

**MEETING**

**ENVIRONMENT COMMITTEE**

**DATE AND TIME**

**MONDAY 18TH JANUARY, 2021**

**AT 6.00 PM**

**VENUE**

VIRTUAL MEETING LINK TO MEETING - <http://bit.ly/2LhJb5c>

**TO: MEMBERS OF ENVIRONMENT COMMITTEE (Quorum 3)**

Chairman: Dean Cohen

Vice Chairman: Peter Zinkin

Councillors

Elliot Simberg

Laurie Williams

Felix Byers

Laithe Jajeh

Geof Cooke

Alison Cornelius

Jo Cooper

Alan Schneiderman

Substitute Members

Sarah Wardle

Nizza Fluss

Kath McGuirk

Tim Roberts

Nagus Narenthira

Roberto Weeden-Sanz

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions must be submitted on Wednesday 13 January 2021 by 10AM Requests must be submitted to Paul Frost.

**You are requested to attend the above meeting for which an agenda is attached.  
Andrew Charlwood – Head of Governance**

Governance Services contact: Paul Frost [paul.frost@barnet.gov.uk](mailto:paul.frost@barnet.gov.uk)

Media Relations Contact: Tristan Garrick 020 8359 2454

**ASSURANCE GROUP**

## ORDER OF BUSINESS

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## Decisions of the Environment Committee

25 November 2020

Members Present:-

AGENDA ITEM 1

Councillor Dean Cohen (Chairman)  
Councillor Peter Zinkin (Vice-Chairman)

Councillor Alison Cornelius  
Councillor Felix Byers  
Councillor Elliot Simberg  
Councillor Laithe Jajeh

Councillor Alan Schneiderman  
Councillor Geof Cooke  
Councillor Jo Cooper  
Councillor Laurie Williams

### 1. MINUTES OF THE PREVIOUS MEETING

Resolved: That the minutes of the meeting that took place on 09 September 2020, be approved.

### 2. ABSENCE OF MEMBERS

None.

### 3. DECLARATIONS OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

None.

### 4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

### 5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

The Committee noted the receipt of a Public Comment and Public Question both in connection with item 7, 'Hosting a Tiny Forest' from Mr Daniel Mermelstein. The Chairman noted that Mr Mermelstein was not in attendance and therefore noted his submission and the Council's response in respect to the answer to his question.

### 6. MEMBERS' ITEMS

Councillor Alan Schneiderman was invited by the Chairman to introduce the item. Councillor Schneiderman gave a summary of the issue and requested that the Committee supported his item. He stated that a tiny forest was a really exciting and positive idea. The Chairman invited Councillor Anne Clarke and Councillor Roberto Weeden-Sanz to speak. Both Councillors spoke in support of the item.

During the consideration of the item the Chairman outlined his full support for the Council implementing a tiny forest, he suggested that Officer's find a suitable location(s) and consider the funding options. He added that locations should be considered with Councillor Anne Clarke and Councillor Roberto Weeden-Sanz

Before voting on the item Councillor Jajeh stated that it was important that the location was on Barnet land and therefore this point should be considered.

**Resolved:**

- That the Environment Committee supported and agreed the item
- That the Executive Director for Environment be requested to proceed with this matter and find a suitable location and consider funding options

**Councillor Jo Cooper – Make our Parks Safer**

Councillor Jo Cooper was invited by the Chairman to introduce the item. Councillor Cooper gave a summary of the issue and requested that the Committee supported her item. The Chairman gave his full support of this item as did Councillor Peter Zinkin. Councillor Alan Schneiderman spoke in support of the item and in particular in regards to making parks safer.

**Resolved:**

- That the Environment Committee supported and agreed the item
- That the Environment Committee noted that this matter would be reported to the relevant committee

**Councillor Geoff Cooke – Full and Overflowing Little Bins on Streets and in Parks**

Councillor Geoff Cooke was invited by the Chairman to introduce the item. Councillor Cooke gave a summary of the issue and requested that the Committee supported his item.

The Street Scene Director Mr Craig Miller spoke on this item and noted that Officers had been gathering information on the use of litter bins. He agreed that there had been an increase in the number of service requests for litter bin type issues and a decrease in the number received in regards to requests to the street cleansing team. He noted that this could be due to the switch in usage due to the pandemic. Mr Miller said that he would be happy to share the analysis with Councillor Cooke.

**Resolved:**

- That the Environment Committee supported and noted the item

**Councillor Lurie Williams – Sustainable Park Benches**

Councillor Lurie Williams was invited by the Chairman to introduce the item. Councillor Williams requested that the Committee agree that the costings of the benches be looked into.

Ms Cassie Bridger noted that the Council had adopted a standard specification for park benches. She noted that other products have been tested but these have gained unwanted attention from vandalism. Councillor Williams requested that Officers contact

the London Borough of Enfield in order to see what they do. The Chairman requested this also and noted that Councillor Williams be updated.

The Chairman requested that Mr Miller update Members on the combustion bin that was agreed at the last meeting. Mr Miller said Officers had introduced a trial bin that had installed on Montrose Playing Field and was moved to East Barnet in order to test it in two different settings. Mr Miller noted that he would conclude the trial process and report back to the Committee. This was noted by the Committee.

**Resolved:**

- That the Environment Committee noted the item
- That the Environment Committee requested that the London Borough of Enfield be consulted with in order to understand their approach to Sustainable Park Benches
- That the Environment Committee supported a trial to take place.

**Laithe Jajeh – Policy Regarding Cross Overs**

Councillor Laithe Jajeh was invited by the Chairman to introduce the item. Councillor Jajeh gave a summary of the issue and requested that the Committee supported his item

The Chairman proposed that the Executive Director for Environment be requested to review this matter and consider the locations and what the impact could be. He stated that in the event that a decision is required to change policy then this matter be reported to the Committee to determine, this was seconded by Councillor Peter Zinkin. Councillor Simberg supported this and said that the impact to trees should be taken into account. Councillor Schneiderman suggested that it was important to look at locations where this takes place to avoid damaging and losing grass verges. Councillor Jajeh agreed with the comment that had been made.

**Resolved**

- That the Environment Committee noted the item and requested that the Executive Director for Environment look into this matter and consider such locations and in the event that a policy decision is required the item be reported back to the Committee.

**7. BUSINESS PLANNING 2020-25 AND FEES & CHARGES FOR 202122**

The report was introduced by the Executive Director for Environment. He provided a full outline of the report and noted the contents in appendix A and B. The Executive Director for Environment requested that the Committee give consideration to the report and the recommendations.

Members of the Committee had the opportunity to consider the report and raise questions to the Executive Director for Environment. Members considered the report and it's appendices in detail.

Councillor Schneiderman outlined some concerns in regards to the waste collection review and the savings proposals in relation to this. Mr Mee said that saving proposals would be reported back to the Committee once Officers had time to work on this. Councillor Peter Zinkin outlined that the priority was to balance this years budget that was contained in the report.

Councillor Felix Byers noted the delivery of LIP funding schemes. Mr Mee responded to this point as did the Chairman respond to this point.

Members raised issues in respect to Street Lighting as highlighted in appendix A. Mr Mee outlined that options in respect to street lighting would be reported to the Environment Committee. Mr Mee said that he would look into this topic and update Members accordingly.

Councillor Alan Schneiderman requested to know what would happen to the review of low quality parks and open spaces and how funding could be raised. Ms Cassie Bridger outlined that the Parks and Open Spaces strategy contained this information.

Councillor Schneiderman requested that Policy and Resources Committee be more informed in regards to saving proposals in relation to smarter cities and therefore he stated that there should be more detail available in order for a more informed decision to be made. Mr Mee outlined that the Council will make improvements as technology improves and he said that figures will change as the technology changes and Government policy is amended. The Chairman said that the Environment Committee would have it's opportunity to provide scrutiny in the future. He added that the Environment Committee had delivered it's saving targets as set out over the years.

The Chairman invited Councillor Laithe Jajeh to speak on the Fees and Charges element of the report. He raised questions on the costs that are connected to cricket and the charges for training nets and matches. Ms Cassie Bridger responded to this point and noted that rates were correct, she said that she would provide further information to Members on this point. Councillor Jajeh also noted points on street light banners and the power required for street lighting. This was responded to by Mr Mee.

Members also made comments on graffiti and additional time costs.

Councillor Alan Schneiderman requested that the item be voted on. The Chairman therefore moved this item to the vote:

**Resolved:**

That the Environment Committee considered the MTFs proposals that relate to the committee as set out in Appendix A after having considered the initial equalities impacts and refer these recommendations to Policy and Resources Committee for decision

That the Environment Committee noted the changes to the fees and charges 2021/22 as set out in Appendix B, which will be included in the budget proposals submitted to the Policy and Resources Committee.

The vote recorded was:

For – 6

Against – 4



**8. REFERRAL FROM CHIPPING BARNET AREA COMMITTEE TO ENVIRONMENT  
OCT 2020**

The Chairman introduced the report and noted that Ward Member Councillor David Longstaff was not able to attend the meeting to give a representation on this item. The Chairman invited Members to consider the report and make comment where appropriate.

Mr Mee said that the Area Committee's budget would not be charged for carrying out a feasibility study for a second time in order to understand if a zebra crossing is required.

Councillor Williams noted the Officer's recommendations stated that they did not believe the cost justified the numbers that crossed the road.

**Resolved:**

The Chairman proposed that the Executive Director for Environment be instructed to conduct a survey that be funded from the Area Committee budget. This was unanimously agreed.

**9. COMMITTEE FORWARD WORK PROGRAMME**

Councillor Alan Schneiderman noted that sustainability report was not listed. Mr Mee said there progress had been made and therefore it can ne it can be listed to be reported the March.

The Chairman noted that a Fly Tipping item be report to the January meeting.

**Resolved:**

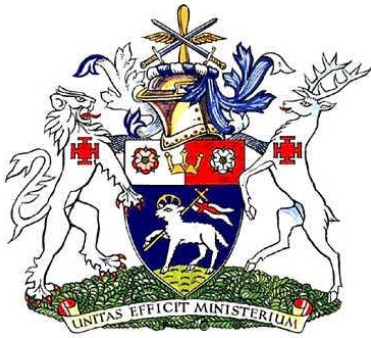
That the Environmetn Committee noted the Work Programme

**10. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 19:57

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## Environment Committee

18 January 2021

<b>Title</b>	<b>Controlled Parking Zones Programme</b>
<b>Report of</b>	Chairman of the Environment Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Non-Key
<b>Enclosures</b>	Appendix A Controlled Parking Zone Policy Principles Appendix B Current Controlled Parking Zone Controls
<b>Officer Contact Details</b>	Geoff Mee, Executive Director Environment 020 8359 3521 <a href="mailto:Geoff.mee@barnet.gov.uk">Geoff.mee@barnet.gov.uk</a>  Phillip Hoare, Head of Parking and Infrastructure Environment Directorate 020 8359 2308 <a href="mailto:phillip.hoare@barnet.gov.uk">phillip.hoare@barnet.gov.uk</a>

### Summary

This report sets out a systematic approach to delivering controlled parking zones (CPZs), which is aimed to address a number of issues including a backlog of existing CPZ requests from residents and area committees, borough-wide growth and the progress on regeneration sites, the expansion of the Ultra Low Emission Zone (ULEZ) and to ensure we continue to improve road safety.

This report is consistent with the objectives of the Long Term Transport Strategy and the aims of the Air Quality Action Plan.

The report proposes a structure for the implementation of controlled parking zone areas and a standardised approach to commission, consult and deliver proposals.

## **Officers Recommendations**

1. That the Environment Committee approve the policy principles outlined within this paper and at **Appendix A**, with regard to the implementation of controlled parking zone schemes
2. That the Environment Committee approve the development of a three-year programme to create new and review existing controlled parking zone schemes by the Executive Director, Environment in consultation with the Chairman of the Environment Committee, Area Committee Chairs, and ward members. The first year of the programme is anticipated to be financial year 2021/22.
3. That the Environment Committee receives an annual update on the programme.

### **1. WHY THIS REPORT IS NEEDED**

- 1.1. This report sets out a systematic approach to delivering controlled parking zones, which is aimed to address a number of issues including:
  - 1.1.1. A backlog of existing requests from Area Committees, Ward Councillors, and residents for controls to be introduced, or extended
  - 1.1.2. Expansion of the ULEZ up to the North Circular (A406) in October 2021
  - 1.1.3. Traffic and parking reaching capacity in some areas
  - 1.1.4. Air quality and road safety needs
  - 1.1.5. New developments and regeneration areas, which are likely to increase vehicle density in an area, and may have associated planning conditions which require parking controls to be introduced.
- 1.2. The borough adopted a Long-Term Transport Strategy (LTTS) which contains a number of proposals to encourage active travel, improve public transport and reduce the number of trips made by car. Proposal R5 of the strategy “Better management of parking” sets out an action plan from 2020 to 2025 to better utilise the limited kerbside parking space in the borough and looks at restricting new development parking and where appropriate introducing CPZs. This report is the first step to deliver the action plan.
- 1.3. The Council’s Growth Strategy identifies an objective to deliver thriving town centres to work towards more joined-up service delivery for healthy high streets - ensuring we provide more coordinated services, across the council, to address issues such as planning enforcement, anti-social behaviour, licensing, street cleansing, waste collection and parking, and to plan high streets to improve health and well-being. It is considered that a systematic approach, working with other parts of the council including the town centres team, and planning and regeneration services, will contribute to this objective.
- 1.4. The London Borough of Barnet (LBB) already has an extensive range of on street parking controls and moving traffic restrictions. These have grown piecemeal over time and the consideration of them is typically instigated on a reactive basis through requests from ward councillors or Area Committees. Residents in a road may approach the council, through the Area Committees

or Residents' Forum with a petition for controls in their road, or several roads near a new development.

- 1.5. This approach is inevitably reactive. It can lead to many incremental changes to CPZs which are very expensive to implement. It can be slow and due to inconclusive consultation results does not always lead to the most effective outcomes from a parking controls perspective.
- 1.6. A more strategic, co-ordinated approach would be expected to enable the fulfilment of more requests for controls and reviews of existing controls at lower cost. It would allow issues such as the impact of change on neighbouring streets to be addressed by reviewing wider areas. It also provides an opportunity for a more easily understood set of parking controls to be implemented.
- 1.7. There are 59 controlled parking zones in the borough at present, 22 of which have one hour controls and these operate at varying time periods during the day. Current CPZ operational hours are shown at **Appendix B**. One hour zones have limitations in terms of providing effective enforcement, and in a world which may see people travelling more locally and a reduction in commuting the one hour CPZ's may no longer achieve the range of traffic management aims as when they were introduced.
- 1.8. Access to parking throughout the day and weekends in our town centres and High Street areas should be recognised as a factor for their success. Reviewing existing controls within established zones will enable officers to assess the demands on kerb space and provide suitable schemes that will better serve the High Streets and town centres and balance the needs for all road users.
- 1.9. In 2020, the impact of COVID-19 has seen increased pressure on parking with changing patterns of commuting and daily life. This has resulted in some resident requests for review of controls due to increased home working as many residents are experiencing greater competition for on street parking spaces outside of controlled hours. Whilst the trend this year has been towards more time spent at home with increased personal car use, and decreased public transport use, the longer-term trends are uncertain.
- 1.10. There are requests for reviews of existing CPZ controls and good practice would be to review existing CPZs regularly. A proposed schedule for such reviews is being prepared following consultation with ward councillors.
- 1.11. A more systematic approach would be expected to enable the fulfilment of more requests for parking controls and reviews of existing controls at a lower cost. It would allow issues such as the impact of change on neighbouring streets to be addressed by reviewing wider areas. It also provides the opportunity for a more easily understood set of parking controls to be implemented.
- 1.12. To help aid the cost-effective review of schemes and ensure a more consistent approach, adoption of a CPZ policy is recommended.

- 1.13. The CPZ Policy Principles are attached at **Appendix A**, and include controls which are harmonised, can be enforced more effectively, but which retain responsiveness to the needs and characteristics of each area.
- 1.14. There is a wider parking policy review underway which will report back to Environment Committee in 2021. This will include proposals around:
  - 1.14.1. Parking Schemes policies and arrangements including a report of the impact of emissions based charging.
  - 1.14.2. The approach to major and minor development schemes in the borough and how to address permit allocation fairly (in part triggered by the planning conditions for the Grahame Park Estate regeneration).
  - 1.14.3. A review of special arrangements, including for example keyworker parking arrangements, free (time limited) on street parking and free car parks.
  - 1.14.4. A coordination of approach to the borough's Housing Land parking.
- 1.15. It is proposed that a revised CPZ policy will be brought back to the Environment Committee from 2022, once the effectiveness of the policy principles have been assessed following implementation of the first phases of the programme. This allows for review and changes to take place taking account of feedback of residents, businesses and ward councillors.

## **2. Proposed Programme**

- 2.1. A CPZ programme will be developed, in consultation with the Chair of Environment Committee, Area Committee Chairs and Ward Councillors. The programme will initially have three phases covering the financial years 2021/22, 2022/23, 2023/24 and will be formulated based on identification and analysis of a number of characteristics for review and/or introduction of controls as detailed below.
- 2.2. Analysis and evidence gathering will be carried out as below:
  - 2.2.1. Analysis of the backlog of existing requests for controls to be introduced, or extended. These are often seen in same areas or in the form of repeated complaints, and as a result of vehicle displacement from neighbouring streets. A wider area review approach is proposed as it is not cost effective to introduce controls for one or two streets at a time. This only pushes the problem onto neighbouring streets.
  - 2.2.2. The expansion of the ULEZ (Ultra Low Emission Zone) up to the north circular (A406) road, which will see non-compliant vehicles required to pay a daily charge to enter that zone. This will be implemented by Transport for London on 25 October 2021, and is likely to see a significant increase in commuter parking in the areas immediately north of the A406, especially near transport nodes.
  - 2.2.3. Traffic and parking reaching capacity in some areas of the borough, and a number of proposals within the LTTS seek to mitigate this, including improved signage and wayfinding, seeking healthier routes to schools, investment in

walking, cycling and public transport infrastructure, and behaviour change. The Council is currently producing a Strategic Transport Assessment which will inform the development of the draft Local Plan. The Strategic Transport Assessment will be completed in early 2021 and will be used to inform the CPZ programme.

- 2.2.4. The impact of traffic congestion on air quality is highlighted as an area of concern within the LTTS, and in the borough's Air Quality Action Plan. The LTTS contains a number of proposals as outlined at 2.2.3 which are aimed at improving travel choices and improving air quality. The LTTS evidence base, local Plan and Growth Strategy will inform the development of the programme proposals.
- 2.2.5. The impact of new developments and population growth in the borough will be assessed and specific sites will inform the development of the CPZ programme. Closer working relationships have been established with the planning department to ensure a more joined-up approach in accordance with the Council's Growth Strategy objective. Known development sites will be fed into the CPZ programme going forward, and where planning conditions stipulate the introduction or review of parking controls in the area these will be included within the programme.
- 2.2.6. The rollout of CPZs programmes in neighbouring boroughs has seen a marked increase in displacement and parking congestion into uncontrolled areas particularly around stations and transport hubs. The programme proposals will be formulated to anticipate changes to parking controls in neighbouring boroughs wherever possible, and closer working relationships with our neighbours are being fostered to inform the programme.
- 2.2.7. The CPZ programme will seek to make a strong use of data sources and objective analysis, by using parking occupancy surveys to give a parking stress level, Public Transport Accessibility Levels (PTAL), accident data and where available congestion and air quality information. The wider policy statements planned for development for future committees will develop further these areas of information and the potential responses to the insights they find.

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1. The Borough has an unmet demand for new areas covered by CPZ controls and best practice review of existing controls. The approach in recent years has seen a backlog of areas for consideration. The recommendation is offering a new approach with dedicated programme management to streamline delivery and review.
- 3.2. The improvement to residents' and businesses' ability to park as well as the safe management of the highway will provide long term benefits and aids the Borough in fulfilling various statutory duties and strategic ambitions.

### **4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

#### **4.1. Increase the budget and capacity for present method of reviews**

- 4.1.1. It would be possible for the existing approach of dealing mostly with small schemes in a responsive way to be retained, with more work done by increasing the capacity. The cost of this is likely to be prohibitive and many of the expected benefits of better co-ordination and collective review may not be achieved. It is also unlikely that sufficient capacity could be put in place quickly enough to unblock the present backlog of schemes, and this approach if continued would perpetuate the current situation of silo working and would see schemes developed which are responding to the strategic issues as outlined in section 2 of this report. Therefore, this option is not recommended.

#### **4.2. Take no action**

- 4.2.1. To do nothing is likely to continue the slow progress through the existing issues identified and future parking and traffic control schemes. There are existing frustrations by residents from the time taken to conduct reviews and implement schemes. These are likely to grow. There is the potential that ongoing slower progress will see an increase in vehicle congestion, reduction in quality of life, increase in poor air quality and potentially even a risk of injury to pedestrians or motorists. Public transport may be impacted with bus journey times increasing and becoming less reliable. The Council may fail to meet its requirements to implement agreed planning decisions and the LTTS. Those staff who are presently working on this are likely to become increasingly demoralised and there is a risk that the already stretched workforce is lost.

### **5. POST DECISION IMPLEMENTATION**

- 5.1. Resourcing requirements will be confirmed and commissioned through the appropriate channel.
- 5.2. Programme proposals will be drawn up in consultation with the Chair of the Environment Committee and ward members, and thereafter the phase 1 proposals would proceed to design and statutory consultation in accordance with the statutory process for traffic management orders, and the Controlled Parking Zone Policy Principles at **Appendix A**.

### **6. IMPLICATIONS OF DECISION**

#### **6.1. Corporate Priorities and Performance**

This scheme, if approved, will contribute to the Councils corporate plan by:

- 6.1.1. Promoting the principles of fairness to those who live within existing CPZs and areas outside CPZs which have become under increasing pressure by managing the demand for parking.
- 6.1.2. Enabling early intervention in managing the demand for parking and encourage and promote community participation and engagement in the process.
- 6.1.3. Implementing positive schemes which contribute towards tackling air quality



and reducing congestion.

- 6.1.4. Improve the process by which requests for parking controls are considered, consulted upon and implemented, ensuring that services are delivered efficiently and achieve value for money.
- 6.1.5. Reflecting an engagement with communities and help to build stronger relationships by demonstrating that concerns are being considered and acted upon in a timely way, and that the Council's policy and decision making regarding traffic management is lawful and consistent.
- 6.1.6. The programme will also contribute towards the Council's LTTS, Growth Strategy, Air Quality Action Plan, and Children's Strategy, through the adoption and implementation of the policy principles and resulting CPZ programme.

## 6.2. **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 6.2.1. It is not possible at this stage to present projected income levels associated with permit or other parking products as these will be subject to individual schemes which may be identified for prioritisation, and then subject to survey and consultation prior to being implemented.
- 6.2.2. The programme is expected to be self-funding, with the potential to generate a surplus as the programme develops, which would be fed into future budget planning forecasts.
- 6.2.3. An agreed budget is in place to develop the programme, which is to provide dedicated programme resources, and the programme is then planned to be self-funding.
- 6.2.4. As outlined at 6.1.4, it is anticipated that the programme will provide value for money in terms of managing requests for parking controls in a more efficient way than the current process which is considered to be piecemeal and not providing best value by incurring avoidable cost.
- 6.2.5. There may be procurement implications depending on the resourcing proposals identified to take the programme forward.
- 6.2.6. Once the programme has begun to deliver new CPZ areas, there will be a need for increased resources associated with enhanced contractor management and monitoring, and complaint and correspondence management functions to manage the associated permit and Penalty Charge Notices. These increased resource requirements are expected to be offset by additional revenue.
- 6.2.7. There are no identified IT or property implications associated with the scheme.
- 6.2.8. The scheme will at a strategic level contribute to wider corporate Growth Strategy objectives, the LTTS, and Conservative manifesto commitments to improve air quality in the borough. The introduction of new schemes in priority

locations will reduce congestion and idling time on the part of motorists seeking parking spaces.

