

MEETING

ENVIRONMENT COMMITTEE

DATE AND TIME

TUESDAY 10TH NOVEMBER, 2015

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF ENVIRONMENT COMMITTEE (Quorum 3)

Chairman: Dean Cohen

Vice Chairman: Brian Salinger

Brian Salinger
John Hart
Alan Schneiderman
Peter Zinkin

Dr Devra Kay
Graham Old
Agnes Slocombe

Claire Farrier
Joan Scannell
Laurie Williams

Substitute Members
Lisa Rutter
Stephen Sowerby

Sury Khatri
Adam Langleben

Tim Robert
Nagus Narenthira

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

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the previous meeting	1 - 6
2.	Absence of Members	
3.	Declarations of Members' Disclosable Pecuniary Interests and Non-Pecuniary Interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items	None
7.	Business Planning	7 - 26
8.	Waste Action Plan	27 - 54
9.	Footway Parking Update	To Follow
10.	Highway Network Recovery Planned Maintenance Programme and LIP and Section 106 2015-16 Q2	To Follow
11.	Local Implementation Plan Scheme Prioritisation Tool	To Follow
12.	Committee Forward Work Programme	55 - 64
13.	Any Other Items that the Chairman Decides are Urgent	

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Decisions of the Environment Committee

24 September 2015

Members Present:-

AGENDA ITEM 1

Councillor Dean Cohen (Chairman)

Councillor John Hart
Councillor Dr Devra Kay
Councillor Graham Old
Councillor Joan Scannell
Councillor Alan Schneiderman

Councillor Agnes Slocombe
Councillor Laurie Williams
Councillor Peter Zinkin
Councillor Adam Langleben (In place of Claire Farrier)
Councillor Stephen Sowerby (In place of Brian Salinger)

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED – Having made two minor amendments on page 4 of the minutes of the meeting held on 15 July 2015 the Committee approved the document as an accurate account.

2. ABSENCE OF MEMBERS

An apology of absence was received by Councillor Claire Farrier who was substituted by Councillor Adam Legleben. An apology of absence was also received by Brian Salinger who was substituted by Councillor Sowerby.

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

Councillor Joan Scannell declared a Non-disclosable pecuniary interest in relation to item 12 as she is a Saracens season ticket holder.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

A Public Comment was received from Fiona McGahon who addressed the Committee in relation to item 6.

6. MEMBERS' ITEMS

The Committee considered a Members' Item submitted by Councillor Laurie Williams which requested Members of the Committee to consider the car parking arrangements on East Barnet Road.

Having considered the Member's Item and oral representations from Councillor Williams, a Public Comment from Ms Fiona McGahon and from Ward Member Councillor Philip Cohen the Committee:

Resolved:

- That the Committee note the report and support its intentions
- That the Committee agreed to instruct the Commissioning Director for Environment within the powers of delegation to:
 - Deliver an amendment to the Council's Parking Policy to support the residents on East Barnet Road and therefore implement
 - That Officers work to a four week deadline if the Commissioning Director for Environment has the power to implement.
 - That Ward Member's be informed of any developments

7. ANNUAL REPORT 2014-15 ENVIRONMENT ANNUAL PERFORMANCE

The Commissioner Director for Environment presented the report.

Having considered the Item the Committee:

Resolved:

- That the Committee noted the progress made during 2014/15 and agreed to use the information provided to help in future decision making.
- That the Committee request that regular updates are sent to Members of the Committee and requested that a greater amount of financial information be provided.

8. ALLEY GATING - EFFECTIVE COMMUNITY SAFETY INTERVENTION

The Commissioner Director for Environment presented the report.

Having considered the Item the Committee:

Resolved:

- That the Committee noted the costs and the cost benefits of an alley gating scheme set out in appendix 1 of the report

- That the Committee agreed to delegate the alley gating approach to the Area Committee in order for consideration to be given as part of area based interventions.
- That the Committee request that Officers consider gating footway paths and bridleways
- That the Committee request that Officers consult with Barnet Homes in respect to this issue.
- That the Committee note that this report be sent to Members and Substitute Members of the Community Leadership Committee for information.

9. LOCAL IMPLEMENTATION PLAN (LIP) 2016/17 ANNUAL SPENDING SUBMISSION

The Commissioner Director for Environment presented the report.

Having considered the Item the Committee:

Resolved:

- That subject to resolution 2 below the Environment Committee approved the 2016/17 Local Implementation Plan (LIP) Annual Spending Submission as detailed within Appendix C for submission to Transport for London
- That the Committee agreed that in respect to the 'Options appraisal A1-M1 link' on page 7 of the tabled appendix, the Commissioning Director for Environment clarify the position with the Committee Members.

10. BANK HOLIDAY ENFORCEMENT OF SINGLE YELLOW LINES

The Commissioner Director for Environment presented the report.

Having considered the Item the Committee:

Resolved:

- That the Environment Committee noted the reasons why single yellow lines are required on Bank Holidays and authorises that parking enforcement continues for the reasons set out in this report.

Having been put to the vote the following was recorded:

For – 6

Against – 4

Abstain – 1

- That the Environment Committee agreed that the signs at the top 10 locations listed in Appendix 3 where the most PCNs have been issued be reviewed and improved to ensure motorists are clear when the parking controls operate and to improve compliance.

Having been put to the vote the following was recorded:

For – 6
Against – 0
Abstain – 5

11. DAMAGE TO THE PUBLIC HIGHWAY CAUSED BY DEVELOPMENT ACTIVITIES

The Commissioner Director for Environment presented the report.

Having considered the Item the Committee:

Resolved:

- That the Environment Committee noted the contents of the report
- That the Environment Committee agreed to give authority to require a new condition requiring the deposit of a sum of money to cover the cost of repairs of any potential damage to the highway, such sum to be determined based on the reconstruction costs of the affected area of highway, be added to Hoarding and Crane Licence conditions issued under the Highway Act 1980 and be delegated to the Commissioning Director for Environment.
- That the Environment Committee noted that a pilot scheme be trialled for a period of three months in Finchley and Golders Green where a large number of development activities are currently underway, whereby an Officer will inspect development sites in this area and where visible damage to the highway fronting the development is observed, serve notice under Section 133 of the Highways Act 1980 on the property owner informing them of the Council's intention to recover the cost of the damage from them.

12. SARACENS EVENT DAY CONTROLLED PARKING ZONE (CPZ) UPDATE

The Commissioner Director for Environment presented the report.

Having considered the Item and an oral representation Ward Member Councillor Sury Khatri the Committee:

Resolved:

- That the Committee agreed to the Event Day CPZ Boundary Review be amended to exclude the Mill Hill Broadway Area bounded by the A1 Barnet By-Pass to the east, A5100 The Broadway to the north, the M1 to the West and Bunns Lane to the South.
- That the Committee agreed to defer the remaining Officer's recommendations in order for Officers to conduct a site visit with Ward Members.
- That the Committee agreed that no further submission on this matter be presented to the Committee until a consensus be reached with Ward Members
- That the Committee requested that in the event that a report is submitted to the Committee to determine this matter, Officers consider the content of the report

which was submitted to the Business Management Overview and Scrutiny Committee meeting on Thursday 7th February, 2013 and the items resolution.

13. MOVING TRAFFIC CONTRAVENTIONS

The Commissioner Director for Environment presented the report.

Having considered the Item the Committee:

Resolved:

- That the Environment Committee noted the contents of the report and the timescale towards implementation.
- That the Committee agreed that following the implementation of each camera a 4 week grace period will be in operation resulting in the vehicle owner receiving a warning letter.
- That the Committee instruct Officers to review this decision in one year and if require to report the findings to the Committee.

14. COMMITTEE FORWARD WORK-PROGRAMME

Resolved:

The Committee noted the report.

15. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

The Chairman introduced a report which outlined that on Tuesday 28 July Councillor Kath McGuirk submitted an Opposition Motion to Full Council. The Chairman noted that the Motion was not debated or voted on that therefore the Environment Committee were required to consider the report.

Having considered Item and oral representations from Ward Member Councillor Kath McGuirk the Committee:

Resolved:

- That the Committee note the report and support the Motion.

The meeting finished at 9.15 pm

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	<h2>Environment Committee</h2> <h3>10 November 2015</h3>
<p style="text-align: right;">Title</p>	<p>Business Planning</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director - Environment</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Savings Targets Appendix B – Environment Committee - Capital Priorities Plan</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Jamie Blake Jamie.blake@barnet.gov.uk</p>

Summary

On the 18th November 2014, the Environment Committee approved a five-year Commissioning Plan, and indicative proposals for achieving savings of £5.8m by 2019/20. The Commissioning Plan set out the strategic priorities, commissioning intentions and indicative budget proposals of the Environment Committee up to 2019/20.

A Business Planning report was agreed by Policy and Resources Committee on the 9 July 2015 outlining the future financial challenge facing the Council, and the process whereby Theme Committees will consider the response to this challenge, including the setting of additional savings targets for each committee.

The financial position of the Authority has changed and the following report sets out a revised savings programme that will inform the consideration of the Council’s Medium Term Financial Strategy to be considered by Policy and Resources Committee on 16 December 2015. The target saving set for the Environment Committee is currently £10.6 million. In addition to the priorities and commissioning intentions, the Commissioning Plan sets out the proposed revenue budgets up to 2019/20 for each of the main service areas within the remit of the Committee and the suggested outcomes by which progress will be measured.

The report also includes recommendations regarding the proposed allocation of capital resources to support the Commissioning Plan.

Recommendations

- That the Environment Committee note the financial target of £ 5.8m set by Policy and Resources Committee in June 2014
- That the Environment Committee note the additional financial target of £4.8m
- That the Environment Committee recommend the savings programme as set out in Appendix A to Policy and Resources Committee
- That the Environment Committee recommend the capital investment priorities set out in paragraph 3.2 and Appendix B to Policy and Resources Committee

1. WHY THIS REPORT IS NEEDED

1.1 Following the General Election in May, the Finance and Business Planning report to Policy and Resources (P&R) Committee in July 2015, updated the assumptions in the Medium Term Financial Strategy (MTFS) and presented a revised budget gap for 2016-20, estimated at £29.4m beyond the proposals previously set out in the MTFS. This represents an increase of £7.5m on the assumptions presented to Council in March. This is mainly a result of an anticipated reduction in funding that Barnet will receive from Government.

1.2 In response to the scale of the challenge facing Local Government from public spending reductions and increasing demand, Barnet's response to the financial challenge is predicated around:

Maximising the revenues we generate locally through growth and investment

Growth is an essential part of the council's strategy as we become less reliant on Government funding and generate more of our income locally. Residents will continue to share in the benefits of growth, with increasing housing development leading to an increase in the tax base and, subsequently, helping the council maintain lower Council Tax bills.

