries below.



As can be seen from the graph trends, all mortuaries have experienced a decline with Finchley experiencing a decline of over 50% since 2009, Brent 28% over the same period and Haringey also seeing a decline of 28% since 2010.

There appears to be no correlation between the declining number of post-mortems and the reduction in death rates as the post mortems depend on a number of other factors. The Finchley Mortuary Manager's view is that the decline in volumes is most likely due to GPs certifying deaths of the deceased under their care reducing the need for the Coroner to get involved as well as deaths occurring in hospitals and other Care institutions where death is predictable.

1.3.2 Condition

The facilities at Finchley Mortuary, although fully functional, are old and have not been modernised in line with current standards and it cannot be certain at what point either the Human Tissue Authority (HTA) or HM Coroner may require the Council to make significant improvements.

For example, there is no disabled access. In addition, due to the age and the current state of the facility, there are likely to be increasing maintenance and repair issues to the building and equipment. To bring the facilities up to a reasonable standard would require an estimated £19k investment and significantly higher at circa £770k to modernise and refurbish.

1.3.3 Efficiency

The Finchley Mortuary operates with two staff and due to declining volumes, the staff and the facilities are under-utilised. As its current number of two employees would be the minimum requirement, there is no scope of reducing staff and as such cost savings are difficult to realise. In addition, in the medium term, there is likely to be a need for significant renovation expenditure if the facilities are allowed to run down. The Mortuary Manager's view is that in its current condition, the mortuary building would remain functional for a maximum of 18 months before requiring this but without generating any savings or efficiencies.

Most mortuaries are experiencing declining volumes as stated above and as such have excess capacity to some extent which when shared, would benefit all partners through reduced annual running costs.

It would therefore be rational for local authorities to provide their mortuary services through some form of shared services.

2. Reasons

2.1 Drivers for change

In 2010, the government set out plans to bring down the country's huge deficit by reducing spending on public services by £81 billion up to 2015. For Barnet, this means it needs to make savings of £72.5 million between 2011 and 2015. The Government has been clear that this era of austerity will continue into the future, at least until 2018.

Around 90 per cent of Barnet's savings are expected to come from efficiency savings, rather than cutting valued front line services. (*Source: Corporate Plan 2013-2016 – April 2013*).

The declining volumes at the mortuaries have led to under-utilisation of individual facilities which is providing an opportunity to the Council to look for efficiency savings.

In a drive to improve customer satisfaction, there is a business need to improve the Barnet facilities by offering proper facilities with disabled access.

2.2 Strategic fit

Improving the mortuary service will contribute to the Council's strategic objective of 'improving the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study' through the provision of modern facilities.

One of Barnet's core values is 'Embracing change where we need to'. By considering a shared service option for mortuary services, the Council will be demonstrating its willingness and ability to change for the benefit of its citizens.

In addition, the Government's focus on localism and devolution sets a national context for our aim to provide local leadership and joined up services across the public sector. A mortuary shared service approach fits with this vision.

3. Aims & Objectives

3.1 Project Aims

The overall aim of the project is to investigate possible options to providing a mortuary service, recommend a preferred option that is most beneficial to the Council and its citizens, and then to develop the route for its implementation.

A detailed options appraisal was undertaken at the ROBC stage which recommended the setting up of a shared service with Brent and to sell the mortuary site.

Following the approval of the ROBC, this FBC will re-confirm the recommendation, validate the underlying assumptions through due diligence, negotiate commercial terms, seek approval to transfer the service to the shared service partner and decommission the mortuary site for a potential disposal.

3.2 Desired project outcomes

Following approval of the FBC, the desired outcomes include a smooth transfer of the mortuary service to the provider so that Barnet continues to discharge its statutory responsibility of providing this service. The transfer should result in the realisation of the expected financial and non financial benefits. In addition the mortuary site will be decommissioned making it available for a potential disposal.

4. Options

A detailed options appraisal was conducted at the ROBC stage and the extract from the ROBC covering the appraisal is reproduced in Appendix 1 for reference.

In this FBC, only the financial element of the options appraisal has been re-evaluated.

4.1 Options analysis in ROBC

In the ROBC, the following range of options was evaluated from a financial and non-financial perspective:

- **Option 1 Do nothing** - continue maintaining the Mortuary Service as it is currently being delivered
- **Option 2 Do minimum** - some investment would be made in improving the current state of the mortuary
- **Option 3 Extend and refurbish** - significant capital expenditure to enlarge the post mortem room, provide disabled access and viewing area.
- **Option 4 Shared Service with Haringey and sell mortuary site**
- **Option 5 Shared Service with Brent and sell mortuary site**

Each of the options was evaluated against financial and non-financial criteria. The financial criteria consisted of the capital cost requirement and the net present value (NPV) of the net costs / (benefits) over 6 years from 2014/15 to 2019/20. The non-financial criteria consisted of how closely each option helped to achieve the Council's strategic objective of 'improving the satisfaction of residents', alignment to its core value of 'embracing change where we need to', compliance with HTA regulations as well as each options' time to go-live and any inherent risks.

Each option was scored on the basis of how closely each option met the criteria, ranging from 1 when an option does not meet needs, to 5 when it meets key and most other needs. The scores for each option were added and the option with the highest total score was the preferred option on the basis that it best met the key financial and non-financial criteria.

Option 5 - Shared Service with Brent and sell mortuary site was the recommended option.

4.2 Options analysis reassessment

This consists of re-scoring the ROBC options appraisal by refreshing the previous financial forecasts with the latest inputs and assumptions.

The latest financial forecasts were derived from a detailed financial model which evaluated the economic options based on relevant cash flows over six years to 2019/20 to allow a steady state position to be achieved.

ID	Option	Financial Parameters			
		Capital Cost	Disposal / Residual Value	Average annual Revenue cost savings	NPV of Net Cost/ (Benefit)
1	Do Nothing	£0k	£0k	£0k	£0k
2	Do Minimum	£19k	£0k	£0k	£33k
3	Extend and Renovate	£770k	£(631)k	£0k	£243k
4	Shared Service with Haringey and sell mortuary site	£250k	£(850)k	£(26)k	£(451)k
5	Shared Service with Brent and sell mortuary site	£207k	£(850)k	£(17)k	£(460)k

4.2.1 Key Points

Option 3 requires the highest capital injection to extend and renovate the current mortuary, offset by the residual value at the end of the evaluation period, with the other options needing lesser capital funding.

Options 4 and 5 shared service arrangements with Haringey and Brent respectively enable the Council to dispose the mortuary site and generate annual running cost savings.