### **6.3. Legal and Constitutional References**

6.3.1. The Council as the Highway and Traffic Authority has the necessary legal powers to introduce or amend Traffic Management Orders through the Road Traffic Regulation Act 1984.

6.3.2. Council Constitution (Article 7, Committees, Forums, Working Groups and Partnerships) sets out the responsible body and their functions. For the Environment Committee it's functions include: Responsibility for all borough-wide or cross-constituency matters relating to the street scene which includes, parking and road safety

### **6.4. Insight**

6.4.1. The borough's adopted Long Term Transport Strategy documents form the background papers to this report.

6.4.2. Data and statistics contained within the report have been sought from a number of existing reports or data sources including known traffic management pressures, member requests and petitions.

### **6.5. Social Value**

The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. This scheme, if implemented would meet several objectives including the Corporate priorities and Public-Sector Equalities Objective as outlined in section 6.7. Should there be any procurement activity associated with implementing the scheme or surveys, this would be carried out in accordance with the Public Services (Social Value) Act 2013 as advised by the Council's procurement team.

### **6.6. Risk Management**

6.6.1. The success of the programme relies on a relationship of trust and dialogue existing between the Council and its communities. For the programme to succeed there must be a clear and transparent overarching policy and programme put in place at the outset, and effective consultation carried out with residents and businesses.

6.6.2. Appropriately skilled and trained resources must be secured to carry out work on consultation, survey and the relevant statutory process namely the council's traffic management orders. This is essential to ensure work is compliant with all relevant legislation, and is carried out in a transparent and efficient manner which allows residents, businesses and other stakeholders to engage with

proposals.

## **6.7. Equalities and Diversity**

6.7.1. Section 149 of the 2010 Equality Act outlines the provisions of the Public Sector Equality Duty which requires Public Bodies to have due regard to the need to:

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

6.7.2. Having due regards means the need to (a) remove or minimise disadvantage suffered by persons who share a relevant protected characteristic that are connected to that characteristic (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it, (c) encourage persons who share a relevant protected characteristic to participate in public life in any other activity in which participation by such persons is disproportionately low.

6.7.3. 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.

6.7.4. Barnet Council is committed to improving the quality of life and wider participation for all the religious/faith, cultural, social and community life of the borough. The implementation of a clear process for the review of parking control requests will ensure that resulting traffic schemes are unambiguous and therefore contribute to the general wellbeing of citizens.

6.7.5. It is considered that whilst these proposals do not directly impact upon any persons of relevant protected characteristics to a greater degree than any persons who do not share these, the current situation in taking forward requests for parking controls will be improved as a result and therefore have benefit to all citizens.

6.7.6. There may be a benefit to persons of relevant protected characteristics in the future, after the programme has been implemented, in regard to reducing congestion and improving air quality, and putting in place parking controls which are unambiguous and will reduce anxiety for motorists, and therefore contribute to the general wellbeing of citizens. The potential for the management of parking to improve road safety for all users and air quality has strong potential to benefit some protected characteristics.

## **6.8. Corporate Parenting**

6.8.1. In line with Children and Social Work Act 2017, the Council has a duty to

consider Corporate Parenting Principles in decision-making across the council. There are no Corporate Parenting implications in these proposals.

## **6.9. Consultation and Engagement**

- 6.9.1. Subject to approval of this report's recommendations, the schemes identified for the first phase of the programme will proceed to formal consultation in accordance with the statutory process for traffic orders.

## **7. BACKGROUND PAPERS**

- 7.1. The Council's LongTerm Transport Strategy forms the background papers to this report.

## **Appendix A - Controlled Parking Zone Policy Principles**

### **1. Purpose**

The Borough will implement a Controlled Parking Zone (CPZ) programme based on the following core principles. In 2022, these principles will then be reviewed, to take account of the impact of the schemes introduced and feedback from residents and businesses. A revised policy will then be brought back to the committee.

- 1.1. Parking controls are used to balance parking pressures and to support residents and businesses in their ability to park, particularly, in proximity to High Streets.
- 1.2. Parking controls should be delivered systematically, to avoid a piecemeal approach which can push parking pressures onto neighbouring streets. This can be very costly to deliver if it leads to CPZ creep and the requirement for continuous changes to the traffic orders and associated consultations which are required to implement the changes to the CPZ.
- 1.3. Parking controls should be as simple as possible and as far as possible harmonised across the Borough. This should allow the Council to provide and enforce more effective and easier to understand parking and traffic controls.
- 1.4. Parking controls contribute to delivering the Long-Term Transport Strategy (LTTS) and Air Quality Action Plan (AQAP) commitments.
- 1.5. Parking controls are needed where developers take on planning conditions, or as part of more significant schemes, section 106 funding is provided to support parking controls. Where section 106 funding is available, it will be used to fund the scheme in accordance with the section 106 agreement. The parking service will seek proactive engagement with developers to ensure that the s106 contributions negotiated through the planning service are sufficient to introduce the necessary parking schemes to mitigate the granting of that planning permission.

### **2. Principles for Introduction of New Parking Controls**

#### **a) CPZ Design**

- 2.1. CPZ design will incorporate the most up to date ambitions for safety and will take a proactive approach to address potential parking issues outside of the operational hours for pedestrians, cyclists and school journeys. This is particularly the case where controls may not be in place during the peak morning and evening journey times. Solutions include both the use of double yellow lines at junctions to ensure clear sightlines and to reduce the risk of accidents, and appropriate restrictions near schools to reduce the risk of harm to children and pedestrians at peak school travel hours.
- 2.2. The design of parking schemes should be to ensure high compliance with restrictions but aim for the least obtrusive street furniture.
- 2.3. Where signs have to be used, the objective is to maximise pedestrian access to the footway. This will be achieved by:
  - i. CPZ entry signs will be installed on one side of the road where there is low traffic flow. Where the road has a high traffic flow, signs will be installed on both sides of the road.
  - ii. In all cases signs and markings will meet the design requirements of the relevant statutory provisions.

- iii. Where necessary special approval will be sought to allow innovative solutions. New markings such as 'past this point' and 'in marked bays' signs are now available. Over the next 12 months and in appropriate locations, these new markings will be trialled and a report will be brought back on their effectiveness.

- 2.4. The size of a CPZ needs to be sufficient to allow the ebb and flow of parking to be balanced between roads but not so large as to make journeys by cars within the zone attractive. If zones grow, a point will come at which a split is necessary to discourage inter zonal journeys.
- 2.5. The Council will not usually favour mini-zones which give access to wider zones but restrict access to that zone, as this introduces a degree of unfairness between residents. This is particularly the case where a split of the zone may be needed, as outlined at 2.4
- 2.6. Local consultation is extremely important, but when considering splitting a CPZ, greater weight will be given to those comments and concerns arising from those streets affected by inter zonal travel than a lower level of response from the wider area consultation.

## **b) Other Parking Controls**

- 2.7. To improve congestion on our major routes, bus routes, and town centre areas, the council will ensure that the parking controls are designed to maintain traffic flow, particularly during traffic sensitive times. This may include seeking to introduce paid parking places on side roads so that no parking is available on main roads, to keep traffic moving on key routes. The council will also consider the loading practices on main routes and create loading bays in appropriate locations.
- 2.8. The Council does not currently include provision for cycle parking within its controlled parking zones. Encouraging modal shift and active travel for shorter trips is part of the Council's Long-Term Transport Strategy to tackle congestion, improve air quality, and improve public health outcomes. It is important to recognise the need for safe and secure cycling parking to encourage modal shift and as part of the design considerations for future schemes, the repurposing of kerbside space for cycle parking will be considered as part of the design and consultation process.
- 2.9. Access to parking for Blue Badge holders is considered at design stage. To improve the current process, information about designated bays will be included within the consultation materials to invite those residents who may meet the criteria to apply for one. This should reduce the impact of new CPZs upon Blue Badge holders. In addition to dedicated disabled bays in residential areas, general use disabled bays can also be planned through assessment of the number of Blue Badge holders within any area.
- 2.10. Electric vehicle charging bays policy will be formulated outside of these principles, and with reference to the emerging national strategy on electric vehicles. CPZ design will include the introduction of charging points and the approach will be guided by policy and emerging best practice, and the wider EV charging network availability in the area.

## **c) Consultations**

- 2.11. Consultations are an extremely important part of the CPZ process and the consultation will aim to cover a sufficiently wide area that those substantially affected by the proposed parking changes have an opportunity to contribute to the consultation.
- 2.12. Current policy has limited consultation to the affected area plus the streets immediately adjacent. We believe that it is appropriate that future consultations take place over a wider area. Multiple neighbouring streets should be brought in to the consultation even where only

one or two may initially make a CPZ request. Large developments may require very extensive consultations.

- 2.13. Natural boundaries, such as railway lines, parks and major roads will usually form the bounds of a consulted area.
- 2.14. Consultation materials will normally be based on a standard document to ensure a consistent quality approach to the consultation is taken for all schemes. As part of the consultation process, design considerations will be assessed and comment invited on the scheme, on the availability of paid parking spaces, Blue Badge parking, cycle parking and storage, and electric vehicle charging points.
- 2.15. Where following a consultation there is consensus in a particular street or streets to take forward a CPZ but the majority of neighbouring streets are not in favour, the Council may proceed with the consenting streets. Even if there is consequential vehicle displacement, this should not be a barrier to those seeking to better control parking in their area. Ensuring a prompt post implementation review can help address displacement issues.
- 2.16. Where a street is not in favour of controls but surrounding areas are, then the majority will usually prevail, if the inclusion of the street forms a natural part of a CPZ. If its inclusion is of limited impact on the CPZ it may be excluded. The cost of adjusting CPZs as those streets that are not included in the CPZ understand the impact of displacement on them and subsequently ask to be included is extremely expensive. The Council will therefore take into account its experience of such displacement when considering the design of the CPZ, and as a result may include roads within the CPZ where it anticipates residents would otherwise ask to be so included because of displacement.
- 2.17. Where safety concerns exist in relation to representations about the implementation of controls, these will be considered by the Executive Director, Environment.

#### **d) Implementation by Experimental Traffic Order**

- 2.18. In future, new CPZs, and changes to existing CPZs or other parking controls, will be introduced by an experimental traffic order. The first step is an informal (rather than statutory) consultation. Following the informal consultation and a decision is made to move to implementation the experimental order is introduced and the comments received during the experimental period constitute the statutory consultation. The experimental order provides a period of 12 and up to 18 months where the controls will be monitored to ensure that they are effective in addressing any parking issues identified. A review can be undertaken during the experimental period, and changes can then be made before the time at which the traffic order is made permanent, or cancelled.

#### **e) CPZ hours of operation**

- 2.19. The identified pressures on parking (that parking which would be managed or excluded via controls) will generally drive the appropriate hours of control. As far as possible we will use a standardised suite of controls to aid enforcement and ensure parking rules are more easily understood by motorists. COVID-19 has changed and often reduced commuter parking. Parking controls will have to evolve to reflect the new patterns of work, lifestyle and car usage, and the area characteristics which will inform, in principle, the design and controls which would be put forward for consultation.
- 2.20. Where a deviation from the standard hours is desired by ward members or residents, an increase to the hours or days will be considered, as this will often improve the level of control

provided. Reductions will generally be discouraged. The new policy will not recommend one-hour controls as we no longer believe in current circumstances these are fully effective.

**f) Post Implementation Review Process**

- 2.21. New CPZs will be monitored during the experimental traffic order period to ensure that the council is effective in addressing any parking issues identified.
- 2.22. New CPZs should be programmed for review at 30-36 months after implementation.
- 2.23. Mature CPZ should be reviewed every 5 to 7 years.
- 2.24. When considering new CPZs during the experimental period, those surrounding roads identified as likely to experience impacts from displacement should be reviewed between 6 and 12 months after the CPZ is introduced.

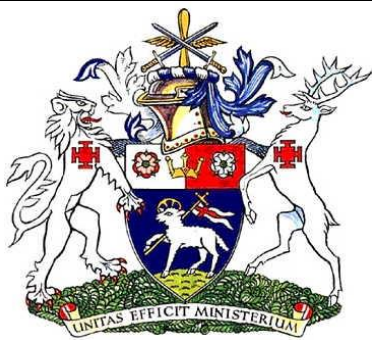
**g) Principles for reviews of Existing Parking Controls**

- 2.25. As noted above, over time, conditions change and parking controls that were introduced many years ago may no longer meet the needs of residents and businesses today. To that end we need to review the operational hours of our existing CPZs to ensure that parking issues are appropriately met by the current controls.
- 2.26. A review may be triggered by feedback from residents, businesses or ward councillors. The council will use such feedback, along with insight on changes to public transport and new developments, to inform its review programme.
- 2.27. A programme is being prepared to review our existing parking controls, based on the evidence of changes to conditions as outlined above. Ward members will be consulted on the development of the programme.





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## Environment Committee

18 January 2020

AGENDA ITEM 8

<b>Title</b>	<b>Fly Tipping</b>
<b>Report of</b>	Chairman of the Environment Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix One – Fly Tipping Working Group Action Plan
<b>Officer Contact Details</b>	Craig Miller, Street Scene Director <a href="mailto:craig.miller@barnet.gov.uk">craig.miller@barnet.gov.uk</a> – 020 8359 6065

### Summary

Analysis of the number of reports and service requests received by the Council from members of the public regarding fly-tipping during 2020/21 highlights that cases are increasing when compared to data from the previous year. This pattern also reflects the number of enquiries made to elected members and referred onto the Council for investigation.

This increase is not unique to the London Borough of Barnet and is a national issue experienced by most local authorities.

The Council has recently invested an additional £1.1million to enhance its Street Cleansing service and has implemented an area based operating model that incorporates dedicated resource to deal with fly-tipping.

The Council recognises however, that fly-tipping is a multi-faceted issue, and that the removal and clearance of tipped material by the Street Cleansing team, is just one element of the effort required to effectively mitigate and manage the prevalence of such issues.

The increased incidence of fly-tipping was raised and discussed at the September Environment Committee and concluded with a request for officers to investigate options for improving the response to this matter and for a report to be brought back to the committee

in this regard.

Multiple stakeholders are involved in the investigation and resolution of fly tipping cases within the London Borough of Barnet. A cross service/organisation working group has been established to investigate the opportunities to enhance the effort to tackle fly-tipping with emphasis on greater collaboration and consistency of approach between the stakeholders.

This work will also incorporate a review of the mechanisms currently available for customers to report fly-tipping incidents and the consideration of options to consolidate and simplify the reporting process.

The initial scope of the group is focused on fly-tipping incidents with a view to the principles of any successful outcomes being extended to other environmental crimes e.g. graffiti and anti-social behaviour etc.

This report details the actions and initiatives that the group are investigating and implementing in order to improve the response to and management of fly tipping.

A recommendation has been made that an update report is brought back to the committee in six months detailing progress with the implementation of actions set out in the action plan appended to this report.

## **Officers Recommendations**

- 1. That the Environment Committee notes the contents of the report.**
- 2. That the Environment Committee endorses the implementation of fly tipping working group action plan as set out at Appendix One.**
- 3. That the Environment Committee request that the Executive Director for Environment reports back in six months with an update on progress of the implementation of the action plan.**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 Analysis of fly-tipping service request numbers received by the Council between 01 April 2019 and 30 September 2019 and the same period in 2020 confirms an increase from 4,134 requests in 2019 to 5,106 in 2020. An increase of circa 23.5%.
- 1.2 The increased prevalence of fly-tipping is a national issue with reports across local and national media channels of most local authorities experiencing an increase in cases. National Data from the Government Statistical Service shows that during 2018/19, local authorities in England dealt with over 1 million (1,072,000) fly-tipping incidents, an increase of 8% from the 998,000 reported in 2017/18<sup>1</sup>. The publication of data for 2019/20 has been delayed due to the COVID-19 pandemic.
- 1.3 The increased incidence of fly-tipping was raised and discussed at the September Environment Committee and concluded with a request for officers to investigate options for improving the response to this matter and to report their findings back to the Committee.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 Multiple stakeholders are involved in the investigation and resolution of fly tipping cases within the London Borough of Barnet, including:
  - Street Scene Services
  - Highway services
  - Community Safety & Enforcement Services
  - Estates Services
  - Environmental Health
  - Barnet Homes
- 2.2 These parties have and continue to liaise with each other in respect of cases that cross their respective spheres of responsibility. However, the group does not currently share common service standards for responding to incidents and have discrete working processes for the cases they investigate or deal with.
- 2.3 An initial review of this arrangement has highlighted the opportunity to rationalise and improve the workflows associated with fly tipping investigations and the potential for operational efficiencies and improved outcomes for Barnet residents and our communities.
- 2.4 A working group has been established to investigate these opportunities with emphasis on greater collaboration between the stakeholders. The initial scope of the group will be focused on fly-tipping incidents with a view to the principles of any successful outcomes being extended to other environmental crimes e.g. graffiti and anti-social behaviour etc.
- 2.5 The working group is chaired and sponsored by the Director of Street Scene and comprises the following officers:

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<sup>1</sup> [Fly-tipping statistics for England, 2018/19 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

- Assistant Director Street Scene, LBB
  - Street Cleansing Operations Manager, LBB
  - Community Safety Manager, LBB
  - Deputy Head of Communications, LBB
  - Estates Services Manager, Barnet Homes
  - Senior Estates Service Manager, Barnet Homes
  - Head of Repairs & Estates, Barnet Homes
  - Community Safety MARAC officer, LBB
  - Estates Special Projects Manager, LBB
- 2.6 Other specialist officers and stakeholders are invited onto the group as the need dictates e.g. Public Health & Nuisance, Highways, Environment Agency and British Waterways etc. The working group meets on a monthly basis.
- 2.7 The first meeting of the group identified the benefit of greater collaboration and communication between the various stakeholders. An immediate action was implemented to introduce fortnightly task and review meetings between the key stakeholders. The purpose of these meetings is to share details of fly tipping cases received by each party over the past two weeks, to provide an opportunity to jointly problem solve complex cases and use the intelligence arising from these discussions to inform resource tasking for the coming two week period.
- 2.8 Early conversations have also highlighted a potential opportunity to increase service resilience, improve responsiveness and assist in harmonising service standards across the stakeholder group through closer alignment of the dedicated fly tipping resource that some stakeholders employ. A feasibility study is being undertaken on this option.
- 2.9 Communication is a key factor in helping raise awareness of what is classified as fly tipping e.g. a bag of waste left on the ground adjacent to a litter bin is fly tipping. The Council's communication team has commenced work with the Council's enforcement team to develop a messaging campaign around fly tipping. The working group has identified an opportunity to build on this to develop a brand that will provide a common identity across the stakeholder group and jointly agreed narrative for any future collective effort to tackle fly tipping. This work will also look at the reporting mechanisms available to residents to ensure the process facilitates quick and simple reporting.
- 2.10 Effective enforcement is a critical element of successfully managing and deterring fly tipping activity.
- 2.11 The Council has engaged in several approaches to tackling those persons responsible for fly tipping/abandoning waste in our public and communal spaces. These include but are not limited to:
- Use of environmental crime signage for deterrence, awareness and assurance purposes
  - Use of written warnings for low level type offences e.g. use of Community Protection Notices and Environmental Protection Act warnings
  - Use of high visibility patrolling by our waste enforcement contractor in hotspot areas
  - Use of door-step interviews under cautions for suspected offenders

- Use of the Council's core CCTV services to seek to protect identified vulnerable locations and assist in the identification of offences/offenders
- Joint working with Barnet Homes and other registered providers to employ a coordinated approach and the use of tenancy enforcement for offenders where relevant

2.12 The working group has highlighted the opportunity to enhance the current enforcement capability by upskilling front line operational staff in evidence identification and gathering techniques. This will enable all operation teams to gather evidence at the point of attending a fly-tipping report. This approach will increase responsiveness and will enable the specialist enforcement officers to focus on the more complex cases or those that are likely to proceed to further or more formal action.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 Maintaining the current working arrangements with collaboration occurring on an ad hoc or as needed basis has been considered. This has not been pursued and has not been recommended as it would not realise the opportunity to enhance the operation and improve the response and effort to tackle fly tipping within Barnet.

### **4. POST DECISION IMPLEMENTATION**

4.1 The working group has produced an action plan that is structured around three thematic workstreams:

- i) Enforcement & Operations
- ii) Communication/Education & Awareness
- iii) Community Empowerment & Engagement

The action plan is appended to this report at Appendix One.

4.2 Implementation of the action plan is managed and monitored through the monthly project working group meetings. A progress report detailing the implementation of the action plan will be brought back to the Environment Committee in six months.

### **5. IMPLICATIONS OF DECISION**

#### **Corporate Priorities and Performance**

5.1 The implementation of the action plan and collaborative approach to tackling fly tipping supports the Council's corporate priority of *'Barnet being a pleasant, well maintained borough that we protect and invest in'*.

**Resources (Finance & Value for Money, Procurement, Staffing, IT, Property,**

## **Sustainability)**

- 5.2 **Finance and Value for Money:** All actions and proposals detailed within the action will be subject to a business case that considers value for money and any financial implications outside of existing budgetary provision. Any actions that require additional investment will be considered through the Council's delegations and established governance arrangements.
- 5.3 **Procurement:** Not applicable.
- 5.4 **Staffing:** The actions detailed within the fly tipping action plan provide upskilling opportunities for existing personnel.
- 5.5 **Property:** The actions detailed within the fly tipping action plan seek to utilise existing assets. Any additional investment will be subject to established approval and governance arrangements.
- 5.6 **IT:** The implementation of a single point for the reporting of fly tipping incidents is being considered including the use of an 'App' based function. This will provide a more convenient and streamline process for residents and will support greater responsiveness and intelligent resource deployment by the front-line operational teams.
- 5.7 **Sustainability:** The effective management and deterrence of fly-tipping will help reduce the detrimental impact that unlawfully dumped waste material can have on the environment, biodiversity, flora and fauna.
- 5.8 Fly-tipped material and waste collected by the front-line operational teams will be processed and treated through approved and permitted waste disposal channels.

## **Social Value**

- 5.9 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. The implementation of the fly tipping working group action plan will improve the public realm and help encourage customers, visitors and businesses to the Borough. This will assist with the Council's efforts to assist economic recovery post COVID and future economic success.

## **Legal and Constitutional References**

- 5.10 Local authorities have several different statutory powers and responsibilities in relation to street cleaning, recycling and waste collection. The Environmental Protection Act 1990 (as amended), the Controlled Waste Regulation 1992 (as amended) the London Local Authorities Acts 2007 (as amended). These acts set out the duty of the Local Authority to ensure that land in its area for which it is responsible is kept clear of litter and refuse.
- 5.11 Council Constitution (Article 7, Committees, Forums, Working Groups and Partnerships) sets out the responsible body and their functions. For the Environment Committee it's functions include: *Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning, transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health*".