With the help of local residents and businesses, 60 potential sites for housing have been identified to support the borough's future development pipeline. It is estimated that the first 15 sites could accommodate up to 700 new homes. Supply can be increased without the need for new sites by bringing the approximately 1,300 homes in Barnet which have been empty for 6 months or more back into residential use. The council is offering Empty Property Grants to owners who wish to refurbish, demolish, rebuild or convert these properties.

Targeted help to those that need it – a focus on employment

The council's ambition is to support the local economy by making Barnet the best place in London to be a small business. The strategy for achieving this focuses on the council making itself easier to do business with – for example when seeking planning permission, starting a new business, applying for a license or supplying us with good and services. Further initiatives – shaped by the local business community – focus on enhanced support for town centres, and exploring inward investment opportunities.

Most residents will benefit from the opportunities that growth brings, but some will require additional support so they do not miss out. A clear priority for the council is to continue to work effectively with other parts of the local public sector to help residents get a job. Barnet has a good track record in this area, with the integrated Welfare Report Task Force – located in Barnet House – successfully engaging with 96% of Barnet residents impacted by the Benefit Cap and helping 36% into work. By combining

resources with Barnet Homes, Jobcentre advisers and health advisers, not only does the model provide a better service for residents, it also reduces bureaucracy for the agencies involved. The council is rolling out this model more widely, and has recently set up an integrated 'Jobs Team' in Burnt Oak – this area of the borough with the highest unemployment. This pilot is supported by resources secured from Whitehall.

Investing in the future

Barnet will not be able to support the growth needed to ensure the council's financial independence without investment for the future. The council's regeneration programme will see £6bn of private sector investment over the next 25 years to ensure the borough remains an attractive place to live and do business. This will create around 20,000 new homes and up to 30,000 new jobs across the borough and generate £11m of additional recurrent income for the council by 2020 and one-off income of £50m to be reinvested in infrastructure. The Treasury has made significant financial commitments to support our regeneration plans at Grahame Park and Brent Cross Cricklewood, including £97 million to fund a new Thameslink station. The council intends to hold a stake in these future regeneration plans, for example as part of the joint venture developing Brent Cross. This will help the sustainability of the council's finances not just through to 2020, but beyond.

Managing demand on services

At the same time as continuing supply-side reforms over the next 5 years - making changes to the way services are designed in order to drive savings – the council will also need to oversee a step-change in its approach to managing the demand on services wherever possible, through early intervention and tackling the causes of problems rather than treating the symptoms. The council is already involved in significant early intervention and demand management activities across a range of services – reforms to early years provision; measures to allow people to remain longer in their own homes to reduce social care costs; engaging early with residents impacted by continuing reforms to welfare (such as the roll-out of Universal Credit) and working more closely with Jobcentre Plus – in order to help reduce the demand on services. However, in response to a growing population and further funding reductions, the council's approach to demand management will be an increasingly important part of its strategy and all services will need to look at what else further can be done to make progress.

- 1.2 This report reaffirms the 5 year Commissioning Plan, including strategic priorities, commissioning intentions and indicative budget proposals of the Environment Committee up to 2019/20 which will inform the consideration of the Council's Medium Term Financial Strategy to be considered by Policy and Resources Committee on 16 December 2015.

2. BACKGROUND

- 2.1 Whilst the overall budget challenge has increased, officers consider that the service priorities should remain largely unchanged, and that key outcomes should fully reflect the current operational and strategic plans. A summary of the commissioning intentions is set out in the table below.

Priority	Key Outcomes / Updates
Outsourced parking service contributing towards the £10.581m savings by 2019/20 whilst improving performance	Barnet is delivering an excellent parking service and in particular: <ul style="list-style-type: none"> • <i>Parking Policy agreed by Committee</i> • <i>Develops a new Parking Database with improved</i>

Priority	Key Outcomes / Updates
<p>and overall quality of the service and delivering our aims to: -</p> <ul style="list-style-type: none"> • keep traffic moving, • make roads safer, • reduce air pollution, • ensure as much as possible that there are adequate parking places available on the high street and • that residents can park as near as possible to their homes. 	<p><i>customer experience with online permit and PCN transactions</i></p> <ul style="list-style-type: none"> • <i>Full borough survey of all CPZ's, signs, lines and bays to eradicate all TMO errors and mapped into Parkmap / Traffweb GIS map system</i> • <i>Traffweb customer portal for GIS map showing all Traffic management orders online and including smart phone friendly and consultation functionality.</i> • <i>Customer service Code of Conduct review of our approach to enforcement including all non-statutory correspondence for PCN's</i> • <i>Transparent Contract Management by Publishing Contract Performance information</i> • <i>My account for parking transactions and information dashboard interfaced with the parking permit and PCN database</i>
<p>Waste and recycling service is contributing towards the £10.581m savings by 2019/20 whilst improving performance and overall quality.</p>	<p>Barnet is delivering an excellent waste and recycling service and in particular:</p> <ul style="list-style-type: none"> • <i>Develop a new waste strategy</i> • <i>Develop new waste collections offer to deliver improved recycling including garden waste recycling</i> • <i>Options analysis and delivery plan for revised Commercial Waste offer</i> • <i>Review and implement (in partnership with NLWA) new transparent arrangements for re-charging the cost of disposal & treatment of recyclables and residual waste.</i> • <i>Determine and implement options for revised HWRC operations</i> • <i>Develop and implement waste minimisation and resident engagement plan</i> • <i>Develop alternative delivery model options for waste and recycling services</i> • <i>Focus resources on improving recycling performance in flats and increase participation in food waste recycling</i>
<p>Parks and green spaces service contributing towards £10.581m savings by 2019/20 whilst improving performance and overall quality.</p>	<p>Barnet is delivering an excellent Parks and green spaces service and in particular:</p> <ul style="list-style-type: none"> • <i>Develop a Parks & Open Spaces Strategy</i> • <i>Develop asset management and parks investment strategy</i> • <i>Complete relevant master plans for identified priority parks</i> • <i>Complete sports pitches assessment</i> • <i>Develop alternative delivery model options for grounds maintenance services</i> • <i>Consider other alternative delivery models for Parks and Green Infrastructure</i>
<p>Street cleansing service contributing towards the £10.581m savings by 2019/20 whilst improving performance and overall quality.</p>	<p>Barnet is delivering an excellent Street cleansing service and in particular:</p> <ul style="list-style-type: none"> • <i>Develop new Borough Cleanliness Strategy (BCS)</i> • <i>Refresh enforcement policy to support delivery of the BCS</i>

Priority	Key Outcomes / Updates
	<ul style="list-style-type: none"> • <i>Develop and implement a new Target Operating Model for street cleansing services</i> • <i>Develop alternative delivery model options for street cleansing services</i>
<p>Outsourced Cemetery and crematoria service contributing towards the £10.581m savings by 2019/20 whilst improving performance and overall quality.</p>	<p>Barnet is delivering an excellent Cemetery and crematoria service and in particular:</p> <ul style="list-style-type: none"> • <i>Achieve the Gold Standard of the Charter for the Bereaved, which sets out standards of facilities and services</i> • <i>Achieve Green Flag status for the cemetery, which sets out standards for public open spaces</i> • <i>Establish a 'Friends of Hendon Cemetery' group to encourage community involvement with the facility.</i> • <i>Develops a range of projects to ensure that LBB has sufficient burial capacity for the medium term</i> • <i>Review the Cemetery rules and regulations to bring them up to date and to ensure that the highest standards are maintained.</i> • <i>Introduce a memorial safety policy to ensure the safety of users of the site.</i>
<p>Outsourced Highways service contributing towards £10.581m savings by 2019/20 whilst improving performance and overall quality.</p>	<p>Barnet is delivering an excellent Highways service and in particular:</p> <ul style="list-style-type: none"> • <i>Annual Local Implementation Programme (LIP) with TfL</i> • <i>Annual Planned Maintenance Programme – Carriageways and Footways</i> • <i>Streetworks and London Permits Scheme (LoPS)</i> • <i>Highway Safety Inspection and Repairs Programme</i> • <i>Work with relevant partners to develop a sustainable transport strategy for the Borough that reflects the changing built environment</i> • <i>Delivery of the strategic approach to highways by creating a documented strategic approach:</i> <ul style="list-style-type: none"> ○ <i>Traffic Management Act Network Management Plan</i> ○ <i>Network Recovery Plan</i> ○ <i>Operational Network Hierarchy</i> ○ <i>Developer's Design Guide</i>
<p>Outsourced regulatory services contributing towards £10.581m savings by 2019/20 whilst improving performance and overall quality.</p>	<p>Barnet is delivering an excellent regulatory service and in particular:</p> <ul style="list-style-type: none"> • <i>Undertaking projects agreed with the Director of Public Health, that are within the remit of Environmental Health and Trading Standards that support the objectives of the Health & Wellbeing Strategy.</i> • <i>Contributing to the production of the Joint Strategic Needs Assessment.</i> • <i>Responding to service requests, carrying out investigations and taking appropriate actions where necessary to resolve issues.</i> • <i>Carrying out planned and proactive inspection and where appropriate and necessary, undertaking</i>

Priority	Key Outcomes / Updates
	<p><i>enforcement action to resolve issues.</i></p> <ul style="list-style-type: none"> • <i>Providing sufficient resources for Trading Standards and Licensing to enable a proportionate and appropriate response to the trading standards and licensing issues that are of a concern to residents and to protect consumers and the wider business community, particularly from rogue traders.</i>
Efficiency and holding providers to account	<p>Many of the services within the remit of this committee are delivered through contractual relationships. It is important to ensure that these providers are held to account to deliver what is required at the cost expected in particular:</p> <ul style="list-style-type: none"> • <i>Ensuring appropriate and effective governance processes are in place</i> • <i>Regular performance monitoring reports are provided to the Performance & Contract Monitoring Committee</i>

2.2 There are a range of strategic challenges that need to be addressed in the Commissioning Plan to ensure that the Council uses the methods at its disposal to deliver outcomes such as those described above. The Committee has already begun the process of addressing these challenges and will need to take decisions in key areas over the coming months. The main challenges are

An Increasing Population

Barnet is now the most populous Borough in London, and is set to see more growth, being projected to reach approximately 400,000 people by 2023, and 420,000 by 2033. This growth is accompanied by rising expectations from residents about the quality, speed and level of tailoring of services to meet individual needs and preferences, in line with wider national trends. Increased demand for Environmental services is already evident, with greater demands for highways investment and demographic growth impacting on universal services like waste collection and facilities provided in parks and open spaces.

Increasing Expectations

As residents expectations rise a key challenge for Barnet will be to minimise waste by encouraging residents to change their behaviour regarding waste disposal.

3 Savings Requirements

3.1 The Environment Committee has been allocated a total savings target of £10.6m for the period 2016/17 to 2019/20 as part of the medium term financial plan. The Committee approved a savings package of £5.8 million on the 18 December 2014, and planned savings of £1.851 million have been achieved / programmed for 2015/16. A revised savings plan is attached at Appendix A that is focused on achieving the overall savings target that has been set for the committee.

