

MEETING

POLICY AND RESOURCES COMMITTEE

DATE AND TIME

THURSDAY 9TH JULY, 2015

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF POLICY AND RESOURCES COMMITTEE (Quorum 3)

Chairman: Councillor Richard Cornelius
Vice Chairman: Councillor Daniel Thomas

Dean Cohen	Anthony Finn	Alon Or-Bach
Tom Davey	Ross Houston	Sachin Rajput
Paul Edwards	David Longstaff	Barry Rawlings
	Alison Moore	

Substitute Members

Melvin Cohen	Alan Schneiderman	Reuben Thompstone
Geof Cooke	Mark Shooter	Arjun Mittra

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

Andrew Charlwood – Head of Governance

Governance Service contact: Faith Mwende: 0208 8359 4917 faith.mwende@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

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2.	Absence of Members	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (if any)	
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Decisions of the Policy and Resources Committee

2 June 2015

Members Present:-

AGENDA ITEM 1

Councillor Richard Cornelius (Chairman)
Councillor Daniel Thomas (Vice-Chairman)

Councillor Dean Cohen
Councillor Paul Edwards
Councillor Anthony Finn
Councillor David Longstaff
Councillor Geof Cooke (as substitute)

Councillor Alison Moore
Councillor Sachin Rajput
Councillor Barry Rawlings
Councillor Melvin Cohen (as substitute)
Councillor Alan Schneiderman (as substitute)

Apologies for Absence

Councillor Tom Davey
Councillor Ross Houston

Councillor Alon Or-Bach

1. MINUTES OF LAST MEETING

RESOLVED – That the minutes of the meeting held on 24 March 2015 be approved as a correct record.

2. ABSENCE OF MEMBERS

An apology for absence was received from Councillor Tom Davey, who was substituted by Councillor Melvin Cohen, from Councillor Ross Houston who was substituted by Councillor Geof Cooke and from Councillor Alon Or-Bach, who was substituted by Councillor Alan Schneiderman.

3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS (IF ANY)

None.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

7. BARNET HOMES - PURCHASE OF ORBIT HOUSING

The Committee considered the report.

The Chairman invited Members to indicate whether they had any questions regarding the information contained in the exempt report, which would require the Committee to go into private session. There were none.

The Committee;

RESOLVED -

1. To approve London Borough of Barnet to purchase the freehold of the land and buildings known as Douglas Bader House subject to the conditions set out in the main and the separate exempt report.
2. To note the intention to explore the possibility of transferring the units to Barnet Homes, should it achieve Registered Provider status following completion of the Review of Delivery of Housing Services.
3. To delegate authority for the disposal to the Chief Executive, or Commissioning Director, in consultation with the Chief Operating Officer.

8. CORPORATE GRANTS PROGRAMME 2014-15

The Committee considered the report. Officers were requested to ensure that the grants awards were reported in a timely manner.

The Committee;

RESOLVED -

To note the decisions to award four grants under delegated powers, three to voluntary organisations from the 2014/15 corporate grants programme and one towards the cost of the removal of a dangerous tree on private property.

9. EXTENSION OF USER CONTROLLED INFORMATION, ADVICE AND ADVOCACY SERVICE CONTRACT

Councillor Cornelius moved a motion that was seconded by Councillor Rajput, to amend the recommendation in the addendum to read:

“Approve a waiver of the CPR and extend the contract with Barnet Centre for Independent Living until 30 September, or an earlier date as agreed by the Director for Adults and Communities in consultation with the Chairman of the Adults and Safeguarding Committee.”

The Committee agreed the amendment and the motion was carried.

The Committee;

RESOLVED -

1. To note the decision of the Adults and Communities Assistant Director, Community And Wellbeing, in consultation with the Chairman of the Policy and Resources committee, to agree a waiver of the Contract Procedure Rules to extend the contract with Barnet Centre for Independent Living until 31st May 2015.
2. To approve a waiver of the CPR and extend the contract with Barnet Centre for Independent Living until 30 September, or an earlier date as agreed by the Director for Adults and Communities in consultation with the Chairman of the Adults and Safeguarding Committee.”
3. To receive a report at the conclusion of the negotiations and contract award.

10. LOCAL DEVELOPMENT SCHEME 2015

The Committee considered the report.

The Committee;

RESOLVED -

1. That the programme for implementing the Local Plan, Barnet’s Local Development Scheme as set out in Appendix A to this report, be approved for submission to the Mayor of London.
2. That following submission, and subject to any key amendments by the Mayor that the Local Development Scheme be brought into effect within 28 days of the Mayor’s response.

11. STATEMENT OF COMMUNITY INVOLVEMENT

The Committee considered the report.

Officers were requested to amend Appendix C – Consultees, “The Council will consult the following bodies, where appropriate” to include Residents Associations.

The Committee;

RESOLVED -

1. To note the proposed Responses to Representations in Appendix B and approves the Statement of Community Involvement (SCI) (attached at Appendix A) for recommended adoption by Council on 28 July 2015.

12. COMMITTEE FORWARD WORK PROGRAMME

The Committee noted the work programme.

13. ANY OTHER ITEM(S) THE CHAIRMAN DECIDES ARE URGENT

None.

14. BARNET HOMES - PURCHASE OF ORBIT HOUSING

RESOLVED - that the information contained in the exempt report be noted.

15. ANY OTHER EXEMPT ITEM(S) THE CHAIRMAN DECIDES ARE URGENT

None.

The meeting finished at 7.25 pm

	AGENDA ITEM 6
	<h2>Policy and Resources Committee</h2> <h3>9 July 2015</h3>
Title	Member's Items
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Faith Mwende: faith.mwende@barnet.gov.uk 020 8359 4917

<h2>Summary</h2>
<p>The report provides detail of the Members items submitted for the Policy and Resources Committee to consider at its meeting of 9 July 2015.</p>

<h2>Recommendation</h2>
<p>That the Policy and Resources Committee's instructions are requested in relation to the item submitted by Members.</p>

1. WHY THIS REPORT IS NEEDED

1.1. THE FOLLOWING MEMBERS ITEMS HAVE BEEN RECEIVED:

Member's Item in the name of Cllr Barry Rawlings: Social Value score to be included in future London Borough of Barnet Tenders.

I request that the Policy & Resources Committee consider ensuring that the scoring of bids for all LB Barnet's tenders over a certain value incorporates at least 10% weighting to social value in the council's procurement process.

Member's Item in the name of Cllr Alison Moore: Competitive procurement processes and value for money – Education & Skills

In the light of the withdrawal of Capita from the Education & Skills procurement process, leaving just one remaining bidder, I ask that Policy & Resources receive a briefing on

- a) Where this leaves the integrity of the procurement process;
- b) What it means in terms of value-for-money to have a single bidder remaining, and should the process now be halted, and
- c) Whether the Leader still considers that this set of services is appropriate for outsourcing.

2. REASONS FOR RECOMMENDATIONS

- 2.1 No recommendations have been made. The Policy and Resources Committee is requested to give consideration and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

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

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

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

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

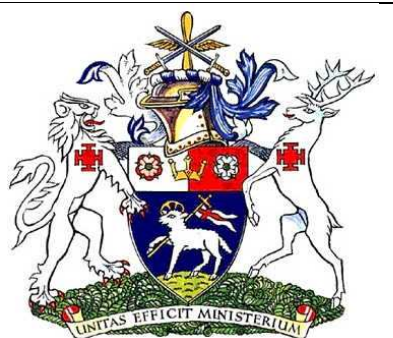
5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 Email to Governance Service on 29 June 2015.

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Policy and Resources Committee

9 July 2015

Title	Royal Mail 1 year Contract Extension
Report of	Claire Symonds – Commercial and Customer Services Director
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Simon Hime, Document Centre Manager, 020 83592046

Summary

The Council is currently operating a postal contract with Royal Mail which, started in September 2013. This has the option to extend for a further year. It was a jointly procured contract, with 14 other London Borough, through (at the time) the Government Procurement Service. The underlying aim was that pooling all postal volumes would secure a far greater discount offering than could be offered by a stand- alone contract.

This contract has been working very well, with savings in 2014/15 in excess of £75,000. The Council already have the authority via the Corporate Procurement Forward plan 2015/16 to re-engage (with the London Boroughs Postal group), a new contract via Crown Commercial Services. This process is envisaged to start in January 2016.

This report asks that the Committee approve an extension to the existing Postal contract for a year to provide business continuity while a re-tender process gets underway.

Recommendations

That the Committee approve the extension for a further year from 1st September 2015, to continue arrangements with the existing supplier, Royal Mail.

1. WHY THIS REPORT IS NEEDED

- 1.1 In September 2013, The Council entered into a contract with Royal Mail for a period of 2 years. The authority was given via a DPR Cabinet Member report. The Council had the option to extend this contract for a year.
- 1.2 A collaboration called the London Postal Group came together, made up from 14 London Boroughs, to consolidate their postage spend and commence a mini-competition for postal services via the GPS 782 framework. The underlying thesis was that combining all post volumes would secure good savings for all the councils involved.
- 1.3 As a London group, it was decided to extend this contract for a further year which will provide business continuity while a re-tender process gets underway early in 2016.
- 1.4 The Council has already secured authority to enter into negotiations for a new contract via the Corporate Procurement forward plan 2015/16, approved on 13 January 2015. It is therefore requested that in order to ensure continuity of service and to enable the council to carry out an effective procurement exercise resulting in best value contracts, the Committee approve the decisions contained in this report.

2. REASONS FOR RECOMMENDATIONS

- 2.1 As it was procured by a collaboration of London Boroughs, the group were unsure whether it would want to extend the contract beyond the original term. We had the option of a one year extension which the Group have decide to utilise.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council are seeking authority to extend an existing contract procured through the Government Procurement service, the procurement of the original Postal contract was carried out in accordance with EU public procurement rules and the Council's Contract Procedure Rules, as a new procurement exercise is not be started until early 2016 this is the only option available at this time.

4. POST DECISION IMPLEMENTATION

- 4.1 The Council have secured authority to re-tender the Postal Contract, which will start early in the new year, with a planned contract start date of September 2016.
- 4.2 The Mailroom service will continue to achieve the savings as described with no disruption to service.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan, 2013/14-2015/16 includes the following strategic objective:-

1. To create the right environment to promote responsible growth, development and success across the borough.

5.1.2 By having access to appropriate, cost effective and fit for purpose contracts, the Mailroom can support all Service Areas within the Council to ensure that residents and businesses are supported and grow sustainably.

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

5.2.1 The approximate spend with Royal Mail for the 1 year extension is £400,000. This spend is covered by all Services Area post budgets.

This post contract works on costs per item, on actual volumes. Hence if the volume of post decreases due to services finding alternative ways to communicate, the spend and savings figures will drop accordingly. The Council are currently posting approximately 120,000 items per month, this includes, first and second class, large letters and parcels, recorded and special deliveries.

The Council are continuing to encourage services areas to present their post in a better condition, and improving the quality of the post that is sent to Royal Mail, will achieve higher savings.

5.3 **Legal and Constitutional References**

5.3.1 The council's Constitution - Appendix A to Responsibilities for Function, states that Policy and Resources Committee is responsible for the "overall strategic direction of the Council including Corporate Procurement."

And to authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and Responsibility for Functions – Annex A – May 2015 thresholds set out in Contract Procedure Rules

5.3.2 The Contract Procedure Rules, paragraph 14.1 states that Regulation 72 of the Public Contracts Regulations 2015 permits an amendment, extension or renewal of an existing Contract without triggering a new Procurement exercise. Para 14,6 states any Acceptance of that extension needs to be in accordance with Appendix 1 Table, which requires acceptance by the Policy and &Resources Committee.

5.4 **Risk Management**

5.4.1 The failure to extend the contract will expose the council to higher market rates, and lose the economies of scale by collaborating with many London Boroughs, which will have an impact on existing Council Budgets.

5.4.2 There is no change to the existing supplier base, therefore, I do not foresee any major issues to arising from this extension.

5.5 **Equalities and Diversity**

5.5.1 The Under the Equality Act 2010, the Council and all other organisations exercising public functions on its behalf must have due regard to the need to:

a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

b) advance equality of opportunity between those with a protected characteristic and those without;

c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; religion or belief; sex; sexual orientation; race. It also covers marriage and civil partnership with regard to eliminating discrimination.

5.5.2 The supplier, Royal Mail, has been approved as a supplier of postal services by the Government Procurement Service (GPS), a Public Procurement Consortia set up by Central Government to provide framework contracts and guidance for Public Contracting Authorities. Part of the selection and evaluation process involved equality and diversity in service delivery. Royal mail met the GPS's criteria and was appointed to the framework.

5.6 Consultation and Engagement

5.6.1 None

6. BACKGROUND PAPERS

6.1 The approval for the original Postal contract

<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=5247>

	AGENDA ITEM 8 Policy & Resources Committee 9 July 2015
Title	Authorisation of Energy Review and Forward Procurement of Energy Requirements
Report of	Claire Symonds, Commercial and Customer Services Director
Wards	All
Status	Public
Enclosures	Appendix 1 Energy Review Business Case
Officer Contact Details	Susan Lowe, Business Partner Corporate and Street Scene susan.lowe@barnet.gov.uk Nigel Bell, Energy Asset Manager, Estates nigel.bell@barnet.gov.uk

<h3>Summary</h3>
<p>This report highlights an Energy Review which has been undertaken to inform options for future procurement of energy (gas/electricity) for the Council’s civic estate and schools who opt to be part of the corporate energy contract arrangement.</p> <p>The report identifies options and seeks authorisation from the committee to proceed with entering into a contract with LASER for the period October 2016 to September 2020 which will enable purchase of energy on behalf of the authority and achievement of efficiencies through forward purchase of energy during optimal market conditions</p>

<h3>Recommendations</h3>
<p>1. That the committee approve procurement of energy requirements through LASER for the period October 2016 to September 2020, subject to mid-term performance review.</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 This report highlights an energy review which has been undertaken to inform options for procuring energy for the Council. The energy review was undertaken following receipt of London Energy Project's (LEP) benchmarking update on energy provision which compared energy arrangements delivery by LASER and Crown Commercial Services. This review has informed the options for procuring energy going forward and these are presented both within this report and in the supporting Energy Review Business Case.
- 1.2 This report seeks authorisation based on the outcome of the energy review to procure energy with LASER past October 2016 which is when the existing energy contract arrangements end.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The reasons for the recommendations are to accept the energy review business case and to authorise procurement of energy from October 2016 to September 2020 subject to mid-term review and authorisation will enable the opportunity of forward purchase of energy during optimal market conditions.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Alternative options were considered but were not recommended as these would represent an approach which does not conform to the Pan Government Energy Project recommendation that all Public Sector organisations adopt aggregated, flexible and risk managed energy procurement.

4. POST DECISION IMPLEMENTATION

- 4.1 Presentation of the energy review business case with this report to the Policy & Resources Committee authorises the Commercial and Customer Services Director to authorise the energy review business case.
- 4.2 Upon receipt of approval of the recommendation to proceed with energy procurement authorisation will be given to LASER to enter into a rolling Fully Managed Contract to enable forward purchase of energy which will enable optimal early market engagement to meet the authority's energy requirements.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report and the delivery of energy supply to the Council's civic estate and schools accessing the contract supports the Corporate Plan priorities to maintain a well designed attractive and accessible place, with sustainable infrastructure across the borough and the right environment for a strong and diverse local economy

5.1.2 The continued provision of energy supply to the Council's civic estate endorses the delivery of the Health and Wellbeing Strategy.

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

5.2.1 The recommendation to authorise procurement through LASER will ensure that energy supply does not place a demand on the internal resource of the Council, delivers value for money due to the volume of energy purchased through LASER this reduces the cost across stakeholders. It also supports variation to estate size without loss of savings achieved through forward market purchases.

5.2.2 The following table indicates the current costs for energy provision based on the existing estate

Contract Consumption and Value Current Usage	Annual Consumption kWhs	Annual Contract Value	Two Year Contract Value	Four Year Contract Value
Electricity	24,280,557	£2,571,797	£ 5,143,594	£10,287,188.0
Street Lighting	12,884,695	£1,617,215	£ 3,234,430	£ 6,468,864.0
Gas	67,366,331	£1,904,319	£ 3,808,638	£ 7,617,276.0
Total	104,531,583	£6,093,331	£12,186,662	£24,373,328.0

5.2.3 The table below highlights predicted energy costs post civic estate reduction with savings

Projected Annual Contract Value	Annual Consumption kWh	Annual Contract Value	Saving over market average price	Projected Annual Cost Saving	Two Year Contract Value	Four Year Contract Value
Electricity	19,047,905	£2,017,554	1.20%	£24,211	£4,035,108	£8,070,216
Street Lighting	12,884,695	£1,617,215	4.90%	£79,244	£3,234,430	£6,468,860
Gas	67,366,331	£1,904,319	0.40%	£7,617	£3,808,638	£7,617,276
Total	99,298,931	£5,539,088		£111,071	£11,078,176	£22,156,352

5.2.4 Based on the LEP percentage savings analysis the net benefit for LBB would be a saving of approximately £110K annually over compared with the average annual price as noted in the table in 5.2.3 above. The exact apportionment of the savings would be dependent on the method of choosing various energy baskets

5.2.5 The energy review did consider the continuation of managed service delivery however this continues to prove to be beneficial both on internal resources.