### **Risk Management**

- 5.12 The Fly Tipping Working Group and the implementation of the action plan is being managed as a discrete project and is subject to normal project governance arrangements. This incorporates a project risk register and issues log that is regularly reviewed and updated by the project board.

### **Equalities and Diversity**

- 5.13 Equality and diversity issues are a mandatory consideration in the decision making of the council. The Equality Act 2010 and the Public-Sector Equality Duty requires elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place.
- 5.14 This is set out in the Councils Equalities Policy together with our strategic Equalities objective – as set out in the corporate plan – that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to the best value principles.

### **Corporate Parenting**

- 5.15 Not applicable.

### **Consultation and Engagement**

- 5.16 Officers will engage with ward members and residents where appropriate for specific actions, initiatives or pilots proposed within the fly tipping working group action plan.
- 5.17 The Chairman and Vice Chairman of the Environment Committee have been briefed and engaged with the development of the proposed plan and committee is asked to endorse its implementation and receive future updates regarding progress in this regard.

### **Insight**

- 5.18 This proposal has been informed by intelligence from service requests, complaints and feedback received from members of the public and elected members. Actions have also been informed by officer's experience and knowledge of this subject matter and hot spot areas etc. across the Borough.
- 5.19 Historic complaint and service request data has been analysed and cross referenced with geographical information to help identify patterns and trends.

## **6 BACKGROUND PAPERS**

None

## Appendix One - Fly Tipping Working Group Action Plan

### Workstream: Operational

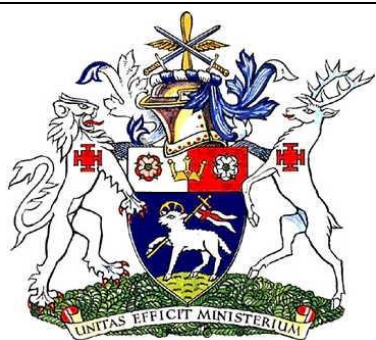
Ref	Action	Expected Outcome	By When	Status	Comments
FTOP1	Implement fortnightly joint tasking and debrief sessions for Community Safety, Enforcement & Barnet Homes officers.	All resources involved in fly tipping investigation or clearance are fully informed of active cases in Borough. Reduced risk of cases falling between stakeholders. Greater responsiveness and ability to determine more complex cases.	Q3 - 2020/21	Complete	Joint tasking meetings scheduled in key stakeholders' diaries. Initial meeting held on 07/10/20
FTOP2	Create a central register of active fly tipping cases and enforcement.	Common intelligence source for fly-tipping cases in Barnet used to inform all stakeholders and facilitate joint tasking and information sharing between key stakeholders.	Q1 - 2020/21	Complete	07/10/20 - Circulated to working group for review and use at next joint tasking and debrief meeting.
FTOP3	Review and improve the reporting arrangements for members of the public for incidents of fly-tipping within Barnet.	Creation of a simple, single point of reporting for customers irrespective of tenure.	Q3 - 2021/22	On Track	
FTOP4	Upskilling of front-line operational staff to support fly-tipping evidence collation.	a) Competent and trained front line staff who can assess fly tips at the time of attending and collate any evidence so as to support any future enforcement action.	Q4 - 2020/21	On Track	
FTOP5	Implement pro-active patrols of known fly-tipping hotspots.	a) Increase visibility of fly-tipping personnel to act as a deterrent to tip waste material. b) Pro-active identification of fly-tipped material and resolution prior to complaints being registered.	Q3 - 2020/21	Complete	Dedicated LBB & Barnet Homes fly tipping crews are in place with responsibility for defined areas of the Borough. Each crew undertakes pro-active patrols of known fly-tipping hotspots.  Future development to link this activity with CCTV vehicle resource
FTOP6	Trial fly tipping geographical data capture through Kingdom's newly developed case and tasking request app.	Develop analytical capability on fly tipping location data to identify trends and emerging hot spots etc.	Q2 - 2021/22	On Track	

FTOP7	Develop cost identification process for use in schedules of costs for enforcement cases in order to assist cost recovery efforts in successful prosecutions.	a) Schedule of costs developed to allow simple calculation of manpower, clearance and disposal costs for each fly-tipping incident.	Q4 - 2020/21	On Track	
FTOP8	Meet with the Environment Agency to confirm responsibilities for litter and fly tipping clearance within the Silk Stream.	a) Clarity on roles and responsibilities for this area and confirmation of a clearance programme etc.	Q4 - 2020/21	On Track	
FTOP9	Complete feasibility study of consolidating dedicated fly tipping resource from LBB and Barnet Homes into one operational team.	a) Determination of viability and potential to deliver enhanced responsiveness, service standards and service resilience.  b) Identification of any risks or detrimental impacts on other dependant/related services.  c) development of a business case for consideration and determination by both stakeholders.	Q1 - 2021/22	On Track	
FTOP10	Utilisation and enhancement of the council's CCTV resource to support the management of fly tipping.	a) Develop agreed protocols and arrangements for utilising the council's CCTV resource to support fly-tipping deterrence and enforcement activity.	Q1 – 2021/22	On Track	
<b>Workstream: Communication/Education &amp; Awareness</b>					
<b>Ref</b>	<b>Action</b>	<b>Expected Outcome</b>	<b>By When</b>	<b>Status</b>	<b>Comments</b>
FTCOM01	Develop a common brand for fly tipping	Development of a single brand identity and marketing strap line for fly tipping to be used by all stakeholders.	Q1 - 2021/22	On Track	

FTCOM02	Develop a joint communications strategy with all stakeholders.	Development of common messaging for fly tipping that is employed and publicised by all stakeholders. The CST 'Caught in the act' campaign to be incorporated into this strategy and be used as the platform to kick start the joint marketing initiative.	Q1 - 2021/22	On Track	
FTCOM03	Targeted marketing campaign for HMO's and Private Landlords	Increased awareness of correct waste disposal channels and bulky waste collection service. Opportunity to communicate enforcement risks if fly tipping is evidenced.	Q1 - 2021/22	On Track	
FTCOM04	Enhanced communications and sign posting to community waste outlets.	a) Marketing campaign with Barnet Homes residents/new tenants signposting residents to Summers Lane HWRC and LBB's bulky waste collection service.	Q1 - 2021/22	On Track	
FTCOM05	Development of a Legal Powers and Tools Fact Sheet for stakeholders and interested parties.	Greater understanding of the legal powers and processes that are available for dealing with fly-tipping.	Q1 - 2021/22	On Track	
<b>Workstream: Community Empowerment/Engagement</b>					
Ref	Action	Expected Outcome	By When	Status	Comments
FTEMP01	Trial the use of online single point of reporting App e.g. Clearwaste.com/Up my street etc. application across all stakeholder groups.	a) Single point of reporting for fly-tipping cases for residents (irrespective of tenure), businesses and visitors.  b) Improved simple reporting mechanism with online app accessibility and capability to upload photos.	Q1 - 2021/22	On Track	

FTEMP02	Recycling relaunch & Reinvigoration pilot at Graeme Park Estate	<p>a) Introduction of new recycling containers for BH flatted developments to enhance and/or reintroduce recycling effort.</p> <p>b) Increased disposal capacity for residents and improved local environment through reduced incidence of fly tipped side waste.</p>	Q1 - 2021/22	On Track	
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## Environment Committee

18 January 2021

<b>Title</b>	<b>Highway Network Recovery Programme 2021/22</b>
<b>Report of</b>	Chairman of the Environment Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix A: Proposed Carriageway and Footway Works by Wards for Year 7 of the Network Recovery Programme during 2021/22
<b>Officer Contact Details</b>	Geoff Mee, Executive Director, Environment <a href="mailto:Goeff.Mee@barnet.gov.uk">Goeff.Mee@barnet.gov.uk</a>

### Summary

This report seeks the Committee's approval for the delivery of the 2021/22 Highway Network Recovery Plan (NRP) Work Programme ("the Work Programme") listed in Appendix A, totalling £5.685 million to be funded from the agreed NRP Capital allocation of £6 million for 2021/22, plus an additional £738,000 capital bid.

The Work Programme has been primarily developed based on condition assessment survey data and deterioration modelling. The proposed schemes have been identified and prioritised to give a spread of schemes across the borough, using whole life costing and good asset management principles to ensure that investment is targeted where it is most needed.

The Work Programme budget was agreed on 9 September 2020 by the Environment Committee, subject to Ward Member consultation and engagement. This consultation was completed on 17 December 2020 and the Work Programme is presented to the Committee for approval, as set out in Appendix A.

The investment split for 2021/22 will be as follows: 45% footway, 48% carriageway and 8% structures, drainage, road markings and other highway assets.

## **Officer's Recommendations**

- 1. That the Committee approves the capital expenditure of £6.738 million for the delivery of the 2021/22 Highway Network Recovery Plan (NRP) Work Programme consisting of carriageway and footway renewal works as listed in Appendix A of this report, carriageway patching and associated works.**
- 2. That the Committee approves, subject to full Council agreeing the final 2021/22 capital programme and Policy and Resources Committee agreeing the £738,000 addition to the programme, the capital expenditure of £6.738 million for the delivery of the 2021/22 Network Recovery Plan Work Programme consisting of carriageway and footway renewal works as listed in Appendix A of this report, carriageway patching and associated works.**
- 3. That the Committee agrees the proposed investment proportions detailed in paragraph 5.2.3 of this report.**
- 4. That the Executive Director, Environment is authorised to alter the programme of carriageway and footway renewal works.**
- 5. That subject to the overall costs being contained within agreed budgets, the Executive Director, Environment is authorised to instruct Re to implement the schemes proposed in Appendix A by placing orders with the Council's term maintenance contractors or specialist contractors appointed in accordance with the public procurement rules and the Council's Contract Procedure Rules.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 This report is needed to provide the appropriate Council authority to instruct Re, approve the Work Programme for 2021/22 and agree the proposed investment proportions for the Work Programme for 2021/22.

### **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The programme proposed in this report was developed using an independent condition assessment survey company, Xais, who undertook a survey of every footway and carriageway in the borough and recorded the data to a defined national standard of all footways and carriageways within the borough. This data was added to that of the defects scores, scoring to indicate the relative position on the operational network hierarchy and location in relation to places of education. In the case of footways, the surveys also considered where footway deterioration was evident due to tree root protrusion. Guidance was applied on Network Recovery Plan whole life cost principles and all of the above resulted in the list of those footways and carriageways to be in the worst condition, as set out in Appendix A.
- 2.2 Schemes have been prioritised based on their known condition. In order to achieve best value for the investment, the proposed carriageway treatments



include resurfacing as well as patching as required (both Infrared Rhino patching and machine patching).

- 2.3 All ward councillors were invited for consultation in October and November 2020 on the proposed schemes and as a result of this consultation and engagement the initial programme was revised, with the finalised proposed programme listed in Appendix A. This is the final programme, which will only be subject to review and possible change to ensure that future developments and statutory undertaker works within the borough do not conflict with that proposed and result in abortive works, or where engineering practicalities mean that the proposed treatment type is no longer suitable. Any schemes which are unable to be progressed or delayed due to the above will be replaced in the programme with those next on the priority list.
- 2.4 Appendix A lists all the proposed carriageway treatments and footway relay schemes in each ward to be undertaken in 2021/22. Relevant information about the work in each location will be provided in advance to residents by letter along with advanced signing. In order to maximise improvement to the street scene, action will be taken to tidy up associated infrastructure and generally reduce street clutter. Local ward councillors will be notified in advance of residents of the proposed extent of works for each scheme.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The alternative option of maintaining and improving the network has been considered and rejected in favour of an asset management approach. Previous network management was unsustainable and resulted in expensive short term reactive repairs.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 Once the Committee approves the recommendations, officers will plan and implement the approved planned maintenance schemes by raising relevant orders with the Council's term contractor or specialist contractors if there are financial benefits in doing so. As part of year 7 of the Network Recovery Programme a further independent condition assessment will be commissioned to assist in preparations to develop the forward programme for the Network Recovery Programme.
- 4.2 This finalised programme will be taken forward to implementation, and if an instance arises where the community objects to a scheme being implemented, the Executive Director, Environment, can take a decision to alter the programme under delegated powers.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Council's Corporate Plan – Barnet 2024, states in its strategic objectives that it will work with partners to achieve a pleasant, well

maintained borough that we protect and invest in.

5.1.2 In particular, the Network Recovery Programme will improve the highway network, which in turn will contribute to improving the local environment and the quality of life for the residents and help create conditions for a vibrant economy.

5.1.3 The proposed Work Programme will also contribute to the Council's Health and Wellbeing Strategy by making Barnet a great place to live and enable the residents to keep well and independent.

5.1.4 The Highway network is the Council's most valuable asset and is vital to the economic, social and environmental wellbeing of the Borough as well as the general image perception. The Highways provide access for business and communities, as well as contribute to the area's local character and the resident's quality of life. Highways really do matter to people and often public opinion surveys continually highlight dissatisfaction with the condition of local roads and the way they are managed. Public pressure can often result in short term fixes such as potholes for example, rather than properly planned and implemented longer term solutions. The proposed 2021/22 programme aims to stop short term repairs that provide poor value for money and often undermine the structural integrity of the asset.

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

5.2.1 At full Council in March 2020 it was agreed to extend the Network Recovery Plan by £12 million over a further 2 years. This is mainly funded from Community Infrastructure Levy (CIL). The budget has been split evenly with £6 million being allocated against 2020/21 and 2021/22 for the Highway Asset Management/Network Recovery Plan (NRP) Phase 2.

5.2.2 The total capital budget required for 2021/22 will be £6.738 million, subject to the Policy and Resources Committee approving the £738,000 addition to the programme, to fund the required carriageway patching programme and the additional footway relay works in Audley Road.

5.2.3 The total proposed allocation for the Network Recovery Programme works in 2021/22 is £5.685 million, the breakdown is shown in the table below:

<b>Programme</b>	<b>Allocation</b>
Carriageway resurfacing	£1.664 million
Footway relay	£2.617 million
Carriageway patching	£0.975 million
Other assets (drainage and structures)	£0.429 million
<b>Total works budget</b>	<b>£5.685 million</b>

5.2.4 The remaining £1.053 million budget will be allocated to capital improvements for other highway assets, condition surveys, as well as fees

associated with programme delivery.

#### 5.2.5

The amount of available funding will determine the number of schemes that can be delivered in the financial year. Where the number of schemes exceed the budget, then the identified schemes will be prioritised. The proposed percentage split of the budget between footways, carriageways and others (structures, drainage, signs, road markings) is 45%, 48% and 8% respectively. At the Environment Committee on 9 September 2020, during the consideration of the item, Councillor Cooke moved an amendment to amend recommendation 2 to include that 50% expenditure be on footways and 40% on carriageways. This amendment was voted on and was lost.

#### 5.2.6 The following three main treatment types are included in the Appendix A:

Footway Relay: The Environment Committee on 15<sup>th</sup> March 2017 agreed two main footway treatment types with Type 3 being the standard treatment and Type 1 being used for town centres and conservation areas. Type 3 treatment is a mixture of a flexible asphalt footway behind a grey block margin by the kerb line. Type 1 is Artificial Stone Paving (ASP), with flexibility for a grey block margin by the kerb line.

It is acknowledged that there may be exceptional circumstances where the treatment type should be changed - for example in cul-de-sacs which lead off town centres, which would be paved and these may be better completed in paving as a treatment Type 1 or where sections of footway are only partially in a conservation area or town centre and the treatment type may require extending to the nearest junction to separate the treatments.

Carriageway Resurfacing: This requires the removal and replacement of the surface layer with hot rolled asphalt, dense bitumen macadam or stone mastic asphalt, and the specific treatment will be decided by the highway officers. The treatment depth is between 30 and 40 mm, but it can be more if the underlying layer also needs replacing. A typical life expectancy is 15 to 20 years.

Carriageway patching: This is the remedial patching of the surface layer, using two techniques. The first of these is Infrared Rhino patching and the second is machine laid patching for larger areas of surface deterioration.

Other treatments may also be proposed such as carriageway patching, joint sealing and use of reflective membranes where considered necessary by experienced highway officers.

#### 5.2.7 The carriageway and footway estimates given in Appendix A are provisional and may be subject to change on completion of the individual scheme designs. The carriageway and footway estimates given in Appendix A are based on the contract rates of the London Highways Alliance Contract (LoHAC).

#### 5.2.8 Some of the proposed schemes may not be delivered due to future utility or

development works as previously stated. Updates of any changes or variations to the highway schemes scheduled in Appendix A will be reported to the Executive Director, Environment for his authorisation to alter the programme of carriageway and footway renewal works, as and when required.

5.2.9 There are no staffing ICT or property implications.

### **5.3 Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. This report does not relate to procurement of services contracts.

### **5.4 Legal and Constitutional References**

5.4.1 The Council's Constitution under Article 10.3 provides authority for Committees to be responsible under their terms of reference for all decisions which are key (namely, a key decision is one which will result in the Council incurring expenditure or savings of £500,000 or more, or is significant in terms of its effects on communities living or working in an area comprising two or more Wards).

5.4.2 Article 7 of the Constitution – Committees, Forums, Working Groups and Partnerships (Responsibility for Functions, 7.5) gives the Environment Committee responsibility for all borough-wide or cross-constituency matters related to the street scene including, parking, road safety, lighting, street cleaning, transport, waste and other matters as well as, to submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable and to make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee.

5.4.3 Full Council approved on 3 March 2020 the extension of the Network Recovery Programme by £12 million over a further 2 financial years (2020/21 and 2021/22). The 2021/22 apportioned allocation will be included in the coming year's final capital programme, to be agreed by full Council.

5.4.4 Under S.41 of the Highways Act 1980 the Council as the highways authority for any highway maintainable at public expense has a statutory duty to maintain the highway and take all reasonable care to maintain or repair in order to make the road safe for users

5.4.5 Section 16 of the Traffic Management Act 2004 places a 'network management duty' 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.

## **5.5 Risk Management**

5.5.1 Extreme winter weather can result in a rapid deterioration of the core fabric of many patched and heavily deteriorated carriageways. The whole life condition of these carriageways is susceptible to further reduction by increased frequency of future extremes of weather unless timely intervention is carried out by a planned programmed of appropriate highway maintenance treatments. The reactive attention to defects or filling of pot-holes has been technically proven to be only a short-term and a superficial remedy to highway damage. To address this, the Council has committed to the ongoing use of the carriageway patching processes to address areas of deterioration.

## **5.6 Equalities and Diversity**

5.6.1 Good roads and pavements have benefits to all sectors of the community in removing barriers and assisting quick, efficient and safe movement to schools, work and leisure. This is particularly important for older people, people caring for children and pushing buggies, those with mobility difficulties and sight impairments. The state of roads and pavements are amongst the top resident concerns and the Council is listening and responding to those concerns by the proposed planned highways maintenance programme.

5.6.2 The physical appearance and the condition of the roads and pavements have a significant impact on people's quality of life. A poor quality street environment will give a negative impression of an area, impact on people's perceptions and attitudes as well as increasing feelings of insecurity. The Council's policy is focused on improving the overall street scene across the borough to a higher level and is consistent with creating an outcome where all communities are thriving and harmonious places where people are happy to live.

5.6.3 There are on-going assessments carried out on the conditions of the roads and pavements in the borough, which incorporates roads on which there were requests by letter, email, and phone-calls from users, Members and issues raised at meetings such as Forums, Leader listens and Chief Executive Walkabouts, etc. The improvements and repairs aim to ensure that all users have equal and safe access across the borough regardless of the method of travel. Surface defects considered dangerous are remedied to benefit general health and safety issues for all.

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

- a) Eliminate discrimination, harassment and victimisation and other contact prohibited by the Equality Act 2010.
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design policies and the delivery of services. There is an on-going process of regularisation and de-clutter of street furniture and an updating of highway features to meet the latest statutory or technical expectations.

### **5.6.5 Corporate Parenting**

5.7.1 This section of the report does not apply to this report.

## **5.7 Consultation and Engagement**

5.7.1 Consultation with local ward councillors was undertaken in October and November 2020 to finalise the proposed carriageway treatments and footway relay schemes in each ward, and the finalised programme is included in Appendix A.

5.7.2 The Ward Member consultation exercise for the Year 7 work programme was completed on 17 December 2020 and no further consultation will be undertaken on scheme proposals within the programme.

5.7.3 Residents will receive notification in advance informing them of any forthcoming works. The Council's Communications Team will be engaged to communicate with the residents via the press, the Council's Barnet First magazine and other media and highlight the Council's investment in highway maintenance.