The net present value (NPV) of the net cost / (benefit) over the six years to 2019/20 is the highest for option 5 – shared service with Brent and sell mortuary site – due to slightly lower capital contribution requirement and marginally lower average annual running cost savings compared with Haringey.

4.2.2 Assumptions

1. All costs in the options analysis are in current prices without any adjustment for inflation
2. Do nothing option forms the baseline which is based on the 2014/15 Barnet revenue budget excluding depreciation and corporate overheads and which is assumed to remain steady over the forecast period
3. Cash flows have been modelled over 6 years to allow for a steady state position to be achieved
4. Future cash flows have been discounted by a cost of capital rate of 3.5% recommended in the HM Treasury Green Book
5. Net costs assumed to occur throughout the year and discounting to present value reflects this by assuming cash flows occur mid-year on average
6. Net costs / (benefits) have been calculated by comparing each of the option's future state estimated cash flows to the baseline
7. Capital costs for the Do Minimum, Extend & Renovate, have been based on the Mortuary Manager's estimates and similar build costs. The shared services options with Brent and Haringey capital expenditure estimates have been provided by the Boroughs
8. Under the shared service options, it is assumed that the empty mortuary site will be disposed, although the Council may consider alternative uses. The net disposal value has been estimated by Barnet Property Services and is subject to planning permission and formal detailed valuation
9. It is assumed that the shared service will be operational from 1/4/2015 with the use of temporary storage facilities until the new refrigeration is fully functional by the first quarter in 2015/16
10. Brent Revenue costs provided are based on their projected 2015/16 budget incorporating Barnet volumes. The projected budget includes one extra required post and upgrades of their three existing staff, share of their management costs, and a 5% management fee. The variable costs have been increased to allow for increased workload from Barnet and include

ongoing equipment maintenance costs. It is assumed that future years' costs will remain steady at the 2015/16 levels

11. Shared Service costs to Barnet have been estimated by apportioning the forecast running costs using 2012 population projections published by the Office for National Statistics (ONS). It is assumed the ONS calendar year figures correspond with Council financial year in which they end
12. Haringey costs are based on the forecasts provided by Haringey in May 2014 (and not refreshed as not subject of the recommended option in the ROBC) and include a share of depreciation of the existing mortuary representing a charge for the use of the asset
13. In the transition period from go live date of 1/4/2015 to the time when the additional facilities are fully functional, Barnet will need to provide storage at Finchley and to transport bodies to Brent as necessary if Brent is not able to accommodate Barnet volumes. In the event that Finchley storage becomes insufficient, Brent will try to secure rented storage from Northwick Park Hospital. A Transition project manager will be engaged to help Barnet implement the transition in the short timescales. Finchley premises running costs will need to be incurred from 1/4/2015 to the date of the expected decommissioning on 30/6/2015. Similar costs have been assumed for Haringey to facilitate comparison
14. In order to facilitate the exit / transfer of staff a payment of circa £68k may be necessary
15. Project implementation costs include Project Management, HR, Legal, Planning & Valuation, Health & Safety Due Diligence and Logistics & Communications together with a 10% contingency.

4.3 Options appraisal

For each of the options, the latest financial forecasts have been scored against the financial criteria. The scores have then been added to total non financial scores brought forward from the ROBC stage (as reproduced in Appendix 1) and a total score derived for each option.

ID	Option	Financial Score			ROBC Non Financial Score	TOTAL SCORE	
		Capital Cost	Net Costs / (Benefits) NPV				
1	Do Nothing	None required	5	NIL impact	3	13	21
2	Do Minimum	Minimal capital investment	3	Minimal cost	2	17	22
3	Extend and Renovate	Major capital investment	1	Significant capital costs and no savings	1	19	21
4	Shared Service with Haringey and sell mortuary site	Moderate capital investment	2	Capital funding for extension offset by potential disposal proceeds mortuary sale and ongoing running cost savings	4	18	24
5	Shared Service with Brent and sell mortuary site	Lower capital investment	3	Lower capital funding for additional facilities / renovations offset by potential disposal proceeds mortuary sale and ongoing running cost savings	5	22	30

4.4 Recommended Option

Based on the total scores against critical success factors of improving satisfaction of the residents by providing modern facilities including disabled access, HTA Compliance, timeliness of the new service, capital cost, total cost and benefits and risks relating to each option, **option 5 - Shared Service with Brent and sell mortuary site** – achieves the highest overall score and is the recommended option, reconfirming the ROBC recommendation.

To further validate and justify the recommendation, detailed due diligence, equality impact assessment and stakeholder consultations have been undertaken which are detailed below.

4.5 Due Diligence

One of the key objectives of this FBC is to undertake due diligence of the recommendation to provide assurance on the suitability of entering into a shared service arrangement with Brent. This has been done from different perspectives including financial, operational and current condition of the Brent Mortuary.

4.5.1 Current arrangement

Brent and Harrow currently share the Northwick Park Mortuary Service. Both share capital and revenue costs on the basis of forecast borough population proportions. Harrow pays 95% of forecast costs at the start of the financial year (which is above the 90% in their agreement to ensure their final payment at the end of the year for the balance is minimised) with the balance settled at the year-end once actual costs have been finalised.

The mortuary site has a 99 year lease to December 2080 with The Secretary of State for Social Services at a peppercorn rent. The mortuary building and facilities at the site were funded by Brent and Harrow. HB Law have confirmed that the proposed shared service incorporating Barnet will be within the provisions of the lease.

The mortuary is currently fully functional dealing with over 400 post mortems currently per annum and has three full time technicians.

The mortuary is also the designated disaster mortuary for five boroughs across North London (Brent, Harrow, Haringey, Barnet and Enfield). (*Source: HTA Site visit inspection report on compliance with HTA minimum standards Sep 2012*).

Brent has advised that the mortuary needs repairs and renovations and this has been confirmed by Barnet during the site visit.

4.5.2 Costs

Over the last 3 years Brent revenue costs were £179k in 2013/14, £173k in 2012/13 and £162k in 2011/12 of which around 48% on average was recharged to Harrow. Around 70% of the costs relate to staff costs.

The 2015-16 budget for the full shared service has been estimated by Brent Mortuary Manager at £293k plus a management fee of 5% to cover general administrative costs including invoicing and managing the mortuary licence, totalling £308k. The budget includes one extra member of staff to cope with the additional Barnet workload and upgrade of the three existing staff following increase in responsibilities subject to job evaluation. The variable running costs budget has been increased to address the 50% increase in the post mortem volumes expected following the Barnet transfer of service (Brent 417 and Barnet 210 in 2014). The total costs include a share of the management salary costs involved with managing the mortuary of £29k. Overall the increase in budget compared with the 2014-15 budget is estimated at 66%.