3.2 Capital

The current Environment capital programme totals £74.6m up to 2020, funded from a combination of capital receipts, borrowing, revenue and external grant contributions.

This includes the capital investment into the Local Implementation Plan and equipment for street cleansing and green spaces.

It was agreed at Policy and Resources committee on the 9 July 2015 that officers in Delivery Units, along with their Commissioning Directors, develop capital investment proposals which allow the council to achieve its corporate priorities, strategic aims and which may enable invest to save opportunities. This would then be assessed for affordability and equalities impacts with recommendations put forward to relevant theme committees for referral to Policy and Resources committee in December 2015. The list of the proposed capital bids have been compiled and are in Appendix B.

The main additions to the programme are:

- Local implementation plan: funded from Transport for London grants

4 REASONS FOR RECOMMENDATIONS

4.1 This report sets out how the Committee can deliver revenue savings to deliver the target savings challenge and how prioritized capital investment can be used to support the overall commissioning plan objectives.

5 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

This report sets out a range of savings options across the Committee's remit to meet the budget challenge. It should be noted that an original package of £5.8 million of savings was agreed by Committee in December 2014. Additional savings have been incorporated into the original plan and grouped around individual service priorities. Appendix A contains details of how savings could impact on service delivery, the importance and challenge associated with income generation targets and how savings proposals are allocated to the corporate plan priorities of fairness, opportunity and responsibility.

6 POST DECISION IMPLEMENTATION

If this report is agreed, these budget proposals will be incorporated into the Council's draft budget proposals for 2015-20, which will be considered by Policy and Resources committee on the 16th December. The commissioning plan will form the basis of the Environment Committee's future strategic work programme including future business cases to deliver savings.

7 IMPLICATIONS OF DECISION

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

7.1.1 In addition to continued austerity, demographic change and the resulting pressure on services poses a significant challenge to the Council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population cohorts.

Revenue

- 7.1.2 The revenue budget proposals included in the commissioning plan will enable the committee to meet its £10.6m savings target as set out by Policy and Resources committee in July 2015.
- 7.1.3 The budget projections within these commissioning plans contain indicative figures through to 2020. These budgets will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of Council budget setting, and therefore could be subject to change.

Capital

- 7.1.4 Policy and Resources Committee on the 9th July 2015 agreed the process for theme Committees to review the capital programme and the development of capital programme priorities for the period 2015-20. A detailed list of Environment Capital investment priorities is included at Appendix B. Members are asked to agree the priority list and recommend funding to the Policy and Resource Committee on the 16th of December 2015.

7.2 Social Value

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

7.3 Legal and Constitutional References

- 7.3.1 All proposals emerging from the business planning process will be considered in terms of the Council's legal powers and obligations (including, specifically, the public sector equality duty under the Equality Act 2010).
- 7.3.2 Many of the individual proposals will be subject to consultation and equality impact assessments and separate reports to the Environment Committee which members will need to consider before making the individual decisions
- 7.3.3 The Constitution, Part 3, 15 Responsibility for Functions, Annex A sets out the terms of reference of the Environment Committee which includes:
- Street Scene including pavements and all classes of roads
 - Parking provision and enforcement
 - Road Safety
 - Street Lighting
 - Transport and traffic management including agreement of London Transport Strategy - Local Implementation Plan
 - Refuse and recycling
 - Street Cleaning
 - Waste Minimisation
 - Waterways
 - Allotments

- Parks and Open Spaces
- Fleet Management
- Trees
- Cemetery and crematorium and Mortuary
- Trading Standards
- Contaminated land and all statutory nuisances.
- Flood Risk Management (scrutiny aspect)
- Council highways functions (including highways use and regulation, access to the countryside, arrangements and extinguishment of public rights of way) which are limited to
 - creating, stopping up and diverting footpaths and bridleways
 - asserting and protecting public rights to use highways
 - removing things deposited on highways which cause nuisance
- Gaming, entertainment, food and miscellaneous licensing in so far as not otherwise the responsibility of the Licensing Committee or the Licensing Sub-Committee, and Health and Safety regulation (otherwise than as an employer).
- 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.
- To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including and virements or underspends and overspends on the budget. 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.

7.4 Risk Management

The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to Performance and Contract Management Committee and is reflected, as appropriate, throughout the annual business planning process.

In regard to the North London Waste Authority (NLWA) levy, officers are aware that the proposed procurement of a new waste disposal facility, or upgrade of the current facility, will potentially adversely affect the budget position for the Council. Officers will look at alternative delivery models for waste disposal, including the potential for the Borough to exit the NLWA and procure its own contract for waste disposal.

7.5 Equalities and Diversity

The general duty on public bodies is set out in section 149 of the Equality Act 2010.

A public authority must, in the exercise of its functions, have due regard to the need to:

(a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and

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

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) Remove or minimise disadvantages 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 persons who do not share it; and

(c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:

(a) Tackle prejudice, and

(b) Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

The relevant protected characteristics are:

- Age;
- Disability;
- Gender reassignment;
- Pregnancy and maternity;
- Race;
- Religion or belief;
- Sex; and
- Sexual orientation.

It also covers marriage and civil partnership with regard to eliminating discrimination.

The council, through its members, will have to satisfy itself that these requirements have been adhered to in formulating the proposals referred to in this report.

- 7.5.1 Equality and diversity issues are a mandatory consideration in the decision making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.
- 7.5.2 The projected increase in the borough's population and changes in the demographic profile will be key factors that need to be considered when determining both the corporate strategy and service responses. Both of these need to also reflect the aspirations and contributions of current residents
- 7.5.3 Similarly, all human resources implications will be managed in accordance with the Council's Managing Organisational Change policy that supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.
- 7.5.4 A number of savings and income generation proposals have been included in Appendix A to this report. As set out in Appendix A, they result from a combination of greater efficiency in use of Council assets, income generated through a range of new business, reducing demand for services and service redesign. Where necessary proposals will not be agreed or implemented until members have considered the equality impacts and responses to consultation. These proposals will be subject to formal consultation following the publication of the draft budget, and this position will be reviewed when the budget is then set in 2016.

7.6 Consultation and Engagement

As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 4 circumstances:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;
- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation and
- Where consultation is required to complete an equalities impact assessment.

Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;
- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
- There is adequate time given to the consultees to consider the proposals;

- There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting and
- The consultation is clear on the reasons why extent to which alternatives and discarded options have been discarded. are required to be consulted on

- 7.6.1 Public consultation on the overall budget 16/17 will commence following Policy and Resources Committee on 16th December 2015 before the final savings are agreed by Policy and Resources Committee on 16th February 2016 and Full Council on the 3rd March 2016.
- 7.6.2 The public consultation will give residents an opportunity to comment on the 16/17 overall budget and Environment Committees individual proposals to deliver the 16/17 savings identified in this report, before final decisions are taken by the committee and savings plans are formalised in the council's annual budget.
- 7.6.3 In terms of service specific consultations, the council has a duty to consult with residents and service users in a number of different situations including where proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties.
- 7.6.4 Where appropriate separate service specific consultations have already taken place for the 16/17 savings. However there will be further service specific consultations, on the following 16/17 savings:
- Waste and recycling strategy – February 2016
 - Parks and Open Spaces Strategy – February 2016
 - Bowling Greens – February 2016
 - Playing Pitch Strategy – May 2016

8 BACKGROUND PAPERS

8.1 Relevant previous decisions are indicated in the table below.

Item	Decision	Link
Policy and Resources Committee 10 June 2014	Decision Item 6 - Corporate Plan and Medium Term Financial Strategy 2015/2016 to 2019/2020	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7856&Ver=4
Environment Committee 12 June 2014	Decision Item 5 - Business planning – corporate plan and medium term financial strategy 2015-20	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=7878&Ver=4

Item	Decision	Link
Policy and Resources Committee 21 July 2014	Decision Item 6 - Finance and Business Planning – Capital programme and review of reserves	http://barnet.moderngov.co.uk/documents/s16150/Finance%20and%20Business%20Planning%20Capital%20programme%20and%20review%20of%20reserves.pdf

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Line ref	Opportunity Area	Corporate Plan Priority, Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget						Variance Analysis			
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2015/16	2016/17		2017/18		2018/19		2019/20		
									£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
Efficiency																		
E1	Commissioning Group - Contract Efficiencies	Fairness	Commissioning	Contract Negotiations: There is a potential opportunity for additional savings from the Re contract, or for additional income to be generated from these contracts over and above the contractual guarantee. £500k represents about 5% of the gross spend on Re services, and it is considered that this is a realistic target for additional savings for 2018/19 as part of the mid term contract review.	No service specific consultation required.	This saving is in respect of the Re supply chain management and is not expected to have an impact on service delivery	This saving is in respect of the Re supply chain management and is not expected to have an impact on customer satisfaction	This saving is in respect of the Re supply chain management and is not expected to have an equalities impact.	16,015						(500)			(3.12)%
E2	Commissioning Group - Highways	Opportunity	Commissioning	Reduction in highways reactive maintenance costs: The Council has invested £50 million in planned maintenance for a five year period from 2015/16. It is anticipated that the investment will reduce on-going reactive maintenance costs. The proposal will be supported by increased enforcement action against builders and developers who damage the highway by enforcing the Council's policy on footway parking.	Service specific consultation will be undertaken if required.	This saving is in respect of the amount of expenditure on reactive maintenance costs	There may be an adverse customer perception of the reduction of spend	There is a potential equalities impact and this will be kept under review.	1,904							(550)		(28.89)%
E3	Street Scene - Fleet Management	Fairness	Street Scene	Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by making procurement processes more competitive and increasing the effectiveness and efficiency of the fleet e.g. through increased preventative maintenance resulting in fewer unplanned repairs. The savings are based on the complete London Borough of Barnet fleet.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	1,094	(125)								(11.43)%
E4	Street Scene - Parks and Open Spaces	Responsibility	Street Scene	Service changes and Community Engagement Regarding Parks Services: Under this proposal the management of bowling greens would transfer from the council's responsibility to a range of locally-based community organisations, the delivery of annual bedding planting would either cease or transfer to "adopt a place" schemes. In addition, officers will look to return areas of parks and open spaces to "natural" areas and so reduce the level of maintenance as well as revising highway grass cutting frequencies and improving scheduling	Service specific consultation will be undertaken on the proposal in Spring 2016. The implementation of any proposed scheme will be dependant upon the completion of the service specific consultation and relevant EIA process.	This is a reduction in service standards but is not anticipated to impact on service delivery.	This saving may have an adverse impact on customer satisfaction.	An Equalities Impact Assessment will be completed and kept under review as part of the project.	2,885	(50)	(345)							(13.69)%
E5	Commissioning Group - Parking Services	Fairness	Parking & Infrastructure	Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified through sharing services with partnering authorities, making contract management savings using varied specifications or through investing in modern IT systems.	Service specific consultation will be undertaken if required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that the Council provides value for money.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	3,630					(150)				(4.13)%
E6	Commissioning Group - Street Lighting PFI	Opportunity	Parking & Infrastructure	Street lighting Savings: The current street lighting contract requires the contractor to maintain quality standards relating to lighting levels. Officers will look to reduce management costs by sharing client and back office functions with the London Borough of Enfield and work with the contractor to reduce maintenance costs. Officers will also look at opportunities to reduce energy costs and mitigate the impact of future energy price increases.	No service specific consultation required.	This is a reduction in service standards but is not anticipated to impact on service delivery.	This saving may have an adverse impact on customer satisfaction.	Initial analysis indicates that no staff and or service user EIA is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	6,331	(200)								(3.16)%
E7	Street Services - Recycling Centre	Opportunity	Street Scene	Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre has been transferred to the North London Waste Authority.	Staff consultations took place as part of the project development process	This saving has not impacted on service delivery.	This saving will not have an adverse impact on customer satisfaction.	Staff consultations took place between April - slept 2015 as part of the project development process - the project has been completed	747	(80)								(10.71)%