## **5.8 Insight**

5.8.1 This section of the report does not apply to this report.

## 6. BACKGROUND PAPERS

- 6.1 Environment Committee approval of the 2021/22 Network Recovery Programme (subject to Ward Member consultation)  
<https://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=10156>
- 6.2 Environment Committee approval of 15<sup>th</sup> of March 2017 of the footway treatment types (Type 1 and Type 3)  
<http://barnet.moderngov.co.uk/documents/g8593/Public%20reports%20pack%2015th-Mar-2017%2018.30%20Environment%20Committee.pdf?T=10>
- 6.3 Environment Committee approval 24 July 2014 of Draft Network Recovery Plan  
<https://barnet.moderngov.co.uk/documents/g7879/Public%20reports%20pack%2024th-Jul-2014%2019.00%20Environment%20Committee.pdf?T=10>
- 6.4 Environment Committee approval 18 November 2014 of the five-year Commissioning Plan  
<https://barnet.moderngov.co.uk/documents/g7880/Public%20reports%20pack%2018th-Nov-2014%2019.00%20Environment%20Committee.pdf?T=10>
- 6.5 Council approval 16 December 2014 of the five-year capital allocation of £50.365m for Phase 1 Network Recovery Programme  
<https://barnet.moderngov.co.uk/documents/g7816/Public%20reports%20pack%2016th-Dec-2014%2019.00%20Council.pdf?T=10>
- 6.6 Council approval 3 March 2020 of the additional capital allocation of £12m for Phase 2 Network Recovery Programme  
<https://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=9956>

## Appendix A: Proposed Carriageway and Footway Works by Wards for Year 7 of the Network Recovery Programme – 2021/2022

### Carriageway Resurfacing – Year 7 Priority List

Road name	Section	Ward	Estimated cost
Osidge Lane	THE WOODLANDS TO HAMPDEN SQUARE ROUNDABOUT	Brunswick Park	£13,306
Barnfield Road	SILKSTREAM ROAD TO WATLING AVENUE (BOTC)	Burnt Oak	£22,698
Hoop Lane	FINCHLEY ROAD TO GOLDERS WAY (WORST SECTION) AND GOLDERS WAY TO GOLDERS GREEN ROAD A502 (GGTC)	Childs Hill	£32,351
Colin Close	SHEAVESHILL AVENUE TO END	Colindale	£29,221
Aerodrome Road	REDROW HOMES (S 278 AGREEMENT) TO WARD BOUNDARY	Colindale	£88,445
Grahame Park Way	FIELD MEAD TO CORNER MEAD	Colindale	£37,048
Poolsford Road	NEW WAY ROAD TO END	Colindale	£39,918
Stanley Road	PEMBROKE ROAD TO END	Coppetts	£22,176
Colney Hatch Lane	HILLSIDE AVENUE TO QUEENS PARADE CLOSE	Coppetts	£30,786
Edward Road	(WORST SECTION) MARGARET ROAD TO HENRY ROAD	East Barnet	£43,309
Churchmead Close	CHURCH HILL ROAD TO END	East Barnet	£46,701
New Oak Road	OAK LANE TO LONG LANE	East Finchley	£34,960
Mowbray Road	(NORTHERN SECTION) EDGWARE LANE TO END	Edgware	£40,961
Hendon Lane	GRAVEL HILL TO COLLEGE TERRACE	Finchley Church End	£52,963
Holders Hill Gardens	HOLDERS HILL ROAD (B552) TO HOLDERS HILL DRIVE	Finchley Church End	£52,180
Hill Top	OSSULTON WAY TO BROOKLAND RISE	Garden Suburb	£107,751
Brookland Rise	MIDHOLM TO BROOKLAND RISE INC RBT	Garden Suburb	£39,135
Woodstock Avenue	A502 TO HAMILTON ROAD	Golders Green	£90,532
Wood Street	BARNET ROAD END OF ISLAND TO A1000 HIGH STREET	High Barnet	£99,142
Hammers Lane	MILTON ROAD TO TENNYSON ROAD	Mill Hill	£20,611
The Broadway	FLOWER LANE TO MILLWAY (MHTC)	Mill Hill	£116,967
Russell Gardens	RUSSELL ROAD TO RUSSELL GARDENS	Oakleigh	£18,263
Simmons Close	SIMMONS WAY TO END	Oakleigh	£32,091
Northiam	SOUTHOVER TO MICHLEHAM DOWN	Totteridge	£83,227
Orchard Road	FITZJOHN AVENUE TO END	Underhill	£25,829
Cedar Lawn Avenue	MAYS LANE TO END	Underhill	£86,097



Road name	Section	Ward	Estimated cost
Albert Place	NETHER STREET TO POPES DRIVE (FCETC)	West Finchley	£23,742
The Ridgeway	No1 TO END	West Finchley	£61,311
Montagu Road	AUDLEY ROAD TO NO 39	West Hendon	£18,577
Park Road	WEST HENDON BROADWAY TO SEVINGTON ROAD	West Hendon	£110,099
Woodberry Gardens	BALLARDS LANE (A598) TO WOODBERRY WAY	Woodhouse	£26,612
Squires Lane	ETCHINGHAM PARK ROAD TO HIGH ROAD	Woodhouse	£116,622
<b>TOTAL CARRIAGEWAY RESURFACING SCHEME VALUE</b>			<b>£1,663,631</b>

### Carriageway Patching Programme

Road name	Section	Ward
Osidge Lane	WOODFIELD DRIVE TO BRUNSWICK PARK ROAD	Brunswick Park
Cowper Road	CHASE WAY TO THE WOODLANDS	Brunswick Park
Burlington Rise	BURLINGTON RISE – AVONDALE AVENUE TO GALLANTS FARM ROAD	Brunswick Park
Ryhope Road	WATERFALL ROAD TO DALE GREEN ROAD	Brunswick Park
Thirleby Road	MONTROSE AVENUE TO GERVASE ROAD	Burnt Oak
Lanacre Avenue	VALIANT PATH TO MONTROSE AVENUE	Burnt Oak
Littlefield Road	ORANGE HILL ROAD TO DEANSBROOK ROAD	Burnt Oak
Booth Road	FALCON WAY TO START OF DUAL CARRIAGEWAY	Burnt Oak
Gaskarth Road	PLAYFIELD ROAD TO WATLING AVENUE	Burnt Oak
The Vale	START OF SPLITTER ISLAND TO CLAREMONT ROAD	Childs Hill
Farm Avenue	HOCROFT ROAD TO CRICKLEWOOD LANE (A407)	Childs Hill
Ridge Road	WHOLE ROAD	Childs Hill
Caddington Road	DERSINGHAM ROAD TO GILLINGHAM RO	Childs Hill
Finchley Road	RODBOROUGH ROAD TO HELENSLEA AVENUE	Childs Hill
Poolsford Road	POOLSFORD ROAD NORTHEAST TO POOLSFORD ROAD	Colindale
The Hyde	SOUTHBOURNE AVENUE TO 75M NORTH OF ANNESLEY AVENUE	Colindale
Colindeep Lane	SHEAVESHILL AVENUE TO START OF DUAL CARRIAGEWAY	Colindale
Hemington Avenue	COLNEY HATCH LANE (B550) TO END	Coppetts
Wilton Road	COLNEY HATCH LANE (B550) TO END	Coppetts

Road name	Section	Ward
Wetherill Road	ALEXANDRA ROAD TO COLNEY HATCH LANE (B550)	Coppetts
Friern Barnet Road	COLNEY HATCH LANE (B550) TO HARTLAND ROAD	Coppetts
East Barnet Road	LONGMORE AVENUE TO CAT HILL (EBTC)	East Barnet
Grove Road	END OF SPLITTER ISLAND TO MOUNT PLEASANT ROUNDABOUT	East Barnet
Brownswell Road	RIGHT SPUR FROM 1ST LEFT SPUR	East Finchley
Red Lion Hill	NEW TRINITY ROAD TO END	East Finchley
Chambers Gardens	STRAWBERRY VALE TO LANKASTER GARDENS	East Finchley
Lankaster Gardens	NORTH END TO END	East Finchley
High Road (A1000)	FAIRLAWN AVENUE TO FORTIS GREEN (EFTC)	East Finchley
Lewis Gardens	HIGH ROAD (A1000) TO LANKASTER GARDENS	East Finchley
High Road (A1000)	CREIGHTON AVENUE TO LEWIS GARDENS	East Finchley
Burnt Oak Broadway	END OF SPLITTER GARRATT ROAD TO DEANSBROOK ROAD (BOTC)	Edgware
Old Rectory Gardens	MANOR PARK CRESCENT TO OLD RECTORY GARDENS	Edgware
Edgwarebury Lane	EDGWAREBURY LANE ROW (1ST SECTION) – EDGWARE WAY TO EDWAREBURY FARM	Edgware
Greenlands Lane	GATES BY HENDON RUGBY FOOTBALL CLUB TO GREAT NORTH WAY	Finchley Church End
Salisbury Avenue	CYPRUS ROAD TO ARDEN ROAD	Finchley Church End
East End Road	REGENTS PARK ROAD (A598) TO CENTRE BRIDGE A406 NORTH CIRCULAR ROAD	Finchley Church End
Hampstead Lane	BISHOPS AVENUE TO WINNINGTON	Garden Suburb
Finchley Road	HOOP LANE TO A406(T) NORTH CIRCULAR ROAD (TFTC)	Garden Suburb
Great North Road	START OF SPLITTER ISLAND TO BRIDGE MID-POINT (EFTC)	Garden Suburb
Bridge Lane	LEESIDE CRESCENT TO START OF SPLITTER ISLAND (A406)	Golders Green
Brentfield Gardens	START OF SPLITTER ISLAND TO TILLING ROAD	Golders Green
Grampian Gardens	A41 TO END	Golders Green
Cranbourne Gardens	LEESIDE CRESCENT TO BRIDGE LANE	Golders Green
St Georges Road	PORTSDOWN MEWS TO ST. GEORGES CLOSE	Golders Green
St Georges Close	WENTWORTH ROAD TO END	Golders Green
St Marys Road	ST MARYS ROAD - WOODVILLE ROAD TO HIGHFIELD AVENUE	Golders Green
Cranbourne Avenue	OAKFIELDS ROAD - 20M	Golders Green
Leeside Crescent	PRINCES PARK AVENUE - 80 M AND BRIDGE LANE - 50 M	Golders Green

Road name	Section	Ward
Sunnydale Gardens	LIMES AVENUE TO END	Hale
Sandbrook Close	SUNNYDALE GARDENS TO SANDBROOK CLOSE	Hale
Finchley Lane	LINFIELD CLOSE TO A1(T) GREAT NORTH WAY	Hendon
Greyhound Hill	START OF SPLITTER ISLAND TO CHURCH END	Hendon
Boyne Avenue	A1 TO HILLVIEW GARDENS	Hendon
Sherwood Road	ASHLEY LANE TO DOWNAGE	Hendon
High Street	ST ALBANS ROAD (A1081) TO CHRIST CHURCH LANE (HBTC)	High Barnet
Cromer Road	POTTERS ROAD TO BOLEYN WAY	High Barnet
Moxon Street	A1000 TO TAPSTER STREET (HBTC)	High Barnet
Stapylton Road	ST ALBANS ROAD (A1081) TO UNION STREET	High Barnet
Highwood Hill	HIGHWOOD HILL TO MARSH LANE	Mill Hill
Uphill Grove	LAWRENCE STREET TO END	Mill Hill
Daws Lane	HAMMERS LANE TO MARION ROAD	Mill Hill
Pank Avenue	WHOLE ROAD	Oakleigh
Great North Road (A1000)	WALFIELD AVENUE TO LYONSDOWN ROAD	Oakleigh
Oakleigh Avenue	WHOLE ROAD	Oakleigh
Southway	FOOTPATH CROSSING TO WOODSIDE AVENUE	Totteridge
Laurel Way	WHOLE ROAD	Totteridge
Totteridge Village	GRANGE AVENUE TO PINE GROVE	Totteridge
High Road	DERWENT CRESCENT TO OPPOSITE GREEN ROAD	Totteridge
Barnet Hill	OPPOSITE POTTER'S LANE TO UNDERHILL	Underhill
Brookside Close	ALAN DRIVE TO END	Underhill
Ellesmere Grove	NORMANDY AVENUE TO BEDFORD AVENUE	Underhill
Whitings Road	QUINTA DRIVE TO TRINDER ROAD	Underhill
Squires Lane	LONG LANE TO ETCHINGHAM PARK ROAD	West Finchley
Hervey Close	NO1 TO END	West Finchley
Howcroft Crescent	NETHER STREET (N) TO NETHER STREET	West Finchley
Hutton Grove	BALLARDS LANE (A598) TO NETHER STREET	West Finchley
West Hendon Broadway	PERRYFIELD WAY TO START OF SPLITTER FOR DUAL CARRIAGEWAY (WHTC)	West Hendon

Road name	Section	Ward
The Hyde	END OF SPLITTER TO START OF SPLITTER AT HYDE ESTATE LIGHTS (COTC)	West Hendon
Brent Park	PERRYFIELD WAY TO HERBERT ROAD HEADING SOUTH (WHTC)	West Hendon
Layfield Road	BRENT PARK ROAD TO DALLAS ROAD	West Hendon
Friern Park	GROVE ROAD TO HIGH ROAD	Woodhouse
Woodside Grove	HIGH ROAD TO FOOTPATH CROSSING	Woodhouse

### **Carriageway Resurfacing – Year 7 Reserve List**

Road name	Section	Ward	Estimated cost
Burlington Rise	AVONDALE AVENUE TO GALLANTS FARM ROAD	Brunswick Park	£114,274
Carlisle Place	CARLISLE PLACE FROM A109 TO END	Brunswick Park	£24,264
Brunswick Park Road	FROM SPENCER TO BRUNSWICK WAY	Brunswick Park	£13,045
Monkfrith Way	BROOKSIDE SOUTH TO FRIARS WALK	Brunswick Park	£22,437
Barnfield Road	SILKSTREAM ROAD TO WATLING AVENUE (BOTC)	Burnt Oak	£22,698
The Greenway	MONTROSE AVENUE TO END	Burnt Oak	£147,147
Arundel Gardens	HORSECROFT ROAD TO CRESSINGHAM ROAD	Burnt Oak	£25,046
Heywood Avenue	LANACRE AVENUE TO DISHFORTH LANE	Burnt Oak	£44,353
Gaskarth Road	PLAYFIELD ROAD TO WATLING AVENUE	Burnt Oak	£52,180
Cricklewood Broadway	CRICKLEWOOD LANE TO START OF SPLITTER (CRTC)	Childs Hill	£6,522
Beechworth Close	WEST HEATH ROAD TO END	Childs Hill	£38,613
West Heath Close	PLATTS LANE TO END	Childs Hill	£60,268
Dunstan Road	WIDTH RESTRICTION TO THE VALE	Childs Hill	£13,306
Hoop Lane	FINCHLEY ROAD TO GOLDERS GREEN ROAD	Childs Hill	£22,176
Sunnyside	CRICKLEWOOD LANE (A407) TO RIDGE ROAD	Childs Hill	£24,785
Annesley Avenue	ANNESLEY AVENUE TO EDGWARE ROAD	Colindale	£36,526
Rushgrove Avenue	HILLFIELD AVENUE TO HYDE HOUSE	Colindale	£49,049
Grahame Park Way	GRAHAME PARK WAY TO GRAHAME PARK WAY	Colindale	£37,048
Colindale Avenue	COLINDALE TUBE STATION TO A5 (CATC)	Colindale	£147,408
Colindeep Lane	R/O NO 157 TO SHEAVESHILL AVENUE	Colindale	£142,451
Alexandra Road	PERT CLOSE TO NO 216	Coppetts	£104,360

Road name	Section	Ward	Estimated cost
Goldsmith Road	STANFORD ROAD TO B550	Coppetts	£103,577
Newton Avenue	PEMBROKE ROAD TO SYDNEY ROAD	Coppetts	£51,136
Beechvale Close	TORRINGTON PARK TO END	Coppetts	£17,741
Albert Road	VICTORIA ROAD TO END	East Barnet	£34,960
Glyn Avenue	GLYN AVENUE - GLYN AVENUE	East Barnet	£37,296
Northfield Road	GROVE ROAD TO CASTLEWOOD ROAD	East Barnet	£128,623
Oakhurst Avenue	ROSSLYN AVENUE TO ALVERSTONE AVENUE	East Barnet	£59,746
Baring Road	CASTLEWOOD ROAD TO LAWTON ROAD	East Barnet	£45,918
Lincoln Road	DURHAM ROAD TO NO 1	East Finchley	£75,139
Fairlawn Avenue	FORTIS GREEN (A504) TO NO 41	East Finchley	£38,874
Brighton Road	LONG LANE TO END	East Finchley	£25,307
Sylvester Road	A1000 TO TARLING ROAD	East Finchley	£60,529
Huntingdon Road	DURHAM ROAD TO S/O 156 HIGH ROAD	East Finchley	£85,314
Mowbray Road	EDGEWARE LANE TO MOWBRAY ROAD	Edgware	£40,961
Shelley Close	PURCELLS AVENUE TO END	Edgware	£31,308
Old Rectory Gardens	MANOR PARK CRESCENT TO OLD RECTORY GARDENS	Edgware	£18,263
Heming Road	DEANSBROOK ROAD TO END	Edgware	£75,922
Foreland Court	HOLDERS HILL ROAD (B552) TO END	Finchley Church End	£15,915
Holders Hill Gardens	HOLDERS HILL ROAD (B552) TO HOLDERS HILL DRIVE	Finchley Church End	£26,090
Kinloss Gardens	START OF SPLITTER ISLAND TO CHESSINGTON AVENUE	Finchley Church End	£45,657
North Crescent	REGENTS PARK ROAD (A598) NORTH TO REGENTS PARK ROAD (A598)	Finchley Church End	£97,054
Village Road	CYPRUS GARDENS TO HENDON AVENUE	Finchley Church End	£70,182
Winnington Road	WINNINGTON ROAD ROUNDABOUT TO HAMPSTEAD LANE (B519)	Garden Suburb	£216,285
Devon Rise	VIVIAN WAY TO BRIM HILL	Garden Suburb	£42,005
Church Mount	NORRICE LEA TO NORRICE LEA	Garden Suburb	£26,090
Corringham Road	HAMPSTEAD WAY TO FINCHLEY ROAD	Garden Suburb	£168,019
Chandos Way	WELLGARTH ROAD TO END	Garden Suburb	£86,618
Wessex Way	WOODSTOCK AVENUE TO WESSEX GARDENS	Golders Green	£12,523
Tilling Road	TILLING ROAD R/BOUT - TILLING ROAD TO TILLING ROAD	Golders Green	£14,349

Road name	Section	Ward	Estimated cost
Clitterhouse Crescent	CLITTERHOUSE CRESENT TO END	Golders Green	£17,219
Woodville Gardens	A41(T) TO HAMILTON ROAD	Golders Green	£16,437
Cranbourne Gardens	LEESIDE CRESCENT TO BRIDGE LANE	Golders Green	£138,277
Fairmead Crescent	KENILWORTH ROAD TO PARNELL CLOSE	Hale	£230,374
Lyndhurst Avenue	EVERSFIELD GARDENS TO DEANSBROOK ROAD	Hale	£18,785
Sunnydale Gardens	LIMES AVENUE TO END	Hale	£13,567
Oldberry Road	GOLD HILL TO GOLDBEATERS GROVE	Hale	£53,223
Ellesmere Avenue	A1 TO THE FAIRWAY	Hale	£150,278
Glenwood Road	GLENWOOD ROAD TO WORCESTER CRESCENT	Hale	£11,740
Deans Lane	END OF SPLITTER HEADING SOUTH WEST TO START OF SPLITTER	Hale	£53,223
Sherwood Road	ASHLEY LANE TO DOWNAGE	Hendon	£115,057
Brent Street	QUEENS ROAD TO VICTORIA ROAD (BSTC)	Hendon	£116,622
Finchley Lane	LINFIELD CLOSE TO TO A1(T) GREAT NORTH WAY	Hendon	£10,143
Greyhound Hill	START OF SPLITTER ISLAND TO CHURCH END	Hendon	£96,794
Johns Avenue	SOMERSET ROAD TO END	Hendon	£40,700
St Albans Road	A1000 TO STAPYLTON ROAD (HBTC)	High Barnet	£34,700
Rockways	BARNET ROAD TO ROCKWAYS SERVICE ROAD	High Barnet	£9,392
Hadley Green West	HADLEY GREEN WEST	High Barnet	£13,045
Barnet Road	FROM 30MPH BEFORE B552 HENDON WOOD LANE TO 100M PAST KERRI CLOSE	High Barnet	£78,270
Taylor's Lane	OLD FOLD LANE TO A1000	High Barnet	£20,350
Milespit Hill	WISE LANE TO HIGH STREET	Mill Hill	£65,225
The Ridgeway	HIGH STREET S LOOP TO ENGEL PARK	Mill Hill	£104,360
Daws Lane	HAMMERS LANE TO MARION ROAD	Mill Hill	£24,525
The Ridgeway	HOLCOMBE HILL TO HIGH STREET S LOOP	Mill Hill	£105,676
Bittacy Hill	BITTACY ROAD TO FRITH LANE	Mill Hill	£111,153
Pank Avenue	LONGMORE AVENUE (B193) TO GLOUCESTER ROAD	Oakleigh	£1,304
Church Way	ST.JAMES AVENUE TO MYDDELTON PARK	Oakleigh	£102,794
Oakleigh Park South	MYDDELTON PARK TO OAKLEIGH AVENUE	Oakleigh	£170,106
Great North Road	WALFIELD AVE TO LYONSDOWN ROAD	Oakleigh	£9,108

Road name	Section	Ward	Estimated cost
Walfield Avenue	A1000 S TO A1000	Oakleigh	£93,663
Oakleigh Avenue	OAKLEIGH PARK SOUTH TO OAKLEIGH ROAD NORTH (A109)	Oakleigh	£42,046
York Way	OAKLEIGH ROAD NORTH (A109) TO MANOR DRIVE	Oakleigh	£66,268
Northiam	SOUTHOVER TO MICHLEHAM DOWN	Totteridge	£83,227
Totteridge Common	B552 HENDON WOOD LANE TO GRANGE AVENUE	Totteridge	£537,191
Hill Crescent	LONGLAND DRIVE TO A5109	Totteridge	£58,441
Longland Drive	GREENWAY TO LAUREL WAY	Totteridge	£21,655
High Road	DERWENT CRESCENT TO OPPOSITE GREEN ROAD	Totteridge	£120,000
Golda Close	MAYS LANE TO END	Underhill	£14,349
Fitzjohn Avenue	PUB CAR PARK TO MAYS LANE	Underhill	£210,023
Vale Drive	MAYS LANE TO MILTON AVENUE	Underhill	£3,913
Mays Lane	HAMMOND CLOSE TO MANOR ROAD	Underhill	£26,090
West Close	RYECROFT CRESCENT TO END	Underhill	£10,958
Hervey Close	BALLARDS LANE (A598) TO No1 (FCETC)	West Finchley	£11,219
Nether Street	MOSS HALL GROVE TO NETHER CLOSE	West Finchley	£39,135
Westbury Road	HOLDEN ROAD TO ARGYLE ROAD	West Finchley	£57,920
Brent Way	FURSBY AVENUE TO END	West Finchley	£20,872
Kingsway	OPPOSITE A1003 WOODHOUSE ROAD TO A598 BALLARDS LANE (NFTC)	West Finchley	£40,439
Thyra Grove	ALEXANDRA GROVE TO MOSS HALL GROVE	West Finchley	£47,484
Wilberforce Road	HERBERT TO STATION ROAD	West Hendon	£18,002
Renters Avenue	HALEY ROAD TO END	West Hendon	£45,657
The Hyde	END OF SPLITTER TO START OF SPLITTER AT HYDE ESTATE LIGHTS (COTC)	West Hendon	£4,537
Adrian Avenue	NORTH CIRCULAR A406 TO END	West Hendon	£16,698
Grove Gardens	ENDERSLEIGH GARDENS TO END	West Hendon	£14,610
Woodgrange Avenue	WOODHOUSE ROAD TO SUMMERS LANE	Woodhouse	£120,014
Hilton Avenue	WOODHOUSE ROAD TO END	Woodhouse	£70,965
Bramber Road	WARNHAM ROAD TO WOODHOUSE ROAD	Woodhouse	£85,053
Friern Park	GROVE ROAD TO No1	Woodhouse	£55,311
Shortway	SUMMERS LANE TO WOODHOUSE ROAD (FBTC)	Woodhouse	£27,134

Road name	Section	Ward	Estimated cost
High Road	FRIERN WATCH AVENUE TO CONISTON CLOSE	Woodhouse	£124,971

### **Footway Resurfacing -Year 7 Priority List**

#### **Works to be completed from previous years**

Road name	Section	Ward	Estimated cost
Various	Vehicle crossovers where building works were ongoing at time of footway relay	Various	£100,000

Road name	Section	Ward	Estimated cost
Oakdale	COWPER ROAD TO CECIL ROAD	Brunswick Park	£112,582
Lanacre Avenue	VALIANT PATH TO MONTROSE AVENUE	Burnt Oak	£47,742
Hodford Road	THE VALE TO DUNSTAN ROAD	Childs Hill	£86,058
Sheaveshill Avenue	COLINDEEP LANE (A5150) TO END	Colindale	£110,728
Lyndhurst Avenue	WOODHOUSE ROAD TO HALLIWICK COURT PARADE 78M- (FBTC)	Coppetts	£103,679
Lancaster Road	LONGMORE AVENUE (B193) TO HENRY ROAD	East Barnet	£140,446
Hertford Road	WESTBROOK CRESCENT TO END	East Barnet	£105,728
The Close	LAKESIDE CRESCENT TO END	East Barnet	£18,031
New Oak Road	OAK LANE TO LONG LANE	East Finchley	£54,913
Hale Lane	HALE LANE - LIBRARY TO 236 HALE LANE	Edgware	£122,448
Wickliffe Avenue	HENDON LANE TO END	Finchley Church End	£106,958
Middleton Road	FINCHLEY ROAD TO ROTHERWICK ROAD	Garden Suburb	£90,976
Russell Gardens	GOLDERS GREEN ROAD TO BROOKSIDE ROAD	Golders Green	£96,713
Orchard Crescent	GRANGE HILL TO STANWAY GARDENS	Hale	£112,285
Deans Way	DEANS LANE (A5109) TO FARM ROAD	Hale	£132,775
Johns Avenue	SOMERSET ROAD TO END	Hendon	£63,929
Southbourne Crescent	A1 TO NORTH CIRCULAR A406	Hendon	£127,038
Queens Road	WOOD STREET TO REGINA CLOSE	High Barnet	£126,874
Brockenhurst Gardens	STATION ROAD TO BROADWAY HOUSE	Mill Hill	£75,813
Oakleigh Park North	CHANDOS AVENUE TO OAKLEIGH PARK NORTH RBT	Oakleigh	£68,437
Northiam	LAUREL WAY TO SOUTHOVER	Totteridge	£175,558