Brent and Harrow already deal with infectious and potentially infectious cases. The addition of Barnet's cases will not alter the proposed budget or operations as estimated above.

There is a potential but unquantifiable cost from the NHS for any repairs and renovations to shared service facilities such as steam and hot water pipes and common pathways which would be apportioned to the boroughs on an agreed basis.

4.5.3 Staffing

Brent currently has one Mortuary Manager (PO4 grade following upgrade) and two Technicians (PO2 grade following upgrade). To accommodate Barnet volumes, Brent has advised the need for one additional full time technician but in the short term may recruit an apprentice who would be trained up to a technician. The increase in staff is considered reasonable to address the increase in workload following the transfer from Barnet.

4.5.4 Capacity

The proposed capital works includes additional refrigeration space for 30 units over and above its current normal capacity of 55 units.

The table below compares the current and planned capacity with the combined peak day volumes at both Brent and Barnet in 2014.

Description	Capacity (units)
CAPACITY	
Brent current capacity - 10 fridge banks x 6 spaces = 60 less 20 (top and bottom rank in each bank not normally occupied) = 40 Freezer = 5	45
Night storage	10
TOTAL NORMAL OPERATING CAPACITY	55
PLANNED ADDITIONAL STORAGE	30
TOTAL PLANNED STORAGE	85
CURRENT & PROJECTED STORAGE DEMAND	
Brent (incl. Harrow) peak day storage in 2014	37
Barnet (Finchley) peak day storage in 2014	18
COMBINED PEAK DAY STORAGE	55
PLANNED CAPACITY UTILISED AT PEAK LEVELS	55 / 85 = 65%

As can be seen from the table, the combined peak day storage volumes would utilise 65% of the new planned capacity leaving 35% (or 30 spaces) which give assurance of adequate capacity to cope with normal increases.

Any abnormal increases in volumes would be addressed by where possible and subject to health and safety considerations in lifting heavy bodies, firstly by utilising

the bottom rank of the existing fridge banks followed by the use of the top ranks, and then as necessary invoking its contingency procedures set out below.

4.5.5 Contingency

The Brent Mortuary does have contingency measures as required by the HTA which include detailed mortuary operating procedures on

- Overflow of Body Storage Capacity (*using available storage at Northwick Park Hospital, other local and neighbouring mortuaries and local funeral directors' facilities*)
- Business Continuity Protocol
- Designated Disaster Recovery Process.

The Barnet Mortuary Manager has reviewed these procedures and has confirmed they appear to be in line with current practices, and are adequate in dealing with excess storage requirements arising at the Brent & Harrow Public Mortuary.

4.5.6 HTA Inspection

The Brent mortuary was last inspected by HTA in September 2012. The establishment was found to have met the HTA standards across the two applicable areas of governance and quality; and premises, facilities and equipment. No shortfalls were identified. The HTA found the Designated Individual, the Licence Holder, the practices and premises to be suitable in accordance with the requirements of the legislation. The building and internal structure of the public mortuary were dated but in reasonable condition and fit for purpose.

4.5.7 Site Visit

A site visit was undertaken on 20 January 2015 to review the facilities, confirm the reasonableness of the proposed capital repairs and renovations and conduct a health and safety due diligence. The site visit report is set out below.

The mortuary is located at Northwick Park Hospital, but is operated by Brent Council and the mortuary provides post mortem and storage facilities for Brent & Harrow Councils. The public mortuary shares the viewing area with the hospital.

The Post Mortem room is not to a high standard and there are cracks in the flooring. Overall the whole room needs attention and could do with a re-decoration. It could accommodate up to 8 routine post mortems a session. The infectious/special post mortem room located off the main room was also in poor condition due to maintenance issues.

The staff rest / meal area was sufficient but small, as were the Male / Female changing areas. The Mortuary procedures are similar to Finchley Mortuary procedures. There are three full time post mortem technicians working at the mortuary. The mortuary is run by experienced staff, which between them have more than 40 years' experience. There is a high level of IT technology used for mortuary administrative purposes.

The facility is well able to accommodate the extra cases from the Finchley Mortuary.

It has 35 fridge spaces, 5 freezer spaces, and 5 spaces for infectious cases resulting in total storage of 45 spaces.

In conclusion, all administrative procedures concerning the deceased, admission/post mortem/tissue retention/release seem to be well documented. There are maintenance issues around certain areas including the mortuary flooring/decoration but it is noted that these are to be rectified as part of the shared service arrangement.

The increased storage capacity proposed (fridge & freezer) is sufficient for the increased volume from the Finchley mortuary. The proposed improvement to lighting and the kitchen/rest area is a positive move. Storage cupboards in the post mortem room are of a wooden type, so their replacement to stainless units is essential. Once the mortuary has the maintenance issues addressed, and new storage facilities added, it should be of a higher standard, and well able to cope with the additional workload.

4.5.8 Health & Safety Due Diligence

This was undertaken during the site visit on 20 January 2015 to identify key Health & Safety issues at the Brent Mortuary.

A selection of H&S documents were reviewed, the proposed site for shared services was inspected and the local procedures were discussed in detail.

Areas of concern include the lack of version control, or timely review of key policies and Risk Assessments, the refurbishment requirements necessary to bring the facilities up to an acceptable standard, the impact of challenges faced during the transition period will have on the staff, and the increasing and diversifying population that the existing facilities serve. It was recommended that due to the increased workload from Barnet, staff levels would need to increase by one full time technician.

4.5.9 Site Valuation

Barnet Property Services & Valuation have provided a high level indicative valuation of the site subject to planning permission for 15 two bedroom flats broadly valued between £850,000 to £950,000 net of disposal costs. The lower valuation has been used in the financial evaluation. Detailed planning and valuation should be undertaken to validate the value if the Council decides to dispose the site.

4.5.10 Legal

HB Law have been engaged to provide support in drafting the Inter Authority Agreement for the shared service arrangement and to advise on the legality of entering into a mortuary shared service.

4.5.11 Procurement

HB Law have confirmed that Inter authority shared service arrangements are usually not subject to public procurement rules.

4.6 Due diligence issues identified

All the due diligence issues identified above are being fully addressed as summarised below.