The LASER Fully Managed Service has provided a further avoided cost savings of £219k based identifying and correcting overcharges, management queries and consolidated billing service. This is detailed in the following table

Fully Managed Service has provided a further avoided cost savings

Fully Managed Portfolio	Annual Cost Avoidance
Overcharges Corrected	£202,420
Consolidated Billing Saving	£2,900
Available Capacity Savings	£14,589
Total	£219,909

- 5.2.6 The energy review business case highlights that there are options to be considered during the period of a new contract term including alternative procurement approaches and bureau service with period of delivery.
- 5.2.7 The recommendation to enter into a contract with LASER for energy supply over a four year term will enable forward purchase of energy (gas and electricity) when the market is favourable to this activity and also enable schools to join the arrangement should they opt to do so.
- 5.2.8 A contract with LASER will provide security in the purchase of energy and at the same time enable variation to the size of the Council civic estate which is important as the reduction in office accommodation is delivered.
- 5.2.9 By this report seeking authorisation to proceed with procurement the purchase of energy will be compliant in accordance with the Contract Procedure Rules Appendix 1 Table A

5.3 **Legal and Constitutional References**

Report authorisation will enable entry into the LASER energy purchase arrangement and the preparation of a tripartite contract between the Authority, LASER and the energy provider as appropriate. Preparation of the agreement will be supported by HB Public Law. The council's Constitution - Appendix A to Responsibilities for Function, states that Policy and Resources Committee is responsible for the overall strategic direction of the Council including the following specific functions/activities including Corporate Procurement.

And to authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and Responsibility for Functions – Annex A – May 2015 thresholds set out in Contract Procedure Rules

Under Contract Procedure Rule 8.6 where the Council accesses an existing

Framework Agreement, the Framework Agreement terms and conditions of contract must be used, amended as appropriate as permitted by the Framework Agreement. Before entering into a Framework Agreement due diligence checks must be carried out to demonstrate that the Council can lawfully access the Framework Agreement and that it is fit for purpose and provides value for money.

- 5.3.1 This report seeks authorisation in accordance with Contract Procedure Rules 7.2 and Appendix 1 Table A which requires acceptance by the Policy and Resources Committee

5.4 Risk Management

- 5.4.1 A review of risks and benefits associated with the energy review and authorisation to procure energy is detailed in the Energy Review Business Document attached to this report.

5.5 Equalities and Diversity

- 5.5.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 - advance equality of opportunity between people from different groups
 - foster good relations between people from different groups

These have been considered with regard to the recommendation for authorisation to procure energy and it is not considered that an Equalities Impact is required for this procurement.

5.6 Consultation and Engagement

- 5.6.1 Authorisation to proceed with procurement will enable communication with school stakeholders who already use the energy arrangements and further engagement to promote the opportunity of accessing the energy contracts established.

6. BACKGROUND PAPERS

- 6.1 Cabinet Resources Committee 17 December 2012 Agenda Item 10 authorised Delegated Powers Report No 1675 18 May 2012 and continued participation in the LASER Energy Procurement Framework and entry into a tripartite agreement for the supply of gas and electricity. <http://barnet.moderngov.co.uk/ieSearchResults2.aspx?SS=laser&SD=01%2f11%2f2012&ED=31%2f12%2f2012&DT=3&CI=151&ADV=1&CA=false&SB=true&CX=504726136&PG=1>

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Full **Business Case**

Energy Contract Review and Authorisation to Procure Energy from LASER Full Business Case (Presentation to Policy & Resources Committee, 9 July 2015)

Approvals

By signing this document, the signatories below are confirming that they have fully reviewed the LASER

Full Business Case for the Energy Contract and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version

DOCUMENT CONTROL

Version History

Version	Date	Author(s)	Summary of Changes
V.01	27/04/2014	Amanda Allen	Draft
V.02	11/05/2015	Nigel Bell	Amendments Introduction
V.03	11/05/2015	Steven Barber	Expected Benefits/non benefits
V.04	4/06/2015	Nigel Bell	Review and update
V.05	5/06/2015	Susan Lowe	Review and final draft for confirmation

Full Business Case

Distribution List

Name	Role	Issue Date	Version

DRAFT for CONFIRMATION

Full **Business Case**

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1. Introduction

The Council has participated since 1993 in a Framework Agreement to purchase mains Electricity & Gas supplies managed by LASER, a public sector buying Group – (a division of Kent County Council). LASER undertakes the procurement processes including tendering and appointing energy suppliers and managing the portfolio risk strategy on behalf of more than 150 public bodies including c26 London boroughs and NHS Trusts.

In line with the Pan Government Energy project 2007 and supported through the London Energy Project review, the Council since 2008 has moved from Fixed-term fixed price procurement to adopt aggregated flexible and risk managed energy procurement as the best solution to cost reduction in a complex and volatile market.

Flexible Procurement enables purchases to be made numerous times during the life of the contract to exploit the market. The current four year contract ends 1st October 2016 but the Council is required to make a commitment in 2015 to permit time for forward purchases. The **rational** is to review the current procurement arrangements for Energy Contract (Electricity and Gas), for the London Borough of Barnet, and provide alternative options and value of money.

The Council procures in excess of £6 million of electricity and gas per annum for supplies under its Corporate Energy supply Contract for its Civic / Operational Estate, street lighting and some larger Barnet Homes supplies together with providing the option for Barnet maintained School's to utilise the supply contract.

Contract Consumption and Value Current Usage	Annual Consumption kWhs	Annual Contract Value	Two Year Contract Value	Four Year Contract Value
Electricity	24,280,557	£2,571,797	£ 5,143,594	£10,287,188.0
Street Lighting	12,884,695	£1,617,215	£ 3,234,430	£ 6,468,864.0
Gas	67,366,331	£1,904,319	£ 3,808,638	£ 7,617,276.0
Total	104,531,583	£6,093,331	£12,186,662	£24,373,328.0

It is acknowledged with the rationalisation of the Council's Estate that the Council's energy requirement will be reduced over time.

2. Energy Buying Options

Options Energy	Advantages	Dis-Advantages
<p>1. Buy Direct i.e. Procure from market and manage our own partner brokerage</p>	<ul style="list-style-type: none"> • Savings (Not determined as outside recommended practice) • Control of own strategy • Flexible in market • Concurrent to market • Flexible in demand 	<ul style="list-style-type: none"> • Does not conform to the Pan Government Energy Project recommendation that all Public Sector organisations adopt aggregated, flexible and risk managed energy procurement. • Procure supply may require full OJEU (timing) • Staff Resources • In-House technical broker expertise becomes a single point of failure and high risk factor • Best price Limited to current market • We have to provide all service management • Volume tolerance • Would not represent best practice as not forming part of an aggregated flexible and risk managed energy procurement strategy • Low procurement volume would not drive best price model.
<p>2. Public Framework e.g. current LASER or similar</p>	<ul style="list-style-type: none"> • LEP aggregated risk managed flex contracts continues to be 	<ul style="list-style-type: none"> • Control limited subject to the framework Governance & Risk

	<p>the most appropriate price risk managed strategy</p> <ul style="list-style-type: none"> • No lengthy procurement • Budget Stability (PIA) • Bigger basket £350m T/o(EoS) • Supports public sector • Tried & Tested • Auditable • Current contract with LBBarnet • Option to opt out of Bureau Service • Visibility in Bureau • Optional cost to Bureau services • 	<p>Management Strategy</p> <ul style="list-style-type: none"> • Pricing strategy doesn't allow all line items to be fully negotiated and maximise saving opportunities • Suppliers are pre-selected and set for 4year term • Flexible – timing for baskets to access markets • Limited options to those provided under the framework • Long term agreement met • Responsibility and authority remains with LB Barnet
<p>3. Full out-source i.e. 3rd party procurement; private broker & bureau; Capita /Buy Energy Online; or alternative E-Auction /Broker</p>	<ul style="list-style-type: none"> • We retain strategic control • Flexibility • Access to wholesale market (aggregated) • Variety of procurement tools available • Operational control • Contract reverse engineering • We can deliver Bureau services • Cost & Fees 	<ul style="list-style-type: none"> • Need clarity over procurement requirements • Needs local client sign off as new options are agreed • Missing opportunities i.e. market lows due to local sign off /availability of relevant in line with scheme of delegation • Cost & Fees transparency • Supply tolerance

3. Expected Benefits

Performance Benchmark

LEP on behalf of its members undertook a value for money (VFM) assessment for the supply period 2011 – 2014. The VFM assessment focused on the largest competitive elements of the total energy contract price – the cost of the commodity, (tradable raw) gas and electricity with the process comprising:-

- Benchmarking the prices achieved by energy buying organisation to determine whether their performance has been effective in terms of controlling energy cost and managing commodity price risk against market conditions.
- Technical assessment of current and past market conditions to quantify the financial risk authorities may be exposed to within a volatile market.
- Analysis of the relative risks, benefits and opportunities offered by differing approaches to energy procurement, in particular flexible and spot purchased energy contracts.

LEP Achieved Price Benchmark Results Summary – LASER, a division of Kent County Council Commercial Services

Commodity	Basket	Performance	Price Saving over market average price
Electricity (Oct 2011 – Sept 2014)	Purchase in advance	Good	1.2% saving
Electricity (Oct 2011 – Sept 2014)	Purchase within period	Good	4.9% saving
Gas (Oct 2011 – Sept 2014)	Purchase in advance	Good	0.4% saving
Gas (Oct 2011 – Sept 2014)	Purchase within period	Good	3.1% saving

Key LEP Findings

- That aggregated, flexible, risk managed procurement was effective in controlling commodity costs and continue to be the most appropriate price risk management strategy currently available.
- The principle alternative to Flexible contracts, spot purchased or fixed term price energy contracts, was not effective in controlling commodity costs, presenting a medium financial risk with the recommendation that this form of procurement should be restricted to small/low consuming supplies only.
- LASER delivered good performance against the benchmark in respect to the commodity price achieved.

The expected benefits of the LASER Energy Contract have been identified in the following table:

Benefit Description	Benefit Type
Supplier Relations: Strong supplier relationships and query resolution processes, built through continuous improvement exercises and robust supplier management.	SRM
Expertise: A dedicated team with vast experience in managing complex industry processes & Public Sector Procurement and Governance requirements	SRM
Time & Resource : Substantial time & resources saved by LASER managing the portfolio, validating invoices, liaising with suppliers and resolving queries, freeing up management time for higher priority tasks	Financial
All Query Types : Management of a wide range of queries – such as faulty meters, estimated readings, new meters, removed meters, meter read agent queries and site visits.	Operational
Budgeting: Support with budget accruals to avoid unexpected charges	Financial
Cost Savings: Expertise in negotiating compensation and identifying cost saving opportunities for our customers.	Financial
Visibility: Regular updating and reporting on query progress for corporate contacts and site-level contacts.	Operational

LASER Predicted Savings

The benchmarked savings performance achieved by LASER against average market performance has been applied to the projected forecasted consumption for 2016/17 resulting from the anticipated changes in the Council's Civic estate, It is estimated that the benefits achieved through the LASER flexible frameworks, including those through market purchases, supply aggregation and the savings identified by LASER as part of the Fully Managed Service, if maintained going forward, could represent an annual cost saving of circa £330K as noted in the following tables.

Projected saving compared with the average annual price

Projected Annual Contract Value	Annual Consumption kWh	Annual Contract Value	Saving over market average price	Projected Annual Cost Saving	Two Year Contract Value	Four Year Contract Value
Electricity	19,047,905	£2,017,554	1.20%	£24,211	£4,035,108	£8,070,216
Street Lighting	12,884,695	£1,617,215	4.90%	£79,244	£3,234,430	£6,468,860
Gas	67,366,331	£1,904,319	0.40%	£7,617	£3,808,638	£7,617,276
Total	99,298,931	£5,539,088		£111,071	£11,078,176	£22,156,352

Fully Managed Service has provided a further avoided cost savings

Fully Managed Portfolio	Annual Cost Avoidance
Overcharges Corrected	£202,420
Consolidated Billing Saving	£2,900
Available Capacity Savings	£14,589
Total	£219,909

Risk Profile Matrix

Risk Ref	Current Risk Profile	Current Risk Rating	Risk Description	Nature of Risk	Risk Status
0.1	Low/Med		Non commitment from school(s) for buy into LASER will reduce annual usage volumes and may impact on final price	Financial	Treat
0.2	Low/Med		Supplier market position could change within Framework period and impact on Framework customers	Financial	Treat
0.3	Low/Med		Failure to commit to a compliant framework will limit the scope to forward purchase at the optimum market position	Financial	Treat
0.4	Med		Significant changes in consumption can impact on contract pricing	Financial	Treat

4. Financial Appraisal

Energy Buying Options	Gas	Electricity
Public Framework (LASER)	<p>LEP VFM Benchmark Review 2014 concluded that aggregated, flexible, risk managed procurement was effective in controlling commodity costs and continue to be the most appropriate price risk management strategy currently available.</p> <p>LASER delivered “Good performance against the benchmark</p>	
Buy Direct	<p>Not undertaken as the approach does not conform to the Pan Government Energy Project recommendation that all Public Sector organisations adopt aggregated, flexible and risk managed energy procurement or LEP</p>	

	VFM findings that aggregated risk managed flex contracts continues to be the most appropriate price risk managed strategy
Full out- source	This would require an independent review ensuring that that the provider has the capability & capacity to deliver VFM over time.
Bureau services	The Council can opt out of the Fully Managed Service on the rolling two year contract which provides the opportunity to review this area of delivery and subject to VFM if necessary put a robust alternative system in place.

5. Project/ Procurement Approach

Phase 1: March 2015- June 2015

The following approaches were used to investigate options:

- Discussions with LASER
- Exploration of best practice and alternative approaches of buying options (Capita Procurement Solutions)
- Consultation with Senior LBB Managers

Phase 2: Preparation of Energy Review and Recommendation Presentation

- Preparation of energy review business case following exploration of best practice, discussions with LASER and detailed review of LEP VfM Benchmark Review 2014
- Presentation of energy review business case to Policy & Resources Committee to support authorisation of future energy procurement
- Authorisation by Policy & Resources Committee to proceed with procurement of future energy requirements through LASER

Phase 3: Entering Energy Contract

- Discussions with LASER
- Consultation with Senior LBB Managers

6. Dependencies and Relationships

Project

- Commitment to the new contract needs to be in place in the Summer period of 2015 to permit sufficient time to risk manage the forward energy purchases.
- Energy is a traded commodity and the price fluctuates depending upon the prevailing technical, political and environmental factors that can affect the certainty of supply.
- Budget responsibility is held within Service Areas
- The approach to Risk Management may need to be reviewed as the purchasing options available within frameworks develop over the lifetime of the contract.
- The changing size of the Council's estate can impact significantly on volumes which are more readily managed in a larger aggregated framework.

Other Issues

- Managing communications with Schools as their buy in is not guaranteed

7. Recommendations/Options

- A) Re-affirm access to the LASER framework under a two year rolling Fully Managed Contract and review options for alternative procurement approaches and bureau service within period.
- B) Authorise access of LASER framework under four year fully managed contract
- C) Review the approach to Risk Management as necessary in response to changes in the purchasing options available within frameworks over the lifetime of the contract.

8. Non Benefits

Non Benefits have been identified in the following table:

Ref	Description	Nature	Status
0.1	Pre-selecting suppliers for a 4-year framework reduces choice and the suppliers' drivers to offer best price within the 4 year period		
0.2	Basket options to be decided by LBB and require managing throughout contract term.		
0.3	Laser Benchmark Data limited and will require greater detail before proceeding.		
0.4	London Energy / LASER Relationship. LBB should consider independent validation of forward savings		

Based on the LEP percentage savings analysis the net benefit for LBB would be a saving of approximately £110K annually over compared with the average annual price as noted in the table below. The exact apportionment of the savings would be dependent on the method of choosing various energy baskets

In addition the Laser Fully Managed Service has provided a further avoided cost savings of £219k based identifying and correcting overcharges, management queries and consolidated billing service.

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AGENDA ITEM 9



Policy and Resources Committee

9th July 2015

Title	Managing sale of Councils' Interests: Delegation of authority to sell claim in Glitnir hf
Report of	Chief Operating Officer
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Iain Millar, Head of Treasury , iain.millar@barnet.gov.uk 0208 359 7126

Summary

This report recommends delegation of authority to the Chief Operating Officer to sell the investment balance held in escrow from the insolvent estate of the Icelandic bank Glitnir hf. Any sale of the claim is subject to receipt of a bid price that is acceptable to the Council.