Road name	Section	Ward	Estimated cost
Brook Place	BARNET LANE TO END	Underhill	£22,539
St Pauls Way	LONG LANE TO THE RIDGEWAY	West Finchley	£62,290
Audley Road	STATION ROAD TO GRAHAM ROAD	West Hendon	£260,233
Clifton Road	BOW LANE TO SQUIRES LANE	Woodhouse	£92,615
<b>TOTAL FOOTWAY RELAY SCHEME VALUE</b>			<b>£2,617,388</b>

### **Footway Relay – Year 7 Reserve List**

Road name	Section	Ward	Estimated cost
The Woodlands	CECIL ROAD TO COWPER ROAD	Brunswick Park	£90,156
Osidge Lane	OSIDGE LANE ACCESS ROAD TO OSIDGE LANE ABOUT	Brunswick Park	£53,274
Russell Lane	START OF SPLITTER WO WEIRDALE AVENUE	Brunswick Park	£20,900
The Woodlands	COWPER ROAD TO OSIDGE LANE (B1453)	Brunswick Park	£126,628
Southbourne Avenue	THE GREENWAY TO END	Burnt Oak	£112,285
Lanacre Avenue	VALIANT PATH TO MONTROSE AVENUE	Burnt Oak	£47,742
Cressingham Road	WATLING AVENUE TO ABBOTTS ROAD	Burnt Oak	£121,301
Cranfield Drive	HEYWOOD AVENUE TO END	Burnt Oak	£45,898
North Road	EAST ROAD TO BURNT OAK BROADWAY	Burnt Oak	£43,439
Templars Avenue	WENTWORTH ROAD TO RAVENSCROFT AVENUE	Childs Hill	£44,668
Gillingham Road	FROM R/O ST PETERS CHURCH TO SOMERTON ROAD	Childs Hill	£60,241
Wessex Gardens	THE RIDGEWAY TO A41(T)	Childs Hill	£119,662
The Vale	DUNSTAN ROAD TO THE RIDGEWAY	Childs Hill	£184,820
Sunnyside	CRICKLEWOOD LANE (A407) TO RIDGE ROAD	Childs Hill	£38,931
Varley Parade (Service Road)	WOODFIELD AVENUE TO THE HYDE (VARLEY PARADE)	Colindale	£33,040
Quakers Course	QUAKERS COURSE LOOP FROM QUAKERS COURSE N TO QUAKERS COURSE	Colindale	£18,933
Colin Park Road	COLIN PARK ROAD - COLIN PARK ROAD FROM MANOR WAY TO A5150	Colindale	£30,735
Lynton Avenue	NEW WAY ROAD TO COLINDEEP LANE	Colindale	£177,034
Colin Park Road	SHEAVESHILL AVENUE TO MANOR WAY	Colindale	£143,020
East Crescent	EAST CRESCENT 2ND SPUR LEFT	Coppetts	£4,918
Atlas Road	COLNEY HATCH ROAD TO ATLAS ROAD ROUNDABOUT	Coppetts	£148,142

Road name	Section	Ward	Estimated cost
Orion Road	COLNEY HATCH LANE TO BOROUGH BOUNDARY	Coppetts	£113,719
Crescent Road	GLENTHORNE ROAD TO BETHUNE AVENUE	Coppetts	£55,323
Goldsmith Road	STANFORD ROAD TO B550	Coppetts	£162,690
Alexander Close	VICTORIA ROAD TO END	East Barnet	£18,851
Caddington Close	PARK ROAD TO END	East Barnet	£17,940
Middle Road	NO 1 TO END	East Barnet	£53,864
Silvercliffe Gardens	SILVERCLIFFE GARDENS TO END	East Barnet	£81,140
Ashburnham Close	STANLEY ROAD TO END	East Finchley	£34,833
Oak Lane	A1000 TO NEW TRINITY ROAD	East Finchley	£49,530
Homefield Gardens	STANLEY ROAD TO END	East Finchley	£16,640
King Street	CHURCH LANE TO ELMFIELD ROAD	East Finchley	£16,290
Golders Close	HALE LANE (A5100) TO END	Edgware	£35,243
Wolmer Close	69 BROADFIELDS AVENUE TO 7 WOOLMER CLOSE	Edgware	£31,964
Broadfields Avenue	EDGEWARE WAY TO HARTLAND DRIVE	Edgware	£405,702
Orchard Drive	KINGS DRIVE TO END	Edgware	£120,891
Hartland Drive	BROADFIELDS AVE TO EDGEWAREBURY LANE	Edgware	£215,965
Claremont Park	HENDON AVENUE TO LYNDHURST GARDENS	Finchley Church End	£149,167
Broughton Avenue	WAVERLY GROVE TO END	Finchley Church End	£68,027
Holders Hill Road	HAWTHORN MEWS NORTH TO THORNFIELD AVENUE	Finchley Church End	£86,058
Clandon Gardens	KINGSGATE AVENUE TO END	Finchley Church End	£46,717
Church Crescent	DOLLIS PARK TO DOLLIS AVENUE	Finchley Church End	£186,459
Hoop Lane	MEADWAY GATE TO FINCHLEY ROAD	Garden Suburb	£70,174
Hampstead Way	WILLIFIELD WAY TO NO 166	Garden Suburb	£270,468
Forres Gardens	FINCHLEY ROAD TO NO 12 (TFTC)	Garden Suburb	£16,802
Rotherwick Road	CORRINGHAM ROAD TO FINCHLEY ROAD	Garden Suburb	£143,430
Sneath Avenue	GOLDERS GREEN ROAD (A502) TO BROOKSIDE ROAD	Golders Green	£98,762
Purbeck Drive	CLEVELAND GARDENS TO COTSWOLD GARDENS	Golders Green	£15,572
Claremont Road	BRENT TERRACE TO CLITTERHOUSE ROAD	Golders Green	£179,492
Whitefield Avenue	CLAREMONT ROAD TO END	Golders Green	£102,450

Road name	Section	Ward	Estimated cost
Chiltern Gardens	CLAREMONT ROAD TO CHEVIOT GARDENS	Golders Green	£67,207
Clitterhouse Crescent	CLITTERHOUSE ROAD NORTH TO CLITTERHOUSE ROAD	Golders Green	£155,314
Gibbs Green	GIBBS GREEN LINK FROM SELVAGE LANE (A5109) TO END OF SPLITTER ISLAND	Hale	£11,065
Cloister Gardens	HALE LANE (A5100) EAST TO HALE LANE (A5100)	Hale	£99,581
Highwood Grove	MAXWELTON AVENUE TO HALE GROVE GARDENS	Hale	£55,733
Deans Drive	DEANS LANE TO END		£26,227
Stanway Gardens	MEADOW GARDENS TO DEANS WAY	Hale	£101,221
Wykeham Road	BRAMPTON GROVE TO NO 5	Hendon	£187,279
Chatsworth Avenue	A1 TO MEADOW DRIVE	Hendon	£79,501
Greyhound Hill	START OF SPLITTER ISLAND TO CHURCH END	Hendon	£152,036
Rowsley Avenue	MEADOW DRIVE TO SUNNY GARDENS ROAD	Hendon	£133,185
Sherrock Gardens	NEWARK WAY TO END	Hendon	£18,687
Cavendish Road	KINGS ROAD TO END	High Barnet	£103,679
Salisbury Road	STAPYLTON ROAD TO ALSTON ROAD	High Barnet	£106,548
Regina Close	QUEENS ROAD TO END	High Barnet	£32,374
Kingsmead	KINGSMEAD - KING EDWARD ROAD TO END	High Barnet	£110,236
Barnet Road	FROM 30MPH BEFORE B552 HENDON WOOD LANE TO 100M PAST KERRI CLOSE	High Barnet	£773,293
Uphill Grove	LAWRENCE STREET TO END	Mill Hill	£179,492
Sunnyfield	SUNNYFIELD TO LAWRENCE STREET	Mill Hill	£96,713
Abbey View	MARSH LANE (A5109) TO ABBEY VIEW INCLUDING LOOP	Mill Hill	£59,831
Uphill Road	TRETAWN PARK TO A5109	Mill Hill	£179,083
Uphill Road	LAWRENCE STREET TO TRETAWN PARK	Mill Hill	£214,325
Richmond Road	LYONSDOWN ROAD TO GLOUCESTER ROAD	Oakleigh	£8,443
Russell Gardens	RUSSELL ROAD TO RUSSELL GARDENS	Oakleigh	£28,686
The Drive	LYONSDOWN ROAD TO LYONSDOWN AVENUE	Oakleigh	£63,929
Lyonsdown Avenue	LONGMORE AVENUE (B193) TO NORTHUMBERLAND ROAD	Oakleigh	£187,688
Netherlands Road	CHANDOS AVENUE TO NORTHUMBERLAND ROAD	Oakleigh	£195,720
St Margarets Avenue	NO 66 ST MARGARETS AVENUE TO TOTTERIDGE LANE (A5109)	Totteridge	£141,381
Blakeney Close	MANUS WAY TO END	Totteridge	£31,555

Road name	Section	Ward	Estimated cost
Manus Way	ST MARGARETS AVENUE TO END	Totteridge	£17,673
Northiam	SOUTHOVER TO MICHLEHAM DOWN	Totteridge	£156,871
Farm Close	RYECROFT CRESCENT TO END	Underhill	£27,457
Grasvenor Avenue	WESTERN WAY TO FAIRFIELD WAY	Underhill	£274,402
Mayhill Road	MAYS LANE TO END AT BLDG NO 47	Underhill	£124,169
Hackforth Close	RYECROFT CRESCENT TO END	Underhill	£18,031
Bishops Close	MAYS LANE TO END	Underhill	£25,408
Parkside	LONG LANE TO THE RIDGEWAY	West Finchley	£61,470
Moss Hall Grove	BALLARDS LANE (A598) TO NETHER STREET	West Finchley	£188,344
Elm Park Road	NETHER STREET TO GORDON ROAD	West Finchley	£32,169
Princes Avenue	DUKES AVENUE TO NO 1	West Finchley	£23,359
Wentworth Park	R/O NO 163 TO WENTWORTH AVENUE	West Finchley	£21,002
Talbot Crescent	EDGEWORTH CRESCENT TO STATION ROAD (A504)	West Hendon	£193,835
Queens Road	BRENT GREEN TO BRENT STREET	West Hendon	£249,158
Goldsmith Avenue	ROMAN ROAD TO KINGSBURY ROAD	West Hendon	£249,158
Malcolm Crescent	STATION ROAD (A504) TO END	West Hendon	£74,174
Edgeworth Close	END TO EDGEWORTH CLOSE	West Hendon	£75,403
Dickens Avenue	SQUIRES LANE TO END AT BLDG NO 39	Woodhouse	£56,553
Warnham Road	LEWES ROAD TO END	Woodhouse	£33,604
Sandringham Gardens	SUMMERS LANE TO ADDINGTON DRIVE	Woodhouse	£100,401
Summers Lane	WOODHOUSE ROAD TO SHORTWAY (FBTC)	Woodhouse	£59,995
Summers Lane	SUNNY WAY TO WOODGRANGE AVENUE	Woodhouse	£133,267



## Environment Committee

### 18 January 2021

<b>Title</b>	<b>Procurement of Highways Term Maintenance Contractor</b>
<b>Report of</b>	Chairman of the Environment Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	
<b>Officer Contact Details</b>	Jamie Cooke, Assistant Director Transportation and Highways <a href="mailto:Jamie.Cooke@Barnet.gov.uk">Jamie.Cooke@Barnet.gov.uk</a> 0208 359 2275

## Summary

The current Highways Term Maintenance Contract is due to end on 31 March 2021. In line with the recommendations from the 30 June Environment Committee settlement discussions have been held with the current Highways Term Maintenance Contractor to extend the Highways Term Maintenance Contract for a period of two years and six months to become coterminous with the Re Highways Contract which expires 30 September 2023. These settlement discussions have resulted in a proposal for consideration by the Council.

In addition, in line with Clause 4.1 of the Environment Committee meeting of 30 June 2020 Officers have been in discussion with Transport for London (TfL) regarding the potential to access the recently awarded London Highway Maintenance and Projects Framework (HMPF) which has replaced the LoHAC arrangements. Consideration is being given as to whether this framework could provide a more economically advantageous solution to the council than extending the current contractual arrangements with the current Highways Term Maintenance Contractor.

This report sets out an overview of the two options and the intent to progress them both in parallel to ensure the council's interests are protected. This report also outlines the governance and approvals process that will be followed to deliver the most economically advantageous outcome to the council.

## **Officers' Recommendations**

- 1. That the Environment Committee notes the progress with the settlement discussions in relation to the extension of the current contract, aligned with the recommendations approved at the 30 June 2020 Environment Committee.**
- 2. That the Environment Committee notes that TfL have awarded the London Highway Maintenance and Projects Framework (HMPF) for the North Area and the potential alternative option this provides in relation to the provision of Highways Term Maintenance Contract services.**
- 3. That the Environment Committee delegates authority to the Executive Director for Environment following consultation with the Chairman of the Environment Committee to continue negotiations through the contract settlement discussions and in parallel to enter into discussions through the TfL HMPF framework and to subsequently award a contract on the basis of the most economically advantageous terms provided by one or other of the two options.**
- 4. That the Environment Committee delegates authority to the Executive Director for Environment following consultation with the Chairman of the Environment Committee to issue a letter of intent to the successful provider in the case that the Authority is unable to conclude the signing of the contract by 1 April 2021.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Environment Committee has responsibility for all policy and budgetary matters related to Highway Services in Barnet, with significant resources allocated annually to both footway and carriageway works.
- 1.2 The Executive Director for Environment must inform and recommend decisions to be taken by the Environment Committee to ensure the safety, condition, and value of the Highways estate.
- 1.3 Following the recommendation of the Environment Committee 30 June 2020, this report updates on the settlement discussions held with the Council's current Highways Term Maintenance contractor including their recently submitted proposal. In addition, it makes Members aware of recent investigations undertaken by Officers with TfL regarding the recently awarded London Highway Maintenance and Projects Framework (HMPF) which has replaced the LoHAC arrangements.
- 1.4 This report sets out an overview of the options and the intent to progress the two options in parallel to ensure the Council's interests are protected, including the governance and approvals process to be followed to deliver the most economically advantageous outcome to the council.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The current provider (ConwayAecom) was procured through a call off contract via the LoHAC framework arrangement that provides a significant volume of work to the major companies in the Highways Term Maintenance Contact sector (averaging c.£35 - £40m of revenue for Transport for London (TfL) works in each of the LoHAC areas). This provides a “footprint” for these suppliers in the London area for a relatively long period of time, which allows them to invest in depot, fleet, and personnel to service the LoHAC requirements and thus the prerequisites for an extension.
- 2.2 As Members are aware the 30 June 2020 Environment Committee delegated authority to the then Interim Executive Director to finalise the terms of the contract extension and to enter into the contract extension. In addition, approval was given to enter into a formal contract settlement with the current Highways Term Maintenance Contractor to settle all outstanding claims before extending the current contract.
- 2.3 In line with the approval from the 30 June 2020 Environment Committee, the Executive Director for Environment has conducted formal settlement meetings with the current Highways Term Maintenance Contractor, and this has resulted in the provision of a final proposal for consideration by the council.
- 2.4 In addition, in line with Clause 4.1 of the Environment Committee meeting of 30 June 2020, Officers have been in discussion with Transport for London regarding the potential to access the recently awarded HMPF which has replaced the LoHAC arrangements. The Executive Director for Environment been seeking to ascertain whether HMPF provides a more economically advantageous solution for the council than extending the current contractual arrangements with the current Highways Term Maintenance Contractor. The TfL HMPF contract has a planned start date of 1 April 2021, which aligns with the council's contract extension start date.
- 2.5 The HMPF framework is divided into three areas (South, Central and North), the North Area includes the London Borough of Barnet and has been awarded to a joint venture between Kier and Tarmac for a period of eight (8) years with the potential of a four (4) year extension. The scope of works within the framework includes highway maintenance, emergency callout, reactive repair, and routine (cyclic) activities. In addition, it includes the delivery of asset renewals and minor improvement projects which would encompass the council's Network Recovery Programme.
- 2.6 The Executive Director for Environment is still of the view that a short-term procurement followed by a longer-term procurement following the recent award of the new HMPF framework contract and the end of the current Re Highways contract on 30 September 2023, would provide the opportunity for a better longer-term commission with a different allocation of responsibilities between the various parties.

## **3. RECOMMENDED OPTION**

- 3.1 The recommended option as a result of the TfL award of the HMPF Framework is to progress both the formal settlement negotiations with the council's current Highways Term Maintenance Contractor based on their submitted proposal in parallel with formal discussions with the awarded contractor for the TfL North Area HMPF Framework.

- 3.2 The Council will then be in a position to determine whether the most economically advantageous outcome is either to extend the current contract with Conway Aecom for a period of two years and 6 months from 1 April 2021 to the 30 September 2023, or to enter into a contract with the awarded contractor for the TfL North Area HMPF Framework. Either option would allow the authority adequate time to determine a better longer-term procurement with a different allocation of responsibilities between the various parties aligned to the critical factors set out in the Environment Committee report of 11 September 2019.
- 3.3 The benefits of the recommended option allow the council to deliver against its defined objectives, with the production of a set of clear deliverables in relation to maximising the strategic and commercial opportunities from a longer-term procurement and overall service design. In addition, it naturally aligns with the end of the current Re contract on 30 September 2023, enabling wider strategic and commercial options to be considered by the council going forward.
- 3.4 Either option would be subject to a legally binding agreement between the council and the contractor to ensure the council's interests are protected in relation to the core contractual requirements of:
- Scope
  - Contract Data
  - Performance
  - Reporting and Data Sharing
  - Payment Mechanisms
  - Delivery Volumes
  - Staff (including TUPE)
  - Depot Provision
  - Guaranteed Service Levels
- 3.5 The critical factor is to ensure quality of service, whilst the longer-term strategic direction of the service is settled. For Elected Members information the Contract will include:
- Reactive maintenance response
  - Local Improvement Plan
  - Area Committee Scheme Implementation
  - Network Recovery Plan, including:
    - Carriageway reconstruction
    - Footway reconstruction
    - Patching Programme
  - Drainage and Gully Cleansing
  - Crossover Installation
  - Lines, Signs and Barriers
  - Structure and Bridge Maintenance
- 3.6 The do-nothing scenario is unfortunately not an option as the current contract will come to an end on 31 March 2021 without essential statutory alternative service provision being in place.



3.7 As part of the options appraisal several other contractual options were considered, and these are described in more detail under Section 4 of this report below.

#### **4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

4.1 The Environment Committee report of 30 June 2020 included a detailed options assessment in relation to the potential short-term options available to the Council, these included

- Access the new LoHAC 2 – North Area Framework.
- Haringey (LCP) Construction Framework (Lot 5.1).
- Crown Commercial Services public works framework (Lot1.2).
- Use another Council's contract to procure works as an interim arrangement.

At the time Officers considered that it would be beneficial to hold the LoHAC 2 – North Area Framework (now TfL North Area HMPF Framework) in reserve. With the recent award of this contract, and as set out in this report, it is felt beneficial to consider this option in parallel with the settlement discussions with the council's current Highways Term Maintenance Contractor to ensure the best possible service provision that the market has to offer is procured.

#### **5. POST DECISION IMPLEMENTATION**

5.1 If Environment Committee approves the recommendations in this report, the proposal presented by the Council's current Highways Term Maintenance Contractor will be assessed in parallel against the TfL HMPF Framework proposal.

5.2 If the proposal presented by the Council's current Highways Term Maintenance Contractor is deemed to be the most economically advantageous outcome to the council, the contract will be extended in line with the agreed recommendations of the 30 June 2020 Environment Committee.

5.3 However, if the assessment of the TfL HMPF Framework is that this option is deemed to be the most economically advantageous outcome to the council then the council will enter into a call-off contract with the North Area Contractor.

5.4 Both proposals will be assessed to ensure the council's interests are protected in relation to the core contractual requirements of:

- Performance
- Reporting and Data Sharing
- Payment Mechanisms
- Guaranteed Service Levels

It is intended that the commercial assessment and approval will be concluded by the end of January 2021.

- 5.5 After the approved option has been ratified Officers will undertake the final commercial and legal processes, to enable a seamless go to live on 1 April 2021. For Elected Members information the commercial agreement will be within the approved annual revenue and capital highways budgets.
- 5.6 If the approved option is to enter into a call-off contact with the TfL HMPF Framework North Area Contractor discussions will be held and agreement reached with the council's current Highways Term Maintenance Contractor regarding a suitable (up to 3-month extension) in order to enable the seamless transfer of services to the new contractor.

## **6. IMPLICATIONS OF DECISION**

### **6.1 Corporate Priorities and Performance**

- 6.1.1 The Corporate Priority of Keeping the borough moving, including improvements to roads and pavements is delivered through improving the condition of our roads and pavements. Both options proposed in this report will enable this to happen whilst enabling the council to develop opportunities for a better longer-term procurement and overall service design with a different allocation of responsibilities between the various parties

### **6.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

#### **6.2.1 Finance & Value for Money**

- 6.2.1.1 The annual spend for the current contract is £11.026m based upon the 2019/20 contractual budget outturn.

- 6.2.1.2 The underlying financial principles will be the same whichever option is selected to ensure that the Council's interests are protected in relation to the continued delivery of a value for money solution, specifically in relation to:

- Performance
- Payment Mechanisms
- Delivery Volumes

- 6.2.1.3 Under Article 7 of the Constitution, the Environment Committee has responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning, and can receive reports on relevant performance information and risk on the services under the remit of the Committee. This decision will result in additional budget requirement and so cannot be taken by the Environment Committee. Article 7 states that "No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee." If there is an identified additional budget requirement, this matter would need to be determined by the Policy & Resources Committee which has responsibility for amendments to the revenue budget (Financial Regulations Section 2.4.3) and additions to the capital budget (Financial Regulations Section 2.4.5).

## 6.2.2 Procurement

- 6.2.2.1 The current contract commenced 1 January 2014 by way of a Call-off contract under the LoHAC Framework which commenced 1 April 2013. The current arrangement is due to continue until 31 March 2021.
- 6.2.2.2 Following the options assessment, it is felt that either a short term two-year six months extension of the current contractual arrangement or a Call-off contract through the TfL HMPF Framework are the most appropriate courses of action, aligned to the outcomes of the options assessment set out in Section 4 of this report.
- 6.2.2.3 The procurement of highways services, including related supplies and works, must be done in compliance with public procurement rules, including the Public Contracts Regulations 2015 (PCR).
- 6.2.2.4 The proposal is to extend the current contract under Regulation 72 (1) (b) of the Public Contracts Regulations 2015 for the reasons set out in Section 6.4 of this report.
- 6.2.2.5 At the appropriate time, the intention will be to engage with the market on the wider longer-term procurement aligned to the allocation of responsibilities.