ID	Issue identified	Mitigating action
1	The building and internal structure of the public mortuary were dated but in reasonable condition and fit for purpose (HTA Inspection Sep 2012) Maintenance issues around certain areas of the mortuary flooring/decoration (Site Visit Jan 2015)	The required repairs and renovation works will be addressed from the capital contribution Barnet are being asked to make to enter the shared service arrangement with Brent and Harrow.
2	New storage facilities will be required (Site Visit Jan 2015)	As above, the capital contribution includes the cost of the new fridge / freezer storage equipment.
3	Lack of version control, or timely review of key policies and Risk Assessments (Health & Safety Due Diligence Report Jan 2015)	The IAA (Inter Authority Agreement) will include the requirement to regularly review key policies and risk assessments.
4	Staff will be impacted by challenges faced during the transition period (Health & Safety Due Diligence Report Jan 2015)	To ensure a smooth transition of service to Brent, Brent will be engaging a Project Manager which should minimise the impact on staff.
5	Staff levels would need to increase by one full time technician (Health & Safety Due Diligence Report Jan 2015)	This is already built in Brent's 2015-16 Forecast Budget.

4.7 Equality impact assessment (EIA)

An EIA has been undertaken to ascertain whether the recommended option will discriminate against people who are categorised as being disadvantaged or vulnerable within society.

Delivery of a shared mortuary service with Brent will provide fully functional mortuary facilities with disabled access. Better facilities will prove more comforting for grieving relatives and disabled access will make visiting the mortuary much easier for disabled residents. However there will be additional travel implications for Barnet residents and doctors travelling to the Brent mortuary.

Full delivery of a shared mortuary service will improve satisfaction ratings amongst different groups of residents because the advantages of improved facilities and disabled access outweigh the disadvantage of increased travel.

Any adverse impacts will be monitored and reviewed throughout the project. Once the project is complete ongoing monitoring will be carried out by the service.

4.8 Stakeholder consultation

4.8.1 Public consultation

Public consultation is being undertaken in order to obtain feedback on any possible unintended consequences of the transfer of the mortuary service. The consultation has been launched on Engage Barnet website in Feb 2015 together with a reply email address to enable Barnet citizens to provide any comments and feedback, and no responses have been received so far.

4.8.2 Coroner consultation

The HM Coroner was advised in Jan 2015 jointly by Barnet and Brent of the proposed shared mortuary service arrangement with Brent, following previous briefings by Barnet and Brent in 2014, and his agreement in principle for the consortium of Brent, Harrow and Barnet to go ahead is awaited.

4.8.3 Other stakeholder consultation

Views have been sought both from the Police and the Clinical Commissioning Group on the proposed transfer to a shared service in Jan 2015 and responses are awaited.

5. Expected Benefits

Summary of benefits associated with recommended option are set out below. The benefits card from the ROBC will be updated.

Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured	Baseline value (£, % etc) and date
Financial and cashable	Reduced running costs	Barnet Council	£17k on average per annum in current prices in steady state	Will ramp up from 2015/16	Street Scene Director	Annual recharge from Brent will be compared with budget	Barnet Mortuary 2014/15 Budget
Non financial	Improve facilities and make them fit for purpose	Barnet Council, All key stakeholders	Stakeholders satisfied with the state of facilities	2015/16 onwards following transfer of service	Street Scene Director	Bi-annually undertake undertaker and coroner officer service satisfaction surveys	Undertake a survey at the start of shared service to establish baseline
Non financial	Make the service more accessible	Disabled with mobility restrictions	Disabled residents will have better access	2015/16 onwards following transfer of service	Street Scene Director	Regular review confirming disabled access is fit for purpose	State of facilities after any repairs and renovation works
Non financial	A shared service will ensure robust business continuity plans	Barnet Council	Robust business continuity	2015/16 onwards following transfer of service	Street Scene Director	Regular review and update of business continuity procedures	Business Continuity procedures in place at the date of transfer

6. Summary of Key Risks

Listed below are the risks associated with the recommended option together with their possible impact, likelihood and mitigating actions.

Risk	Impact	Likelihood	Mitigating action
By underwriting the capital cost of up to £172k, which is required before Environment Committee approval, there is a risk that any abortive costs not exceeding £172k will need to be borne by Barnet.	High	Medium	In the event this risk materialises, Brent will be requested to waive the cost which relates to the works they would have undertaken anyway. Any residual costs including equipment where possible will need to be absorbed within the Finchley Mortuary operations.
Mutually beneficial shared service arrangement not agreed between boroughs	High	Low	Open and transparent dialogue and negotiations currently in progress to ensure arrangement benefits both sides.
There is a risk that either through TUPE or other appropriate measures the closure of the mortuary will impact staff as well as an obligation on the Council to re-house the Mortuary Technician and his family, who gave up a Council property to take up a tenancy in one of the Dolman Close flats	High	Low	HR has been engaged.
The London North Coroner objects to the transfer of the service to a shared service	High	Low	Barnet and Brent have previously briefed HM Coroner and have written a joint letter to HM Coroner seeking his agreement in principle to the shared service arrangement.
Forecast running costs of each of the shared service provider are significantly different from those provided / estimated.	High	Low	Financial due diligence has been undertaken to review the forecast costs which will be regularly monitored.
Increasing and diversifying population could put extra pressure on mortuary staff	High	Low	Although population size is increasing and becoming more diverse the number of post mortems is declining as outlined above.
H&S due diligence identified that the transition of a shared service may cause additional stress on mortuary employees	Medium	Low	Project Manager to be hired to ensure a smooth transition. HR support mechanisms on Barnet side to help mitigate risks. Brent will have similar mechanisms in place.

7. Costs/Investment Appraisal

7.1 Project Costs and Funding

For the recommended option 5 - Shared Service with Brent and sell mortuary site, the project spend forecasts together with the funding requirement are set out in the table below.

FORECAST SPEND	Year	1	2	3	4	5	6
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Figures in 2014/15 prices	Total	£	£	£	£	£	£
CAPITAL BUDGET							
Capital Contribution	207,000	207,000	0	0	0	0	0
Potential disposal proceeds	-850,000	0	-850,000	0	0	0	0
Total Capital Funding / (Surplus)	-643,000	207,000	-850,000	0	0	0	0
TRANSFORMATION BUDGET (already approved)							
Implementation Costs	133,100	133,100	-	-	-	-	-
Transition costs	22,831	5,100	17,731	-	-	-	-
Total Funding	155,931	138,200	17,731	0	0	0	0
REVENUE BUDGET							
Pre transfer forecast service costs	141,010	141,010	-	-	-	-	-
Potential Staff Payments	68,300	68,300	-	-	-	-	-
Post transfer shared service cost	619,292	-	123,051	123,472	123,870	124,259	124,639
Total	828,602	209,310	123,051	123,472	123,870	124,259	124,639
AVAILABLE BUDGET	846,060	141,010	141,010	141,010	141,010	141,010	141,010
Funding Required / (Benefit)	-17,458	68,300	-17,959	-17,538	-17,140	-16,751	-16,371

The capital contribution to Brent of circa £207k in 2014/15 will need to be funded by Barnet which relates to setting up additional capacity at Brent to accommodate Barnet workload and the required repairs and renovations.