Line ref	Opportunity Area	Corporate Plan Priority, Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget						Variance Analysis			
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2015/16 £000	2016/17 £000 FTE		2017/18 £000 FTE		2018/19 £000 FTE		2019/20 £000 FTE		
E8	Street Scene - Alternative Delivery Model	Opportunity	Commissioning Director	Increased Productivity and Reduction of Overheads: Restructure of the Street Scene business model - options may include a social enterprise, mutual, shared service or outsourcing for Waste, Recycling, Street Cleansing and Grounds Maintenance services. A decision about a future alternative model will be subject to a full detailed business case and options appraisals, including a comparison with the costs and quality of the in-house service.	Service specific consultation will be undertaken if required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	There is a potential equalities impact This will be reviewed as proposals develop and ahead of implementation of the savings. An Equalities Impact Assessment will come back to PRC in the relevant budget year.	14,856			(250)	(450)					(4.71)%
E9	Street Services - Mortuary shared service	Opportunity	Street Scene	Creation of a shared mortuary service: The council has developed a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, raise revenue by disposing of the Finchley Mortuary at a competitive price and continue to maintain a high standard of service.	Service specific consultation already completed (add dates)	This saving has not impacted service delivery.	This saving has not had an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	Project Completed	144	(45)								(31.25)%
E10	Street Scene - Street Cleansing	Fairness	Street Scene	Review of Street Cleansing Services: Reduction in Street Cleansing frequencies by reducing overall number of operational teams. Detailed proposals will determine areas that might be suitable for reductions including :- Fly-tip frequencies, frequency of Deep Cleanse, extension of litter picking and monitoring intervals and Town Centre servicing. There will be a corresponding change to levels of supervision including utilising the latest technology to design better routes and monitor them more effectively. Officers will introduce an increased level of enforcement activity to reduce the need for street cleansing in areas of littering and fly tipping and greater use will be made of people serving community sentences.	Service specific consultation will be undertaken if required	There may be a localised reduction in service delivery as new arrangements are introduced.	There will be a potential adverse impact on customer satisfaction	Initial equalities analysis has been undertaken and indicates there is a potential negative impact on staff and/or service users. A full EQIA will be completed. These will be kept under review as proposals develop and any staff implications will be subject to a full staff consultation as per the councils agreed process.	3,426	(150)	(600)							(21.89)%
Total										(650)	0	(1,195)	0	(1,100)	0	(550)	0	
Growth and Income																		
G1	Street Scene - Parks and Open Spaces	Opportunity	Street Scene	Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.	Service specific consultation will be undertaken if required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process. EIA will be carried out if required	(630)				(100)					15.87%
G2	Street Scene - Commercial Waste and Waste Collection and Street Cleansing Income. No consultation will be required for 15/16 savings.	Opportunity	Street Scene	Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.	Service specific consultation will be undertaken if required	This saving is a change to service delivery.	This saving will not have an adverse impact on customer satisfaction	An Equality Impact Assessment will be completed. This will kept under review as the specific proposals develop.	(2,498)	(50)	(200)	(300)	(1,000)					62.05%
G3	Street Scene and Commissioning Group - demand management via enforcement and education	Fairness	Street Scene	Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs.	Service specific consultation will be undertaken if required	Improved use of resources	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	An Equality Impact Assessment will be completed. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	0		(25)	(25)						N/A
G4	Commissioning Group	Fairness	Across services	Income generation from a full revue of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	Service specific consultation will be undertaken if required	There will be separate report on fees & charges in January 2016	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	A full Equality Impact Assessment will accompany the January 2016 report. This will kept under review.		(930)	(270)	(240)	(130)					N/A

Line ref	Opportunity Area	Corporate Plan Priority, Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget						Variance Analysis				
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2015/16	2016/17		2017/18		2018/19		2019/20			
									£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE		
G5	Street Services - Reduction / Delay in Growth Assessment and changes to agency staff recruitment	Fairness	Street Scene	Improve service Efficiencies to Reduce Growth Demand: Current budget forecasts include growth related to the new developments to waste collection and recycling service. Service efficiencies will be introduced to absorb additional work within the current workforce	No service specific consultation	Minimal	None	Initial analysis indicates that no staff and or service user EIA is required because the proposal does not impact on service delivery or staff.	7,394	(360)	(75)								(5.88)%
Total									(1,340)	0	(570)	0	(665)	0	(1,130)	0			
Reducing demand, promoting independence																			
R1	Commissioning Group - NLWA	Fairness	Commissioning Group	Movement to menu pricing within the North London Waste Authority and waste disposal diversion projects: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Councils to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority. Future waste diversion savings are reliant on demand management projects, changes to collection services and the success of communications campaigns.	No service specific consultation required.	This saving is not anticipated to impact on service delivery. Savings for 2016/17 are based on current NLWA projections and LBB waste tonnage data.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	Initial analysis indicates that no staff and or service user EIA is required because the proposal does not impact on service delivery or staff.	10,736	(1,900)	(500)	(100)		(100)					(24.22)%
R2	Street Scene - Waste and Recycling collection	Fairness	Street Scene	Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.	Service specific consultation, alongside Waste Strategy - January 2016. The implementation of any proposed scheme will be dependant upon the completion of the service specific consultation and relevant EIA process.	This saving is anticipated to impact on service delivery.	This saving may have a short term adverse impact on customer satisfaction as collection rounds are changed, but longer term benefits will be delivered in terms of more efficient and effective collection services based on local characteristics rather than a one size fits all approach.	An Equality Impact Assessment will be completed. This will kept under review as the specific proposals develop.	7,394	(31)	(50)	(200)		(200)					(6.51)%
R3	Street Scene - Parks and Open Spaces	Responsibility	Street Scene	Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.	A service specific consultation will be carried out. Savings in 2016/17 are based on internal back office changes	Changed delivery model	Possible loss of management control and deterioration of standards	An Equality Impact Assessment will be completed. This will kept under review as the specific proposals develop.	522	(100)		(100)		(100)					(57.47)%
Total									(2,031)	0	(550)	0	(400)	0	(400)	0			
Overall Savings									(4,021)	0	(2,315)	0	(2,165)	0	(2,080)	0			

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Environment Committee - capital additions, reductions and re-profiling

Committee	Project	Expenditure						Funding						
		2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants / External Funding	RCCO / MRA	Other (incl. S106 and CIL)	Capital Reserve	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Environment	Parking signs and lines introduction and replenishment		200	200	200	200	800						800	800
Environment	Refurbish and regenerate Hendon cemetery and crematorium	515	668				1,183		591				592	1,183
Environment	Local implementation plan	1,638	6,357	1,500	1,500	1,500	12,495	12,495						12,495
Environment	Borough cycling programme	200	206				406	406						406
Environment	Bus stop accessibility	(21)					(21)	(21)						(21)
Environment	Footway reconstruction	(89)	40				(49)			(6)			(43)	(49)
Environment	Pursely road allocation						0			5			(5)	0
Environment	Controlled parking zone						0			4			(4)	0
Environment	Public transportation improvement	(103)	103				0			5			(5)	0
Environment	Pedestrian improvement programme	(182)	182				0							
Environment	Highways investment programme	(520)	300	165			(55)			(6)			(49)	(55)
Environment	Travel plan implementation	(139)	50	30			(59)			(59)				(59)
Environment	Parking	9					9			37			(28)	9
Environment	Road traffic act	(100)	100				0			4			(4)	0
Environment	Waste and recycling vehicles		190	530	270		990		990					990
Environment	Street cleansing and greenspaces - vehicles and equipment	391	164	357	446		1,358		1,358					1,358
Environment	Supply of street litter bins	15	15	10	5	5	50						50	50
Environment	Park infrastructure		(100)				(100)						(100)	(100)
Total		1,614	8,475	2,792	2,421	1,705	17,007	12,880	2,939	-16	0	18	1,186	17,007

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	<p>Environment Committee</p> <p>10 November 2015</p>
<p>Title</p>	<p>Waste Action Plan</p>
<p>Report of</p>	<p>Commissioning Director for Environment</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>Yes</p>
<p>Enclosures</p>	<p>Appendix A – Waste Action Plan 2015 Appendix B – London Boroughs Waste Collection Services 2013/2014 Appendix C – Scope of Services Indicative Recycling Rates, 2014/15</p>
<p>Officer Contact Details</p>	<p>Michael Lai, Waste Intelligence Manager Lynn Bishop, Street Scene Director Nadine Allen, Communications and Engagement Officer</p>

<p>Summary</p>
<p>This report sets out the activities in the Waste Action Plan 2015 intended to aid the improvement of recycling performance in the interim period before the development of the Municipal Waste and Recycling Strategy. The Waste Action Plan is included as Appendix A to this report and sets out current and planned activities in the short to medium term.</p>

<p>Recommendations</p>
<ol style="list-style-type: none"> 1. That the Environment Committee notes the actions outlined in the Waste Action Plan, attached at Appendix A. 2. That the Environment Committee approves the proposed implementation of the plan as set out in 1.30 of the report.

1. WHY THIS REPORT IS NEEDED

Recycling performance

- 1.1 Barnet's current recycling rate stands at 37.95% (2014/15) against an overall target of 41% and against an outturn of 36.35% in 2013/14. For reference Appendix B summarises the performance and household service offer of all the London Boroughs.
- 1.2 Since the introduction of the new service in October 2013, recycling rates have increased by 4.95%, having plateaued at around 33% for the four previous years. This represents a significant improvement against previous performance. However this increase has not been significant enough to reach the ambitious target rates set.
- 1.3 As the current situation stands it is unlikely that Barnet will reach either the Barnet 42% target for 2015/16 or the EU and national target of 50% by 2020. A Municipal Waste and Recycling Strategy is currently being developed to inform the council's approach to waste management up to 2030. This Waste Action Plan sets out proposed activities intended to aid the improvement of recycling performance in the interim period before the development of the Municipal Waste and Recycling Strategy.
- 1.4 Figure 1 demonstrates the recycling targets against outturns achieved so far.