## 6.2.3 Staffing

Through the formal commercial settlement proposal and the TfL HMPF Framework and subsequent legally binding agreement it is understood that TUPE will apply.

## 6.2.4 IT

The requirement to maintain the existing IT systems and connectivity with Exor (and its successor system Confirm) will be formally confirmed, in order to deliver the contracted reporting and data sharing requirements during the period of extension.

## 6.2.5 Property

The current contractor and the TfL HMPF North Area contractor have confirmed the provision of depot facilities to service this contract. Through the formal contractual arrangement, the provision of a depot will be formally confirmed to maintain integrity of service during the period of extension / contract period.

## 6.2.6 Sustainability

The current / future contract arrangements include for sustainability of operations, including recycling of spoil materials from highways reconstruction activities.

## 6.3 Social Value

- 6.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Social value will be considered when looking at the options. Our

current contracts have considered social value.

#### 6.4 Legal and Constitutional References

- 6.4.1 As a highway authority Barnet has a duty under section 41(1) of the Highways Act 1980 to maintain the public highway.
- 6.4.2 In addition, Section 30 of the Greater London Authority Act 1999 confirms that the highways authority has the general power to, amongst other things, promote the improvement of the environment, and economic and social development.
- 6.4.3 The current contract commenced 1 January 2014 by way of a Call-off contract under the LoHAC Framework which commenced 1 April 2013. The current arrangement is due to continue until 31 March 2021.
- 6.4.4 Legal advice has been sought regarding the legitimacy of extending the current contract for a period of 2 years and six months. The legal view is that Regulation 72 (1) (b) of the Public Contracts Regulations 2015 (PCR) provides a legal basis to extend the current contract.
- 6.4.5 Regulation 72(1)(b) provides for additional works, services, or supplies by the original contractor that have become necessary and were not included in the initial procurement, where a change of contractor:
- (i) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, and
  - (ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority, provided that any increase in price does not exceed 50% of the value of the original contract.
- 6.4.6 The report sets out the facts and circumstances that support the view that (i) there are economic and technical reasons that prevent a change of contractor, and (ii) that these reasons would cause significant inconvenience or substantial duplication of costs for Barnet. In essence, this is based on the Council (i) having decided that its highways services arrangements will be reconfigured within a short, two year and six months period, (ii) it would incur significant costs and resources to conduct a fresh procurement for a new two-year contract to end co-terminously with the Re highways contract, and (iii) there would be unlikely to be an active market for such a short-term contract. The Council can rely on these considerations to support the conclusion that in the circumstances there is an "economic" reason not to change contractor and that doing so would cause significant inconvenience and/or substantial duplication of costs.
- 6.4.7 If Barnet enters into a contract extension to the current arrangement it will give public notice of the contract extension in compliance with the PCR requirements.
- 6.4.8 Acceptance of the extension of the existing contract can be approved by the Executive Director for Environment following consultation with the Chairman of the Environment Committee if the recommendations in this Report are agreed.

6.4.9 The TfL HMPF has been lawfully procured under the PCR and the Council can lawfully call off a contract from the North Area contractor appointed under the HMPF. The HMPF must cover the Council's highways requirements, and the call-off contract term and value must be in scope under the HMPF. The Council must follow the rules of the HMPF when calling off a contract.

## 6.5 Risk Management

6.5.1 The Council, as Highway Authority, has various responsibilities and duties. To address these responsibilities and duties the council has established policies, systems and processes that are regularly audited, reviewed, and amended where necessary to reflect current policy and guidance and provide the council with a robust defence against insurance claims on the public highway.

6.5.2 The preparation of annual programmes of work for both footways and carriageways in the borough demonstrates the necessary use of asset planning and risk management principles for the distribution of available funding and resources on an agreed, clear, and auditable basis utilising a prioritisation process and governance arrangements overseen by members and approved by the Environment Committee.

6.5.3 If selected, the extension of the current contract with ConwayAecom will be subject to a legally binding agreement between the Council and ConwayAecom. This agreement will be the subject of a formal commercial settlement with ConwayAecom the terms of which will ensure that the Council's interests are protected in relation to core contractual requirements.

6.5.4 If selected, the entering into a Call-off Contract with the TfL HMPF North Area contractor will be the subject of a legally binding contract between the Council and Kier Tarmac. This contract will be in line with the TfL HMPF Framework Call-off contractual procedure and subject to the contractual and governance terms set out in the TfL contractual documentation.

## 6.6 Equalities and Diversity

6.6.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

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

6.6.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy, and maternity; race; religion or belief; sex and sexual orientation.

6.6.3 To assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating

equalities into everything we do.

- Learn more about Barnet's diverse communities by engaging with them.

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

6.6.1 Good roads and pavements benefit all sectors of the community by removing impediments and assisting quick, efficient, and safe movement to access school, work and leisure facilities. This is particularly important for the elderly, people caring for children and those with mobility difficulties and sight impairments. The condition of roads and pavements is regularly at the top of concerns expressed by residents and the Council is listening and responding to those concerns by committing funding and resources to its planned highway maintenance programmes across the borough on a prioritised basis.

6.6.2 The physical appearance and the condition of the roads and pavements also have a significant impact on the quality of life of residents and visitors to the borough. A poor-quality street environment will give a negative impression of an area, impact on people's perceptions and attitudes as well as increasing feelings of insecurity.

## 6.7 **Corporate Parenting**

6.7.1 In line with the Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

## 6.8 **Consultation and Engagement**

6.8.1 This section does not apply to this report.

## 6.9 **Insight**

6.9.1 This section does not apply to this report.

## 7. **BACKGROUND PAPERS**

7.1 Environment Committee Meeting 30 June 2020

<https://barnet.moderngov.co.uk/documents/s59143/Procurement%20of%20Highways%20Term%20Maintenance%20Contractor%20-%20Public.pdf>

7.2 Environment Committee Meeting 11 September 2020

<https://barnet.moderngov.co.uk/documents/s55126/Procurement%20of%20Highways%20Term%20Maintenance%20Contractor.pdf>

## Appendix 1

### Options Assessment

#	Option	Description	Access	Requirements	Status
1	Extend the current contractual arrangement with Conway Aecom	<p>Call-off contract procured via the LoHAC framework arrangement</p> <ul style="list-style-type: none"> <li>Reactive maintenance response</li> <li>Carriageway reconstruction</li> <li>Footway reconstruction</li> <li>Patching Programme</li> <li>Drainage and Gully Cleansing</li> <li>Crossover Installation</li> <li>Lines, Signs and Barriers</li> <li>Structure and Bridge Maintenance</li> </ul>	<p>The Council has approval, through the agreed recommendations from the 30 June 2020 Environment Committee to enter a contract extension subject to:</p> <ul style="list-style-type: none"> <li>Settling all outstanding claims before extending the current contract</li> </ul> <p>Finalising terms of the contract extension</p>	<p>In line with the recommendations set out in the Environment Committee Report – Procurement of Highways Term Maintenance Contractor dated 30 June 2020</p> <p>Through settlement discussions in relation to:</p> <ul style="list-style-type: none"> <li>Mobilisation</li> <li>Contract Organisation</li> <li>Depots and Infrastructure</li> <li>Digital Transformation</li> <li>Service Delivery</li> <li>Health and Safety</li> <li>Learning &amp; Development</li> <li>Customer Care</li> <li>Social Value</li> <li>Performance</li> <li>Commercial</li> </ul>	Contractors Proposal received currently subject to clarification, and evaluation
2	Access the new TfL HMPF – North Area Framework	<p>Three Lots – North, Central and South with one awarded contractor per lot</p> <p>Framework to deliver highway maintenance activities (including emergency call out, reactive repair, routine and cyclic</p>	The Council can access the TfL HMPF by entering into a call-off contract with the North Area contractor	<p>To enter into a Call-off Contract the Council needs to develop the following documents:</p> <ul style="list-style-type: none"> <li>Scope</li> <li>Contract Data</li> <li>TUPE details</li> <li>Performance management</li> <li>Depots and</li> </ul>	In discussions with TfL and the successful North Area contractor regarding the cost, quality and delivery of services through this contract in order to meet the council's quality and affordability criteria

#	Option	Description	Access	Requirements	Status
		activities) and the delivery of asset renewal and enhancement schemes  Framework duration 8 years (+4 years optional extension)		property	



	<h2>Environment Committee</h2> <p><b>18 January 2021</b> AGENDA ITEM 11</p>
<b>Title</b>	<b>Referral from the Financial Performance and Contracts Committee</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A - Financial Performance and Contracts Committee, Q1 2020/2021 Contracts Performance Report
<b>Officer Contact Details</b>	Salar Rida, Governance Service <a href="mailto:salar.rida@barnet.gov.uk">salar.rida@barnet.gov.uk</a>

## Summary

At the meeting of the Financial Performance and Contracts (FPC) Committee on 27 October 2020 Members considered the Quarter 1, 2020/21 Contracts Performance report. The Financial Performance and Contracts Committee agreed to refer the figures set out in the table under section 3.23 of the FPC report to the Environment Committee for review.

This report provides the Quarter 1 2020/21 Contract Performance report as set out in Appendix A which was considered by the FPC Committee and requests that the Environment Committee review the information.

## **Officers Recommendations**

- 1. That the Environment Committee note the referral from the Financial Performance and Contracts Committee at its meeting on 27 October 2020.**
- 2. That the Environment Committee give consideration and review the information set out in the table in Appendix 1 under section 3.23.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Financial Performance and Contracts Committee on 27 October 2020 considered the Quarter 1, 2020/21 Contracts Performance report. During the debate Members queried whether the figures set out in the table under section 3.23 of the report were provided by Capita or independently verified.
- 1.2 The Chairman of the Financial Performance and Contracts Committee moved a motion which was seconded and carried by the Committee to refer the figures set out in the table under section 3.23 of the FPC Performance report to the Environment Committee for review.

### **2. REASONS FOR RECOMMENDATIONS**

- 2.1 During the consideration of the Item on 27 October 2020 Councillor Peter Zinkin moved to refer the information set out above to the Environment Committee for review. This was unanimously agreed and carried.
- 2.2 The Environment Committee is requested to review the information.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 None.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 Any post decision or implantation is reliant on the resolution of the Committee.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 Not applicable in the context of this report. Any implications will be set out in future reporting pending the outcome of the decision of the Environment Committee.

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

- 5.2.1 Not applicable in the context of this report.

#### **5.3 Social Value**

5.3.1 Not applicable.

#### 5.4 **Legal and Constitutional References**

5.4.1 Article 7 of the Council's Constitution sets out the terms of reference of the Environment Committee which includes the following responsibility:

- To receive reports on relevant performance information and risk on the services under the remit of the Committee.

#### 5.5 **Risk Management**

5.5.1 Not applicable.

#### 5.6 **Equalities and Diversity**

5.6.1 Not applicable.

#### 5.7 **Corporate Parenting**

5.7.1 None in the context of this report.

#### 5.8 **Consultation and Engagement**

5.8.1 None.

#### 5.8 **Insight**

5.8.1 Not applicable.

### 6. **BACKGROUND PAPERS**

6.1 Financial Performance and Contracts Committee, 27 October 2020, Agenda Item 8: Q1 2020/21 Contracts Performance Report  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=10107&Ver=4>

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## APPENDIX 1

	<p><b><u>Financial Performance and Contracts</u></b>  <b><u>Committee</u></b>  <b><u>27 October 2020</u></b></p>
<p><b>Title</b></p>	<p><b>Q1 2020/21 Contracts Performance Report</b></p>
<p><b>Report of</b></p>	<p>Director (Commercial and Customer Services)</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Urgent</b></p>	<p>No</p>
<p><b>Key</b></p>	<p>No</p>
<p><b>Enclosures</b></p>	<p>None</p>
<p><b>Officer Contact Details</b></p>	<p>Clare Hargreaves, Performance Monitoring Manager  <a href="mailto:clare.hargreaves@barnet.gov.uk">clare.hargreaves@barnet.gov.uk</a>            Tim Campbell, Head of Commercial Management  <a href="mailto:tim.campbell@barnet.gov.uk">tim.campbell@barnet.gov.uk</a></p>

### Summary

This report provides an overview of Quarter 1 (Q1) 2020/21 performance for the contracted services delivered by the Customer and Support Group (Capita), Regional Enterprise (Capita), The Barnet Group, HB Public Law and Cambridge Education.

### Officers Recommendations

The committee is asked to review the Quarter 1 (Q1) 2020/21 performance for the back-office functions delivered by the Customer and Support Group (Capita); Building Control, Hendon Cemetery & Crematorium, Environmental Health, Strategic Planning, Regeneration and Highway Service delivered by Regional Enterprise (Capita); the housing services delivered by The Barnet Group; the legal services delivered by HB Public Law and education and skills service delivered by Cambridge Education.

## 1. PURPOSE OF REPORT

### Introduction

- 1.1 This report provides an overview of performance for the council's contracted services for Quarter 1 (Q1) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita), The Barnet Group (TBG); HB Public Law and Cambridge Education.

### Overview

- 1.2 Q1 covers the period 1<sup>st</sup> April to 30<sup>th</sup> June 2020, the period when the Covid-19 pandemic and lockdown measures were at their height. During this period, the council and its strategic partners were required to focus their efforts and resources on delivering critical services and responding to the pandemic. Many services were prevented from operating in their normal way and staff were redeployed from their usual roles into supporting the pandemic response. Some services, such as Revenues & Benefits and Customer Services, had to completely change their operating model to support the response, and others, such as IT and the Cemetery & Crematorium, experienced significant increases in demand on their services.
- 1.3 The inevitable failure of KPIs in public contracts was anticipated by the Government in its guidance on providing supplier relief that was issued in the early stages of the pandemic. However, despite this unprecedented situation, overall performance has been a credit to our partners, with 37 of the 50 KPIs reported achieving their target in Q1. Those KPIs that did not achieve their target as a direct result of the restrictions and demands of the pandemic are shown in lighter text below, to differentiate from deficiencies that were not directly related to the pandemic response.

Service	Indicator <sup>1</sup> Description
CSG - Information Systems	<ul style="list-style-type: none"><li>Incident resolution</li></ul>
CSG - Human Resources	<ul style="list-style-type: none"><li>Offer Letters Issued</li><li>Pre-Employment Vetting</li></ul>
Re -Environmental Health	<ul style="list-style-type: none"><li>Improvement in food hygiene in the highest risk premises serving 215 notices</li></ul>
Re- Planning	<ul style="list-style-type: none"><li>Planning Enforcement Basket</li></ul>

<sup>1</sup> KPI RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (→ S). KPIs are illustrated by (q) quarter; (c) cumulative up to end quarter; (s) snapshot in time; or (r) rolling 12 months.

Service	Indicator <sup>1</sup> Description
Re - Highways	<ul style="list-style-type: none"> <li>• Category 1 Defects Rectification Timescales completed on time</li> <li>• Category 2 Defects Rectification Timescales completed on time</li> <li>• Insurance Investigations completed on time (14 days)</li> </ul>
The Barnet Group	<ul style="list-style-type: none"> <li>• Number of homes purchased for use as affordable accommodation</li> <li>• Increase the supply and range of housing available for care leavers for those ready to move into independent living</li> <li>• Number of homeless preventions</li> <li>• Numbers of households in Temporary Accommodation</li> <li>• Households placed directly into the private sector by Barnet Homes.</li> </ul>

### Service Highlights:

- Accounts Payable rolled out a new reporting tool, AP Forensics, to prevent duplicate suppliers and payments
- Customer Services re-opened all phone lines since the national lockdown eased
- Information Systems rolled out Microsoft Teams for council staff to use and decommissioned all IT connectivity to the IT infrastructure North London Business Park (NLBP) 2
- Procurement worked on the Procurement Policy Notice (PPN). which allows for accelerated procurement due to Covid-19 restrictions and ensures continuity of supply of critical services during the restrictions
- The council was allocated £65m in funding to award Business Rates Grants to businesses in receipt of Small Business Rate Relief or Expanded Retail Discount.
- The council was allocated £4.132m in hardship fund in response to Covid-19
- 644 cremations and 169 burials took place in Q1, compared with 249 cremations and 75 burials in Q1 last year. This is an increase of 395 cremations and 94 burials.
- In line with new Government legislation, the Regulation Service supported the enforcement of Coronavirus Restrictions Regulations, ensuring effective social distancing and enforcing business closures.
- Despite the restrictions imposed by the national lockdown, the council maintained 100% compliance relating to the completion of fire risk assessments.
- 148 rough sleepers were housed in an extremely rapid response to the “Everyone in” directive.
- There was a sharp increase in the number of households in temporary accommodation due to Covid-19; however, this has significantly reduced since the peak in June 2020

## 2. CSG SERVICES

### Overview

- 2.1 Q1 20/21 was characterised by a rapid response to the Covid-19 pandemic, and the maintenance of services albeit delivered in new ways. Performance generally held up well, although the impact on service delivery was most acutely felt in Information Systems and HR. Services have continued to adapt and develop in response to Covid-19.

- 2.2 18 of the 21 KPIs reporting in Q1 achieved target, including the cross-cutting KPI on compliance with authority policy.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 12021			Q1 19/20
				Target	Result	DOT	Result
Compliance with Authority Policy (q)	N/A	Pass	Pass	Pass	Pass <sup>2</sup> (G)	→ S	Pass

## Finance

- 2.3 All three Accounts Payable (AP) KPI targets were achieved in Q1 and show a positive direction of travel compared to Q1 last year. The service continued with the Immediate Payment Terms set up in Q4 19/20, to assist suppliers with cashflow in response to the Covid-19 pandemic.
- 2.4 A customer satisfaction workshop in June 2020 addressed current and historic issues. Several improvement opportunities were identified, which will be worked through with the support of a new business partner who has been recruited to take forward this process.
- 2.5 The service successfully implemented a new reporting tool “AP Forensics” in June 2020 to identify and prevent duplicate payments and suppliers. This enabled 200 duplicate suppliers to be removed from the Integra System and £205k of historic duplicate payments to be identified. The service has made good progress, recovering 49% to the end of August.
- 2.6 Work is in progress to clear old creditor balances and supplier statements requested for reconciliation. A solution for clearing invoices and credits that net to zero to assist with clearing of open invoices (approx. 40 identified to date) is being discussed with the Finance teams. This will also help with future monthly activity to keep ledgers tidy.
- 2.7 For future development, quarterly AP Forums have been established to replace the AP Taskforce, which will take forward the work to identify problem areas which need training/development and to better manage the AP processes. An issues log and escalation list have been established to monitor progress and the service areas raising the most queries; and process is being established to identify repeated mistakes.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Operational availability of financial system application (Integra) to the hosted network (q)	Bigger is Better	99.2%	98%	98%	99.7% (G)	↑	New in Q2 19/20

<sup>2</sup> Pass means compliance with Level 2 of the council or equivalent Service Provider Policies identified in Schedule 22 where there has not been non-compliance by the Service Provider that results in an event adversely impacting upon the Council. The adverse event could be; an event causing actual or serious risk of death, personal injury or harm towards any individual for whom the Authority has a duty of care; a judgement against the Authority by a statutory or regulatory body; a fine, disciplinary measure, successful claim or other award against the Authority or any individual employed by the Authority



Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Invoice documents in Accounts Payable processed within agreed timescales (q)	Bigger is Better	95.5%	90%	90%	95.3% (G)	↑ I	New in Q2 19/20
Completion of audit recommendations by Capita in relation to their provision of finance services (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	New in Q2 19/20

## Customer Services

- 2.8 All four Customer Services KPI targets were achieved in Q1.
- 2.9 Since March 2020, staff in the service have been predominantly working from home and service delivery arrangements adapted in response to the Covid-19 pandemic. Several non-essential phone lines were closed and resources diverted to the helpline supporting the food distribution hub and residents who were shielding and isolating. The service also provided support to administer the Government Business Grants scheme up until 1 July 2020, with demand on inbound calls relating to grant allocations and outbound calls to businesses.
- 2.10 From the beginning of May 2020, phone lines gradually started to re-open in response to service changes as they were restored. The service is aware that some customers have experienced issues with accessing its services, whether that is being cut off part way through the call or finding themselves in a “closed loop”, where they cannot access an option to speak to an advisor. Improving the customer experience is very important to the service and all identified issues are investigated in detail. Work also continues to monitor and improve the robustness of the telephony system within a home-working environment and to identify and correct any erroneous closed loops. Notwithstanding these issues, there were very few complaints during this period regarding the closure of phone lines.
- 2.11 The service continued to ensure the online offer was easily accessible to customers throughout the pandemic and there was a 38% increase in the use of digital channels and the website as a whole during Q1. As services have been restored during the recovery period, the service has continued to promote the use of digital channels across all services to reduce demand on the phone lines, thereby improving access for digitally excluded customers or those with a higher level or more complex needs.
- 2.12 As at the end of August 2020, all the phone lines are open, and whilst there have been peaks in demand across the lines such as School Admissions, Registrars, council tax and Social Care Direct, the situation has been kept under constant review to ensure a quick response and adaptability to support residents of Barnet.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Customer satisfaction with phone, face-to-face, email and post case closure (q)	Bigger is Better	90.8%	89%	89%	92.2% (G)	↑ I	90.1%

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Web satisfaction (web performance and customer feedback) (q)	Bigger is Better	61.3%	55%	55%	60.7% (G)	Not Comparable	New in Q3 19/20
Customer Services closing cases on time (Customer Advocacy Service) (q)	Bigger is Better	100%	94% <sup>3</sup>	94%	100% (G)	Not Comparable	100%
Cases/transactions completed via self-service channels (CSG Customer Service only) (q)	Bigger is Better	54.2%	50%	50%	66.4% (G)	Not Comparable	47.8%

## Information Systems

2.13 Q1 performance was impacted by the response to Covid-19.

2.14 One of two KPI targets was not met.

- **Incident Resolution (RAG rated AMBER) – 92.4% against a Q1 target of 95%.** The target was not met as the IT services were prioritised to support critical services and staff requiring remote access from home. In addition, there has been a combination of reduced on-site workforce and physical capacity to facilitate the distribution of items connected to service requests.

2.15 To support council staff working remotely, key functionality linked to Microsoft Teams was deployed and “Live Team” meetings were enabled to hold virtual committee meetings, with a priority to ensure meetings were secure and risk of disruption minimised. Multiple training sessions were held to increase familiarity with Microsoft Teams. There has been a rapid adoption of Microsoft Teams across the council, with over 7000 virtual meetings held in June 2020.

2.16 The service also supported the decommissioning of services connected to North London Business Park (NLBP) 2, as the council vacated the building, and upgraded the MyAccount and online forms used by many residents. These upgrades enabled greater functionality on forms to improve residents’ experience, especially for items such as Green Waste, which was achieved with minimal disruption to availability.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 12021			Q1 19/20
				Target	Result	DOT	Result
Incident resolution (q)	Bigger is Better	88.3%	95%	95%	92.4% (A)	↓ W	95.7%
Critical system availability <sup>4</sup> (q)	Bigger is Better	99.9%	99.5%	99.5%	99.7% (G)	↓ W	100%

## Procurement

<sup>4</sup> The KPI definition is under review to ensure it is consistent with the output specification.