To ensure Barnet achieves its planned go-live date of 1/4/2015 within tight timescales, Brent have asked for a capital underwriting agreement to indemnify it from any abortive costs if the shared service does not go ahead.

A potential disposal value of the site should the Council decide to sell it is estimated at £850k in 2015/16 subject to planning permission and detailed valuation.

The project implementation and transition costs from the FBC to end of transition stage forecast at £156k will be funded from the already approved Transformation Budget.

A revenue budget overspend estimated at £68k in 2014/15 relating to potential staff payments to facilitate the exit / transfer of the two Finchley Mortuary staff will need to be funded.

The revenue budget savings are forecast from 2015/16 averaging around £17k per annum over the five years to 2019/20.

Further detail on the project costs are set out below.

7.2 Capital spend

To enter into a shared service with Brent and Harrow, Brent require Barnet to fund the additional fridges/ freezer capacity and resulting works as well as contribute for suggested repairs and renovations. Brent are requiring the funding for the repairs

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and renovations element of the total works as an Access / Entry Fee given both Brent and Harrow had fully funded the mortuary building on the site.

The estimated total capital contribution requested is circa £207k in 2014/15 which is subject to change pending the procurement process. Over 70% of the costs consist of additional refrigeration / freezer, flooring, refrigeration plant, lighting, drain and sinks works. The remainder includes creating additional reception space, extending the garden area and other sundry works to enhance the overall standard of the facilities.

7.3 Transition costs

It is likely that the above works will extend beyond the closure date of the Finchley Mortuary of 31/3/2015 and the shared service go live date of 1/4/2015.

During the transition period, it is envisaged that the Barnet volumes may need to be stored elsewhere if the existing fridge / freezer capacity at Brent proves insufficient. Two options are being considered, one to store at Northwick Park Hospital Mortuary and two, to use the existing storage at the Finchley Mortuary. Preliminary quote received for storage at the hospital appears uneconomical and as such use of the Finchley Mortuary may be more cost effective.

In addition, to ensure a smooth transition, Brent has recommended engaging a Project Manager. The estimated cost of transporting the volume from Finchley to Brent for post-mortems, cost of the Transition Project Manager together with premises running costs from 1/4/2015 to the estimated date of decommissioning of 30/6/2015 totalling £23k are included in the Transition Costs above.

7.4 Staff costs

In order to facilitate the exit / transfer of the two Finchley Mortuary staff, a payment of circa £68k may be necessary.

7.5 Implementation costs

The estimated implementation costs in 2014/15 of £133k shown below are included in the Revenue Budget.

Resource	Assumptions	Budget £ 2014/15
Project Management	100 days x £750 per day	75,000
HR	Advise on TUPE issues	10,000
Legal	To help draft and negotiate Inter Agency Agreement, interim service level agreement and service specifications	20,000
Planning	To support detailed valuation and planning process for potential disposal of mortuary site	1,000
Health & Safety	Due Diligence	5,000
Logistics & Communications	Mortuary removals and advising stakeholders and updating website of new service location	10,000
Contingency (10%)		<u>12,100</u>
Total		<u>133,100</u>

7.6 Shared service costs and savings

The post transfer shared service costs are based on the 2015/16 forecast for Barnet/Brent/Harrow combined workload as provided by Brent of £308k which includes the staff and running costs as well as a share of management costs and management fee. Based on the ONS population projections, Barnet's share of the total shared service costs is around 40% and amounts to an average £124k per annum compared with the estimated budget of £141k resulting in circa £17k average saving per annum.

7.7 Potential capital proceeds

After the transition of the mortuary service to Brent, and following its full decommissioning estimated at 30/6/2015, the site will be returned to the Council's property asset base. The Council will then have the opportunity to consider its alternative uses including its disposal. In the FBC, the site has been valued at its potential disposal value. This has been estimated by Barnet Property Services subject to planning permission for 15 two bedroom flats at a residual site value broadly in the region of £850,000 to £950,000 net of disposal costs, and the lower value has been used in the FBC financial appraisal.

8. Timescale

A summary of the project plan including key dates and milestones are outlined below.

Milestones	Timescale
FBC Project Board approval	6 Feb 15
Public consultation	w/c 9 Feb 15
FBC Programme Board approval	11 Feb 15
Procurement Board (document to note)	12 Feb 15
Issue embargoed FBC to Unions	16 Feb 15
Finalise commercial negotiations	20 Feb 15
Union consultation	20 Feb 15
Submit Committee report to Environment Committee	27 Feb 15
HM Coroner approval	27 Feb 15
Workforce Board (document to note)	4 Mar 15
Asset & Capital Board	4 Mar 15
Environment Committee sign off	10 Mar 15
Policy and Resources Committee	24 Mar 15
Inter Authority Agreement (IAA) sign off	27 Mar 15
Shared Service Go Live	1 Apr 15
Successful transition to Brent	31 May 15
Decommission Finchley Mortuary	30 Jun 15

9. Project Assurance

A Project Board is already in place meeting fortnightly and consists of

- Project Sponsor – Lynn Bishop, StreetScene Delivery Director
- Senior User – Gary Coade, Barnet Mortuary Manager
- Senior Suppliers – HR and Finance representatives
- Project Lead and Project Manager.

The controls in place for quality assurance of project management products, quality criteria and sign off route for key deliverables / products, together with roles and responsibilities for approval are set out below.

Deliverable / Product	Quality Criteria	Author	Reviewers	Accepter
PID	Comprehensive and compliant to LBB format.	Paul Kumeta	Project Board / Andrew Hollamby	Project Board
EIA	Equality considerations, together with a proposed approach to mitigate any avoidable adverse impact, are fully reflected and documented. Must be compliant with LBB format.	Paul Kumeta	Project Board / Andrew Hollamby	Project Board
Project plan and resource plan	The plan is comprehensive and clear.	Paul Kumeta	Project Board / Andrew Hollamby	Project Board
	The plan describes all major dependencies.			
	The resource plan is comprehensive and clear.			
Core project documentation, including milestones, risks and issues and benefits cards.	Compliant to portfolio management format, accurate and complete.	Piyush Kanabar and Paul Kumeta	Project Board / Andrew Hollamby	Project Board
Highlight report (and other reports sent to Boards and Committees as	Compliant to portfolio management format, accurate, complete.	Paul Kumeta	Project Board / Andrew Hollamby	Project Board

required).				
Shared Mortuary Service Strategy , Full Business Case and other documentation	Comprehensive and clear and following LBB agreed formats.	Piyush Kanabar and Paul Kumeta	Project Board / Andrew Hollamby	Environment Committee

10. Dependencies

Key dependencies relating to the preferred option are tabulated below.