The sale of the Council's balance held in escrow has been subject to Icelandic Government currency controls since 2012. A sale of the claim would allow immediate access to funds owed to the Council.

Recommendations

- 1. That Policy and Resources Committee authorises the Chief Operating Officer in consultation with chairman of Policy and Resources Committee to sell the Council's interest in the insolvent estate of the Icelandic bank Glitnir hf and to report to Committee following the sale**
- 2. That the decision to sell the Council's interest in the insolvent estate of the Icelandic bank Glitnir hf ,including sale by auction and to set the reserve price of any future sale be delegated to the Chief Operating Officer in consultation with chairman of Policy and Resources Committee.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is being brought to Policy and Resources to delegate authority to sell to the Council's remaining investment held in the former Icelandic Bank to the Chief Operating Officer in consultation with chairman of the Policy and Resources Committee.

2. REASONS FOR RECOMMENDATIONS

- 2.1 On 13 March 2012 the Icelandic parliament passed law No. 17/2012. currency control restrictions, introducing special provisions applicable to Icelandic krónur (ISK) payments to non-Icelandic parties (such as UK local authorities). Consent from the Icelandic Central Bank is required under this new law in order pay priority creditors the Icelandic krónur (ISK) element of the distribution.
- 2.2 A market in claims has developed, and various third parties have approached local authorities and the LGA with informal offers to purchase Glitnir hf. Priority claims. With delegated authority to sell the Council's remaining investment in the former Icelandic bank, the Chief Operating Officer will be able to dispose of the investment without requiring further advance committee approval should an opportunity arise to sell to a third party at best execution.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 Following a sale, the Council's escrow balance will be converted into sterling and paid into the Council's bank account (subject to currency conversion costs and net of disposal costs.) The outcome of the sale will be reported to the next meeting of Policy and Resources Committee following the sale.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Efficient financial management procedures are a necessary contribution to enable the achievement of all council priorities

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

- 5.2.1 The Council's remaining balance of its investment in the former Icelandic Bank is held in Icelandic Kroner in an escrow account. The sale of the Council's balance held in escrow has been subject to Icelandic Government currency controls since 2012. A sale of the claim would remove the uncertainty and allow immediate access to funds owed to the Council. The Council has been unable to convert its funds into sterling because of the currency export controls. Any sale of the claim is subject to receipt of a bid

price that is acceptable to the Council. The current balance held including accrued interest is £2.9 million

- 5.2.2 Urgency Committee on 29th January 2015 approved participation in a currency auction in February 2015, through its lawyers, Bevan Brittan, and the Local Government Association, subject to a reserve price being reached. The reserve price was not reached and the investment was not sold.
- 5.2.3 On 7th June 2015 the Icelandic Government announced a strategy for the relaxation of capital controls. Though details have not been announced, it is likely that an exit tax of up to 37% may be applied to foreign currency creditors. It is not known if an exit tax will also be applied to the Council's escrow balance.
- 5.2.4 Delegating authority to sell the Glitnir hf investment to the Chief Operating Officer, in consultation with the chairman of Policy and Resources Committee, would allow sale to a third party or participation in an currency auction without requiring advance committee approval. Time is of the essence in trading currency investments.

5.3 Legal and Constitutional References

- 5.3.1 Council Constitution, Financial Regulations (Section 4.6.7) the Council delegates the execution and administration of treasury management decisions to the Chief Finance Officer (section 151 officer), who will act in accordance with the organisations Treasury Management practices. The decision to participate in the sale of Glitnir hf debt is considered to have an impact on the Council's Treasury Management Policy owing to the potentially significant financial implications and, as such, falls within the remit of the Policy & Resources Committee (Financial Regulations 4.6.3)
- 5.3.2 When sold, by auction or otherwise, the Contact Procedure Rules would apply and therefore any contract over £500,000 is normally approved by Policy and Resources Committee via the Procurement Forward Plan. Following the sale the outcome will be reported in a section 151 officer Delegated Powers Report.

5.4 Risk Management

- 5.4.1 Any sale of the claim is subject to receipt of a bid price that is acceptable to the Council and the reserve price may not be reached. The Council may have to sell at a loss but this will be partly offset by interest accrued to date on the balance held in escrow.
- 5.4.2 The Icelandic government may require creditors to pay an exit tax when currency controls are relaxed, which could potentially reduce the amount receivable by the Council. Sale of the asset would allow immediate access to funds currently held in the escrow account in Icelandic Kroner.
- 5.4.3 The Council will bear any foreign exchange rate risk along with any costs associated with the release of the amount held in the escrow account.

5.5 Equalities and Diversity

- 5.5.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 - advance equality of opportunity between people from different groups
 - foster good relations between people from different groups

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

- 5.5.2 Recovering funds due to the Council is an important aspect of the management of resources to ensure the equitable delivery of services to all members of the community.

5.6 Consultation and Engagement

- 5.6.1 Not applicable

6. BACKGROUND PAPERS

- 6.1 Report to Urgency Committee 29.1.2015
<http://barnet.moderngov.co.uk/documents/b25202/Chairmans%20Urgent%20Late%20Item%20of%20Business%20-%20Sale%20of%20Claim%20in%20Glitnir%2029th-Jan-2015%2018.00%20Urgency%20Com.pdf?T=9>

	<p>Policy and Resources Committee</p> <p>09 July 2015</p>
<p style="text-align: center;">Title</p>	<p>Finance and Business Planning – Medium Term Financial Strategy 2016/17 to 2019/20</p>
<p style="text-align: center;">Report of</p>	<p>Andrew Travers, Chief Executive John Hooton, Chief Operating Officer Kate Kennally, Strategic Director of Commissioning</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix A – Medium Term Financial Strategy 2016-20 Appendix B – Council Reserves Appendix C – Movement in 2015/16 Budgets Appendix D – Write offs</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Stephen Evans, Director of Strategy and Communications, Stephen.evans@barnet.gov.uk Anisa Darr, Interim Assistant Director of Finance, Anisa.Darr@barnet.gov.uk</p>

Summary
<p>This report seeks approval from Policy and Resources Committee on the following:</p> <ul style="list-style-type: none"> a) The process for Theme Committees to develop savings proposals, in line with commissioning priorities, for the period 2016-20 which will come back to this committee in December 2015; and b) The movements to the budget in 2015/16.

Recommendations

That Policy and Resources Committee:

- 1.1 Note the updated Medium Term Financial Strategy up to 2020 as set out in Appendix A and the assumptions underpinning this in section 1.3.5;
- 1.2 Agree the additional savings targets for Theme Committees as set out in paragraph 1.3.5 for allocating the remaining budget gap;
- 1.3 Agree the process for the review of the capital programme as set out in section 1.4;
- 1.4 Agree the process of consultation as set out in section 5.5
- 1.5 Agree the movements in budget in 2015/16 as set out in section 1.6
- 1.6 Note the reserves balances as set out in section 1.5
- 1.7 Instruct officers to work with the CCG to ensure that the full amount of the Better Care Fund previously allocated to social care is allocated to support Adults Social Care from April 2016 onwards; and
- 1.8 Approve the write offs in Appendix D

1. WHY THIS REPORT IS NEEDED

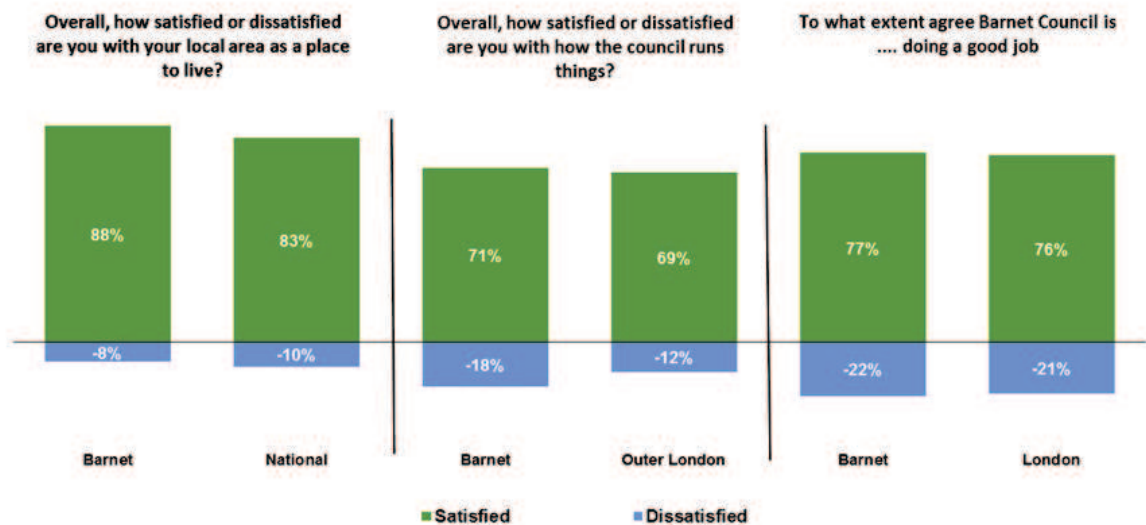
1.1 Executive Summary

- 1.1.1 In March 2015, the council set a Medium Term Financial Strategy (MTFS) covering the period 2015-20. The MTFS for this period identifies a total budget gap (including proposed pressures) of £90.9m and includes savings proposals totalling £68.9m. This produced a balanced budget for 2015/16 with a remaining gap of £21.9m – where savings have yet to be identified – over the period 2016-20.
- 1.1.2 The council typically re-assesses the assumptions underpinning the MTFS once a year, in July, through a report to Policy and Resources Committee (P&R). This report sets the context in which Local Government is operating and updates Members on any changes to the council's future budget assumptions and changes to the following year's budget. Further reports are taken to P&R each Autumn – setting out the draft budget for the following year – with the final report on the following year's budget going forward to Committee each Spring, before agreement at Full Council.
- 1.1.3 Following the General Election in May, this report updates the assumptions in the MTFS and presents 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 P&R in March. This is mainly a result of an anticipated reduction in business rates income and Revenue Support Grant that Barnet will receive from Government.

1.1.4 This report sets out the process the council will follow to close this budget gap.

1.2 Strategic context

1.2.1 The past five years has been a period of significant challenges for all councils, but ones we have risen to in Barnet, having successfully saved £75m while limiting impacts on front line services and, crucially, maintaining resident satisfaction. The latest Residents' Perception Survey data indicates that 88 per cent of residents are satisfied with Barnet as a place to live; 71 per cent are satisfied with how the council runs things; and 77 per cent feel that it is doing a good job. These results are part of an upwards trend over the past five years.



1.2.2 Over half of residents agree that the council provides value for money, a rise of 8 per cent since Autumn 2012, and 63 per cent believe that it provides value for money *for the council tax I pay*, a 6 per cent increase over the same period. This reflects the council's commitment to keeping Council Tax low, as Barnet is now 9 per cent above the London average for this measure.

1.2.3 In response to the scale of the challenge facing Local Government from public spending reductions and increasing demand, Barnet undertook a Priorities and Spending Review (PSR), the results of which were presented to P&R in June 2014. The PSR was a process led by officers and informed by public consultation and engagement with all three main political parties. The savings options presented were grouped under four themes: Efficiency: growth and income: reducing demand; and promoting independence and service redesign. Opportunity areas were taken through Theme Committees and savings proposals were referred to P&R for agreement in June 2014.

1.2.4 Theme Committees then worked up detailed proposals and brought them back for agreement in the Autumn of 2014. The final set of budget proposals covering 2015-20 were then taken through P&R again before final agreement at Full Council in March 2015.

- 1.2.5 Following the election of a Conservative government, the Chancellor announced plans for an Emergency Budget on 8 July 2015, which is likely to set out further details on the Government's spending plans, particularly in relation to additional funding for the NHS and further reductions to welfare spending.
- 1.2.6 Ahead of that, the Conservative manifesto gives indications of the commitments made which propose to eliminate the budget deficit by 2018, maintain a budget surplus by 2019/20 and oversee a reduction in national debt.
- 1.2.7 Local Government, along with other departments such as transport, police, skills, universities and defence, remain in the non-protected expenditure group. By protecting budgets such as NHS, schools and international aid, the impact on unprotected budgets – including Local Government – is more pronounced.
- 1.2.8 In his speech on the UK economy delivered on 4 June this year, the Chancellor announced £3bn of additional departmental cuts in 2015/16, including £230m from the Department for Communities. It is not yet clear how much might be passed on to Local Government on top of the 10% cut to council budgets this year. The nature of the Local Government settlement makes cutting the central Revenue Support Grant in-year more difficult, but a number of other central grants from central to Local Government are at risk. An in-year reduction of £200m to the Public Health grant has already been announced for this year, with a potential £1m impact in Barnet.
- 1.2.9 The Conservative manifesto pledges to help Local Authorities keep Council Tax low and ensure that residents can continue to veto high rises via a local referendum. The current 2% threshold to trigger a poll may continue, which reduces the flexibility to use Council Tax as a means of reducing the gap.
- 1.2.10 The Queen's Speech confirmed the Government's intention, through the Housing Bill, to extend the Right to Buy to cover housing association properties. The potential impact of this policy on councils – particularly those in London – is still being considered and we await further details from the Government on the precise nature of the scheme.
- 1.2.11 The Housing Bill also set out the Government's intention for 90 per cent of suitable brownfield land to be made ready for development by 2020. The council is already inviting residents, developers and landowners to identify suitable sites, including brownfield, which could be brought back into use. MTFs assumptions in regard to Assets, Regeneration and Growth may need to be reassessed if further opportunities for development are identified.
- 1.2.12 The Queen's Speech introduced a Cities and Local Government Devolution Bill, which will provide the legislative framework necessary to deliver the Greater Manchester devolution deal and other future deals – both in large cities which choose to have elected mayors and in other places. Were London boroughs to lobby successfully for further devolution of powers and budgets to the sub-regional level, this could impact positively on MTFs assumptions.

Barnet's response to the financial challenge – maximising the revenues we generate locally through growth and investment

1.2.13 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.

1.2.14 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

1.2.15 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.

1.2.16 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, its 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

1.2.17 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.

1.2.18 The council is looking to build on this track record of long-term investment by investing now for gains in the medium term. Indeed, the success of our MTFs depends on this approach. For example, investment in supported housing can help manage demand for adult social care by enabling older people to live independently in the community for longer. To this end, Barnet Homes are building an additional 50 Extra Care Housing units by 2017/18, and the council is considering plans to provide 100 specialist homes linked to health and care support and community facilities by 2020 – including 50 for sale. The council intends to continue investing in this way as appropriate to reduce the ongoing cost of social care while increasing independence for service users.

1.2.19 The council is also investing in infrastructure to ensure the borough remains a place where people want to live and work. £50m will be invested in improving the condition of roads and pavements over the next 5 years in response to residents' perception data indicating that 38 per cent of residents name this as their top personal concern locally.

1.2.20 Barnet's schools are amongst the best in the country, and the council will continue to invest in maintaining this as one of the main reasons why people are drawn to the borough, building on the £116m invested over the past 5 years.

1.2.21 Decisions regarding further investment in essential infrastructure to support the future growth of the borough – including schools, transport, healthcare and community centres – will be taken by Theme Committees over the coming months.

Managing demand on services

1.2.22 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.

1.2.23 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.

1.3 Medium Term Financial Strategy

1.3.1 Appendix A sets out the MTFs from 2016/17 to 2019/20, taking into account national economic factors such as assumed Government funding cuts and inflation, along with local factors such as housing trajectory and population and demand pressures on services. The headline figure is a budget gap of £81.1m for 2016-20.

1.3.2 The assumptions within the budget envelope are as follows:

- **Pressures:** an assumption has been made in the budget envelope for future demographic pressures specifically for Adults and Children's Social Care costs. This is based on the latest demographic projections from the GLA and specific data from the Projecting Older People Population Information System (POPPI) and the Projecting Adult Needs and Service Information System (PANSI). An assumption has also been included for increased costs relating to complexity of cases in Special Education Needs (SEN) and Learning Disabilities (LD);
- **Inflation (pay):** the Local Government pay award from January 2015 – March 2016 was agreed at 2.2%. Annualised, this increase is in the region of 1.1% and therefore the MTFs continues to assume a 1% increase in pay;
- **Inflation (non-pay):** figures of 2% for inflation have been used to estimate the increase in non-pay costs;
- **North London Waste Authority (NLWA) levy:** figures for the NLWA levy are based on the latest information from the NLWA;
- **Capital financing costs:** no further provision has been added since the budget was agreed in March by Full Council. The current budget provision is considered to be sufficient based on current capital needs; this will be revised after the capital needs analysis exercise has been completed;
- **Contingency:** A provision has been added from 2017/18 to cover general risks;
- **Concessionary fares:** increases have been projected in line with demographic changes of the 60+ population in Barnet;
- **Business rates:** the council, along with other London boroughs, have noticed a decrease in business rates due to an increase in successful appeals against rateable values; therefore a decrease in the baseline has been factored in to reflect this;
- **Revenue Support Grant (RSG):** the assumption for reduction in RSG reflects the Government's aspiration to have a budget surplus by 2018/19, and is based on financial modelling by London Councils;
- **Public Health Grant:** following the Chancellor's 4 June 2015 announcement of a £200m in-year cut to the Public Health grant, this reduction has been carried through to all years from 2016-20 in the MTFs. However, there is speculation that moving forward the ring fence will be removed and the Public Health grant will start forming part of the RSG with an even greater reduction;
- **Council Tax:** the proposal, subject to consultation and an Equality Impact Assessment, is that a Council Tax freeze is factored into the MTFs for 2016/17, with an increase of 2% per annum beyond that.