Year	Barnet Target	Outturn
2012/13	34%	33.02%
2013/14	38%	36.35%
2014/15	41%	37.95%
2015/16	42%	/
2016/17	43%	/

Figure 1

- 1.5 An assessment of garden waste tonnages has shown that there has been a 17.81% drop in tonnage in 2014/15 compared to the average tonnage for the previous three years. This is estimated to have reduced the overall 2014/15 recycling rate outturn by 2.28%. Although there is likely to be some seasonal and annual growing impact to this reduction, it is considered that this is an outcome of the change from weekly to fortnightly garden waste collections.
- 1.6 Garden waste tonnages recycled at the Civic Amenity and Recycling Centre have also reduced. Between October – March 2013/14, 649.08 tonnes were recycled compared to 474.52 during the same period in 2014/15.
- 1.7 A Waste Composition Analysis was undertaken during November 2014 and again in April 2015 which evidenced that only 4.24% and 1.71% of residual waste respectively, contained garden waste (see 1.10 for further information).

Organic/Garden Waste (tonnes)	Q1 2014/15	Q1 2015/16	% difference
Barnet	5713.1	4967.38	-13.05%
Enfield	6517.1	5995.04	-8.01%
Harrow	6676	5774	-13.51%
Brent	5228.72	3454.93	-33.92%
Greenwich	4965.79	4514.82	-9.08%
Hillingdon	5649	5024	-11.06%

Figure 2

- 1.8 The above table shows the amount of kerbside organic/garden waste tonnage collected in a selection of London boroughs in Qtr 1 2015/16 compared to the same period last year. It can be seen that there has been a decrease in organic/garden waste tonnages across all the boroughs in the comparison.

Recent initiatives

- 1.9 Over the past year, there have been several initiatives that the Waste and Recycling service has undertaken to gain more insight into residents' recycling habits and improve performance. These include:
- Waste Composition Analysis
 - Scope of Services Recycling Rates, 2014/15
 - Participation monitoring
 - Internal staff only food waste survey
 - Participating in Behaviour Change initiatives with the West London Alliance

- “50% Recycling by 2016” Campaign

1.10 Waste Composition Analysis

The analysis of waste from houses was undertaken in two seasons; the results from November 2014 revealed that 35.46% of waste in the average refuse bin was food waste and 15.23% was dry recycling, and 4.24% was garden waste. In April 2015 43.70% of waste in the refuse bin was food waste and 11.38% was dry recycling and 1.71% was garden waste.

1.11 The same analysis at flats in November 2014 showed that 43.58% of waste in the refuse bin was food waste and 14.97% was dry recycling. In April 2015 31.29% of waste in the refuse bin was food waste and 14.84% was dry recycling.

1.12 The Waste Composition Analysis has shown that we are collecting the majority of available dry recycling and garden waste at houses. The analysis highlights that the food waste stream as an area for targeted interventions at houses with the potential for reduced reliance on residual waste capacity.

1.13 For flats the analysis shows the need to capture more of the dry recycling, and also pilot a food waste recycling offer to flats in order to understand to what extent performance can be improved.

1.14 Scope of Services Indicative Recycling Rates, 2014/15

An analysis of waste tonnages, their source (e.g. houses, flats, schools) and the type of waste from these sources (e.g. residual waste, or waste that is recycled) is provided in Appendix C. The analysis evidences that there are potential gains to be made to capture more waste for recycling. This is specifically the case for dry recycling at flats and houses, and food waste at flats and houses.

1.15 Participation Monitoring

The Participation Monitoring at houses took place over two weeks during April and May 2015 with a sample of 1,086 households. The results are based on an assessment of whether households took part at least once during the two weeks and showed that:

- 90% took part in the refuse service
- 85% took part in the dry recycling service
- 38% participated in the food waste service
- 58% participated in the garden waste collection service

(note: this survey took place at the start of the growing season and may not reflect the maximum level of participation for garden waste during the year)

1.16 The dry recycling and food waste participation results are generally good (top performing boroughs information is currently being sought to compare and benchmark) but further work needs to be done to improve levels of

participation, particularly in the recycling of food waste.

1.17 Internal Staff only Food Waste Survey

Between December 2014 and February 2015, council staff that lived in Barnet were invited to participate in an online survey to assess attitudes to using the food waste service. There were 88 responses to the survey. Of these, 85% currently use the service. For those residents who had never used the service or had stopped using the service, the biggest concerns were about hygiene and food attracting vermin.

1.18 Behaviour Change initiatives with the West London Alliance (WLA)

The Waste and Recycling service is currently undertaking a pilot project to test a range of interventions aimed at increasing participation in food waste collections at houses. The project includes:

- Citizens' Panel survey to understand barriers to participation
- Participation and food bin usage monitoring
- Pilots of 6 interventions in 6 roads for 8 weeks during September/October:
 - Letter to residents offering free food waste caddy liners at their local library and generic leaflet
 - Letter to residents with a delivery of free liners and generic leaflet
 - Letter to residents explaining where liners are available to purchase and generic leaflet
 - Stickers on top of residual waste bin and generic leaflet to residents offering larger outside food waste containers
 - Stickers on top of residual waste bin and specific leaflet with information on what happens to recycling
 - Generic leaflet alone, for a control group.

The results of this work will be analysed by late November to inform future approaches to engagement and updated verbally at the November meeting.

1.19 "50% Recycling by 2016" Campaign

The recent 50% Recycling by 2016 campaign was devised as a result of discussions between the Communications team, the Leader and Deputy Leader and the Chairman of the Environment Committee. As part of the Campaign there were; poster campaigns, waste collection vehicle signage, direct mail leaflets, and an issue of Barnet First dedicated to promoting recycling. As part of this issue of Barnet First, free compostable caddy liners were made available on request. There were approximately 700 responses/requests for these liners, which shows that residents were interested and keen to share their thoughts with us however no impact on recycling rates has been recorded by either the free liners or the 50% campaign. Future communications will take into account any learning from previous campaigns, and from the service pilot projects and other improvements set out in this report.

- 1.20 There was also a reply slip included in this edition of Barnet First to gauge residents' views on a number of potential waste and recycling actions. There was a moderate level of support for stickers on bins (327 responses), regular leaflet updates (296 responses), a list of where food caddy liners can be purchased (240 responses), information on what happens to recycling (295 responses) and frequent information about how well we are doing in reaching our target (265 responses). These responses have informed a number of trials that are currently being undertaken by the service, see paragraph 1.18.

The Waste Action Plan 2015

- 1.21 The Waste Action Plan (see Appendix A) sets out a number of initiatives to be implemented in the short to medium term, some of which are currently underway. These actions broadly fall into three categories; household, commercial, and street cleansing. As set out in paragraph 1.3, these actions are to be implemented alongside the development of the Municipal Waste and Recycling Strategy.

Household

1.22 Increasing dry recycling at flats

There is currently an average recycling rate of 9% across all flats indicating that there is potential to improve recycling at these properties. The service has planned a number of activities that will aim to increase dry recycling at flats across the borough:

1.23.1 Expanding the dry recycling service at flats

At present, 71.4% of flats in the borough have a dry recycling service in place. It is intended that the service will negotiate with flats managing agents to install dry recycling facilities at the remaining sites, seeking to maximise the balance between residual and recycling bin capacity to support the 50+% recycling ambition. While the process of negotiations with managing agents is lengthy, this area of activity represents one of the obvious areas for improvement.

However it must be noted that these sites are the late adopters of the service, and it is possible that it will be harder to engage residents and managing agents, and that potentially these sites may have practical barriers to joining the service such as limited space for bins. Nonetheless it is important that this service is promoted as a universal service to all residents. As part of this work the service will need to allocate resources to carry out an audit of the current bin provision and available space at each flats site.

1.23.2 Dry recycling bin rebalancing at flats

There will be a programme of work to rebalance the refuse and recycling bin capacities at flats to support the achievement of a 50+% recycling rate. These initiatives will aid learning on how best to increase the flats recycling rate which currently sits at approximately 9%. This will help overall recycling

performance to some degree, however it is recognised at a national level that the potential yield of recycling tonnage from flats is significantly lower than from houses and therefore this would be an incremental increase only. The average dry recycling yield from flats in London is approximately 50/kg/household/yr. If this increased to 80/kg/household/yr this would result in a 0.8 per cent increase in London's recycling rates. (Source: [Resource London Programme Plan 2015-16](#)).

When considering how this would be implemented at a wider scale it is recognised that the majority of regeneration growth expected in the next several years will mainly be flatted developments. Therefore it will be important to set clear and ambitious planning requirements for developers in order to deliver progress on current and future targets. These plans are already being considered by planning colleagues. Further improvement targets would be factored into the Municipal Waste Management Strategy. This aspect needs to be progressed and escalated further within the Strategy

1.23.3 Flats recycling focus groups

A number of focus group sessions were held in October 2015 to understand residents' views on the flats recycling service and future options, and gain an insight into barriers to their participation.

1.23.4 Planning approach

The service is working with Planning to update requirements for new developments to support the 50+% recycling ambition.

1.24 **Increasing food waste recycling at houses**

The Waste Composition Analysis has shown that of the total food waste generated by residents at houses, only around a quarter is being recycled. The Waste and Recycling Service has embarked on a food waste behaviour change pilot project at houses. This involves trials of a range of food waste interventions to change behaviour at houses (as set out in section 1.18). Monitoring has been undertaken in the trial areas, with results due by the end of November 2015. The results will inform future interventions at a borough-wide level. It is hoped that some incremental improvement can be made.

1.25 **Food waste pilot project at flats**

A food waste collection service is not currently offered to flats with six or more dwellings (flat blocks up to five dwellings are already served). There are plans to pilot the further extension of the food recycling offer to flats. It is intended that separate food waste containers will be provided to a sample of flats sites, working initially with Barnet Homes. There will be supporting communications and monitoring of the level of food waste diverted from the residual waste stream, to assess the success of the trial and understand the cost/benefits of a wider rollout.

1.26 **Increasing dry recycling at houses**

The Participation Monitoring study undertaken in April and May 2015 provided evidence that 85% of the households assessed took part in the dry recycling service. These results are good but indicate that there is still scope for further growth in dry recycling participation rates. It is planned that enhanced communications focused on encouraging participation will be developed. It is also planned that following the results of the food waste behaviour change pilots (see section 1.18), the intervention that has proven to be the most successful at affecting behaviour change will be used to further encourage non-participants to take part in dry recycling if appropriate.