ID	Dependency	Level of Dependency	Mitigation (if required)	Owner
D1	Capacity for the council to provide capital investment and revenue funding	High	Consider other options including Do Nothing or Do minimum which require minimal investment	Environment Committee
D2	HM Coroner approval to transfer services to a shared service provider	High	Early engagement has been initiated	StreetScene Director

Appendices

1. Options Analysis *(reproduced from the ROBC dated 6 June 2014)*

1.1. Options Considered

Option	Description
Option 1 - Do Nothing	<p>This option requires no change to the current facilities at the Finchley Mortuary and represents a baseline to compare with the other options. The current state of the facilities although fully functional and adequate, does need modernising and maintenance. The mortuary operates with two staff.</p> <p>Due to declining volumes, the staff and the facilities are under-utilised. As its current number of two employees would be the minimum requirement, there is no scope of reducing staff and as such cost savings are difficult to realise. In addition, in the medium term, there is likely to be a need for significant renovation expenditure if the facilities are allowed to run down. The Mortuary Manager's view is that in its current condition, the mortuary building would remain functional for around 3 years before requiring this but without generating any savings or efficiencies.</p>
Option 2 - Do Minimum	<p>Under this option, some investment would be made in improving the current state of the mortuary. The Mortuary Manager has advised that to bring the facility to an acceptable standard would require an estimated £20k to fit new steel fridge doors, new flooring and ceiling and some minor external yard repairs.</p> <p>However, the facility will continue to be under-utilised and with staff levels at the minimum levels would not generate any savings.</p>
Option 3 - Extend and Refurbish	<p>This option involves significant capital expenditure being incurred in extending the existing building into the under-used car parking space by some 240 square metres to enlarge the post mortem room, provide disabled access and viewing area with an estimated cost of around £770k.</p> <p>This will significantly modernise the facility, but will disrupt the service provision during the construction period. With declining volumes, this option will not provide value for money as the enlarged and modernised mortuary will still be under-utilised and no cost savings will be generated.</p>
Option 4 - Shared Service with Haringey and sell mortuary site	<p>Most mortuaries are experiencing declining volumes and as such have excess capacity to some extent which when shared, would benefit all partners through reduced annual running costs.</p> <p>Haringey have a new and modern mortuary facility which they currently share with Enfield, and are now proposing to also share with both Barnet and Hackney. Based on a feasibility study they have undertaken, they wish to expand their facilities by creating additional storage for between 34 - 43 units. They have confirmed that with this additional capacity, they will be able to accommodate both Barnet and Hackney volumes by conducting post mortems 5 days a week instead of 3.</p> <p>The expansion cost has been estimated at around £500k and Haringey are looking for a £250k contribution each from Barnet and Hackney. The shared facility is estimated to be available from 1/7/2015 following all necessary approvals. So far Hackney has not made a</p>

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	<p>formal decision to transfer their mortuary service to Haringey. Staff requirement in the shared service will be 4 staff of which 3 are currently vacant positions. These are expected to be filled from both the Barnet and Hackney mortuary staff subject to TUPE rules and may have potential redundancy impact and for Barnet to re-house one of its employees. As the outcome of TUPE transfers is unclear at this early stage, a nominal redundancy cost of £50k has been built into the shared service provider's forecast.</p> <p>Recent site visit by the Mortuary Manager has concluded that it has well experienced permanent and locum staff, the building is in a good condition and with additional storage space, the facility is well able to accommodate the extra cases from the Finchley Mortuary.</p> <p>Under the shared service, Barnet will have access to a new and modern facility. It will benefit from lower annual running costs shared on the basis of population proportions. A major benefit will also arise from the possibility of disposing the unused Finchley mortuary which has been provisionally valued by Barnet Property Services subject to planning permission at circa £900k net of selling costs.</p> <p>The combined forecast volume of circa 900 will be serviced by 4 staff. The implicit number of post mortems to staff ratio at Haringey at 235:1 is significantly higher than Finchley at 125:1 and Brent forecast at 184:1.</p> <p>The additional effort of servicing large volumes together with 5 day working on post mortems, although more productive, will put additional pressure on staff which may affect the quality of service. Additional resource may be necessary at Haringey to cope with this possibility and to alleviate any adverse impact on service quality resulting in additional costs</p> <p>In steady state, the annual running costs in current prices are estimated at £117k compared with the current Finchley Mortuary running costs at £153k resulting in £36k potential saving per annum.</p>
<p>Option 5 - Shared Service with Brent and sell mortuary site</p>	<p>Brent also has appetite and capacity to enter into a shared service arrangement with Barnet. They are currently in a shared service arrangement with Harrow. Its mortuary is also the designated disaster mortuary for five boroughs across North London (Brent, Harrow, Haringey, Barnet and Enfield).</p> <p>They are also proposing to share the annual running costs with Barnet and Harrow based on population proportions.</p> <p>To accommodate Barnet, they will need an estimated £39k contribution from Barnet for additional refrigeration, replace the ventilation system and new flooring. An estimate of £60k has been made for the refresh of the mortuary equipment assumed required in the second year after the start of any shared service arrangement.</p> <p>As the required upgrade to facilities is not major, it is anticipated that the shared service arrangement will be available from 1/4/2015 following necessary approvals.</p> <p>Staff requirement in the shared service will be 4 of which 1 is currently vacant. This is expected to be filled from Barnet mortuary staff subject to TUPE rules with a potential redundancy and an obligation on Barnet to re-house one of its employees. As the outcome of TUPE transfers is unclear at this early stage, a nominal redundancy cost of £50k has been built into the shared service provider's forecast.</p> <p>Recent site visit by the Finchley Mortuary Technician has concluded that the mortuary is run by experienced staff, which between them have more than 40 years' experience, the general internal condition of the mortuary needs attention, most of the problems are cosmetic, with additional storage space, the facility is well able to accommodate the extra cases from the Finchley Mortuary</p> <p>Under this option, Barnet will have available a modern mortuary service. A major benefit will also arise from the possibility of disposing the unused Finchley mortuary which has been provisionally valued by Barnet Property Services subject to planning permission at circa £900k net of selling costs.</p> <p>In steady state, the annual running costs in current prices are estimated at circa £104k compared with the current Finchley Mortuary</p>

running costs at £153k resulting in £49k potential saving per annum.