- 1.3.3 Full Council, in March 2015, agreed saving plans to close the gap by £51.7m, which would leave a remaining gap of £29.4m. The preferred option to address this is to allocate part of the remaining gap to Theme Committees and fund the remainder from reserves until the Council Tax base increases post 2020.
- 1.3.4 In anticipation of the increase in the Council Tax base beyond 2020 (based on projected Council Tax receipts from housing in the west of the borough), it is proposed to fund £5m of the gap in 2019/20 from reserves. It would not be prudent to fund a budget gap from reserves on an ongoing basis, but it is the view of the Chief Finance Officer that this would be prudent on a short term basis, given the current level of general and risk reserves. The assumption will be reviewed annually.
- 1.3.5 Savings targets during the PSR period were based on a bottom up exercise of where savings could be identified rather than a pro-rata reduction. It is proposed that the remaining gap is allocated to Theme Committees in line with the percentage reductions established through the PSR. This would ensure that Committees like Assets, Regeneration and Growth (ARG) contribute towards the overall gap and that Children's and Adults Services are afforded a relative level of protection. Allocating the remaining gap in this way would result in the following additional savings targets for Theme Committees:

Committee	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Adults & Safeguarding	(2,415)	(2,576)	(918)	(55)
Assets, Regen & Growth	(1,930)	(2,059)	(734)	(44)
Children, Education, Libraries & Safeguarding	(1,892)	(2,018)	(719)	(43)
Environment	(1,125)	(1,199)	(428)	(25)
Policy & Resources	(2,534)	(2,703)	(964)	(58)
Total	(9,896)	(10,555)	(3,763)	(224)

- 1.3.6 Although it is proposed that the overall gap is allocated to the Theme Committees, it is important to avoid looking at options for further savings in isolation without considering how savings could be driven through cross-cutting proposals which would impact on more than one Committee. Commissioners will therefore work together to ensure that such opportunities are not missed.

1.4 Capital Investment Programme

- 1.4.1 The current capital programme totals £470m up to 2020, funded from a combination of capital receipts, borrowing, revenue and external grant contributions.

- 1.4.2 It is recommended that officers in Delivery Units, along with the appropriate Commissioning Director, develop capital investment proposals which allow the council to achieve its corporate priorities, strategic aims and which may enable invest to save opportunities. These will then be assessed for affordability and equalities impacts with recommendations put forward to relevant Theme Committees for referral to P&R in December 2015.
- 1.4.3 In the period up to 2020, there are a number of non-HRA projects and programmes including the council's proposed new headquarters at Colindale; the new Thameslink station at Brent Cross; secondary school builds; and investment in roads and pavements that require significant capital funding. The Treasury Management team will be undertaking work to review the current strategy with specific regard to the borrowing strategy and requirement to review capital financing, cash balances, other capital proceeds, cashflow and phasing of new borrowing requirements. This will form part of the Treasury Management Strategy that will go to Full Council in March next year.

1.5 Specific reserves

- 1.5.1 The detailed reserves position as at 31 March 2015 is included in Appendix B. The total size of the council's reserve pool is £129m. This represents 47% of the council's net budget. This is made up of the following elements:
- General Fund reserve - **£14.8m** - This is broadly in line with the £15m balances set by the Section 151 Officer to allow for in-year volatility in spend
 - Corporate earmarked reserves (risk, equalities impacts, transformation, service development, welfare reform and financing reserve) - **£50.5m**
 - Infrastructure reserve (New Homes Bonus, Community Infrastructure Levy) - **£38m**
 - Service specific earmarked reserves - **£7.7m**
 - Ring fenced reserves (schools, public health, section 256) - **£18m**
- 1.5.2 The basis of all council reserves is included in the budget report to Full Council each year. This includes a policy that defines the level of reserves that the Chief Finance Officer recommends as prudent, and sets out the basis of different reserves that are held.
- 1.5.3 It is the role of the Section 151 officer to recommend a level of reserves within the council's budget. However, it is important that Members understand the level of reserves that the council holds, and ensure that the reserves policy fits in line with the organisational strategy. Reserves balances are by definition "one off" as they can only be used once and are not replenished, as opposed to the council's revenue budget which includes annual allocations for certain expenditure.. A review of Barnet's reserves compared to other London councils is attached in Appendix E.
- 1.5.4 Corporate earmarked reserves have been set aside by the council for a variety of purposes. Principally these are for unforeseen risks, to undertake transformation projects across the council and to fund the council's response to welfare reform and equalities impacts.

- 1.5.5 The infrastructure reserve holds New Homes Bonus and the Community Infrastructure Levy. The council is not legally bound to spend New Homes Bonus money on infrastructure, but there is an expectation that it is used for this purpose, and the council has a significant infrastructure burden across the borough which it must service. This reserve is fully committed against the current capital programme.
- 1.5.6 Ring fenced reserves include money that is ring fenced by statute and can only be used for their designated purpose (such as schools and public health balances), funding held to service a long term PFI contract, and also funding held on behalf of other organisations such as the North London Sub Region.
- 1.5.7 It is recommended that in year application of reserves to service expenditure in line with the purpose of the reserve is delegated to the Chief Operating Officer.

1.6 2015/16 Budget management

Transfers from contingency and reserves

- 1.6.1 Each year, the council sets aside an amount of money in contingency to cover costs of pay awards. In November 2014, a national two year pay award of 2.2% was agreed from 1 January 2015 – 31 March 2016. The proposed allocations, on an on-going basis, from contingency are as follows:

Directorate	Amount
	£
Adults and Communities	185,900
Assurance	29,700
Children's Education & Skills	133,800
Children's Family Services	362,720
Commissioning	43,550
Parking & Infrastructure	7,910
Streetscene	162,140
Grand Total	925,720

The national pay award was agreed in January 2015 and was not, as anticipated, backdated to April 2014. This meant the council had paid staff an additional 1% between April 2014 – January 2015; which comes to £440k for council staff and non-teaching staff in schools. This figure is net of the staff that would have received an increase in line with London Living Wage. It is recommended this is funded from risk reserve.

- 1.6.2 The council also sets aside an amount of money in contingency to cover costs of inflation on contracts and this is allocated to services following confirmation of inflationary increases on these contracts. The proposed allocations, on an on-going basis, from contingency are as follows:

Directorate	Amount
	£
Adults	1,064,530
Assurance	1,850
Commercial	434,280
CSG	656,240
Education	89,630
Family Services	419,270
HB Law	259,000
Re	395,000
Streetscene	48,000
HNR	1,026,900
Grand Total	4,394,700

- 1.6.3 Family Services is currently facing difficulty in recruiting to key social worker positions. Ahead of the agreement and implementation of unified reward, £492k is proposed to be transferred on a one-off basis to Family Services to reflect the part year impact of moving intervention and planning pay to top quartile and moving other social work teams to market median. This is a national issue and investment in this area will ensure that not only are we able to recruit suitably qualified and experienced individuals, but also ensure that the council's statutory duties are being met. From a financial perspective, attracting and retaining the best social workers also enables the Council to manage the costs of expensive care placements more effectively than with a less capable or temporary workforce. There will be an on-going impact of this change which it is expected will be addressed as part of the Unified Reward proposal. It is recommended that this is funded from risk reserve.
- 1.6.4 Following the overspend by Adults and Communities in 2014/15 of £2.4m, there was a robust review of the pressures that the delivery unit is currently experiencing. There has been an increase in new Ordinary Residence clients and in service users with Learning Disabilities. The service has also seen an increase of self-funders with depleted funds who therefore have become the responsibility of the council. The number of self-funders with depleted funds is difficult to predict. However, the council has a legal duty to support clients with unmet eligible needs. It is recommended that there is an adjustment to the budget for Adults and Communities of £2m, on an on-going basis, from contingency. The Director of Adults and Communities needs to continue to deliver savings and take necessary action to bring the delivery unit's expenditure in line with budget. It is recommended that P&R instruct officers to work with the CCG to ensure, in addition to current allocation, that the full amount previously allocated to social care in the Better Care Fund is used to fund social care from 2016 onwards.
- 1.6.5 P&R previously agreed to fund the budgetary shortfall arising from the Parking Judicial Review for 2014/15. This allocation was not used; however the pressure has continued. It is proposed to continue the ring fencing of this money in the risk reserve for drawdown if required by the service.

1.6.6 In December 2014 P&R agreed a reserve for transformation projects of £16.1m. An initial draw down of £2.7m was requested, and the remaining balance was earmarked for future projects and funding was to be requested when projects reached the appropriate gateways. These projects are now moving forward and approval is sought to start to release the remaining funding of £13.4m.

Project	Transformation Funding already drawn down	Remaining Transformation funding to draw down
Housing Improvement and Efficiency	£150,000	
Street Scene Transformation	£650,000	£2,246,621
Parking		£183,912
Early Years – Children’s Centres	£345,290	£0
Independence of Young People with LD (0-25)		£350,000
Family Services - Back Office Efficiencies		£250,000
Education and Skills	£50,000	£1,250,000
Skills and Employability		£436,978
Libraries	£200,350	£299,650
Nurseries	£70,000	
Programme management to support CELs projects		£224,000
Community Participation		£100,000
Adults (Prevention, Independence and Efficiency)		£1,724,000
Health and Social Care Integration		N/A (S256 funded)
Sports and Physical Activity (SPA)		£1,033,000
CCTV		£70,000
Unified Reward	£450,000	
Smarter Working	£250,000	
BAU (central support to proposals)		£100,000
Legal advisory		£1,500,000
PMO central team	£250,000	£1,688,428
Workforce changes including advisory and support	£250,000	£1,112,000
Programme contingency	£50,000	£830,000
	£2,715,640	£13,398,589

Transfers to reflect the Commissioning Structure

1.6.7 The project to strengthen the commissioning capacity of the council has concluded and the new structure went live in April 2015. As a result of this, transfers need to take place between delivery units and the Commissioning Group to reflect the current structure. These on-going transfers are as follows:

Adults & Communities - £2m including

- Community Safety team budget of £362k and the CCTV contract budget of £817k will move from Adult and Communities to the management of the Commissioning Director for Environment;
- The Adults Joint Commissioning team budget of £419k and the GLL contract budget of £472k will move from Adults and Communities to the management of the Commissioning Director of Adults and Health;

Family Services - £1.7m which includes

- The Domestic Violence team budget of £777k will move from Family Services to the management of the Commissioning Director for Environment;
- In addition, there has been a service restructure which transferred the responsibilities of various business support functions from Family Services to Education and Skills which were previously delivered as a shared service. This also includes the transfer of the Virtual Schools which is now being delivered within Education and Skills. The total budget to be transferred is £444k, details of which are in Appendix B.

Central Expenses

- The NWLA levy budget of £11.6m is held in central expenses and will now be managed by the Commissioning Director for Environment;

Street Scene

- The comingled recycling income budget of £1.13m will move from Street Scene to the Commissioning Director for Environment as this is related to the NLWA levy budget.

Virements between services over £50,000 and up to £250,000 were approved by Chief Officer and Chief Finance Officer in consultation with the Chairman of P&R and are reported to this meeting in Appendix B.

Transfers to reflect re-profiling of savings

1.6.8 Education and Skills have delivered £1m worth of savings in transport costs for children with Special Educational Needs (SEN) over the last three years despite growth in numbers of about 4% over that period. There is a further saving of £500k expected to be delivered in 2015/16. Initial work suggests that, although passenger numbers can probably be reduced if demand were to remain constant, the total saving will be lower and delivered in a later timeframe than expected. It is proposed to cover the gap created in 2015/16 on an on-going basis from contingency and review the scope of the saving and timeframe in line with other savings proposals from 2016-20.

1.6.9 Adults and Communities were due to deliver £1.5m of savings through HRA investment in new builds which would result in a reduction in high cost placements. There have been some delays in building so the savings have to be profiled to reflect this delay. It is proposed to cover the gap created in 2015/16 on an on-going basis from contingency and review the scope of the saving and timeframe in line with other savings proposals from 2016-20.

1.6.10 P&R agree the write offs for NNDR and Sundry Debtors as set out in Appendix D to this report. Debts are looked at on a case by case basis. All of these debts have been pursued using the council debt management policy and are now considered unrecoverable and therefore, need to be written off.

2. REASONS FOR RECOMMENDATIONS

2.1 As set out in the strategic context, Local Government continues to face significant cuts in funding which require longer term robust financial planning for the future. This report makes recommendations for Committees to take this forward.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 This report sets out options in relation to addressing the budget gap of £24.4m between 2016-20. However, this report does not ask that Members to make any decision on specific savings options for the period 2016-20; rather it sets out a process for engaging all Members and Theme Committees in the development of budget proposals.

4 POST DECISION IMPLEMENTATION

4.1 Following approval of these recommendations, reports will be taken to Theme Committees to enable them to consider the development of savings proposals to meet the targets in this report. These Committees need to be in a position to recommend draft budget proposals to P&R in December for consultation.

5. IMPLICATIONS OF DECISION

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

5.1.1 In March 2014, the council agreed the budget covering the period 2015-16. This report sets out the process to ensure that the budget reflects required changes and that monitoring for the council is accurate.

5.2 Legal and Constitutional References

5.2.1 All proposals emerging from the review of the budget setting process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.

- 5.2.2 Decision makers should have due regard to the Public Sector Equality Duty when making their decisions. If negative equality impacts are found then decision makers may – or may not – decide to change their decisions after balancing all of the factors, including but not limited to equality considerations. The equalities duties are ongoing duties – they are not duties to secure a particular outcome. The equalities duties should be taken into account before a decision is made. It is important that decision makers have regard to the statutory requirements on them and make decisions in light of all available material. This will include the results of consultation and other comments that residents and organisations make on the proposals. Equality Impact Assessments on service change proposals – together with any mitigations required – are presented to P&R and Full Council as part of the final budget report each Spring, before decisions are taken to set the council’s budget.
- 5.2.3 The targets set for the Theme Committees will be subject to Equality Impact Assessments and consultation if necessary before final decisions are made on savings.
- 5.2.4 Constitution Responsibilities for Functions Annex A sets out the terms of the P&R Committee to be the principal means by which advice on strategic policy and plans is given and co-ordinated and to recommend to Full Council, as necessary, on strategic issues. This is to include:
- Approval of the Corporate Plan
 - Council’s Capital and Revenue Budget setting (subject to Full Council) and Medium Term Financial Strategy
 - Ensuring effective Use of Resources and Value for Money
- 5.2.5 To be responsible for the overall strategic direction of the Council including the following specific functions/activities:
- Treasury Management Strategy
 - Write off of debt
 - Internal Transformation programmes
- 5.2.6 To consider and take any necessary action on proposals for new legislation, Bills before Parliament, Acts of Parliament and other proceedings before Parliament affecting or likely to affect the interests of the Borough or its inhabitants generally, where not the specific concern of any other committee(s). The promotion of Bills and Provisional and Statutory Orders in Parliament shall be dealt with by the council.

5.3 Risk Management

- 5.3.1 The council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to Committees and is reflected, as appropriate, throughout the annual business planning process.

- 5.3.2 Previous budget setting reports have referred to risks in respect of future spending cuts for Local Government. In December 2013, the Government confirmed spending totals for councils for 2014/15 and 2015/16. This announcement also indicated that austerity is likely to continue until the end of the decade. Current modelling suggests that this is likely to equate to further annual reductions of between £15m and £20m to the council's budget. For this reason, it is important that the council continues to be prudent with its use of reserves and contingency to militate against future cuts.
- 5.3.3 The challenges set out in this report require fundamental change in the way council services are delivered, which impacts on the human resources of the organisation and related policies and practices. This process will be managed in conjunction with Trade Unions and staff.

5.4 Equalities and Diversity

- 5.4.1 The Equality Act 2010 and The Public Sector Equality Duty outlined in statute, (See paragraph 5.2.2 of this paper on legal issues) require elected Members to satisfy themselves that equality impact considerations have been fully taken into account in developing all the proposals which emerge from the finance and business planning process, and considered together with any mitigating factors. As part of the council's approach to strengthening how due regard is paid to equalities in decision making, the council will analyse the equality impact of each of those proposals in the budget year in question and will also develop a cumulative impact assessment of all the proposals. The council's Annual Equalities Report for 2014/15 reports back, at paragraph 3 vi), on how this process was carried out in 2014/15.
- 5.4.2 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.