- 2.17 All four Procurement KPI targets were achieved in Q1.
- 2.18 Since the Covid-19 pandemic the service has worked remotely, operating in a 'virtual' environment, to provide the council with a seamless transition. However, there were a number of challenges with additional procurement legislation, staff sickness due to the virus and recruiting into short term roles.
- 2.19 The service supported several contract extensions, as well as progressing a number of key procurements utilising technology such as Microsoft Teams. The service has seen great benefits from more regular, shorter, virtual meeting integration and found this to be effective in responding rapidly to the changing needs of the service.
- 2.20 Procurement provided extensive support to service areas with 16 contracts executing the Procurement Policy Notice (PPN), which allows for accelerated procurement due to Covid-19 restrictions, ensuring continuity of supply of critical services during the restrictions, particularly lockdown.
- 2.21 Procurement also supported the council's supplier relief program, supporting key providers with cash flow issues due to severe financial pressures and to ensure the businesses would remain afloat. Procurement utilised, wherever possible, Framework Agreements to 'fast track' procurement contract areas in addition to guiding service areas through a number of contract extensions.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Compliant contracts – contracts over £25k (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Effective corporate contract management (q)	Bigger is Better	99.9%	100% <sup>5</sup>	100%	100% (G)	Not Comparable	Not reported
Cumulative apprenticeships (c)	Bigger is Better	83	70	70	94 (G)	↑ I	85
Cumulative work experience) (c)	Bigger is Better	393	280	240	433 (G)	↑ I	353

## Revenues and Benefits

- 2.22 All three Revenues and Benefits KPI targets were achieved in Q1.
- 2.23 All Revenues and Benefits staff remain working from home. There are no immediate plans to go back into the office for the foreseeable future and discussions are ongoing regarding this become a permanent move.
- 2.24 Discretionary housing payments and Crisis Fund applications were expected to increase; however, they have been lower than anticipated. With the re-introduction

<sup>5</sup> Subject to one quarter baselining period after which an improvement plan for Year 7 will be agreed to bring performance to 100% from April 2020 onwards.

of enforcement from 23 August 2020 and the end to the Furlough Scheme approaching, it is expected there will be an increase in take up. Work will be carried out to identify and signpost residents affected by Covid-19 to the welfare team.

- 2.25 In response to Covid-19 the council suspended the Minimum Income Floor (MIF) element of the Council Tax Support Scheme, in line with the DWP's decision to suspend MIF for Universal Credit applicants. The service received the necessary system release to re-calculate all claims affected by MIF on the 1 October 2020. All claims affected will be re-calculated and additional entitlement will be posted to the Council Tax account. The expected date for completion in Q3 2020.

### **Council Tax/Business Rates**

- 2.26 The processing of business grants has been the priority for the business rates team and will remain so until 30 September 2020. The council has been allocated £65m in funding to award business rates grants to businesses in receipt of Small Business Rate Relief or Expanded Retail Discount. The deadline to apply for a grant was 28 August 2020 and a further deadline of 30 September 2020 was set for all outstanding applications to be processed.
- 2.27 Council Tax 4-year collection was 98.49% and direct debit take up was 66.02% in Q1. It is expected direct debit take-up will continue to rise as the move to digital customer interaction progresses throughout the year. Covid-19 doesn't appear to have impacted direct debits although further analysis is to be carried out.
- 2.28 A smarter 'pre-recovery' messaging campaign was launched via TelSolutions (IT System) whereby 20,000 soft reminders were issued to re-engage with residents before statutory reminders were issued in August 2020.
- 2.29 E-Billing is still being worked on and a soft launch for electronic billing will be rolled out in the coming months. A project team is in place to assist with moving this forward. There is still an issue with MyAccount and Civica, where customers are unable to setup e-billing themselves via MyAccount. Due to this, customers have to contact Revenues and Benefits to set this up manually. Once these issues are resolved, promotions via TelSolutions will be rolled out.
- 2.30 Council Tax property volumes have continued to increase, resulting in charges due to a change in volumetric as per the contractual agreement.

### **Benefits**

- 2.31 Housing Benefit accuracy was 97.06% in Q1. The Housing Benefit audit report has been published giving limited assurance and will report to Audit Committee Monday 16 October 2020. The outstanding Audit action HB6 Housing Benefit overpayments from the previous audit has been closed as agreed by Audit.
- 2.32 The council has been allocated £4.132m in Hardship Fund in response to Covid-19. £150 has been applied to all live Council Tax Support claims in accordance with guidance issued and will continue to do so until 30 September 2020. The total paid was £3,196,779.70 up to end September 2020. The difference between the hardship paid and the £4.132m allocation will be added to the council's own hardship fund to provide additional support to those most severely impacted by

Covid-19. This will be awarded via Crisis Fund and Discretionary Council Tax Hardship.

- 2.33 There has been a significant increase in Universal Credit (UC) awards, All UC customers are receiving invites to apply for Council Tax Support. An inconsistency has arisen with the Council Tax Support caseload split (working age and pensioners) and has been referred to Civica who have confirmed this is an error which will require a fix. There is no customer impact and the issue does not impact overall caseload figures.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Accuracy of benefit assessments (q)	Bigger is Better	95.1%	95%	95%	97.7% (G)	↑ I	94.7%
Speed of processing new claims (q)	Smaller is Better	22	22	22	18 (G)	↑ I	21
Speed of processing changes (q)	Smaller is Better	5	6	6	5 (G)	→ S	5

## Pensions

- 2.34 There are no KPIs for Pensions.
- 2.35 The last five months have been focused on the preparation for the transfer of the administration service to West Yorkshire Pension Fund (WYPF) and the data remediation plan (backlog reduction). The service has also ensured that Annual Benefit Statements (ABS) were sent out as per the statutory deadline.
- 2.36 The beginning of the quarter saw minimal disruption to the service as members were equipped to work promptly from home. The transition for the pensions administration service is scheduled for 31 October 2020. Test data cuts have been reviewed by WYPF and data queries are being successfully addressed.
- 2.37 60% of the remediation plan have been closed and efforts to obtain missing information are ongoing. The service levels for active cases has dropped from 95% to 85% due to the remediation plan work, staff absences, issuing ABS' and a system outage.
- 2.38 Benefit statements had been issued to 9,266 deferred members and 6,518 active members. The remaining 1,400 deferred members and 300 active ABS' are awaiting processing or further investigation. A small proportion of these are not due an ABS. Subsequently, it has transpired that payroll provided incorrect data for 1,700 council staff and their ABS' were re-issued by the end of September 2020 and was discussed in detail at the last pension committee.

## HR

- 2.39 Two of the four HR KPI targets were not achieved.

- **Offer letters issued (RAG rated AMBER) – 95% against a Q1 target of 100%.** One offer letter was issued outside the service level agreement due to resourcing challenges within the HR Recruitment Team. The early warning system has been reinforced with upskilling planned to support contingency against staff shortages.
- **Pre-Employment vetting (RAG rated AMBER) – 97% against a Q1 target of 100%.** Two references were vetted outside the service level agreement due to resourcing challenges within the HR Recruitment Team. The early warning system has been reinforced with upskilling planned to support contingency against staff shortages.

- 2.40 The last five months have been dominated by ongoing activity to protect staff and service levels in relation to Covid-19, The council has publicly thanked Capita for its payroll management delivery.
- 2.41 Both schools and council payroll services have been audited and the results are expected in Q3.
- 2.42 The performance development review function and the investigation into further integration of Core HR have been escalated to senior management due to poor communication, there are a number of internal issues which are in process of being resolved
- 2.43 The service continues to provide support to nine schools in the borough dealing with a collective grievance from Unison. This is nearing completion with an offer put to Unison for consideration. Negotiations are ongoing.
- 2.44 Capita managed a short term small project to send thank you letters to all staff during the Covid-19 pandemic and are currently reviewing a development payroll system for The Barnet Group.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 12021			Q1 19/20
				Target	Result	DOT	Result
Offer letters issued (q)	Bigger is Better	91.1%	100%	100%	95% (A)	Not Compa rable	Not reported
Pre-Employment vetting (q)	Bigger is Better	92.4%	100%	100%	97% (A)	Not Compa rable	Not reported in Q1 19/20
Payroll Accuracy – error rates and correct date (q)	Smaller is better	0.12%	0.1%	0.1%	0.018% (G)	↑ I	0.032%
DBS verification audits (q)	Bigger is Better	99.8%	100%	100%	100% (G)	→ S	100%

### 3. RE SERVICES

- 3.1 Q1 was characterised by a rapid response to the Covid-19 pandemic. Although services were unaffected in many areas, some services were suspended and resources diverted notably in Environmental Health and Highways.
- 3.2 Performance was impacted and overall five KPIs missed their Q1 target and 14 recorded 'no activity' as a result of Covid-19. Services continue to adapt and develop in response to Covid-19.
- 3.3 There is one cross-cutting KPI which met its target.

## Corporate

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Compliance with Authority Policies (number of instances of non-compliance with Authority policies) (q)	Smaller is better	15	30	30	8 (G)	↑ I	15

## Building Control

- 3.4 There is one KPI for Building Control which met its Q1 target.
- 3.5 Building Control continued to deliver services effectively throughout the period, with some adjustments to manage the implications of Covid-19 restrictions at various times. The service saw a significant fall in case volumes in April 2020 with numbers mostly recovering by July 2020 linked to the recommencement of activity across developments within the borough. A risk-based approach to site visits continues to ensure a balance between providing development oversight with a responsible approach to Covid-19, and different approaches to the use of technology are being explored.
- 3.6 Despite the residential market recovering more slowly, larger schemes have shown positive signs with continued issuing of work for Grahame Park and Douglas Bader Estates, Silk Park (The Hyde) and Victoria Quarter (East Barnet). These projects provide a timely longer-term portfolio of work that runs parallel to service resource preparations in readiness for changes to legislation noted in the Fire Safety Report at Housing and Growth Committee in September 2020.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Number of decisions within statutory timescales – Meet building regulation statutory timescales (q)	Bigger is Better	99.7%	100%	100%	100% (G)	→ S	100%

## Hendon Cemetery & Crematorium

- 3.7 There is one KPI for Hendon Cemetery & Crematorium which met its Q1 target.

- 3.8 The Cemetery and Cremation service increased operations during the Covid-19 pandemic. During the quarter, 644 cremations and 169 burials took place. In comparison, there were 249 cremations and 75 burials the same period last year. Due to the increase in volume the service utilised several redeployees to assist and support the Cemetery and Crematorium staff.
- 3.9 During the peak of the Covid-19 pandemic in April and May 2020, the service was split into two teams, working alternate days in the office and from home. This ensured the service could operate throughout the Covid-19 pandemic and minimised the risk of any impact due to staff illness. In consideration of Industry and Government guidance, restrictions were introduced (e.g. maximum number of mourners attending funerals). In addition, the office was closed to visitors as part of revised risk management procedures. The service also suspended business activity for memorial sales, pre-purchase grave selections and sales, memorial lease renewals, grave ownership transfers, issuing of grave deeds, genealogy searches and stonemason memorial permits.
- 3.10 Since the peak of the Covid-19 pandemic, the service has gradually returned back to normal. All redeployed staff have returned back to their substantive posts and the death rate is now on par with the last year's figures. The office is still closed to the public but appointments are taking place outside the main entrance maintaining social distancing and the number of mourners for funerals (grave side or in the chapel) is limited to 30 as per Government guidance.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Meeting religious burial requests timescales (q)	Bigger is Better	100%	95%	95%	100% (G)	→ S	100%

## Environmental Health

- 3.11 There are 18 KPIs for Environmental Health six met their Q1 target. 11 KPIs had 'no activity' because the service was suspended due to Covid-19.
- 3.12 One KPI did not achieve its Q1 target.
- **Improvement in food hygiene in the highest risk premises (RAG rated RED) – 55% against a Q1 target of 90%** Due to the impact of Covid-19, inspections were reduced following advice from the Food Standards Agency (FSA).
- 3.13 Due to the Covid-19 pandemic, the service has been required to change a number of its services to help and support residents. In line with new Government legislation, the service has become involved with the council's role of enforcing the Coronavirus Restrictions Regulations. At the peak of the pandemic the service had to ensure non-essential businesses were closed and essential businesses which were open had Covid-19 secure arrangements in place. As the lockdown eased the service ensured effective social distancing and enforced business closures. During the lockdown period operations were restricted due to a number of staff being required to self-isolate as a result of illness and some staff were redeployed to the Cemetery and Crematorium service.



- 3.14 The situation created by the Covid-19 pandemic led to the increase of noise related anti-social behaviour referrals such as unlicensed music events, businesses failing to comply with Coronavirus Restrictions Regulations and trading standards complaints relating to refunds, counterfeit tester kits and pricing/profitteering concerns. The increase in these referrals identified constraints relating to staffing numbers which affected the ability to react to these referrals in a timely manner. This was more noticeable within the Out of Hours service being supplied, as well as a shortage of high visibility patrols across the borough for the purposes of enforcement. To remedy some of these issues further funding has been agreed to increase the staffing with an additional four Enforcement Officers.
- 3.15 During Q1 a large number of food businesses were closed due to the Government lockdown regulations. However, the Commercial Premises team has been carrying out desk based assessments of the high-risk food businesses, providing advice about the effect of the regulations and how the easing of restrictions will affect them.
- 3.16 The service has developed a training package in conjunction with the enforcement and investigation leads. This package has been delivered to volunteers from the ground work group which has allowed volunteers to be redeployed to town centres to give a high visibility presence where information can be obtained in relation to Covid-19 regulations. The service has also ensured evolving legislation and guidance is understood by all officers and the relevant delegations and authorisations are in place. The service has taken a range of enforcement action against non-compliant premises, and has issued a warning letter resulting in a serving of a prohibition notice over this period.
- 3.17 The team has provided an options paper recommending changes to the process for street trading licensing to support businesses in reopening by allowing them to trade on the street in front of their premises. The changes have been approved via a Delegated Powers Report (DPR) and the team has begun to amend processes to accommodate the changes and the volumes anticipated.
- 3.18 During the period of lockdown, physical visits were not conducted. However, the private sector housing team dealt with unsafe housing conditions by making assessments using photographs and videos. As lockdown eased work in relation to Houses in Multiple Occupation (HMO) licensing has continued. Between April and August 2020 there were 16 interventions resulting in seven Fixed Penalty Notices (FPNs) being issued. The council has also achieved success with the prosecution of three landlords who failed to licence and maintain a property.
- 3.19 The team is now focused on continuing to manage the backlogs along with urgent work issues that arose out of lockdown. The Scientific Services team has carried out desktop Local Air Pollution Prevention and Control (LAPPC) assessments and monitored the air quality throughout the borough. They have also kept on top of permits for construction site hours. As lockdown eased, consultancy and planning work has re-commenced with a noticeable number of sites looking to extend trading hours into the evening and shops attempting to find a 'new normal'.
- 3.20 Local land charges have processed a record number of searches in July 2020, indicating an upturn in the local property market. Whilst initially incoming call volumes reduced for the Grants team they are now steadily increasing. Throughout the Covid-19 pandemic officers have continued to support vulnerable residents by providing information and advice, and progressing urgent cases.

- 3.21 The Licencing team has established a new process for temporary street trading licences to support business wishing to move their activities out onto the pavement. The team has taken enforcement action against an unlicensed music event, investigated a food poisoning outbreak and submitted two licensing reviews. Food safety inspections have restarted in line with FSA guidance and the Licensing team has assisted with enabling the plans for three new markets in the borough.
- 3.22 As lockdown eased the Commercial Premises team assisted with the business aspect of the town centre re-opening. The hospitality sector was exceptionally busy and officers were out ensuring all businesses were compliant with the new regulations outlined by the Government.
- 3.23 The Environmental Health teams have accrued substantial backlogs of work in key areas. To address this, an options paper recommending the approach to tackling the situation is to be drafted.

Indicator <sup>6</sup>	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests) (q)	Bigger is Better	91%	100%	100%	100% (G)	↑ I	88%
LAPPC Part 2a and 2b processes intervention programme (q)	Bigger is Better	100%	100%	100%	100% (G)	Not Comparable	No Activity
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) (q)	Bigger is Better	72.1%	71%	71%	71% (G)	↑ I	70%
Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	Bigger is Better	96.7%	95%	95%	97% (G)	↓ W	98%
Reduction of unit costs of disabled adaptations (q)	Smaller is Better	£8,260	£9,500	£9,500	£8,261 (G)	↑ I	£8181
Average time taken to process requests for full official searches (online and post in Land Charges	Smaller is better	1.9	3	3	1.6 (G)	↑ I	1.5
Improvement in food hygiene in the highest risk premises Serving 215 notices	Bigger is Better	95%	90%	90%	55% (R)	↓ W	93%

## Strategic Planning

<sup>6</sup> Environmental Health inspections were suspended during the Covid-19 lockdown, the Food Standards Agency (FSA) advised a deferral of planned interventions. During this time staff were either self-isolating, redeployed or working on other duties.

3.24 There are no KPIs for Strategic Planning due in Q1.

### **Planning Obligations and the Community Infrastructure Levy**

3.25 Income has varied, with Community Infrastructure Levy (CIL) receipts received in Q1 at circa 50% of the equivalent period in 18/19 and 19/20; this is because payment is only due 60 days after commencement and there were minimal site starts in March to May 2020. The importance of large schemes for overall CIL receipts was also evidenced in July 2020 where more income was received than in the whole of Q1 due to a large receipt from a phase of the Colindale Gardens scheme.

3.26 Requests to delay payment due to Covid-19 have been received and agreed in line with Government legislation. Separately there are also some payments which have been outstanding for a length of time, from prior March 2020. The team has contacted payees to understand the reasons for the delay and action is likely to be needed in relation to some of the historic outstanding payments where payment should not have been affected by Covid-19 restrictions. The council will need to consider whether formal action should be taken.

3.27 The new Regulation 72A change to the CIL regulations has formally allowed charging authorities to agree to delay payments until mid-2021. It is therefore likely that more developers will request a delay to payments. Officers have continued to deal with requests since the amendments to the regulations came into force in August 2020. Delays granted in the first instance have been for a period of six months. Consultants have carried out a viability study to inform a CIL review for Policy and Resources Committee and have helped to consider the impact of Covid-19 with a revised timetable for review, which is now being considered.

### **Planning and Development Management**

3.28 There are three KPIs for Planning and Development. One KPI did not achieve the Q1 target.

- **Planning Enforcement basket (RAG rated RED)** – This KPI consists of a basket of 6 PIs, of which 3 PIs did not achieved the Q1 target:
  - Section 215 Notices
  - Enforcement and breach of conditions at 90 days
  - Enforcement and breach of conditions at 180 days

A council decision was made not to serve notices unless there was an emergency due to the Covid-19 pandemic.

3.29 Planning Services have continued to operate throughout the Covid-19 pandemic, with some adjustments to manage the implications of restrictions at various times. The service was mostly set up for flexible working arrangements following the relocation to Colindale. Adjustments were made to face-to-face appointments, including applicant meetings, site visits, committee decision-making and planning reception advice and support. Alternative arrangements and mechanisms for each of these were put in place during the initial month or two. All services, excluding the planning reception, have been effectively back to normal since July 2020.

- 3.30 The volume of planning applications received, continued to recover to usual levels for this time of the year throughout Q1. With volumes at 80% in May 2020 and close to 100% in June 2020. The recovery in the number of pre-application requests has also been sustained. There was a small backlog of delegated decisions which accumulated due to restrictions, however some officers resumed site visits in May 2020. Limitations around site visits and related considerations mean that work is ongoing to ensure Planning Enforcement services catch up on paused or delayed cases from the initial few months; it is expected that there will be a consequent drop in KPI performance later in the year as paused cases proceed but exceed the agreed timeframes.
- 3.31 A backlog of committee cases arose during lockdown; this was addressed once the running of virtual meetings was permitted and established. Committee Members and staff were thanked for supporting the running of six Planning and Area Planning Committees in June 2020 and seven in July 2020.
- 3.32 The additional meetings enabled the backlog of committee cases to be addressed. Joint employees, authorised to make decisions, also addressed other delegated decisions in a timely manner, ensuring the service met its target for application processing.
- 3.33 Further preparation was rolled out in readiness for changes to the Use Classes Order (reducing the number of changes to properties which will require planning permission) announced in July 2020 that came into effect on 1 September 2020. In addition to this, the announcement of a Planning White Paper has raised the potential for a major overhaul of the planning system, and arrangements are in place to ensure the council can appropriately respond. Service leads have briefed the Leader and Planning Chairman and an all Member session was held in September 2020.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Compliance with planning application statutory timescales (for major, minor, other applications) (q)	Bigger is Better	80	80%	80%	94% (G)	↑ I	83.4%
Application Basket (q)	Bigger is Better	5	6	6	6 (G)	Not Comparable	New in Q2 19/20
Planning Enforcement Basket	Bigger is Better	5	6	6	3 (R)	Not Comparable	New in Q2 19/20

## Regeneration

- 3.34 Two Regeneration KPI targets were achieved in Q1. One KPI reported no activity.
- 3.35 Covid-19 has not impacted on staffing levels in the Regeneration Service; no staff were furloughed or redeployed. Staff continue to work from home where possible, making visits to the Colindale office as and when required following completion of mandatory risk assessments. Improvements to the IT software and infrastructure have been made to facilitate home-based working.

- 3.36 There has been regular tracking, review and updates on the impact of Covid-19 to the Regeneration Programme. The most challenging risks and issues were the closure of construction sites, the reopening of sites and the introduction of new health and safety measures including social distancing and infection control. The service has found resolution routes that safeguard ongoing delivery and developer commitment. The risks to programme viability in the long, short, medium remain a challenge.
- 3.37 As sites have reopened, there have been delays to programmes whilst developers assess the financial implications of the Covid-19 pandemic on their business decisions. Delays to programmes have also meant that requests to defer financial payments have been submitted and approved to align with building works.
- 3.38 The Regeneration Service has prepared the Annual Regeneration Report for review by Housing and Growth Committee on 14 September 2020.
- 3.39 In August 2020, the Regeneration Service reviewed the Government’s White Paper, ‘Planning for the Future’ and will work with Strategic Planning on a response to the Bill.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Regeneration budgetary and financial controls (% of invoices sent within timescales) (q)	Bigger is Better	100%	85%	85%	100% (G)	→ S	100%
Delivery of Regeneration projects’ deliverables and milestones to meet outcomes and achieve benefits (q)	Bigger is Better	104%	85%	85%	103% (G)	↓ W	116%
Delivery of affordable housing completions (q)	Bigger is Better	463	370	0 <sup>7</sup>	No Activity	↓ W	165 <sup>8</sup>

## Highways

- 3.40 There are sixteen KPIs for Highways. Three KPIs did not achieve the Q1 target.
- **Highways Category 1 defects rectification timescales completed on time (48 hours) (RAG rated RED) – 67.6% against a Q1 target of 100%.** The council is in process of procuring a replacement highway management system for Exor (IT system). The recommendation was reported to Policy and Resources Committee in September 2020, which was approved with an implementation date of 1 April 2021. The new system will address some of the data integrity issues which cause a high level of failures. Council officers are progressing with the LoHAC extension until September 2023 to co-terminate with Re’s contract as agreed by Environment Committee. As part of this extension, discussions are taking place with the contractor to agree a meaningful measure for Category 1 defect repairs in order to

<sup>7</sup> This indicator is an annual KPI reported quarterly however no affordable housing is expected to be completed in Q1

<sup>8</sup> Delivery of affordable housing - Q1 19/20 result was higher, due to late completions which were carried over from 18/19 to 19/20 following the financial crash of BMLLP’s Mechanical & Engineering sub-contractor.

provide incentives and appropriate consequences for not achieving the agreed targets.