Previously, an option of sharing mortuary services with Barnet General Hospital, now Barnet and Chase Farm Hospitals NHS Trust, was explored. As the hospital mortuary intake is likely to be different compared with the coroner's post mortem workload which is unpredictable and which requires high levels of security, the Finchley Mortuary Manager is of the opinion that this option is not viable and therefore has not been considered further.

1.2. Options scoring methodology

Each of the options will be evaluated against both financial and non-financial criteria. The financial criteria will take into account the capital cost requirement and NPV of the net costs / (benefits) over 6 years from 2014/15 to 2019/20.

The non-financial criteria will take into account how closely each option helps to achieve the Council's strategic objective of 'improving the satisfaction of residents', aligns to its core value of 'embracing change where we need to', complies with HTA regulations as well as each options' time to go-live and any inherent risks.

Each option will be scored on the basis of how closely each option meets the criteria, ranging from 1 when an option does not meet needs, to 5 when it meets key and most other needs. Detailed scoring against the criteria is shown in Appendix 4.

The scores for each option are added and the option with the highest total score would be the preferred option on the basis that it best meets the key financial and non-financial criteria.

1.3. Options Analysis

This analysis evaluates each option against the financial and non-financial criteria as shown in the table below.

Option	Analysis							TOTAL SCORE
	Strategic Objective: Improve the satisfaction of residents	Our core value: Embracing change where we need to	HTA Compliant	Time (to implement changes and avoid service disruption)	Capital Cost	Net Costs / (Benefits) NPV	Risks	
1 - Do Nothing	Adequate facilities Proximity	No action to achieve efficiency or savings	Fully compliant Facilities will deteriorate	Continued service disruption following possible facility deterioration	None required	No change	Major renovation may become necessary in the medium term	21
	2	1	4	4	5	3	2	
2 - Do Minimum	Fit for purpose Proximity	No action to achieve efficiency or savings	Fully compliant	Continued service with minimum service disruption	Minimal capital investment	Minimal cost	Major renovation may become necessary in the medium term - may be delayed	22
	4	1	5	4	3	2	3	
3 - Extend and Refurbish	Better facilities should prove more comforting for deceased's relatives	Some change but not achieving efficiency or savings	Fully compliant	Disruption to service during construction	Major capital investment	Significant capital costs and no savings	Medium risk if disruption to service minimised	21
	5	3	5	3	1	1	3	
4 - Shared Service with Haringey and sell mortuary	Better facilities should prove more comforting for deceased's relatives Additional distance travel	Efficiency and savings will be achieved	Fully compliant but with recent shortcomings now resolved Large volumes and 5 day working will put pressure on service	Service assumed go-live 1/4/2015 so savings to Barnet delayed	Moderate capital investment	Capital funding for Haringey extension offset by potential disposal proceeds from sale of mortuary and ongoing running cost savings	If Hackney doesn't join, potential increased cost for Barnet Large volumes and 5 day working will put pressure on service Barnet approvals delay	24
	4	5	4	3	2	4	2	
5 - Shared Service with Brent and sell mortuary	Fully functional facilities with disabled access Additional distance travel	Efficiency and savings will be achieved	Fully compliant Increased volumes but with reasonable staff ratio	Service assumed go-live 1/1/2015	Minimal capital investment	Low capital funding offset by potential disposal proceeds from sale of mortuary and ongoing running cost savings	Potential refurbishment costs but not significant	30
	4	5	5	4	3	5	4	

1.4. Financial Analysis

The table below summarises the outputs of a detailed financial model used to evaluate the economic options based on relevant cash flows over six years to 2019/20. This period represents the first year for change implementation followed by five years to allow a steady state position to be achieved.

ID	Option	Capital Cost	Disposal / Residual Value	Steady state Revenue cost savings	NPV of Net Cost/ (Benefit)
1	Do Nothing	£0k	£0k	£0k	£0k
2	Do Minimum	£20k	£0k	£0k	£34k
3	Extend and Renovate	£770k	£(631)k	£0k	£256k
4	Shared Service with Haringey and sell mortuary site	£250k	£(929)k	£(36)k	£(596)k
5	Shared Service with Brent and sell mortuary site	£39k	£(929)k	£(49)k	£(847)k

1.4.1 Key Points

Option 3 requires the highest capital injection to extend and renovate the current mortuary, offset by the residual value at the end of the evaluation period, with the other options needing lesser capital funding.

Options 4 and 5 shared service arrangements with Haringey and Brent respectively enable the Council to dispose the mortuary site and generate annual running cost savings.

The net present value of the net (benefit) over the six years to 2019/20 is the highest for option 5 – shared service with Brent and sell mortuary site – due to lower capital contribution requirement and higher annual running cost savings in steady state compared with Haringey.

1.4.2 Assumptions

1. All costs in the options analysis are in current prices without any adjustment for inflation
2. Do nothing option forms the baseline.
3. Cash flows have been modelled over 6 years to allow for a steady state position to be achieved.
4. Future cash flows have been discounted by a cost of capital rate of 3.5% recommended in the HM Treasury Green Book.
5. Net costs assumed to occur throughout the year and discounting to present value reflects this by assuming cash flows occur mid-year.
6. Net costs / (benefits) have been calculated by comparing each of the option's future state estimated cash flows to the baseline.
7. Capital costs for the Do Minimum, Extend & Renovate, have been based on the Mortuary Manager's estimates and the Haringey extension estimates. The shared Services options with Brent and Haringey capital expenditure estimates have been provided by the Boroughs.
8. Under the shared service options, it is assumed that the empty mortuary site will be disposed. The net disposal value has been estimated by Barnet Property Services and is subject to planning permission and formal detailed valuation.
9. Shared Service costs to Barnet have been estimated by apportioning the forecast running costs based on population proportions. It is assumed the ONS calendar year corresponds with the Council financial year in which they end.
10. Brent Revenue costs are based on their 2013/14 budget adjusted for one extra required post and an upgrade of a post together with an estimate for a share of their management costs and mortuary equipment refresh costs. Supplies and Services costs have been increased by 30% and Premises costs by 20% to reflect estimated increased consumption.