5.5 Consultation and Engagement

- 5.5.1 Barnet Council is committed to involving residents, businesses and service users in shaping the borough and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:
- Gain greater awareness and understanding of what the council does
 - Voice their views and understand how they can get involved
 - Feed in their views to the democratic decision making process.

Preliminary consultation

- 5.5.2 The council has already undertaken a range of consultation and engagement activities to inform its development of the 2015-2020 Corporate Plan strategic priorities and 5 year Commissioning plans, along with indicative savings proposals to inform the MTFs.

The preliminary consultation was designed to:

- a. Inform the Priorities and Spending Review by gathering insight to explore where savings and income generation can be made across the council
- b. Understand residents' views of council priorities and valued services
- c. Gain an in-depth understanding of stakeholders' priorities and how they would want the council to approach the budget and allocation of resources over the next five years.

5.5.3 Between December 2014 and March 2015, the council undertook formal consultation on its Corporate Plan and Commissioning Plans to 2020. The results were presented to P&R in February 2015 and Full Council in March 2015, before the final Corporate Plan and MTFS to 2020 were signed off.

5.5.4 The consultation was designed to consult on the combined package of the Corporate Plan; Commissioning Priorities; and budget to 2020.

The consultation aimed to get residents' views on the:

- high-level strategic priorities which formed the basis of a revised Corporate Plan from 2015 – 2020
- the five year Commissioning priorities and plans, broken down by individual Theme Committees
- the shape of each Theme Committee's indicative budget from 2016-2020 which collectively formed the indicative MTFS to 2020.

5.5.5 The insight that has already been gathered will be used by Theme Committees to help identify where remaining savings need to be made to fill the budget gap.

5.5.6 Further qualitative research will be commissioned on the recent Spring Residents' Perception Survey to understand what is driving residents' concerns to help inform the overall business plan. The Autumn 2015 survey results will also be used to inform the final Business Plan.

5.5.7 The table below outlines the phases of engagement to date;

Phase	Date	Summary
Phase 1: Setting out the challenge	<i>Summer 2013</i>	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	<i>October 2013 - June 2014</i>	<ul style="list-style-type: none"> • Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review • An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet. •

Phase 3: Engagement through Committees	Summer 2014	<ul style="list-style-type: none"> • Focus on developing commissioning priorities and MTFs proposals for each of the 6 Theme Committees • Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	<ul style="list-style-type: none"> • A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users¹ of council services. • An online survey (17 December 2014 – 11 February 2015)

Budget consultation on the 2016/17 budget

5.5.8 The preliminary engagement will inform the development of the council's budget proposals, to be put forward for formal consultation on the budget for 2016/17.

5.5.9 As part of the council's statutory duty to consult with National Non Domestic Rate Payers (NNDRs), letters will be sent out to all the council's NNDRs inviting them to comment on the 2016/17 budget.

5.5.10 In terms of service specific consultations the Council has a duty to consult on proposals to vary, reduce or withdraw services in the following 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.

5.5.11 Consultation is also recommended in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equalities duties. Consultation will take place on individual proposals linked to projects as they are developed, and the outcome of the consultation will need to feed into Committees as decision are taken.

6 BACKGROUND PAPERS

6.1 None.

¹ One "service user" workshop was for a cross section of residents who are users of non-universal services from across the Council. The second workshop was for adults with learning disabilities.

Appendix A - Medium Term Financial Strategy	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Budget brought forward	282,927	268,020	257,081	253,238
Statutory/cost drivers				
Inflation (pay)	1,097	1,108	1,119	1,130
Inflation (non-pay)	3,309	3,376	3,443	3,512
North London Waste Authority (NLWA) levy	1,366	937	758	1,035
Capital financing costs	1,500	1,500	1,000	1,500
Public Health	(1,003)			
Statutory/cost drivers sub-total	6,269	6,921	6,320	7,177
Central Expenses				
Contingency - general risks	491	943	1,170	918
Concessionary Fares	227	255	292	346
Central Expenses sub-total	718	1,198	1,462	1,264
Balances to/(from) reserves				
Specific reserves contribution 2015/16 NHB	(7,416)			
Specific reserves contribution 2016/17 NHB	10,735	(10,735)		
Specific reserves contribution 2017/18 NHB		10,548	(10,548)	
Specific reserves contribution 2018/19 NHB			9,897	(9,897)
Specific reserves contribution 2019/20 NHB				7,583
Service Development Reserve	955			
Reserves sub-total	4,274	(187)	(651)	(2,314)
Total expenditure	294,188	275,952	264,212	259,365
New Formula grant funding				
Business Rates	35,352	35,697	37,130	38,656
Business Rates- Top up	18,712	19,404	20,141	20,927
Revenue Support Grant (RSG)	33,760	21,130	13,350	6,920
New Formula grant sub-total	87,824	76,231	70,621	66,502
Council Tax				
Council Tax (CT)	146,481	149,566	152,501	155,918
CT freeze grant 15-16	1,670			
Core grants				
Private Finance Initiative (PFI) credit	2,235	2,235	2,235	2,235
Education Services Grant	3,521	3,169	2,852	2,567
NHB	10,735	10,548	9,897	7,583
Unallocated RSG				
Housing and CT Benefit Administration Grant	2,223	2,001	1,801	1,621
Public Health	13,332	13,332	13,332	13,332
Other funding sub-total	180,196	180,850	182,617	183,255
Total Income from grant and Council Tax	268,020	257,081	253,238	249,758
Proposed Pressures	4,332	3,953	3,466	3,726
Budget Gap before savings & pressures	26,168	18,871	10,974	9,607
Proposed Savings	(20,603)	(12,269)	(10,677)	(8,109)
Budget Gap after savings	9,897	10,555	3,763	5,224

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Appendix B – Councils' Reserves

This table shows where Barnet's reserves are in relation to all other London Boroughs as at the end of 31st March 2014.

Local Authority	Total Earmarked & Unallocated Reserves £'000	Net Revenue Expenditure £'000	Total Reserves as % of Net Revenue Expenditure
City of London	175,883	90,842	194%
Kensington & Chelsea	185,023	169,711	109%
Greenwich	232,397	234,368	99%
Hackney	197,316	261,507	75%
Wandsworth	122,329	188,730	65%
Bromley	98,730	176,698	56%
Hounslow	93,072	174,929	53%
Tower Hamlets	142,526	269,931	53%
Merton	69,603	135,299	51%
Bexley	74,067	148,396	50%
Redbridge	91,061	188,061	48%
Camden	124,509	261,625	48%
Westminster	90,752	194,757	47%
Hammersmith & Fulham	76,468	166,025	46%
Brent	98,651	228,780	43%
Havering	63,187	150,358	42%
Ealing	103,665	250,586	41%
Sutton	50,103	122,204	41%
Southwark	116,964	291,307	40%
Waltham Forest	74,625	194,591	38%
Barnet	91,215	243,778	37%
Barking & Dagenham	52,045	144,774	36%
Richmond upon Thames	52,274	146,282	36%
Haringey	82,934	237,579	35%
Enfield	81,679	247,313	33%
Islington	77,280	245,805	31%
Lambeth	92,642	300,330	31%
Lewisham	72,218	259,656	28%
Croydon	65,124	258,677	25%
Kingston Upon Thames	28,065	120,175	23%
Hillingdon	41,885	181,669	23%
Newham	58,482	261,089	22%
Harrow	26,355	163,888	16%

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Appendix B - Reserves Analysis

	Reserve to 15/16 £'000	Commentary
General fund balances:		
General Fund Reserve	14,871	
TOTAL GENERAL FUND	14,871	
Corporate earmarked reserves:		
Risk reserve	12,035	Yes. The reserves policy has recommended this balance in recent years. It is set at this level to provide funding for unforeseen legal risks, and also future uncertainty over government grant levels.
Transformation Reserve	15,079	Yes. This reserve is to enable the Council to fund future transformation through to 2020.
Service Development Reserve	7,944	Yes. This balance is set aside for specific service development risks over the coming years and will be used for this purpose.
Financing reserve	5,877	Yes. This balance is set aside for risks associated with insufficient funding available in the capital programme (for example land receipts that do not complete as anticipated leading to a funding shortfall). It is recommended that this balance remains.
Welfare reform	1,932	Yes. This balance is set aside for specific welfare reform and revenues and benefits risks over the coming years and will be used for this purpose.
Area committee	1,082	Yes. This is set aside to fund area committee budgets of £100k per annum, per committee for the next 3years.
GLL contract	1,071	Yes. This is expected to be used to fund current year activity.
Accommodation	5,037	Yes. This is expected to be used to fund current year activity.
Levy	75	Yes. This is expected to be used to fund current year activity.
Business rates Appeals	397	Yes. This is expected to be used to fund current year activity.
TOTAL CORPORATE	50,529	
Reserves earmarked for infrastructure:		
Infrastructure reserve (NHB)	27,721	
Community Infrastructure Levy	5,315	Yes. This reserve, along with future projected New Homes Bonus is supporting expenditure in the capital programme currently totalling £38.0m. Future CIL, NHB and Inglis receipts will need to be earmarked for future infrastructure projects, and will give the Council the opportunity to fund other projects such as development activity and office accommodation.
Graham Park	5,000	Both of these types of project directly support savings to the Council's revenue account.
TOTAL INFRASTRUCTURE	38,035	
Service reserves:		
Adults		
FMH Playground	100	This is committed to be spent in 2015/16
Notting Hill Contract	52	This is committed to be spent in 2015/16
Victim Support	21	This is committed to be spent in 2015/16
Denmark House - Police aware	27	This is committed to be spent in 2015/16
Assurance		
Audit Plan	24	Yes. This is expected to be used to fund current year activity.
Local elections	430	Yes. This is set aside to fund elections activity.
Tenancy fraud	220	This balance is not committed and will be considered to offset any other 15/16 pressures
Mayoral Allowance	10	Yes. This is expected to be used to fund current year activity.
IER grant funding	252	Yes. This is expected to be used to fund current year activity.
Commissioning Group		
London Boroughs Grants Scheme - Reduced	2,016	Yes. This is set aside to fund area committee budgets of £100k per annum, per committee for the next 4 years.
Data Portal	-	Yes. This is expected to be used to fund current year activity.
Local lottery	27	Yes. This is expected to be used to fund current year activity.
Avenue house	105	Yes. This is set aside to fund the Council's agreed contribution to the refurbishment of Avenue House.
Milly Apthorp	29	Yes. This is expected to be used to fund current year activity.
Big Society Innovation Bank	101	No. It is recommended that this is transferred into the service development reserve.
Health & Wellbeing	4	Yes. This is expected to be used to fund current year activity
One public estate	60	This is committed to be spent in 2015/16
Children's		
North London School Int'l Network	22	Yes. This is expected to be used to fund current year activity
Children's Centres	-	Yes. This is expected to be used to fund current year activity
Social Work Improvement	124	Yes. This is expected to be used to fund current year activity
Safeguarding board	2	Yes. This is expected to be used to fund current year activity
Community Budgets	1,507	Yes. This is set aside to fund the troubled families team over the period of the MTFS.
Efinance	-	Yes. This is expected to be used to fund current year activity
Health promotion in children	74	Yes. This is expected to be used to fund current year activity
BPSI - children	31	Yes. This is expected to be used to fund current year activity
SEN reform & send	462	Yes. This is expected to be used to fund current year activity
Youth development YFS	43	Yes. This is expected to be used to fund current year activity
Streetscene		
Streetlighting wayleave	209	Yes. This is expected to be used to fund current year activity
Weekly collection	1,228	Yes. This is government grant received which is being used to deliver a saving in the MTFS.
Repossessions and evictions	-	Yes. This is expected to be used to fund current year activity
Preventing re-possession	-	Yes. This is expected to be used to fund current year activity
Rent deposit	8	Yes. This is expected to be used to fund current year activity
New Percy road	15	Yes. This is expected to be used to fund current year activity
S106 Park maintenance	140	Yes. This is expected to be used to fund current year activity
RE		
Wireless	12	Yes. This is expected to be used to fund current year activity
Winter well	20	Yes. This is expected to be used to fund current year activity
Colindale health	35	Yes. This is expected to be used to fund current year activity
TOTAL SERVICE SPECIFIC	7,686	
Ringfenced reserves		
Dedicated schools grant	5,106	n/a. This reserve is ringfenced, and can only be used to fund DSG activity.
Public Health	1,209	n/a. This reserve is ringfenced, and can only be used to fund public health activity.
Section 256 - NHS Social Care Funding	431	n/a. This reserve is ringfenced, and can only be used in line with Department of Health guidance.
North London Sub Region	795	n/a. This reserve is held on behalf of the North London Sub Region.
Private Finance Initiative	3,827	n/a. This reserve is held to fund future commitments under the Streetlighting PFI contract.
Housing benefits	6,600	n/a. This reserve was held at the end of 2013/14 to fund housing benefits in early April due to timing differences between grant and payments to recipients, and no longer exists.
TOTAL RING FENCED	17,968	
TOTAL ALL RESERVES	129,089	

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Appendix C - Budget Virements

	Commissioning - Adults & Health	Commissioning - Environment	Commissioning - Children & Young People	Commissioning - Growth & Development	Chief Operating Officer & Assurance Group - Commercial & Customer Services	Education & Skills Delivery Unit	Adult and Communities Delivery Unit	Family Services Delivery Unit	Streetscene Delivery Unit	TOTALS
Adults & Communities:										
Community Safety		362,185					(362,185)			0
CCIV		817,350					(817,350)			0
MOPAC		0								0
Performance & Support	52,420						(52,420)			0
Joint Commissioning	418,763						(418,763)			0
GLL	442,650						(442,650)			0
Births, Deaths & Marriage					(159,890)		159,890			0
Fitness for Life	3,070						(3,070)			0
Family Services:										
Community Sports Active Fund	320							(320)		0
Sports Development	61,710							(61,710)		0
Domestic Violence Commissioning		777,335						(777,335)		0
Children's Service Joint Commissioning			76,750					(76,750)		0
Strategy, Insight & Commissioning			46,864					(46,864)		0
Commissioning & Business Improvement						321,096		(321,096)		0
Virtual School						122,710		(122,710)		0
Education & Skills:										
Education Management Commercial Partnerships				20,000				(20,000)		0
Chief Operating Officer:										
AD Commissioning Strategy										0
Policy			58,343	119,497				(177,840)		0
Commissioning Strategy	166,438	151,549	166,438	151,549				(635,974)		0
Street Scene:										
Recycling - CIPS Income									1,130,210	0
Central Expenses:										
NLWA levy		11,642,800						(11,642,800)		0
Total	1,145,371	12,621,009	348,395	291,046	(12,616,504)	423,806	(1,836,549)	(1,406,785)	1,130,210	0

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Appendix D - NNDR Write offs over £5k

Account	Amount	Type	Year
75257291	5,062.55	L	2012
75461821	5,131.88	L	2013
75464651	5,131.88	L	2013
75166371	5,183.37	L	2011
74147931	5,207.74	L	2014
75346801	5,214.31	L	2012
74275591	5,257.01	L	2013
74101491	5,367.50	L	2008
75846321	5,377.14	L	2012
75567341	5,524.93	L	2013
75691851	5,566.49	L	2014
74689751	5,651.09	L	2012
75288361	5,731.45	L	2012
75605061	5,749.67	L	2013
75462031	5,772.48	L	2013
73640131	5,851.21	L	2004
75832921	6,066.27	L	2014
74756471	6,108.96	L	2011
74439441	6,126.78	L	2012
75414171	6,132.50	L	2012
75712231	6,313.50	L	2013
75857551	6,334.27	L	2014
75711581	6,392.38	L	2014
74428871	6,442.13	L	2012
74123951	6,472.68	L	2011
75319321	6,529.31	L	2011
75426491	6,569.45	L	2012
74587931	6,630.47	L	2009
74517061	6,644.12	L	2014
73377061	6,794.93	L	2014
75254351	6,839.54	L	2014
75059421	6,999.27	L	2011
75429651	7,295.90	L	2013
75234291	7,389.64	L	2012
74422111	7,474.17	L	2014
75093991	7,530.72	L	2014
75512401	7,563.79	L	2013
75418531	7,581.50	L	2014
75054081	7,605.35	L	2013
73970901	7,777.69	L	2012
75863661	7,833.99	L	2014
75950551	7,844.06	L	2014
75751481	7,881.10	L	2013
75486671	7,901.79	L	2013
75955231	8,189.70	L	2014
75531261	8,192.71	L	2013
75079151	8,202.68	L	2011