- **Highways Category 2 defects rectification timescales completed on time (7 days) (RAG rated RED) - 54.3% against a Q1 target of 100%.** Comments as above
- **Insurance Investigations completed on time (14 Days) (RAG rated AMBER) – 97% against a Q1 target of 100%.** An insurance claim was missed due to the change in process imposed by the Covid-19 lockdown. Once this new process was in place there were no further failures.

3.41 The Covid-19 pandemic has presented both opportunities and challenges to the Highways Service. Throughout the pandemic, weekly meetings took place to ensure effective management, reporting and monitoring of the impact of the service. The Highways performance indicators have been managed and sustained with a real focus on operational delivery and keeping the network running through a dedicated team of key workers out in the field supported by home-based colleagues. High level weekly meetings have continued and evolved to cover the recovery of the service since the pandemic and the development of an effective forward plan for the management of the service over the coming years aligned to the newly formed Highways Improvement and Delivery forum.

3.42 One of the key decisions taken early on was the delay of the NRP programme for 2020/21. This decision enabled the service to focus on the management of the reactive maintenance backlog. Due to this, the backlog has reduced by over 50% with a trajectory of no more than 250 projects in progress on a rolling month. The NRP programme commenced on 1 June 2020 and is delivering effective improvements to the network within time and budget.

3.43 During the pandemic, Transport for London (TfL) suspended the funding for the Local Implementation Plan (LIP). Due to this decision, the service promptly mobilised its resources to support the Barnet response to social distancing through three distinct workstreams: Schools, Town Centres and Cycling. This has continued in parallel with our statutory obligations for the safety of the highway.

3.44 As a result of the TfL decision the council has been unable to progress the programme of vital road safety measures. However, council officers have reviewed the impact of social distancing since the opening of schools. We have observed an increase in road traffic due to school drop offs. This is due to an increase in use of cars as opposed to using public transport, as a result the council is putting measures in place to counter the impact on road safety outside schools as well as in town centres.

3.45 The Confirm Street Manager system (Network Management and permitting tool) went live without any issues on 1<sup>st</sup> July 2020. This was aligned to the launch of the Department for Transport (DfT) Street Manager Solution (the largest wholesale legislative change in Network Management since the introduction of Electronic Transfer of Notices EToN)<sup>9</sup>.

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<sup>9</sup> EToN is a piece of statutory legislation that governs the communications of notices/permits between utilities and Highway Authorities. Since Street Manager came in on the 1 July 2020 it is now defunct as all communications are done through the Department for Transport (DfT's) Street Manager system.

- 3.46 Environment Committee has approved the replacement of the Highways Asset Management System and extension of the council’s Maintenance Contract, both of which are scheduled to go live on 1st April 2021.
- 3.47 In July 2020, the service launched an online resource for primary school children. The Pelican Road Safety Project has been developed in partnership with the Pelican Radio Collective – a group of second year students from The Royal Central School of Speech and Drama. The resource, which aims to help Year 5 and Year 6 children become safe and independent travellers, comprises four episodes covering the following themes, Safer Crossings, Distractions, Be Bright, Be Seen and Car Passenger Safety.
- 3.48 As the pandemic eases the service is working on S106 evidence gathering for travel plans “completed” and “in progress” focusing on looking for past evidence and updating this year’s travel plans.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Emergency Defects Rectification Timescales completed on time	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Response to complaints relating to a drainage malfunction and/or flooding event	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Response in dealing with Highway Licence applications	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Processing of Vehicle Crossover Applications - timescale for providing quotes	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Timely construction of Vehicle Crossovers following receipt of payment	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Timely response to Permit requests (LoPS)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriate conditions attached to Permits (LoPS)-	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriateness of approved and rejected extension requests (Permit Extension Requests, LoPS)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Level of Withdrawn Defects. Levels of passed and failed Highways works inspections	Smaller is better	0%	15%	15%	0% (G)	→ S	0%
Activity in relation to dealing with Section 50 (S50) Requests (TMA)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Section 74 (S74) compliance and sanctions correctly imposed for failures (NRSWA)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Interventions (from DfT or similar agencies) regarding Traffic Manager Duties (TMA)	Smaller is better	0	0	0	0 (G)	→ S	0
Processing of Vehicle Crossover Appeals	Smaller is better	No Activity	100%	100%	No Activity	→ S	No Activity
Category 1 Defects Rectification Timescales completed on time	Bigger is Better	66.6%	100%	100%	67.6% (R)	↓W	89.6%
Category 2 Defects Rectification Timescales completed on time	Bigger is Better	61.1%	100%	100%	54.3% (R)	↓W	89.2%
Insurance Investigations completed on time (14 days)	Bigger is Better	99%	100%	100%	97.6% (R)	↓ W	100%

## 4. THE BARNET GROUP

4.1 The Barnet Homes section of this report is based on The Barnet Groups annual delivery plan.

### Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents

4.2 There are three KPIs for quality housing. Two KPIs did not achieve the Q1 target

- **Number of homes purchased for use as affordable accommodation (RAG rated RED) – 1 against a Q1 target of 10.** Due to the impact of Covid-19, only one home has been purchased and a loan agreement for the property is in place. As lockdown eases more homes will be purchased.
- **Supply a range of housing available for care leavers, in particular for those ready to move into independent living (RAG rated RED) – 6 against a Q1 target of 12.** Due to the impact of Covid-19, there was a limited supply of properties and six care leavers were placed in social housing. As lockdown eases, it is anticipated more properties will be available.

4.3 The Covid-19 pandemic has had a significant impact on performance mainly due to lockdown restrictions. Activities relating to acquiring and building new homes ceased for a period in Q1. Performance has improved in July and August 2020, with 81 new affordable homes completed through the Opendoor Homes pipeline.

4.4 Acquiring new homes on the open market has improved as the lockdown eased. Issues continue to be faced regarding accessing properties and slower conveyancing timeframes.



4.5 After a very slow period during April and May 2020 due to lockdown, which prevented non-essential moves, significant improvement has been seen during July and August 2020 in the supply of housing available for care leavers and it is expected that this positive progress will continue for the remainder of the year.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Affordable housing delivered on council owed land (q)	Bigger is Better	15	144	0 <sup>10</sup>	16 (G)	↑ I	4
Number of homes purchased for use as affordable accommodation (q)	Bigger is Better	15	125	10	1 (R)	↑ I	4
Increase the supply and range of housing available for care leavers for those ready to move into independent living (q)	Bigger is Better	128	48	12	6 (R)	↓ W	11

### Safe and secure homes

4.6 All two Safe and Secure KPI targets were achieved in Q1.

4.7 Despite the restrictions imposed by lockdown, the council has maintained 100% compliance on the completion of fire risk assessments in residential blocks and the completion of any high priority actions recommended in the assessments.

4.8 As a result of Covid-19 related lockdown measures, available council officer resource to address priority fire safety actions decreased during Q1. In response to this, measures were put into place which utilised a combination of both contractor and officer resources dependant on the nature of the tasks which proved effective in maintaining performance in this area throughout the quarter.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
% of scheduled fire risk assessment completed	Bigger is Better	98.5%	100%	100%	100% (G)	→ S	100%
Percentage of priority 0 and 1 fire safety actions completed on time	Bigger is Better	76.4%	90%	90%	100% (G)	→ S	100%

### Tackling and preventing homelessness and rough sleeping

4.9 There are five Homelessness KPIs. Three KPIs did not achieve the Q1 target.

- **Number of homelessness preventions (RAG rated RED) – 268 against a Q1 target of 312.** Due to Government restrictions during lockdown, homelessness preventions were reduced largely due to activity in the private rental sector slowing

<sup>10</sup> Targets for this KPI start in Q2 20/2021

down. However essential moves for homeless households were still permitted. Since the easing of lockdown, viewings have increased considerably.

- **Overall number of households in Temporary Accommodation (TA) (RAG rated RED) – 2697 against a Q1 target of 2400.** The total number of households in TA increased from 2467 in Q4 19/20 to 2654 Q1 2020. Following the new Government directive (Everyone In), single homeless and rough sleepers were housed in TA, resulting in a 9% increase in TA. As the lockdown eases the service will move on to the stage where homelessness prevention and temporary accommodation reduction activities can resume.
- **Households placed directly into the private rental sector (RAG rated AMBER) 142 against a Q1 target of 152.** As a result of Covid-19, the service has been dealing with emergency cases only. As lockdown eased, there were a number of residents who were reluctant to move due to Covid-19. A new process was introduced to display photos and videos of properties online which helped residents to make decisions and it is expected that activity in this area will increase in Q2.

4.10 There was a sharp increase in the number of households in TA during Q1 as the council responded to the Government’s “Everyone In” directive. This aimed to ensure that any person sleeping rough, or at risk of sleeping rough, was provided with a form of safe and secure accommodation to prevent the transmission of Covid-19. 148 rough sleepers were housed in an extremely rapid response to the directive and throughout July and August 2020 the focus has turned to assessing the needs of rough sleepers and ensuring that appropriate and sustainable support and housing options are secured to keep them off the streets.

4.11 July and August 2020 have seen significant reductions in the overall number of households in TA (2570 – August) since the peak in June (2654) as activity in the private rented sector resumed and the ability to undertake homelessness prevention activities returned.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 12021			Q1 19/20
				Target	Result	DOT	Result
Rough sleeper counts every other month (s)	Smaller is Better	24	20	20	11 (G)	↑ I	32
Families with Children in Temporary Accommodation (q)	Smaller is Better	60%	Monitor	Monitor	53.5% (G)	↑ I	62%
Number of Homelessness Preventions(q)	Bigger is Better	1221	1250	312	268 (R)	↓ W	287
Numbers of households in Temporary Accommodation	Smaller is Better	2467	2250	2400	2654 (R)	↓ W	2579
Households placed directly into the private sector by Barnet Homes	Bigger is Better	674	610	152	142 (R)	↓ W	177

## 5. LEGAL SERVICES

- 5.1 Like many support service areas, shared Legal Service staff have moved to mainly working from home since March 2020. This has meant adopting new ways of working including utilising a remotely accessible case management system to ensure that a consistent service continued to be provided.
- 5.2 This has also included supporting a shift to remote-based court hearings, whilst maintaining a high level of in-house advocacy provision. For family court hearings, lawyers have attended court liaison meetings with Heads of Service to enable the council to be fully up to speed with changes and the new demands resulting from remote hearings. Delays have been minimised for children who are within court proceedings by way of regular updates and ongoing liaison with the allocated judge for the council. For civil court hearings, the restrictions on possession cases and evictions has led to a reduction in these cases, albeit this is likely to be temporary in nature. The service has continued to advise on other housing cases, including anti-social behaviour and injunctions. The service has also provided advice remotely to licensing panels.
- 5.3 The criminal courts restricted their very limited court capacity to health protection cases and custody cases, meaning that a number of existing cases have been subject to adjournments. There has been increased focus on supporting the council with its new enforcement functions resulting from new regulations made in response to the Covid-19 pandemic. Employment tribunal and SEND tribunal cases have continued mainly with remote hearings and lawyers continue to work on these cases.
- 5.4 Covid-19 and the associated restrictions have had a significant impact on many of the council's contractual arrangements. The shared Legal Service has advised the council on the application of contractual relief provisions and in negotiations with suppliers regarding temporary abatements of service. Throughout recent months HB Public Law has also supported the council with implementing the provisions of the Coronavirus Act 2020 across a number of business areas, including the introduction of virtual meetings and changes to governance arrangements.

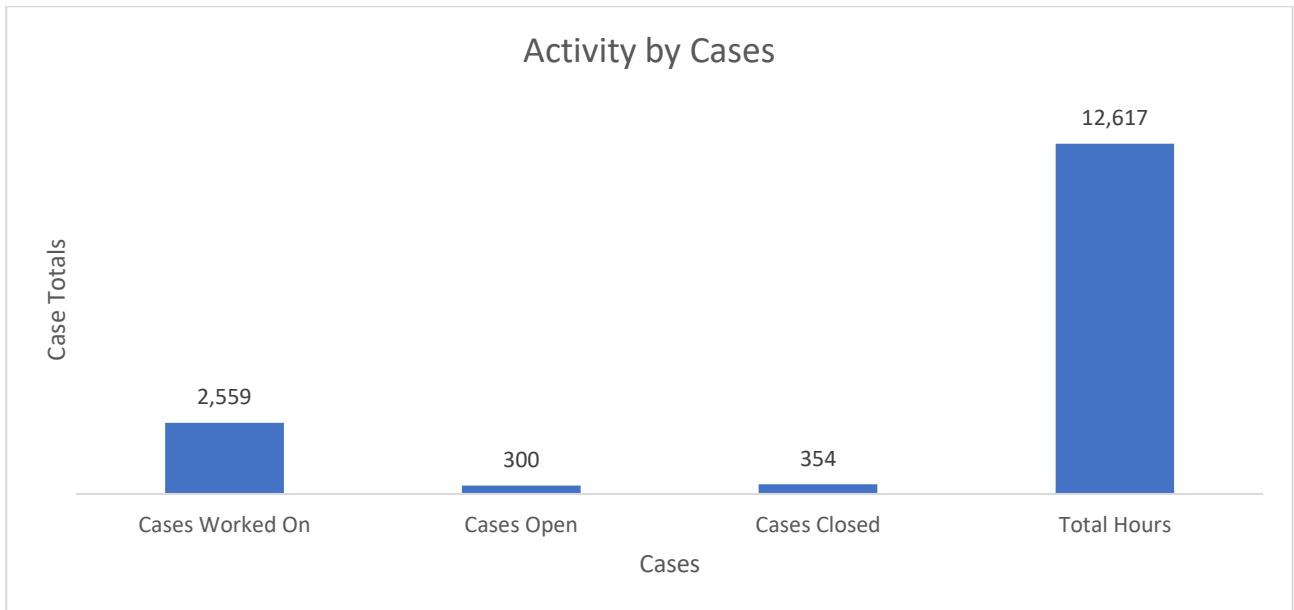
## **Cases Hours and Disbursement<sup>11</sup> Data**

### **Activity by Cases**

- 5.5 During Q1, Legal Services worked on 2,559 cases. 300 new cases were opened and 354 cases were closed.

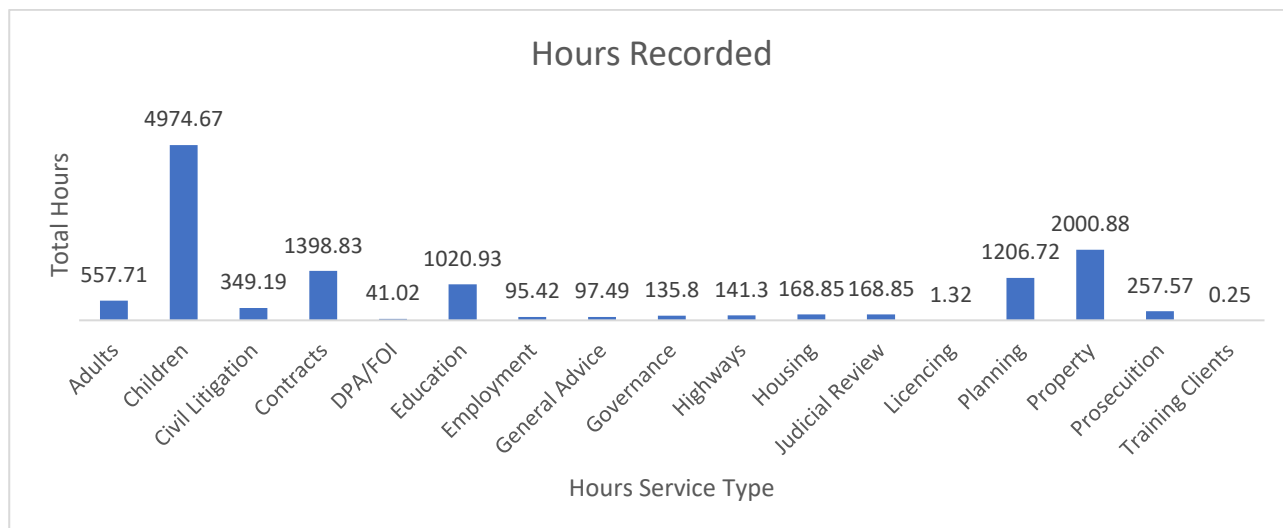
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<sup>11</sup> Disbursement costs include barristers' time as well as postage, telephone, travel and other charges

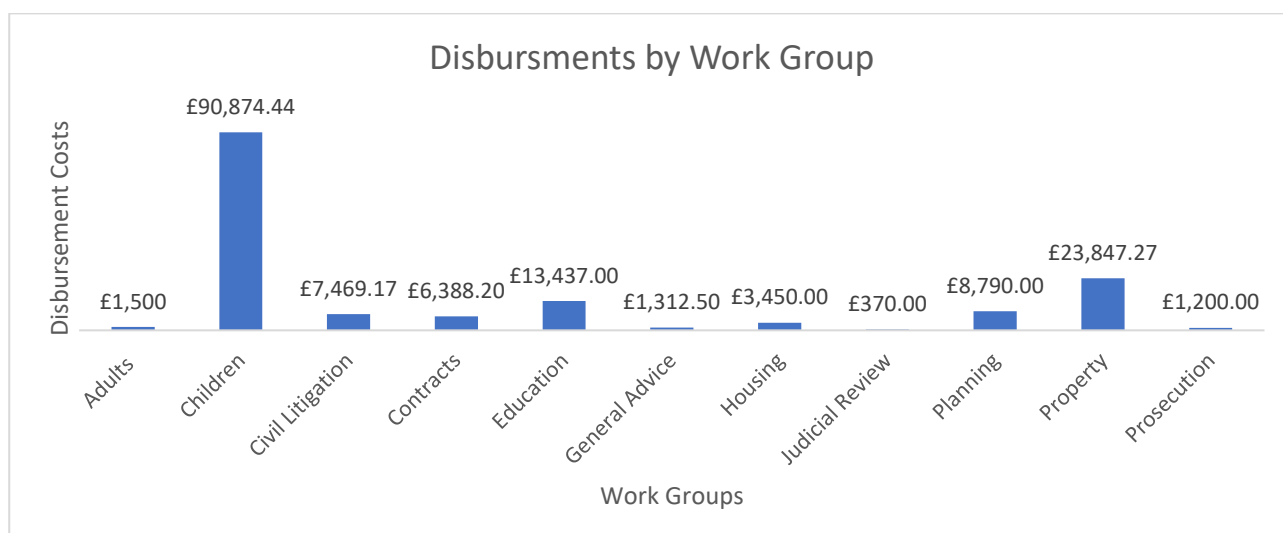


5.6 In Q1, there were 12,586 chargeable hours at a cost of £876,489. Children had the highest number of chargeable hours at 4974.67, costing £313,667.51. The chargeable hours by service type is shown in the chart below.

## Hours Recorded by Work Group



## Disbursements by Work Group



- 5.7 In relation to budget management, the Legal Services budget has been devolved to service areas/directorates. Monthly budget monitoring is undertaken by services to ensure that any overspend on legal costs are contained within the overall budget for the service area/directorate.
- 5.8 Overall spend in Q1 was £876,489.04 in hours and £158,638 in disbursements, totalling £1,035,127, which represents 25.73% of the total budget (£4,023,460).

## 6. EDUCATION AND SKILLS

- 6.1 Education and Skills services transferred from Cambridge Education to Barnet Education and Learning Service on 1 September 2020. All future monitoring will be through the CES Committee in line with other similar arrangements across the council.

6.2 Due to the Covid-19 pandemic most of Q1 performance data is not meaningful. There have been no OFSTED visits, examinations were cancelled, attendance regulations were amended as were those for Special Education and Disability.

6.3 Schools have been operating for vulnerable children and those of key workers only. Staff have been focussed on supporting wider school opening and supporting vulnerable children, especially those with an EHCP.

## **7. REASONS FOR RECOMMENDATIONS**

7.1 This report provides an overview of the council's contracted services for Quarter 1 (Q1) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (RE) (Capita), The Barnet Group (TBG), Cambridge Education and HB Public Law.

## **8. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

8.1 None.

## **9. POST DECISION IMPLEMENTATION**

9.1 None.

## **10. IMPLICATIONS OF DECISION**

### **11. Corporate Performance**

11.1 Performance monitoring is essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of corporate priorities as set out in the Corporate Plan (Barnet 2024) and our strategic contracts.

11.2 Relevant council strategies and policies include the following:

- Medium Term Financial Strategy
- Corporate Plan (Barnet 2024)
- Performance and Risk Management Frameworks.

### **12. Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

12.1 Budgetary information is part of the Chief Finance Officer report.

### **13. Social Value**

13.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. As set out in the council's Contract Procedure Rules, commissioners should use the Procurement Toolkit, which includes Social Value guidance. The Contract Management Toolkit should also be used to help ensure that contracts

deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through the contract management process.

## **14. Legal and Constitutional References**

14.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

14.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

14.3 The council’s Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Financial Performance and Contracts Committee as being Responsible for the oversight and scrutiny of:

- The overall financial performance of the council
- The performance of services other than those which are the responsibility of the: Adults and Safeguarding Committee; Children, Education and Safeguarding Committee; Community Leadership and Libraries Committee; Environment Committee; and Housing and Growth Committee.
- The council’s major strategic contracts including (but not limited to):
  - Analysis of performance
  - Contract variations
  - Undertaking deep dives to review specific issues
  - Monitoring the trading position and financial stability of external providers
  - Making recommendations to the Policy and Resources Committee and/or theme committees on issues arising from the scrutiny of external providers
- At the request of the Policy and Resources Committee and/or theme committees consider matters relating to contract or supplier performance and other issues and making recommendations to the referring committee
- To consider any decisions of the West London Economic Prosperity Board which have been called in, in accordance with this Article.

14.4 The council’s Financial Regulations can be found at:  
<https://barnet.moderngov.co.uk/documents/s47388/17FinancialRegulations.doc.pdf>

## **15. Risk Management**

15.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum)

and any high (15 to 25) level risks are reported to Policy and Resources Committee.

## **16. Equalities and Diversity**

16.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

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

16.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation; marriage and civil partnership.

16.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

16.4 This is set out in the council's Equalities Policy, which can be found on the website at:<https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

## **17. Corporate Parenting**

17.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

## **18. Consultation and Engagement**

18.1 Obtaining customer feedback is part of the contract management process to inform service delivery, service development and service improvement.

## **19. Insight**

19.1 The report identifies performance information in relation to the council's contracted services for Quarter 1 (Q1) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (RE) (Capita), The Barnet Group (TBG), Cambridge Education and HB Public Law.

## **20. BACKGROUND PAPERS**

20.1 None.



**London Borough of Barnet**  
**Environment Committee Work Programme**

**March 2021**

Title of Report	Overview of decision	Report Of	Issue Type (Non key/Key/Urgent)
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**11<sup>th</sup> March 2021**

Time Banding Review	Committee to consider the review of Time Banding and recommendations for change.	Chair of the Environment Committee	Non-key
Remedial action for tree root damage on the Highway	Committee to note the process and guidance to be considered.	Chair of the Environment Committee	Non-key
Car Park Charging - Parks	Committee to consider the implementation of charging for the use of car parks in parks and open spaces	Chair of the Environment Committee	Non-key