1.27 The pilots were originally planned to be undertaken by a number of councils through the WLA so that there would be opportunities for collective learning and sharing of experiences. Currently Barnet are the only participants in this study and therefore any decisions around the most effective interventions for encouraging dry and food waste recycling behaviour will be based on Barnet's own experiences and results.

1.28 **Communications and Engagement**

The next steps of the 50% Recycling by 2016 campaign are currently under review. It is intended that the next phase will incorporate all the learnings from the surveys and behaviour change work in order to reflect more nuanced future communications campaigns but thus far there has been no discernable impact.

1.29 **Managing contamination**

The recycling service changed to a comingled dry recycling service from October 2013. Barnet currently has the lowest level of contamination (non-recyclable materials) in its recycling loads delivered to the North London Waste Authority out of the 6 north London boroughs that take part in this arrangement. The confirmed Barnet dry recycling contamination rate for Q1 2015/16 is 5.04%, with other boroughs having rates of between 8.7% and 11%.

Barnet also had no vehicle loads rejected due to quality issues, while the other boroughs all had loads rejected during Q1 and/or Q2. Low contamination rates help to maximise the council's recycling performance rate, and the income and value of recycling. Barnet's position reflect a relatively high level of awareness of the service among service users, as a result of the service's work to engage and inform residents through communications and publicity including doorstepping, leaflets, website, and information hangers left by collection crews on bins containing contamination.

1.30 **Implementation**

The activities in the attached Action Plan (Appendix A) will be implemented in two phases. The first phase includes already ongoing activities on expanding the dry recycling service at flats, dry recycling bin rebalancing at flats, increasing food waste recycling at houses, and piloting a food waste project at flats. The second phase will include work on increasing dry recycling at houses through ongoing communications, progressing the learning from early

experience of the Phase 1 activities such as food waste pilots at flats, and strengthening planning requirements for future developments.

Commercial

- 1.31 The service has reviewed all commercial waste contracts to ensure that all customers are paying for the appropriate number of bins and the collection frequency that is provided to them. This has supported the robustness of the mechanism used to calculate the costs of waste disposal that the council pays to the North London Waste Authority for managing the disposal of commercial waste.

Street Cleansing

- 1.32 On-the-go recycling bins have been poorly utilised in pilots undertaken during rollouts in 2010 and 2014. In both cases the recycling bins have been heavily contaminated through misuse by users.
- 1.33 A pilot is currently being developed to install recycling bins in two different parks to assess the feasibility of on-the-go recycling in parks. It is hoped that this approach will be received better by park users. Experience suggests that when commuters are rushed there is less time and inclination to select the correct bin for the waste, it is hoped that this will not be the case in park locations.
- 1.34 The Street Cleansing service carried out a 5 week pilot starting on 15 June 2015 where the Town Centre crews in Area 4 (Edgware, Hale, Burnt Oak, Colindale, West Hendon) were asked to separate glass / plastic bottles, paper, cardboard and cans from the general litter at Town Centres. The general waste was disposed of at Hendon and the recycling was taken to a bulking site. The total average Tip Weight of recyclables is reported at 237.986kg (0.238 tonnes) from the five Town Centres over the five week period; 47.60kg (0.0476 tonnes) per Town Centre; 9.5kg (0.0095 tonnes) per week. It is reported that this represents a third of waste materials normally cleared from a Town Centre location.
- 1.35 The Town Centre crews reported that additional time was required to litter pick in this way due to double handling and increased walking. Additional time was also required for disposal due to additional travel time and unloading bags so the correct type of waste could be delivered to the correct site. It is recognised that operations of this nature are required in order to lead by example, and therefore further operational changes are necessary to fine-tune this pilot in order to minimise operational delays, ensure efficient operational delivery and define the need for additional resource. This pilot will therefore re-start and continue until the end of November 2015.

- 1.36 Further extending this pilot to also include Parks and Open Spaces as the required waste type is easily accessible to staff would therefore render a greater return in tipping weights.
- 1.37 In the longer term and based on the assessment of the cost effectiveness of the above approach, the service will consider the best options for the future. If the above approach is not proven to be cost effective, then alternative approaches based on using technologies to sort the mixed materials and extract any recycling will be pursued and considered in the Waste Strategy.

London Boroughs comparison

- 1.38 The London Boroughs Waste Collection Services table for 2013/2014 (Appendix B) sets out the performance and service offer for each of the London boroughs. It can be seen that for the top four best performing boroughs in terms of their recycling rate, the refuse service is offered on a fortnightly basis. Eleven of the thirty-three boroughs have a fortnightly refuse collection. Seven make a charge for collection of garden waste, with charges ranging between £35 - £75 per annum.

Conclusion

- 1.39 The Waste Action Plan and other associated activity will ensure that residents are able to recycle more and the mechanisms for doing so will be improved. The impact of this will be most noticeable in:- Expanding the recycling offer available to 12,560 flats which currently do not have dry recycling (equates to a 8.7% of the total households in the borough) could with a prudent estimate equate to uplift of 0.34% in the recycling rate. This calculation assumes that all sites are provided with the service for the full year (rather than being rolled out in stages) and that recycling participation is slightly lower than at the 31,367 flats already served as the new sites are late adopters of the service.
- 1.40 Increasing food recycling overall is a key activity, as it has declined post-roll out. We are taking a number of steps to increase food waste tonnages collected from houses, informed by pilots, and we would expect the total impact to be an uplift of 0.8% in the recycling rate.
- 1.41 Delivery of the Waste Action Plan is proposed to be formulated based on the best potential for improvements in performance, taking into account the potential for tonnage improvement and the timescale involved in implementation.
- 1.42 For the medium and longer term impact, the Waste Strategy will continue with these initiatives but also set longer term aims and ambitions which will continue to improve recycling through 2017/18 until to 2030. The publicity behind the 50% campaign has been wide spread with the council setting out its level of ambition for progress on recycling. The action plan demonstrates the better understanding obtained through data collection and subsequent

analysis to identify the practical drivers that will impact behaviour change. However, there are still key challenges about how Barnet residents are motivated to continue to recycle more in order to achieve the ambitious recycling targets.

- 1.43 It is still early stages for the food waste behaviour change pilot project at houses but preliminary indications show that the greatest impact is being driven by stickers on residual waste bins to encourage residents not to place their food waste in these bins. There is potential to change behaviour at the point of disposal, and the ongoing pilot will indicate whether this intervention is successful over a longer period of time. This has a clear benefit and is also supported by WRAP evidence. Once all pilots have been completed in November 2015, the results will be analysed, for further testing or wider implementation from January 2016.
- 1.44 The implementation of various service improvements including the expansion of dry recycling to flats and behaviour change activities targeting food waste at houses will require further resources. The scope of these resources will depend on the findings from the initial work and pilot projects and will be determined in the light of these.
- 1.45 It is expected that there would be a maximum impact of a 2% improvement in the recycling rate based on the activities set out in Appendix A. This would be the full year effect once all interventions were rolled out – realistically, a number of the interventions will be rolled out over a longer period.

2 REASONS FOR RECOMMENDATIONS

- 2.1 The Street Scene Delivery Unit delivers the services to residents and local businesses, and monitors performance of the operational services and collection tonnages. As a result the Delivery Unit devises projects within its service scope and budget to support improvements in performance and deliver reductions to costs where possible.
- 2.2 Recent and projected recycling rates are not currently on track to meet Council targets. This report seeks the acknowledgement of a Waste Action Plan proposed by the Delivery Unit to support improvements in performance in the short to medium term.
- 2.3 Although the Waste Action Plan aims to deliver a range of initiatives designed to increase recycling rates, considering the current performance, it is unlikely that the 42% target for 2015/16 will be achieved. Recycling targets will remain challenging without any significant changes to the service offer in order to drive up residents' engagement and participation in recycling.
- 2.4 This is evidenced by the Waste Composition Analysis which shows that residents could recycle more materials, particularly food waste, and the participation survey which shows that residents could be much more engaged

with the food waste service. Such changes to the service offer would need wider consideration beyond the scope of the Delivery Unit alone. The Delivery Unit would then be responsible for delivering the agreed changes.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 In light of the development of a Municipal Waste and Recycling Strategy, the Council could opt to implement no further action in the interim, however this would not serve to increase performance, reduce disposal costs, and prepare the ground for the achievement of the EU and national target of 50% recycling by 2020.

4 POST DECISION IMPLEMENTATION

- 4.1 If agreed, the Waste Action Plan will continue to be implemented.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2015-2020 includes the following aims:
- Barnet will be a Leader in London for recycling
 - Over 50% of waste collected will be reused, recycled or composted in 2020.

- 5.1.2 There is a 42% recycling target for Barnet in 2015/16.

- 5.1.3 At this stage in the development of the strategy there are no implications relating to the Health and Wellbeing Strategy and its stated priorities or the future health and wellbeing of residents.

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

- 5.2.1 As part of the Waste Action Plan, collection rounds and the supporting resources and infrastructure needed to deliver them will continue to be reviewed in a bid to optimise routes, collections and the value of materials, therefore increasing efficiency and reducing costs.

- 5.2.2 Barnet pays the North London Waste Authority (NLWA) for the disposal of its residual waste and the treatment of its garden waste, food waste and recyclable waste through a statutory default levy. For 2015/16 Barnet has paid a levy of £10.735m. It is also due to receive an estimated income of £0.561m for co-mingled recyclable waste from the NLWA. When reviewing the longer term approach to services, consideration will be given to the balance between the council's waste collection costs, the effect on its disposal costs as paid through the NLWA levy, and any performance benefits.

- 5.2.3 There will be significant call on resources to implement many of the initiatives

outlined in the Waste Action Plan, including new programmes of work resulting from the findings of various ongoing pilot projects. This will be managed within existing Delivery Unit service budgets and use of the Weekly Collection Support Scheme funding. Any additional further resources required to deliver new service improvements will need to be reviewed against the service benefits and value for money they can deliver.

It was previously envisaged that the council would implement recycling incentives scheme to promote increased recycling of household waste by residents. This would be funded by the use of the Weekly Collection Support Scheme funding. Emerging evaluation of the progress of incentives schemes elsewhere in the UK indicates that they are not delivering significant improvements to recycling participation and performance, or value for money. It is therefore proposed that the council reviews the options and considers an alternative approach that will deliver better value for money.

5.2.4 At this stage, there are no procurement, staffing, IT, or property impacts identified.

5.2.5 The diversion of waste from disposal would help to manage Barnet's waste more sustainably.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution (Clause 15, Responsibility for Functions, Annex A) sets out the terms of reference of the Environment Committee. These include specific responsibilities for: (1) commissioning refuse and recycling, waste minimisation and street cleaning, and (5) to approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.