75201041	8,260.80	L	2012
75724881	8,375.06	L	2014
75464211	8,553.15	L	2013
74563621	8,865.32	L	2011
73997711	9,070.81	L	2014
74024411	9,241.70	L	2012
74424951	9,386.97	L	2014
75544781	9,467.70	L	2014
75908241	9,581.56	L	2014
75090061	9,640.11	L	2012
75354761	10,462.69	L	2013
75241161	10,471.25	L	2012
75069671	10,521.37	L	2011
75052671	11,255.84	L	2011
75328811	11,711.17	L	2012
74305901	11,764.32	L	2013
75330121	11,959.72	L	2012
75850031	12,058.00	L	2014
74737171	12,221.71	L	2012
73970461	12,449.03	L	2013
75190031	12,602.78	L	2011
75647031	13,069.70	L	2014
75862681	13,387.04	L	2014
75213251	13,499.30	L	2012
75733381	14,514.41	L	2014
73649721	14,769.25	L	2009
75603871	14,907.07	L	2014
75185781	16,257.65	L	2012
75640061	16,362.55	L	2013
75110011	16,628.94	L	2014
75208231	16,953.06	L	2013
74173441	17,150.49	L	2012
75749511	18,203.54	L	2014
75455051	18,483.70	C	2013
75925031	18,510.48	L	2014
75344291	19,018.46	L	2013
74578111	19,216.20	L	2012
75735781	19,716.76	L	2014
75334041	19,892.07	L	2013
71067521	20,127.02	L	2012
75017011	20,255.93	L	2012
75040241	21,062.33	L	2011
75220561	21,440.50	L	2012
75869871	22,274.72	L	2013
75541731	22,427.36	L	2012
75716041	22,608.03	L	2013
74324761	23,086.01	L	2011
74707631	23,739.05	L	2013
75045581	24,776.04	L	2014
74705231	25,216.24	L	2012

75601801	29,119.48	L	2013
75336881	30,092.83	L	2012
76006241	30,214.07	L	2014
74801061	32,235.70	L	2013
76037531	37,536.21	L	2014
74460601	38,287.53	L	2013
75876741	40,694.44	L	2014
72475322	43,577.73	L	2014
75985871	43,669.13	L	2013
75589691	53,553.16	L	2014
74359751	55,263.49	L	2009
75516431	56,838.97	L	2013
75430971	71,790.70	L	2014
70080591	75,300.00	L	2014
75415701	110,201.53	L	2013
75174551	329,153.26	L	2013
75174441	1,367,020.69	L	2010
Total	3,516,465.93		

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Appendix D - Sundry Debtor Write Off's

Customer Name	Transaction date	Sales Office	Amount	Reason
Redacted	09-OCT-2013	ADUL	19,484.65	Insufficient funds in estate
Redacted	05-MAR-2012	ADUL	13,216.16	Insufficient funds in estate
Redacted	04-FEB-2013	ADUL	13,068.57	Insufficient funds in estate
Redacted	10-DEC-2012	ADUL	10,125.91	Insufficient funds in estate
Redacted	21-MAY-2010	ADUL	9,899.35	Insufficient funds in estate
Redacted	28-MAY-2013	ADUL	9,677.24	Insufficient funds in estate
Redacted	23-JUL-2012	ADUL	9,674.11	Insufficient funds in estate
Redacted	22-FEB-2012	ADUL	9,493.69	Insufficient funds in estate
Redacted	24-JUN-2013	ADUL	8,444.35	Insufficient funds in estate
Redacted	17-SEP-2012	ADUL	7,300.74	Insufficient funds in estate
Redacted	23-DEC-2009	ADUL	6,988.13	Insufficient funds in estate
Total			117,372.90	

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Policy and Resources Committee

9th July 2015

Title	Annual Equalities Report 2015
Report of	Kate Kennally, Strategic Director for Commissioning
Wards	All
Status	Public
Enclosures	Annual Equalities Report 2015
Officer Contact Details	<p>Lesley Holland 0208 359 3004 Lesley.Holland@Barnet.gov.uk</p> <p>Elissa Rospigliosi 0208 359 7158 Elissa.Rospigliosi@Barnet.gov.uk</p>

Summary

It is required under the Public Sector Equality Duty (which forms part of the Equality Act 2010) that Local Authorities monitor and report progress against the delivery of their Strategic Equalities Objective. For Barnet, the publication of the Annual Equalities Report (AER) forms part of that process.

Following approval of the Annual Equalities Report by Policy and Resources Committee, the report will be published on the Council’s website.

This is the second Annual Equalities Report produced by Barnet Council under the 2010 Equality Act, and it is part of our approach to strengthening how we take account of equalities in our decision making. In particular, it outlines the equality processes for business planning, which analyse the equalities impacts of those decisions and provide a cumulative impact assessment – see paragraph 3. vi) of the AER.

The AER also looks back over the previous financial year and details how the Council has approached its statutory responsibilities under the Equality Act 2010 and Public Sector Equality Duty (PSED – further detail is set out at 4.2.3 below and included in the AER at Appendix 2); our approach to implementing our equalities policy; and our progress against the Strategic Equalities Objective, which is linked to Barnet’s [Corporate Plan](#). The AER

also proposes a number of priorities for further work in the Equalities Action Plan 2015/16.

Recommendations

- 1. That the Committee approve the Annual Equalities Report 2015 for publication on the council website.**

1. WHY THIS REPORT IS NEEDED AND REASONS FOR RECOMMENDATIONS

- 1.1 An Annual Equalities Report is required under the arrangements for reporting progress against the Council's Strategic Equalities Objective which were agreed at Cabinet Resources Committee on 24 June 2013.

2. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 2.1 No alternative reporting option is required.

3. POST DECISION IMPLEMENTATION

- 3.1 Once the Annual Equalities Report has been considered and approved by Policy and Resources Committee, it will be published on the equality pages of the Council's website. The priority actions identified in the Equalities Action Plan for 2015/16, set out in the report, will be implemented.

4. IMPLICATIONS OF DECISION

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

- 4.1.1 There are no resource implications in this proposal.

4.2 Legal and Constitutional References

- 4.2.1 Council Constitution, Responsibility for Functions – Annex A, sets out the terms of reference of the Policy and Resources Committee, including 'To be responsible for the overall strategic direction of the Council including the following specific functions/activities: Equalities, Diversity and Community Cohesion'.

- 4.2.2 The Council has statutory obligations under the Equality Act 2010, which came into force on 5 April 2011 – in particular s149, which sets out the Public Sector Equality Duty (PSED).

4.2.3 General Public Sector Equality Duty

The PSED consists of a general duty, with three main aims. The general duty requires public bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
- Advance equality of opportunity between people from different groups; and
- Foster good relations between people from different groups.

4.2.4 Specific Equalities Duty

The specific duty requires public bodies to:

- Set and publish equality objectives, at least every four years; and
- Publish information to show their compliance with the Equality Duty, at least annually.

The information published must include information relating to employees (for public bodies with 150 or more employees) and information relating to people who are affected by the public body's policies and practices. This information is included in the Annual Equalities Report 2015.

4.2.5 Protected Characteristics

The 2010 Equality Act identifies the following protected characteristics:

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

It also covers marriage and civil partnership with regard to eliminating discrimination. Therefore, in addition to assessing the impact of proposals on the 9 protected characteristics, the Council also tries to assess the impact on certain other groups who may be considered disadvantaged and/or vulnerable. These additional groups include people with learning disabilities, people with mental health issues, carers (including young carers), people on low income, people from areas of deprivation and the unemployed

4.3 Risk Management

4.3.1 The Council's approach to equalities is designed to monitor progress with the Strategic Equalities Objective, to mitigate against a range of equalities risks, and to ensure that the Council meets its statutory obligations under the Equalities Act 2010, including the general and specific PSED duties.

4.3.2 As a public body, the Council and all organisations acting on its behalf, must ensure that it meets its legal obligations to pay due regard to equalities, including where some functions have been delegated. The Council's

Equalities Policy was refreshed and published in January 2014 and outlines what the Council expects of partners so that obligations under the Equalities Act 2010 are understood and implemented. The PSED cannot be delegated and the risks of non-compliance can be mitigated by consistently demonstrating that due regard has been paid to equalities.

- 4.3.3 The Independent Government Review into PSED (September 2013) recommended that public sector bodies should take a proportionate approach to the requirement to pay due regard to equalities and not seek to 'gold plate'. It also recommended that the PSED should be further reviewed in September 2016.

4.4 Equalities and Diversity

- 4.4.1 The legal requirements of the 2010 Equality Act are outlined at paragraphs 4.2.2 – 4.2.5 above and describe the requirement for public bodies to pay due regard to equalities.

- 4.4.2 This Annual Equalities Report responds to the requirement to publish information to show compliance with the Equality Duty at least annually.

4.5 Corporate Priorities and Performance

- 4.5.1 This is the second Annual Equalities Report produced by Barnet Council under the 2010 Equality Act, and it is part of our approach to strengthening how we take account of equalities in our decision making. The report details how the Council has approached its statutory responsibilities under The Equality Act 2010 and Public Sector Equality Duty, (PSED – further detail outlined at Appendix 2); our approach to implementing our equalities policy; and our progress against the Strategic Equalities Objective, which is linked to Barnet's [Corporate Plan](#).

4.6 Consultation and Engagement

- 4.6.1 It is not considered necessary to consult on the Annual Equalities Report. The Annual Equalities Report will be published on the Council's website.

5. BACKGROUND PAPERS

- 5.1 At the meeting on 21 January 2014, full Council took note of the adoption of Barnet Council's revised [Equalities Policy](#).
- 5.2 At the meeting on 18 November 2013, Business Management Scrutiny Committee considered the draft of the Council's revised Equalities Policy and recommended that the policy be reported to full Council following the consultation exercise.
- 5.3 At the meeting on 24 September 2013, Cabinet noted the content of the council's draft Equalities Policy and 'Communities Together' Action Plan and the approach for promoting community cohesion and monitoring community

tensions. Cabinet agreed to launch a public consultation on the Council's draft Equalities Policy.

- 5.4 At the meeting on 24 June 2013, Cabinet Resources Committee approved the performance measures for monitoring progress against the council's Strategic Equality Objective, as set out in the Corporate Plan and required by the PSED. The Committee agreed that an Annual Equalities Report should be published as part of the Council's approach to reporting progress against the Strategic Equality Objective.

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London Borough of Barnet Equalities Annual Report 2014/15

Contents

1. Foreword
2. Introduction, policy and legal obligations
3. Our approach to equalities
4. Case studies: Putting policy into practice
5. Strategic Equalities Objective
6. The way forward

Appendix One: Equalities Action Plan 2015/16

Appendix Two: the Council's duties under the Equality Act 2010

Appendix Three: Barnet Council Staff and Schools' Staff Equality Data

1. Foreword

Barnet's strong communities

I am proud that diversity and cohesion are strengths in Barnet and our communities get on well together and remain cohesive, particularly at a time when the borough is growing and changing.

By the end of 2015, Barnet is forecast to be the most populous London borough. We are a diverse borough, where a high proportion of people live in households with others from different backgrounds and speaking different languages. The latest [Residents' Perception Survey](#) shows that satisfaction with Barnet as a place remains high, with 88% of residents satisfied with their local area as a place to live. This is 6 percentage points above the national average and comes at a time when local government has faced some significant challenges. Resident satisfaction in Barnet more generally – in relation to a range of local services and to the Council's own performance – has remained high over the past 5 years, which I am, of course, very pleased about. Community cohesion is also increasing, with 84% of residents agreeing that people from different backgrounds get on well together in the borough and nearly 80% of residents agreeing that people in Barnet treat each other with respect and consideration.

The commissioning model

The Council has adopted a commissioning model to deliver its services. This enables us to take account of our different communities and reflect the needs of all our residents to deliver good outcomes and fair life chances for all. By using data and developing a new model for community involvement which works with, and builds closer links between, all our communities, we can deliver efficient and value for money services which are tailored to need and reflect the aspirations of all our residents.

Looking to the future

The Council's vision and strategy for the next 5 years is set out in a [new Corporate Plan for 2015–2020](#) and we are implementing a new Community Participation Strategy, which is intended to enable residents to get more involved in local priorities. The Council has adopted a number of core values which underpin all its activities

and services to help us to make hard decisions and build on our success. We will strive to make Barnet a place of opportunity where the benefits of regeneration, growth and employment opportunities are shared; where responsibility is shared fairly; where the concept of fairness, in particular for vulnerable people and disadvantaged communities, is taken into account when the Council makes its recommendations on savings proposals, and where people are helped to help themselves, recognising that prevention is better than cure, and where services are delivered efficiently to get value for the taxpayer.

This means taking into account the impact of policy proposals on the nine characteristics protected under the Equality Act 2010 and other groups (see Section 3, vi) and Appendix 2) who may be considered disadvantaged and/or vulnerable.

The Council will continue to invest in the issues our residents care about, and maintain Barnet's excellent reputation – for our green spaces; schools that give children the best start in life; support for business, and help for people to find jobs and enjoy the benefits of work and growth. We will continue to develop our partnership working as we deliver joined up services with our Borough partners. We will enable greater community participation and resilience, and make the most of our community assets for the benefit of all our residents and communities.

Councillor Richard Cornelius
Chair of Policy and Resources Committee

2. Introduction, policy and legal obligations

This is the second Annual Equalities Report produced by Barnet Council under the 2010 Equality Act, and it is part of our approach to strengthening how we take account of equalities in our decision making. The report details how the Council has approached its statutory responsibilities under The Equality Act 2010 and Public Sector Equality Duty, (PSED – further detail outlined at Appendix 2); our approach to implementing our equalities policy; and our progress against the Strategic Equalities Objective, which is linked to Barnet's [Corporate Plan](#). More information is available on the equality pages on our [website](#).

The overriding challenge for Barnet is to deliver quality services in a fair way at a time of continuing financial challenge, and to incorporate the principles of equality into everything the Council does. This will enable the Council to demonstrate that financial decisions are made in a fair, transparent and accountable way which balances the needs and rights of all Barnet citizens and different groups in the borough.

3. Our approach to equalities

In the past year the Council has continued to develop its approach to equalities and meet the Public Sector Equality Duty in delivering services and the Council's priorities, as follows:

i) Mainstreaming equality considerations into decision making

In June 2014, the Council moved to a Committee system of governance, with elected Councillors taking decisions through a range of cross-party Committees. These Committees have responsibility for the entire range of statutory duties, service areas and policy responsibilities relating to the Council. We have published priorities, including equality considerations, in the Commissioning Plan for each Theme Committee.

Management Agreements setting out how the Commissioning Plans will be achieved in practice have been published for each Delivery Unit, and these have a number of commitments which reflect the importance of equalities. Performance indicators have been set for each Delivery Unit to measure progress against these commitments.

ii) Reaffirming our Equality Champions

Our Lead Member for Equalities is Cllr Richard Cornelius, Chair of Policy and Resources Committee and Leader of the Council. Our Lead Member for Community Cohesion is Cllr Longstaff, Chairman of the Community Leadership Committee. Our Officer lead for Equalities and Community Cohesion is Kate Kennally (Strategic Director for Commissioning).

iii) Promoting inclusion in our approach to consultation and engagement

We have incorporated equalities guidance into our consultation and engagement toolkit, to ensure that consultations are accessible and inclusive to different groups.

We have worked with the Communities Together Network, which brings together representatives of local groups in order to promote community resilience and cohesion, to get information out about the Council's priorities and strategies and improve both the reach of, and feedback on, important Barnet consultations. The network ensures members aware of Council and other consultations and gives them the opportunity to feed into decisions about strategic change, spending priorities and how services are delivered in the borough. Its [annual report](#) was presented to the Council's Community Leadership Committee on 24 June 2015.

iv) Using evidence and data

Barnet is using demographic information to understand difference in our communities, tailor services to need and work with local people and groups to develop community based services which deliver better outcomes.

v) Fair decision-making

Our approach to equalities is embedded into the decisions we make as an organisation and fully integrated into our annual business planning process. Changes to policies and services are analysed in order to assess the potential equalities impacts and risks before final decisions are taken.

vi) Business planning

Barnet published a [Cumulative Equalities Impact Analysis](#) for its proposed budget for 2015/16, together with initial assessments for each of the Medium Term Financial Strategy proposals set out in the Corporate Plan 2015 -2020. This also took account of the Council's wish to promote fairness (see Appendix 2 for more information about this) and identified some negative impacts for the following proposals by protected groups:

- SEN Transport proposals for children and young people with disabilities;
- Council tax support proposals for some children and families (particularly large families) and lone parents, people with disabilities and mental health conditions, women as single parents, pregnancy and maternity, Unemployed people and those with a low income;
- Floating support proposals for older people, people with disabilities and mental health conditions, pregnancy and maternity and race and ethnicity.