11. Haringey costs are based on the forecasts provided by Haringey and include a share of depreciation of the existing mortuary representing a charge for the use of the asset.
12. It has been assumed that Finchley staff will TUPE across to the shared service provider who will make staff retention and redundancy decisions.
13. As the outcome of TUPE transfers is unclear at this early stage, a nominal redundancy cost of £50k has been built into the shared service provider forecast.
14. Project implementation costs include Project Management, HR, Legal, Planning & Valuation, Service Specification, Health & Safety Due Diligence and Logistics & Communications.
15. It is assumed that the Brent Shared Service will be operational from 1/4/2015 and the Haringey Shared Service from 1/7/2015 to allow for additional time for the extension construction.




1.5. Options appraisal

Based on the total scores of each option, option 5 - Shared Service with Brent and sell mortuary – achieves the highest score.

Compared with the next highest scoring option 4 - Shared Service with Haringey and sell mortuary site – option 5 requires a lower capital contribution, earlier transfer of service date, less risky owing to lower combined volumes and has marginally higher forecasted annual running cost savings.

On this basis, option 5 is the recommended option to consider taking forward.

2. Referenced documents

Document Name	Embedded File
ROBC	 Barnet Mortuary Service ROBC v1.1.p
Equality Impact Assessment	 Mortuary EIA V1.1.pdf
Health & Safety due diligence report	 Mortuary Consortium HS Due Dilligence Rep

Document Control

Record the information relevant to this document in this section

File path	
Reference	Full Business Case
Version	Final
Date created	23 Feb 2015
Status	Final

Document History

If the document has been altered or amended please track the versions and changes in this section

Date	Version	Reason for change	Changes made by
2 Feb 2015	0.7	First Draft	Piyush Kanabar
9 Feb 2015	0.8	Updated costs	Piyush Kanabar
19 Feb 2015	1.0	Updated costs and risks	Piyush Kanabar
23 Feb 2015	1.1	Circulated for clearance	Paul Kumeta
26 Feb 2015	FINAL	Cleared for Environment Committee	Paul Kumeta

Distribution List:

Name	Role	Date
Andrew Hollamby	Environment & Street Scene Transformation Programme Manager	2/2/2015
Project Board	Project Board	3/2/2015
SCB Board	Programme Board	9/2/2015
Alan Bowley	Interim Commissioning Director - Environment	19/2/2015
Internal Officers	Circulated for clearance	23/02/2015


Approvals:

By signing this document, the signatories below are confirming that they have fully reviewed the Full Business Case for the Barnet Shared Mortuary project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version
Lynn Bishop	Project Sponsor	Lynn Bishop	26/02/2015	FINAL

¹ You should speak to your Head of Finance about any capital project you are proposing to undertake. They will help you to complete certain sections of the business case.

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	<p>AGENDA ITEM 12</p> <p style="text-align: center;">Environment Committee 10 March 2015</p>
<p style="text-align: center;">Title</p>	<p>Environment Committee Work Programme</p>
<p style="text-align: center;">Report of</p>	<p>Commissioning Director (Environment)</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix A - Committee Work Programme March 2015 to April 2015</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Paul Frost - Governance Service, Team Leader paul.frost@barnet.gov.uk 020 8359 2761</p>

Summary
<p>The Committee is requested to consider and comment on the items included in the 2015 work programme</p>

Recommendations
<p>1. That the Committee consider and comment on the items included in the 2015 work programme</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 The Environment Committee Work Programme 2015 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

2. REASONS FOR RECOMMENDATIONS

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2013-16.

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

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

- 5.3.1 The Terms of Reference of the Environment Committee is included in the Constitution, Responsibility for Functions, Annex A.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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**Environment Committee
Work Programme
March 2015 – April 2015**

10 March 2015

Subject	Decision requested	Report Of	Contributing Officer(s)
Commissioning Priorities	This report seeks approval of the five-year Commissioning Plan 2015/16 to 2019/20.	Commissioning Director	Commissioning Director
Shared Mortuary Service Full Business Case	<p>The aim of the FBC is to validate the OBC recommended option of 'Shared Service with Brent and sell mortuary', refresh the costs and benefits and set in place activities to transition the service.</p> <p>The decisions required are to approve:</p> <ol style="list-style-type: none"> 1. the recommended option of a Shared Service with Brent and decommission the mortuary site and return to Council's property asset base once it is fully decommissioned from service. 	Street Scene Director	Street Scene Director
Bunns Lane Car Park, Mill Hill, Parking Charges	This report provides information on the current usage of the car park, identifies the implication of introducing free parking and identifies a number of options, which are believed to provide positive changes for the benefit of local trade whilst also mitigating the sustainability issues.	Commissioning Director	Commissioning Director Commercial & Customer Services Director Infrastructure and Parking Manager

Subject	Decision requested	Report Of	Contributing Officer(s)
Implementation of the Footway Parking Programme as detailed in the New Parking Policy	In November 2014, this Committee agreed a new Parking Policy and authorised officers to develop a costed plan to implement it. The initial plan was submitted to the January Environment Committee meeting and a decision was taken to develop a more detailed schedule of works in relation to formalising the current footway parking arrangements. This report sets out the outcome of the initial review of the existing roads and identifies the extent of works required and the likely costs involved. It also sets out the proposed programme of activity, timeframes and costs for the implementation of this element of the new parking policy.	Commissioning Director	Commissioning Director Commercial & Customer Services Director Infrastructure and Parking Manager
28 April 2015			
Recycling Incentives Scheme	The paper sets out options for a scheme to incentivise recycling among residents.	Street Scene Director	Waste Intelligence Manager
Application to the Corporate Grants Programme	To consider application for the Council's grants programme.	Commissioning Director	Grants Manager
Future Operations of Summers Lane Recycling Centre	To agree to transfer Summers Lane CARC to NWLA from October 2015	Commissioning Director	Street Scene Director
Highways Safety Inspection Review	To provide Members with the methodology and understanding of how Barnet's Highway Safety Inspections service has been reviewed in order to compliment the network hierarchy and develop a risk matrix approach thereby ensuring funds are directed to those defects of greatest risk of interaction for their approval	Commissioning Director	Service Director (Highways) (Re)

<p>Subject</p> <p>Highways Network Hierarchy Review</p>	<p>Decision requested</p> <p>To provide Members with the methodology and understanding of how Barnet's highways network has been reviewed and reprioritised in order to provide a hierarchy based on vehicle and pedestrian movements which would be used to influence future Asset Management Plans for their approval</p>	<p>Report Of</p> <p>Commissioning Director</p>	<p>Contributing Officer(s)</p> <p>Service Director (Highways) (Re</p>
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