5.4 Risk Management

5.4.1 There is a risk that the initiatives outlined in the Waste Action Plan do not deliver the expected increase in recycling rates, and/or that these initiatives do not provide a cost-effective solution. This will be mitigated by close monitoring and performance management.

5.4.2 There is a risk that the initiatives outlined in the Waste Action Plan result in increased contamination of recycling and food waste bins as these services are rolled out to households that have not previously chosen to participate. This could have a negative effect on recycling income, other service users' engagement, and the council's recycling performance figures. This can be mitigated to a limited extent by regular communications to service users.

5.5 Equalities and Diversity

5.5.1 The Corporate Plan 2015-2020 sets the Strategic Equalities Objective, which is: that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. Changes to policies and services are analysed in order to assess the

potential equalities impacts and risks before final decisions are made.

5.5.2 Any significant changes to services will be consulted on and the potential impacts on the protected characteristics taken into account.

5.6 **Consultation and Engagement**

5.6.1 At present there is no planned consultation.

6 BACKGROUND PAPERS

6.1 Quarter 1 Performance and Contract Monitoring Committee Report, 2015/16.

**Waste and Recycling Service
Waste Action Plan 2015
Improving the amount of waste that is recycled**

Current Issue/Status	Action	Action Summary	Timescale	Target	Outturn
PHASE 1					
<p>Presently out of the estimated 43,927 flats in Barnet, 31,367 have recycling facilities with 12,560 unserved. On this basis, 71.4% of flats receive a dry recycling service.</p> <p>Currently 28.6% do not have the service, in some cases this will be because there is insufficient space for any further bins.</p>	<p>Expand the dry recycling service at flats</p>	<p>The service is working to ensure that recycling services are universally available to all residents. A site by site approach is needed.</p> <p>The estimated average recycling rate at flats is approximately 9%, low when compared to houses. The rollout to additional unserved sites will increase the number of flats residents able to participate in recycling, however as late adopters of the service the recycling rate is not expected to be higher than 9%.</p> <p>However, separate work to rebalance dry recycling and residual bin capacity may improve recycling rates at flats over time. The service will work to provide the dry recycling service to all flats where there is sufficient space.</p>	<p>From October 2015 onwards – recycling at flats sites will be introduced on an ongoing basis</p>	<p>To be confirmed as part of ongoing survey work and negotiations with managing agents</p>	<p>Uplift of 0.34% in the recycling rate - calculation assumes all sites are provided with the service for the full year and that recycling participation is slightly lower than at flats already served.</p>

Current Issue/Status	Action	Action Summary	Timescale	Target	Outturn
<p>The 71.4% of flats sites that are currently served with a dry recycling service generate only an estimated 1,864 tonnes of dry recycling per year (out of a total of approximately 25,000 tonnes of dry recycling collected per annum).</p> <p>Provision of recycling and refuse bins at flats sites needs to be redressed to maximise the potential to improve recycling rates.</p>	<p>Rebalance dry recycling bins at flats</p>	<p>The service will be piloting approaches to rebalancing the provision of refuse and dry recycling bin capacity towards a 50/50 ratio to seek to improve the recycling tonnage contribution from flats. This should deliver some performance improvements but it is not possible to quantify these at this time as they are dependent on the cooperation of managing agents and the engagement of residents. The service will therefore need to negotiate with flats managing agents to install dry recycling facilities at the remaining sites, seeking to maximise the balance between residual and recycling bin capacity to support the 50+% recycling ambition.</p>	<p>Pilots underway by end of 2015, assessment of provision to be based on a site by site review</p>	<p>Improve recycling rate at currently serviced flats</p>	
<p>There is currently limited information of flats residents' attitudes to recycling to form the basis for further service improvements</p>	<p>Conduct flats recycling focus groups</p>	<p>Dry recycling optimisation at flats – qualitative data gathered from flat occupiers to understand their knowledge and awareness of the service, preferred communication methods, understanding of other non-kerbside recycling services, attitude to current container provision and location, barriers and influences on behaviour, attitudes to bin rebalancing, attitudes to food waste recycling.</p>	<p>October 2015, results to be presented November 2015</p>	<p>The outcomes of this work will help to inform service delivery, communications and the wider strategy.</p>	

Current Issue/Status	Action	Action Summary	Timescale	Target	Outturn
The current configuration of existing collection rounds will not fully support the expansion of the dry recycling service to all unserved flats	Model dry recycling collections at flats	Proposal to introduce an afternoon/evening mid-week collection round plus extending the working week to deliver Sunday flat collections. This is to enable the optimal use of the existing collection fleet, to enable recycling collections from additional sites that are provided with the service, and enable the collection of a greater proportion of flats household waste as recycling rather than residual waste.	Current and ongoing	Enables the proposed extension of the service to as many of the 12,560 unserved flats sites as possible	
A separate food waste recycling service was rolled out to all 102,000 houses, converted houses and small blocks of flats in October 2013. This has diverted almost 6,000 tonnes of food waste to recycling rather than disposal in 2014/15. However, participation in the service is low, averaging around 25-30% on a weekly basis, and food waste tonnages show a gradual decline over time.	Conduct food waste behaviour change pilot projects at houses	The service is working to understand barriers to participation, working on a behaviour change project with the West London Alliance. The project includes the following elements; <ul style="list-style-type: none"> • Citizens Panel survey to understand barriers to participation May 2015 – the survey indicated that non recyclers are aware of food waste recycling, yet decide not to recycle their food waste; strong concerns about vermin, mess and smell. • Participation and usage monitoring ran from May to June 	End November 2015 March 2016-onward further rollout of successful trial interventions	Not yet determined – to be included in final report. The outcome of the interventions will influence the strategy to encourage greater participation of residents to use the food recycling service provided.	Uplift of 0.8% in the recycling rate

Current Issue/Status	Action	Action Summary	Timescale	Target	Outturn
		<ul style="list-style-type: none"> • Interventions to be piloted for 8 weeks during September to October • Delivery Unit implementing pilots - communications, procurement, monitoring <p>Pilots:</p> <ol style="list-style-type: none"> 1. Letter to residents explaining free liners available at local library + generic leaflet 2. Letter to residents offering a delivery of free liners + generic leaflet 3. Letter to residents with local information explaining where liners are available to purchase + generic leaflet 4. Stickers on top of residual waste bin + generic leaflet and a letter to residents explaining larger outside food waste containers can be requested for free 5. Stickers on top of residual waste bin + specific leaflet 6. Generic leaflet alone. To be used as a control group 		Will influence future content and frequency of communications	

Current Issue/Status	Action	Action Summary	Timescale	Target	Outturn
Currently a separate food waste collection is provided to houses and small blocks of flats. The service is working to ensure that recycling services are universally available to all residents, including residents of flats.	Pilot a food waste project at flats	A pilot project is being developed to trial food waste collections at a number of larger flats blocks. This will involve a mixture of sizes of blocks and a mixture of managing agents (Barnet Homes and private agents). This will involve the delivery of kitchen caddies, compostable liners, and the installation of a communal collection bin in a secure bin enclosure. There will be supporting communications and monitoring of the level of food waste diverted from the residual waste stream, to assess the success of the trial and understand the cost/benefits of a wider rollout.	December 2015 Pilots at 12 sites to have commenced by December 2015	Improve recycling rate at pilot sites	Uplift of 0.47% in the recycling rate - calculation assumes all sites are provided with the service for the full year.
The confirmed Barnet dry recycling contamination rate for Q1 2015/16 is 5.04%, with other boroughs having rates of between 8.7% and 11%.	Manage contamination	As the service works to roll out recycling services to flats sites that are late adopters of the service, it will need to work actively to minimise any increase in contamination levels.	Ongoing		Q1 2015/16 is 5.04%
	On-the-go Recycling - Parks	Installing recycling bins in Watling Park (Burnt Oak) and Victoria Park (North Finchley) alongside a poster campaign in these parks. This trial will last for 8 weeks and we will be monitoring the waste to recycling ratio.	December 2015		

Current Issue/Status	Action	Action Summary	Timescale	Target	Outturn
	Street Cleansing operatives separating out recycling materials as part of Town Centre cleansing	Town Centre and responsive teams will collect paper, card, cans and plastic bottles in a clear bag and separating out from other cleansing materials collected in a green bag.	Pilot re-commenced October 2015		
PHASE 2					
The Participation Monitoring study undertaken in April and May 2015 provided evidence that 85% of the households assessed took part in the dry recycling service.	Increase dry recycling at houses	Enhanced communications focused on encouraging further participation will be developed. It is also planned that following the results of the food waste behaviour change pilots, the intervention that has proven to be the most successful at affecting behaviour change will be used to further encourage non-participants to take part in the dry recycling service if appropriate.	March 2016-onward linked to further rollout of successful trial interventions		
The service produces and develops communications material to promote and publicise the Waste and Recycling Service.	Enhance communications and engagement	Develop a programme to review literature and communications material promoting the Waste and Recycling service based on performance led interventions in consultation with the Communications team. Based on the results and learning from the range of pilots and behaviour change projects we will formulate an appropriate communications plan to improve participation in recycling.	Current and ongoing	More effective communications to support and enhance service performance	

Current Issue/Status	Action	Action Summary	Timescale	Target	Outturn
The current guidance for planning applications does not robustly provide the needed enforcement of agreed bin provision in the development of new flats sites	Review planning approach for new developments	The council's Guidance for planning applications is to be reviewed and future guidance is to be based on achieving 50+% recycling. Best practice from other local authorities is being reviewed, and a more robust system will be put in place to ensure developers comply with the requirements.	By January 2016	Improve recycling rate specifically at new build flats, setting the appropriate expectations from the outset.	
There is an EU and national target of 50% recycling by 2020.	50% Recycling by 2016 Campaign	The campaign included: Bus shelter posters - Vehicle signage - Leaflets - Barnet First recycling issue - Sample rolls of caddy liners The campaign has not delivered any increase in recycling.	Next steps under review	No attributable impact – will inform future communications	

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Appendix B: London Boroughs Waste Collection Services 2013 - 2014