The Cumulative EIA process enables the Council to identify any negative impact on particular groups as well as measures to mitigate this where necessary. In this case, there were also positive impacts on the same groups in relation to other proposals, and mitigating actions were identified under the individual service EIAs where negative impacts were identified.

vii) Procurement

We have used our purchasing power to promote the importance of valuing diversity in the supply chain, and underlined this in Delivery Unit Market Position Statements and our procurement policies and processes.

viii) Measuring our progress through our Strategic Equalities Objective

The Corporate Plan 2015 – 2020 sets out how we will meet the Public Sector Equality Duty in delivering services and the Council's priorities and how this is reflected in our Strategic Equalities Objective (SEO). Our SEO is that *"Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer."*

The Council will monitor progress against the SEO through a basket of indicators selected from the Corporate Plan Technical Appendix. We use the information we hold about residents and service users to break this down by protected characteristics wherever possible.

Information about these indicators and staff data is given at section 5 of this report.

4. Putting policy into practice – case studies from across the organisation

i) Health and Wellbeing Board: Joined-up action and thinking with our strategic partners, to deliver better health outcomes for residents

Our aim is to ensure that Barnet remains one of the best places in the country for children to grow up, where adults are given the opportunity to live well, age well and stay well and where people feel safe. Through the Health and Wellbeing Board (HWB), we work with our partners to ensure that the Borough public health grant is used for the benefit of the whole community and delivers efficient, value for money, local services.

We know that Barnet's residents live longer and are in better health than in many parts of London and England. But there are also worrying health trends in the borough, a number of which are connected to lifestyle choices made by individuals, such as whether they smoke, take regular exercise, eat healthily, or misuse alcohol or drugs. HWB has developed a Joint Strategic Needs Assessment (JSNA). This is evidence driven and uses demographic data about the makeup of the borough to make sure that those local services are tailored and respond to residents' differences and needs, are culturally sensitive, respond to the demographic diversity of the Borough, and address health inequalities and social disadvantage.

The Health and Well-Being Board has used data as part of our commitment to improve services for particular groups of people over the past year by:

- Identifying the need for a local Dementia Manifesto – to highlight specific areas for improvement including increasing the diagnosis rate, making all hospitals and communities dementia friendly and involving carers in commissioning, design and development of services.
- Working with Healthwatch, our voluntary and community sector partner and service user champion, to monitor and provide feedback to improve the quality of services for example, on meals in hospitals, the hospital discharge process.
- Reviewing our progress against the seven commitments of the Disabled Children's Charter, which the Board signed up to in November 2013.

ii) Involving Residents in better health outcomes for Barnet Residents – the Sports and Physical Activity (SPA) Review

This is an example of how we are working with our commercial partner Capita, as part of the Customer and Support Group, to improve the health and wellbeing of residents, re-provide two ageing leisure facilities and tailor them to the diverse needs of our residents, and ensure that the new leisure management contract will promote good public health outcomes.

The SPA project is adopting an evidence based approach to ensure all new facilities are accessible to as many community groups in Barnet as possible. The Council has sought the active involvement of all our citizens in the initial consultation, focused on future shape of leisure services in Barnet. We have organised focus groups, workshops, telephone surveys and an online questionnaire. We followed up with events targeted at people with learning disabilities and tried to involve people from different religions and cultures to gather their different perspectives so that these can be incorporated into the design of facilities and changing rooms, and we are keen to explore access support needs for people with physical disabilities, for example, so they can enter and exit the pool independently and with dignity.

More work is planned, including 12 drop-in sessions open to the public and a further 9 focus groups, embracing all sectors of the community. The aim is to capture the views of older and younger users, women (including those who are pregnant and on maternity leave), people with sensory impairments, physical disabilities, and from areas of high deprivation in the borough together with residents from different ethnic, religious and cultural groups. This will allow the Council to provide attractive, accessible services which are tailored to needs and used by all our residents.

iii) Promoting the participation of people with disabilities in voting and elections

It is an important human right that citizens can exercise their democratic right to vote and Barnet's elections team have worked hard to provide equal access to prospective voters with a range of disabilities to ensure that they are aware of the options available to them to register and to vote.

In September 2014, supported by Barnet Mencap and making use of easy read materials, the elections manager ran a workshop for approximately 40 Barnet residents with learning disabilities to encourage them to register to vote and to attend the polling station in person. The workshop explained the voter registration process, voting rules and different ways people can vote (postal, proxy and in person) and why voting is important. The group were familiar with the political parties, the leaders of the main parties and the political differences between them. The list of issues which this group of voters identified as important for them to live independent lives with confidence appeared similar to those for other and non-disabled residents - including health, support to find jobs, housing, cost of living, wages, public transport, education, libraries, community safety, benefit and taxation rates, support for carers and the environment.

The interactive session took a straightforward and practical approach to demonstrate a polling station, voting process, polling booth and ballot box so that participants had the experience of voting. Only 10 members of the group (around 25%) said they had

voted. Others cited a lack of knowledge about the different ways (postal, proxy and in person), unfamiliarity with voting logistics and sources of support for voting, e.g. extended polling station opening hours and Barnet's commitment to provide a polling station within walking distance. There was also a concern that the rules for registration would be complicated and a lack of knowledge that the Presiding Officer at the polling station could help them to cast their vote or that they could bring a companion to help them.

Feedback showed that the workshop and easy read guide had increased the knowledge, awareness and confidence of most participants, who indicated that they would register to vote and planned to vote in the recent general election. The workshop also identified a concern that voters with learning disabilities may not be treated well in the polling station and the elections team therefore took action to address this preconception in training for polling station staff to promote a better understanding of disability and improved customer service for people with disabilities.

In preparation for the General Election, every polling station took account of wheelchair access requirements which also made it easier for parents to vote with small children in prams and pushchairs. All polling station staff were trained in the use of a tactile voting device to support voters with visual impairments which was on display at every polling station and improved the independence and secrecy of the voting process for people with impaired vision. The availability of a loop system to support users of hearing aids was also fully communicated at stations where this was available.

iv) Welfare Reform Task Force

A wide range of welfare reforms have been implemented by the Government in order to encourage people to gain employment and limit the amount of benefit for different groups. These include the introduction of an overall cap on benefits (the "benefit cap"). The Council's cumulative equalities impact analysis (see Section 3 vi) of this report) identified that some children and families do less well and need targeted help to help them help themselves into employment and ensure they don't miss out on growth and development in Barnet. The Task Force is one example of how we support people to overcome barriers and enter employment.

Since 2013, the Council has been working with staff from Barnet Homes, Capita, and Jobcentre Plus to provide advice and support to families affected by the benefit cap and those who are looking to find work. We know that people who have mental health problems are more likely to be out of work, and people who are employed are likely to have better mental health than those who are unemployed. The evidence also showed that women with children, the vast majority of whom are single mothers, are more likely to be impacted by welfare reform proposals and Barnet has therefore focused on their health and wellbeing, and childcare support.

Over the last 18 months the Task Force has been boosted by Future Path, a public health funded scheme providing coaching for those with mental health needs to help them back into work. In the first 12 months of the project, the service successfully helped 66 people into work. Residents are referred to Future Path by Jobcentre Plus for extra motivational and psychological support in finding a job, as well as help in CV and job searching skills. The Task Force provides support so that people understand what childcare entitlement and opportunities are available to them and with access to

discretionary funds to help with the initial costs of getting into work. The Task Force is based in Barnet House and has successfully engaged with 96% of people impacted by the Benefit Cap and helped 35 per cent into work, as well as supporting those who want to move house to do so. Here's one mum's story:

"My life has really changed with the support of Future Path – It boosted my confidence, knowing that they believed in me. They helped me to get my apprenticeship and when I began working full time in September 2014, they helped me to apply for working tax credits and to the Crisis Fund for childcare support during the first month. I love my job and I am enjoying the opportunities that work has given me. I'm better off in work and I've moved from temporary accommodation to a lovely house. Future Path gave me the type of support that I hadn't had before and I'm proud of my achievements."

v) Improved website and online services to provide choice, control, independence and flexibility for our customers

Working with Capita through the Customer and Support Group (CSG), and with the engagement of our residents, the Council has recently improved online access to information about the Borough and our services. We want to reduce costs, improve customer satisfaction and be more effective in meeting needs without negatively impacting the customer experience. The website aims to maximise the number of customers using online services and to provide support to those needing support to get online.

A significant proportion of customers within Barnet (82%) are "connected" and willing to use online services, a large proportion of our residents (61%) would expect to contact and do business with the Council online and a further 21% regularly use the internet.

Customers and their carers now have additional choice and flexibility about how they contact the Council -in person or online. Our new website and online system – My Account – mean that information about Council services is fully available online and it is now possible for residents to review their account and make Council service transactions 24/7 and on 365 days of the year. Each account is personal to each resident and tailors service-related information and communications to their needs.

Overall, the changes aim to support all our customers to use the online services, independently or with support, providing advocacy and support for those who need it and retaining an option for those who require or prefer more traditional methods of communication. We have engaged specifically with customers through co-design activities, including customers with learning disabilities and their carers, used customer insight and adopted best practice design standards to ensure the website is fully accessible to all our customers including people with disabilities, for example, sight and hearing impairments and learning disabilities and we have user tested the site with residents with disabilities.

The Council has set up an advocacy service to identify and support customers who need additional help in accessing services so that those who meet the criteria are provided with support to undertake online transactions. The improvements to the Council website should enhance the service for all and offer specific advocacy support for customers with disabilities.

vi) Involving carers in commissioning, design and development of services

We are committed to ensuring that we identify and recognise carers as expert partners and support and value them in the vital role that they play in maintaining health and wellbeing in Barnet. More than 5000 carers are registered with the borough's lead provider for carers support services. In preparation for implementation of the Care Act we made a number of changes to ensure that carers feel more supported and have access to good information and advice. As part of this work we established a Carers' Care Act Working Group to consider key changes arising from the Act, how we could improve information and advice for carers and improve our carers support offer.

Currently we are working to ensure that we provide more holistic support to carers of all ages within the borough through better access to universal support, increasing awareness of carers and young carers, tailoring support to individual needs and considering the needs of the whole family wherever possible. The outputs of this work will be realised in the coming year. As one frontline carer put it, "I have found it hugely encouraging for my views and experiences to be heard, acknowledged and incorporated into the delivery of practical solutions that I believe will help both current and future carers".

This approach has brought into focus the needs of young carers who can often remain hidden from services but may be caring for a parent or sibling with physical or mental health problems, substance misuse issues or a learning difficulty or sensory impairment. For young carers, it is particularly important that we equip them to cope and prevent them from caring inappropriately as this can cause young carers to miss out on school, have an effect on their GCSE grades and increase the likelihood of them becoming a young person not in education employment or training – NEET.

We are working with Family Services to procure new support services for carers and young carers jointly and will shortly be publishing a joint carers and young carers strategy for the Council.

5. Strategic Equalities Objective

We use the information we hold about staff, residents and service users to monitor our progress against the Strategic Equalities Objective (SEO) and make an annual report as required by the Public Sector Equalities Duty (see Appendix Two); we break that information down by protected characteristics wherever possible.

In assessing our progress against the SEO, we consider service user satisfaction rates in relation to services such as waste and recycling; parks and green spaces; attainment rates for all Barnet's young people, including children in care; a focus on housing and employment for vulnerable groups such as people with learning disabilities and people with mental health issues. We also look at Residents' Perception Survey measures relating to community cohesion; and life expectancy rates in the borough.

- Satisfaction with Barnet remains high - 88% of residents are satisfied with their local area as a place to live. This is 6 percentage points above the national average. (Autumn 2014 Residents' Perception Survey)

- Community cohesion is increasing with 84% of residents agreeing that people from different backgrounds get on well together in the borough. (Autumn 2014 Residents' Perception Survey)
- 7.2% of Barnet residents claim key out-of-work benefits in comparison with a London figure of 9.1%. There have been improvements in employment opportunities for young people and only 2.3% are not in employment education and training. This is the fourth lowest figure in the country and well below the London figure of 3.8%. (NOMIS)
- In Barnet, life expectancy at birth in females (85.0 years) is higher than males (81.9) and overall life expectancy for both male and female population in Barnet is higher than the average for England (male =79.4, female =83.1). (Public Health England, Segment Tool 2015). Overall there have been some health improvements in Barnet - most notably child health outcomes outperform the London average and death amongst those under 65 years old from cardiovascular disease continues to fall. However life expectancy is only slightly increasing with a slight decrease in the gap in life expectancy between the richest and the poorest.
- Borough performance on Lifetime Homes has improved since October 1st 2013, the launch date of Re, who deliver the Council's development services. There has been an improvement in the number of wheelchair accessible homes and those meeting the lifetime homes standard. 82% of new homes approved in 2013/14 will deliver Lifetime Homes standards compared with 65% in 2012/13. Wheelchair accessible homes were 7.5% of new homes approved. Re is also focusing on equal opportunities and has undertaken an equalities impact assessment in the review of the Housing Strategy following changes in housing legislation and welfare reforms.

In addition, Barnet has recently worked with staff to update the personal data we hold about them and a summary of this is attached at Appendix 3 of this report. As outlined in the Equalities Action Plan at Appendix 1 of this report, we will use this data as part of our work with Human Resources to further develop our capacity to take equalities into account in our work with staff.

6. Our Future Plans

An Equalities Action Plan for the Council is attached to this report at Appendix One. This outlines the proposed actions, the responsibilities, and the resources and support we will develop in order to continue:

- mainstreaming equalities into the business of the organisation
- incorporating equality considerations into the business planning process
- promoting community cohesion and resilience
- supporting a robust and representative corporate consultation and engagement function, and
- monitoring our progress and celebrating our successes.

Appendix One

Equalities Action Plan 2015/16

Equalities Action Plan 2015/16	Lead	Timescale
Mainstream equalities into the business of the organisation		
Monitor existing commitments to incorporate equalities considerations into strategies and decision-making, ensuring due regard is given to the needs of different groups	Strategic Director Commissioning (SDC) Commissioning Directors (CDs) Legal and Assurance supported by Commissioning and Equalities Policy Officer (CEPO)	Ongoing
Review and monitor integration of equalities into our corporate assurance processes	Corporate Risk Manager (CRM)	Ongoing Annual Assurance report in November
Monitor integration of equalities considerations into the work of the Council's commercial partners including compliance with relevant contract clauses	Commercial and Customer Services Director (CCSD) Deputy Chief	Ongoing

Equalities Action Plan 2015/16	Lead	Timescale
	Operating Officer (DCOO)	
Review the integration of equalities into our new corporate management structures	SDC CDs CEPO	July 2015
Produce an annual Equalities Report setting out the Council's commitment and activities relating to equalities and analysing key equality issues, trends and priorities, and publish this on the Council's website	CEPO	Annually in June
Monitor progress against the Council's Strategic Equalities Objective and identify any emerging issues shown by the data	CEPO and Business Intelligence (BI)	Annually in June
Incorporate equality considerations into the business planning process		
Review the current integration of equalities into the business planning process and implement any steps needed to improve this	CEPO with Community Engagement, Participation & Strategy Lead (CEPSL) Legal CDs Corporate Finance	July 2015

Equalities Action Plan 2015/16	Lead	Timescale
Delivery Units (DUs)		
Develop analysis of the cumulative impact on specific groups (particularly protected characteristics) of decisions taken to set the Council's budget for 2016-17, and publish this with the 2016-17 budget report.	CEPO with BI and DUs	February 2016
Resources, support and capacity-building		
Make up-to-date guidance and support, and training (including e-learning) available to officers across the Council and, where possible, external partners.	CEPO DCOO and CCSD for external partners Legal Services HR/Programmes & Resources	August – November 2015
Create a resource of completed Equality Impact Assessments to make sure best practice is shared across Delivery Units	CEPO and DUs with Commissioning Leads	September 2015
Develop the Council's capacity to build equalities considerations into the work of the HR service	CEPO CEPSL HR	July 2015

Equalities Action Plan 2015/16	Lead	Timescale
	Programmes and Resources Team	
Promote community cohesion and resilience		
Support and administer the Communities Together Network to promote community wellbeing and encourage safe and cohesive communities (facilitating three meetings a year; developing and delivering a forward plan)	CEPO	Ongoing. Forward Plan June 2015
Support development of a local action plan to meet the Council's PREVENT duty and make relevant links with the work of the Communities Together Network.	CEPO working with Strategic Lead, Community Safety and Emergency Planning	Ongoing
Manage a programme of events which promote community cohesion and good relations between different groups, including Peace One Day, the Barnet Multi-Faith Festival, and International Women's Day.	CEPO Strategic Partners Head of Communities and Libraries, Family Services Governance Internal Comms/Mayor's Office	September 2015 and ongoing

Equalities Action Plan 2015/16	Lead	Timescale
Policy and horizon-scanning		
Maintain a horizon-scanning process to identify any relevant policy developments, their impact, and any response needed (such as the upcoming reviews of the Human Rights Act and the Public Sector Equality Duty).	CEPO, CEPSL and Legal	Ongoing
Carry out an annual review of the Council's Equalities Policy to ensure it remains up to date and accessible internally and externally via intranet and internet pages.	CEPO, Legal and HR	September 2015
Support a robust and representative corporate consultation and engagement function		
Work with the Council's Local Voluntary and Community Sector (VCS) Infrastructure Organisation (CommUNITY Barnet) and the wider VCS to engage with hard to reach groups and communities and understand any key equalities issues.	CEPO with CTN, Communications and Consultation, Health and Wellbeing Lead (HWBL)	Ongoing
Support the development of a strategic VCS forum to address sector-wide issues and help to develop a programme of engagement with the local VCS	CEPO with CEPSL	Ongoing
Use the Communities Together Network where appropriate to support relevant corporate consultation and engagement	CEPO	Ongoing
Ensure equalities considerations are taken into account in the review of the Council's Partnership Boards	CEPO with HWBL and Partnerships Officer, Adults & Communities	June 2015

Appendix Two

The 2010 Equality Act outlines the provisions of the general and specific Public Sector Equality Duties and requires Barnet to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
- Advance equality of opportunity between people from different groups;
- Foster good relations between people from different groups;
- Set and publish equality objectives, at least every four years; and
- Publish information to show their compliance with the Equality Duty, at least annually. The information published must include information relating to employees (for public bodies with 150 or more employees) and information relating to people who are affected by the public body's policies and practices.