Local Authority	Percentage of household waste sent for reuse, recycling or composting	Recycling Container	Recycling Frequency	Refuse Container	Refuse Frequency	Food Waste Container	Food Waste Frequency	Garden Waste Container	Garden Waste Frequency	Garden Waste Subscription	2014/15 year price
Bexley LB	55.21%	35-60l boxes	Fortnightly	240l wheeled bin	Fortnightly	140l wheeled bin*	Weekly	140l wheeled bin*	Weekly	✗	✗
Bromley LB	49.63%	35-60l boxes	Fortnightly	Non reusable sack	Fortnightly	23l bin	Weekly	240l wheeled bin	Fortnightly	✓	£60
Harrow LB	49.15%	240l wheeled bin	Fortnightly	240l wheeled bin	Fortnightly	240l wheeled bin*	Weekly	240l wheeled bin*	Weekly	✗	✗
Royal Borough of Kingston upon Thames	46.29%	35-60l boxes	Fortnightly	240l wheeled bin	Fortnightly	23l bin	Weekly	240l wheeled bin	Fortnightly	✓	£75
Richmond upon Thames LB	43.29%	35-60l boxes	Weekly	Non reusable sack	Weekly	23l bin	Weekly	240l wheeled bin	Fortnightly	✓	£50-60 (dependent on payment type)
Hillingdon LB	43.15%	Non reusable sack	Weekly	Non reusable sack	Weekly	Reusable sack*	Weekly	Reusable sack*	Weekly	✗	✗
Croydon LB	42.16%	35-60l boxes	Fortnightly	240l wheeled bin	Fortnightly	23l bin	Weekly	Reusable sack	Fortnightly	✗	✗
Brent LB ¹	40.81%	240l wheeled bin	Fortnightly	240l wheeled bin	Fortnightly	240l wheeled bin*	Weekly	240l wheeled bin*	Weekly	✗	✗
Ealing LB	40.15%	35-60l boxes	Weekly	180l wheeled bin	Fortnightly	23l bin	Weekly	240l wheeled bin	Fortnightly	✓	£40

Local Authority	Percentage of household waste sent for reuse, recycling or composting	Recycling Container	Recycling Frequency	Refuse Container	Refuse Frequency	Food Waste Container	Food Waste Frequency	Garden Waste Container	Garden Waste Frequency	Garden Waste Subscription	2014/15 year price
Enfield LB	39.12%	240l wheeled bin	Weekly	140l wheeled bin	Weekly	240l wheeled bin*	Weekly	240l wheeled bin*	Weekly	✘	✘
Merton LB	38.87%	240l wheeled bin	Weekly	Non reusable sack	Weekly	23l bin	Weekly	240l wheeled bin	Fortnightly	✓	£65
Greenwich LB	38.83%	35-60l boxes	Weekly	240l wheeled bin	Weekly	240l wheeled bin*	Weekly	240l wheeled bin*	Weekly	✘	✘
City of London	38.80%	360l wheeled bins/ non reusable sacks	More than weekly	360l wheeled bins/ non reusable sacks	More than weekly	140l wheeled bin	Weekly	N/A	N/A	✘	✘
Sutton LB	37.06%	140l wheeled bin	Fortnightly	140l wheeled bin	Fortnightly	N/A	N/A	Reusable sack	Fortnightly	✘	✘
Barnet LB	36.35%	240l wheeled bin	Weekly	240l wheeled bin	Weekly	23l bin	Weekly	240l wheeled bin	Fortnightly	✘	✘
Haringey LB	35.81%	240l wheeled bin	Weekly	240l wheeled bin	Fortnightly	23l bin	Weekly	Reusable sack	Weekly	✘	✘
Hounslow LB	35.14%	35-60l boxes	Weekly	Non reusable sack	Weekly	23l bin	Weekly	Reusable sack	Weekly	✘	✘
Southwark LB	34.30%	240l wheeled bin	Fortnightly	240l wheeled bin	Fortnightly	240l wheeled bin*	Weekly	240l wheeled bin*	Weekly	✘	✘
Islington LB	32.68%	240l wheeled bin	Weekly	Non reusable sack	Weekly	23l bin	Weekly	Reusable sack	Weekly	✘	✘

Local Authority	Percentage of household waste sent for reuse, recycling or composting	Recycling Container	Recycling Frequency	Refuse Container	Refuse Frequency	Food Waste Container	Food Waste Frequency	Garden Waste Container	Garden Waste Frequency	Garden Waste Subscription	2014/15 year price
Waltham Forest LB	32.57%	240l wheeled bin	Weekly	240l wheeled bin	Weekly	240l wheeled bin*	Weekly	240l wheeled bin*	Weekly	✗	✗
Havering LB	31.51%	Non reusable sack	Weekly	240l wheeled bin	Fortnightly	N/A	N/A	240l wheeled bin	Fortnightly	✓	£35
Camden LB	29.32%	35-60l boxes	Weekly	Householder Provides	Weekly	23l bin	Weekly	Reusable sack	Weekly	✗	✗
Redbridge LB	29.32%	35-60l boxes	Weekly	Householder Provides	Weekly	N/A	N/A	Reusable sack	Weekly	✗	✗
Tower Hamlets LB	27.99%	Non reusable sack	Weekly	Non reusable sack	Weekly	23l bin	Weekly	Reusable sack	Weekly	✗	✗
Royal Borough of Kensington and Chelsea	25.45%	Non reusable sack	Weekly	Householder Provides	More than Weekly	N/A	N/A	Reusable sack	Fortnightly	✗	✗
Hackney LB	25.44%	Non reusable sack	Weekly	Non reusable sack	Weekly	23l bin	Weekly	Reusable sack	Fortnightly	✗	✗
Barking and Dagenham LB	24.80%	240l wheeled bin	Fortnightly	140l wheeled bin	Weekly	23l bin	Weekly	140l wheeled bin	Weekly	✗	✗
Lambeth LB	21.14%	Non reusable sack	Weekly	240l wheeled bin	Weekly	23l bin	Weekly	Reusable sack	Weekly	✓	£23 for 6 months
Westminster City Council	21.07%	Non reusable sack	Weekly	Non reusable sack	More than Weekly	N/A	N/A	N/A	N/A	N/A	N/A
Hammersmith and Fulham LB	20.53%	Non reusable sack	Weekly	Non reusable sack	Weekly	N/A	N/A	N/A	N/A	N/A	N/A

Local Authority	Percentage of household waste sent for reuse, recycling or composting	Recycling Container	Recycling Frequency	Refuse Container	Refuse Frequency	Food Waste Container	Food Waste Frequency	Garden Waste Container	Garden Waste Frequency	Garden Waste Subscription	2014/15 year price
Wandsworth LB	20.44%	Non reusable sack	Weekly	Householder Provides	Weekly	N/A	N/A	N/A	N/A	N/A	N/A
Lewisham LB	17.66%	35-60l boxes	Weekly	240l wheeled bin	Weekly	N/A	N/A	Non reusable sack	On demand	✘	✘
Newham LB	17.65%	180l wheeled bin	Fortnightly	240l wheeled bin	Weekly	N/A	N/A	Householder Provides	On demand	✘	✘

***Garden Waste is co-collected with food waste, in the same container**

Recycling rate calculations based on 2014/2015 tonnage

	Houses	Flats	Flats above shops	Commercial	Schools	Streets	Fly Tips	Grounds	Summers Lane CARC
Dry recycling	22648	1845	-	0	625	269	0	0	9352
Food	5751	0	-	0	79	0	0	0	0
Garden	15072	0	-	0	229	0	0	619	1788
Residual	57103	17925	-	10282	2079	5563	1499	485	5488
Dry rejected	1389	113	-	0	38	0	0	0	0
Passover	136	0	-	0	0	0	0	0	0
Clinical	42	0	-	1	0	0	0	0	0
Hazardous	16	0	-	0	0	0	2	0	0
TOTAL	102157	19883	-	10283	3050	5832	1501	1104	16628
Total recycling rate	43	9	-	0	31	5	0	56	67
Proportion allocated to dry	22	9	-	0	20	5	0	0	56
Proportion allocated to food	6	0	-	0	3	0	0	0	0
Proportion allocated to garden	15	0	-	0	8	0	0	56	11

Notes:

Does not include 3rd party landfill or recycling notified via NLWA (2014/15 14.11 tonnes landfill, 861.47 recycling)

Fly tips - from October 2015 weee and tyres collected separately for recycling

Barnet Homes

special collections including fly tips	757
residual from parks/grounds	79
construction and demolition - from fly tips	58
TOTAL	894

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	<p>Environment Committee</p> <p>24 September 2015</p>
<p>Title</p>	<p>Environment Committee Work Programme</p>
<p>Report of</p>	<p>Commissioning Director – Environment</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Key</p>	<p>No</p>
<p>Enclosures</p>	<p>Appendix A - Committee Work Programme January 2015 - May 2016</p>
<p>Officer Contact Details</p>	<p>Paul Frost - Governance Service, Team Leader paul.frost@barnet.gov.uk 020 8359 2205</p>

Summary

The Committee is requested to consider and comment on the items included in the 2015 work programme highlighted in appendix A.

Recommendations

1. That the Committee consider and comment on the items included in the 2015/16 work programme

1. WHY THIS REPORT IS NEEDED

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

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

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

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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**London Borough of Barnet
Environment Committee
September 2015 - May 2016**

Contact: Paul Frost
paul.frost@barnet.gov.uk

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
11 January 2016			
2015/16 Planned Maintenance: Q3 Update	To update members on progress against the 15/16 programme of works	Commissioning Director Environment	Non-key
Highway Asset Management – Network Recovery Plan Whole Life Costing of Footway Maintenance Treatments and Scheme Prioritisation	To note the highway asset management whole life costing	Commissioning Director Environment	Non-key
Implementation of Parking Policy - Footway Parking	To consider the arrangement for footway parking on an initial list of roads	Commissioning Director Environment	Non-key
Schools Permit Engagement	To agree the consultation process on site specific projects	Commissioning Director Environment	Non-key
Parks & Open Spaces Strategy: Draft for consultation	To approve the draft strategy for stakeholder consultation	Commissioning Director Environment	Non-key
2016/17 Planned Maintenance Annual Programme	To agree the annual planned maintenance programme for 2016/17	Commissioning Director Environment	Non-key

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
2016/17 LIP: Final Approval	To agree the annual highways improvement programme for 2016/17	Commissioning Director Environment	Non-key
Fees & Charges 2016/17	To approve relevant fees and charges for 2016/17	Commissioning Director Environment	Non-key
Draft Municipal Waste and Recycling Strategy 2015 to 2030	To note and approve the consultation of the Municipal Waste and Recycling Strategy 2015 to 2030	Commissioning Director Environment	Non-key
8 March 2016			
Draft Enforcement Policy for consultation	To approve the draft strategy for stakeholder consultation	Commissioning Director Environment	Non-key
12 May 2016			
2015/16 Planned Maintenance: Q4 Update	To update members on progress against the 15/16 programme of works	Commissioning Director Environment	Non-key
Enforcement Policy: Final Approval	Agreement of strategy after consideration of outcomes of stakeholder consultation	Commissioning Director Environment	Non-key
Environment Commissioning Plan: Annual Report 2015/16	To note 2015/16 performance against the Commission Plan	Commissioning Director Environment	Non-key

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
Waste and Recycling Strategy 2015 to 2030	To approve the Municipal Waste and Recycling Strategy 2015 to 2030	Commissioning Director Environment	Non-key
Parks & Open Spaces Strategy:	To the approve the Parks & Open Spaces Strategy	Commissioning Director Environment	Non-key
Playing Pitch	To approve the draft Strategy	Commissioning Director Environment	Non-key

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