This places a legal obligation on the Council to pay due regard to equalities. We do this by assessing the impact of our actions on different groups in Barnet including those identified in equality legislation as protected characteristics, namely: age, disability, gender, gender reassignment marriage, civil partnership, pregnancy, maternity, sexual orientation, religion or belief.

Fairness Agenda

At their first meeting on June 10 2014 Members of the Policy and Resources Committee discussed the concept of fairness and how Council Committees should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals. Therefore, in addition to assessing the impact of proposals on the 9 protected characteristics, the Council also tries to assess the impact on certain other groups who may be considered disadvantaged and/or vulnerable. These additional groups include people with learning disabilities, people with mental health issues, carers (including young carers), people on low income, people from areas of deprivation and the unemployed.

Appendix 3 - Barnet Council and School Staff Equalities Data

The following tables summarise the data collected from staff in early 2015 on the make-up of Barnet staff in relation to the protected characteristics. The response rate to the request for updating personal data was 72% for staff working directly for Barnet Council, and 60% for staff working in schools. It has not been possible to identify a comparative source of data to benchmark staff response rates to diversity monitoring questionnaires elsewhere in the public sector. However, desk research on response rates within other public sector organisations show rates of between 34% and 55%, which suggests that Barnet's response rates compare favourably within the sector. The equalities data is broken down by Delivery Unit where possible. It compares the percentage of each group represented in the Council with the information we hold about the make-up of Barnet citizens from the Census 2011 (and updated by the GLA's population projections for 2014). Staff were asked to give information about their equality characteristics as part of an online survey in early 2015.

The information separates Council and school employees, reflecting the fact that school staff are employed by the governing body of the school rather than being directly part of the Council's workforce.

Table One: Gender make up of staff

Delivery Unit	Respondents		
	Female	Male	Not Declared
<i>Barnet population</i>	51.1%	48.9%	-
Adults & Communities	76.9%	22.0%	1.1%
Commissioning Group	53.8%	44.4%	1.7%
Education & Skills	90.6%	8.6%	0.7%
Family Services	76.8%	20.2%	3.0%
Streetscene	22.4%	74.0%	3.5%
Total Council	68.0%	29.8%	2.2%
Schools	90.8%	8.5%	0.7%

Table Two: Ethnicity of staff

Ethnic Group	% in Council	% in Barnet Population
Black African	6.4%	5.4%
Other Asian	2.5%	7.9%
Black Other	2.2%	2.7%
White	71.0%	64.1%
Bangladeshi	0.9%	0.6%
Black Caribbean	3.0%	1.3%
Chinese	0.9%	2.3%
Indian	8.3%	7.8%
Pakistani	1.2%	1.5%
Prefer not to say	3.6%	2.1%
Other	N/A	6.3%

Table Three: Age of staff

Age of staff	19 and under	20 - 29	30 - 39	40 - 49	50 - 59	60+
<i>Barnet Population</i>	5.5%	18.0%	20.8%	17.9%	14.6%	23.3%
Adults & Communities	0.0%	5.6%	18.6%	25.4%	36.2%	14.1%
Commissioning Group	0.0%	11.2%	30.2%	30.2%	22.4%	6.0%
Education & Skills	0.4%	5.1%	11.8%	31.6%	35.3%	15.8%
Family Services	2.6%	9.9%	20.3%	27.0%	30.5%	9.7%
Streetscene	0.0%	6.8%	19.7%	23.7%	34.9%	14.9%
Total Council	0.9%	7.7%	19.5%	27.2%	32.7%	11.9%
Schools	0.4%	11.2%	21.0%	29.4%	27.5%	10.5%

Table Four: Staff with disabilities

Delivery Unit	Percentage Declared Disability
<i>% of Barnet population whose Day-to-day activities are limited a lot</i>	6.0%
Adults & Communities	7.7%
Commissioning Group	5.1%
Education & Skills	6.5%
Family Services	6.3%
Streetscene	6.3%
Total Council Staff	6.6%
Total Schools Staff	5.0%

Table Five: Religion/Belief of staff

Religion / Belief	As Percentage of Respondents	As Percentage of Council Staff	Barnet Population	Variance
Humanist	0.4%	0.2%	Not known	-
Jain	0.8%	0.5%	Not known	-
Buddhist	0.5%	0.3%	1.3%	-0.8%
Christian	45.2%	26.5%	41.2%	4.0%
Hindu	6.1%	3.6%	6.2%	0.0%
Jewish	4.5%	2.6%	15.2%	-10.7%
Muslim	6.2%	3.6%	10.3%	-4.1%
No Religion	19.6%	11.5%	16.1%	3.5%
Other, please specify	4.3%	2.5%	1.1%	3.3%
Prefer not to say	11.7%	6.9%	8.4%	3.3%
Sikh	0.7%	0.4%	0.4%	0.3%

Table Six: Staff with child caring responsibilities

Children under 18	Total
<i>% of Barnet population with children under 18</i>	39.7%
Council staff with no child caring responsibility	1646
Prefer not to say	113
Council staff with child caring responsibility	1157
Grand Total	2916

Table Seven: Staff who are adult carers

Carer Adult	Total
<i>Barnet population (% providing unpaid care)</i>	9.1%
Council staff with no adult caring responsibility	2556
Prefer not to say	204
Council staff with adult caring responsibility	156
Grand Total	2916
% Council staff with adult caring responsibility	5.3%

Table Eight: Sexual orientation of staff

Delivery Unit	Heterosexual	Bisexual	Gay	Lesbian	Prefer not to say
Adults & Communities	84.1%	0.5%	2.7%	2.2%	10.4%
Commissioning Group	82.9%	0.0%	2.6%	4.3%	10.3%
Education & Skills	73.0%	1.4%	0.7%	0.4%	24.5%
Family Services	79.4%	0.7%	0.7%	0.9%	18.3%
Streetscene	79.5%	1.2%	0.4%	0.4%	18.5%
Total Council	78.6%	0.9%	1.2%	1.1%	18.3%
Total Schools	83.3%	1.1%	0.5%	0.4%	14.8%

	<p>AGENDA ITEM 12</p> <p style="text-align: center;">Policy and Resources Committee</p> <p style="text-align: center;">9 July 2015</p>
<p style="text-align: right;">Title</p>	<p>West London Economic Prosperity Board</p>
<p style="text-align: right;">Report of</p>	<p>Andrew Travers, Chief Executive Officer</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;">Enclosures</p>	<p>Appendix A: West London Alliance Vision for Growth</p> <p>Appendix B - West London Economic Prosperity Board Functions and Procedure Rules</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Cath Shaw, Commissioning Director – Growth and Development Tel: 020 8359 4716, Email: cath.shaw@barnet.gov.uk</p> <p>Luke Ward, Commissioning Lead - Entrepreneurial Barnet, Tel: 020 8359 2672, Email: luke.ward@barnet.gov.uk</p>

<h2 style="margin: 0;">Summary</h2>
<p>This report provides an update on work being undertaken by the West London Alliance (WLA) to establish an Economic Prosperity Board to drive the sub-regional devolution, business growth, and employment agendas following agreement in principle of draft terms of reference by WLA leaders in March 2015.</p>
<p>The Policy and Resources Committee is asked to recommend that Council, on 28 July 2015, approve the Board’s functions and procedure rules, the Barnet Member of the Board and substitute member, and agree to amend the Council’s constitution accordingly.</p>

Recommendations

- 1. That the Committee note the work being undertaken to develop an Economic Prosperity Board across west London.**
- 2. That the Committee recommend that**
 - a) Council, on 28 July 2015, approve the functions and procedure rules for the West London Economic Prosperity Board,**
 - b) Council to set up the section 102 Joint Committee and appoint the member and substitute member to sit on it**
 - c) Council amend the constitution to reflect the governance arrangements of the West London Economic Prosperity Board.**
- 3. That the Committee delegate responsibility to the Chief Executive Officer, in consultation with the Leader, to incorporate and clear any amendments to the functions and procedure rules made after 9 July but ahead of Full Council on 28 July.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The purpose of this report is to update Policy and Resources Committee on work being undertaken to establish an Economic Prosperity Board, which is currently being constituted, and to recommend that Council on 28 July approve the Board's functions and procedure rules. West London Alliance (WLA) Leaders agreed in principle a draft terms of reference for the Economic Prosperity Board in March 2015.
- 1.2 The intention is that the Board will drive and guide the delivery of the WLA's "Vision for Growth" agenda, which leaders signed up to and launched in November 2014. Being a member of the Economic Prosperity Board will put the Council in a strong position to take advantage of future opportunities relating to local government devolution of growth and skills activity, and will also strengthen any work we undertake through the WLA or individually to secure external funding or lobby government for greater autonomy.
- 1.3 The Economic Prosperity Board represents a natural progression from the current governance arrangements of the WLA as it engages more fully with the devolution and financial autonomy agendas, and will provide a platform on which to deliver specific projects and targeted areas of work, building on its existing record of success through projects such as Working People, Working Places.
- 1.4 The emphasis of the Board will be on delivering practical change and making decisions that make a real contribution to improving the prosperity of people and businesses in West London, rather than on becoming a "talking shop" for ideas.
- 1.5 The key areas the Economic Prosperity Board will focus on are the same as those set out in the WLA Vision for Growth strategy. These are around growing business, developing skills, maximising young people's potential,

building new homes, creating and maintaining thriving town centres and investing in infrastructure.

- 1.6 The voting members of the Economic Prosperity Board will consist of one Elected Member from each council, usually the Council Leader. The functions and procedure rules note that the Chair of the Board will be appointed for 12 months, and will rotate amongst participating boroughs. There will also be non-voting representation from the West London business community, education sector, the GLA, and Job Centre plus.
- 1.7 Engagement with the Economic Prosperity Board would complement activity taking place in Barnet to create a genuinely pro-business environment, through the “Entrepreneurial Barnet” approach that was agreed by Assets, Regeneration and Growth Committee on 15 December 2014 (see Background papers, section 6.1).
- 1.8 Entrepreneurial Barnet takes a cross-public sector approach to growth and focuses on encouraging investment, job creation, town centres, welfare reform, and supporting small and micro businesses to establish themselves and to expand. Membership of the WLA Economic Prosperity Board would allow the Entrepreneurial Barnet approach to influence the thinking and direction of the wider West London group of authorities, and create the potential to secure more funding and powers to deliver these aims.
- 1.9 This approach is designed to support joint applications for funding such as the European Social Fund (ESF). The GLA has agreed with ESF co-funders to recognise the WLA boroughs, collectively, as a functional economic area for the purposes of commissioning ESF programmes 2014 – 2020. Sub-regional approaches to securing and governing such funds are increasingly more likely than individual borough funding bids to be successful.
- 1.10 Should Policy and Resources Committee agree to support the creation of the West London Economic Prosperity Board work will be undertaken to ensure the council directly influences its agenda, and to ensure appropriate Barnet representation.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Council has a strong incentive to engage with work focused on strengthening the local business economy and labour force. This is because it retains a portion of the additional business rates associated with new business growth, relieving pressure on council finances, and also because it creates new jobs resulting in lower unemployment and reduced demand for council services associated with worklessness e.g. homelessness or mental health services.
- 2.2 The drive for devolution of key functions related to economic prosperity from national level to London and its sub-regions requires more co-ordinated working between London Boroughs.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not engaging with the Economic Prosperity Board would result in reduced influence over the wider West London and London-wide devolution and growth agendas, and would also result in the council having access to a reduced pool of resources to deliver growth and attract external funding and private sector investment. For example we would be significantly less likely to secure any of the substantial amount of European funding that is currently available to London.

4. POST DECISION IMPLEMENTATION

- 4.1 If agreed by Council on 28 July work will be undertaken to engage with the development and establishment of the Economic Prosperity Board, with a view to it becoming operational in the Autumn of 2015.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Supporting economic prosperity and growth, including creating employment opportunities for both young people and the working age population is a priority in the 2015-2020 Corporate Plan, and collaborating with the WLA to maximise opportunities to secure funding and build on economies of scale will directly contribute to their successful delivery.

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

- 5.2.1 There are no immediate financial implications arising directly from this report. Establishing and participating in the West London EPB does not require an immediate funding contribution from participating authorities, neither does it require transfer of budgets from participating local authorities to the Committee.
- 5.2.2 However, as one of its functions, the West London EPB will have the power to bid for third party funding in relation to the local government areas of the participating boroughs in order to advance progress towards delivering the WLA Vision for Growth and enhancing economic prosperity in West London, and make decisions about the allocation of these resources.
- 5.2.3 As the governance model proposed is one of binding decisions by majority voting it follows that proper safeguards will need to be introduced to protect possible minority interests, as would be the case with any joint arrangements that the council entered into. Otherwise, it would theoretically be possible for the joint committee to bind Barnet (or any other single council) into onerous arrangements. With goodwill, of course, such circumstances should not arise, but it is always appropriate to introduce proper safeguards at the start of any such arrangement, including exit provisions.
- 5.2.4 The West London EPB will also have decision-making powers to determine how any outcomes from decisions relating to devolution, which relate specifically to the economic prosperity agenda, impact on the local authority members of the West London EPB. Some of these outcomes may include

financial implications – for example transfer of funding from central to local government to perform specific functions relating to the economic prosperity agenda.

- 5.2.5 Again, the underpinning legal agreement will need to provide suitable protections for minority interests as part of this, to prevent any borough being bound by majority vote into an onerous arrangements. Such protections are not difficult to write into the legal agreement
- 5.2.6 The Joint Committee will develop detailed procedures for dealing with financial matters.
- 5.2.7 Organisational and clerking support for the Joint Committee, and accommodation for meetings, will be provided by the Participating Borough whose representative is Chair unless otherwise agreed by the Joint Committee. The costs of this will be reimbursed by contributions from the other Participating Boroughs as approved by the Joint Committee.

5.3 **Legal and Constitutional References**

- 5.3.1 The economic Prosperity Board will be a joint committee set up under section 102 of the Local Government Act 1972. This section allows two or more authorities to form a joint committee. The committee will make decision by a simple majority vote. The chair of the committee will have a casting vote. The boroughs involved are expected to be Barnet, Harrow, Hounslow, Ealing and Brent (the draft functions and procedure rules provide for Hillingdon and Hammersmith and Fulham to potentially join later). The boroughs making up the committee will be bound by the decisions made even if they voted against them. The committee will be able to make decisions on anything that falls within the functions and procedure rules. It is proposed that any liabilities associated with the committee will be allocated amongst the members.
- 5.3.2 The council's Constitution - Appendix A to Responsibilities for Function, states that Policy and Resources Committee is to be "*the principal means by which advice on strategic policy and plans is given and co-ordinated and to recommend to Full Council, as necessary, on strategic issues.*" Furthermore, it states that Policy and Resources will "*be responsible for the overall strategic direction of the Council including strategic partnerships.*"

5.4 **Risk Management**

- 5.4.1 We will need to influence membership of the board to ensure it works for Barnet – in particular ensuring that SME voices are heard; that it is action focused rather than a 'talking shop'; and that the Board doesn't become bogged down in airports policy.

5.5 **Equalities and Diversity**

- 5.5.1 The Economic Prosperity Board will have authority to make decisions around any areas that fall within their terms of reference. Any policy decisions made will undergo an equalities impact assessment as required by the Equality Act (2010).

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

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

5.6 **Consultation and Engagement**

5.6.1 This paper relates to governance and decision making arrangements relating to an established strategy (the West London Vision for Growth) and so no public consultation is planned at this stage.

6. **BACKGROUND PAPERS**

6.1 Link to the “Entrepreneurial Barnet” approach agreed by Assets, Regeneration and Growth Committee on 15 December 2014:

<https://barnet.moderngov.co.uk/documents/s19842/Entrepreneurial%20Barnet%20Report%20-%20Publish.pdf>



West London Vision

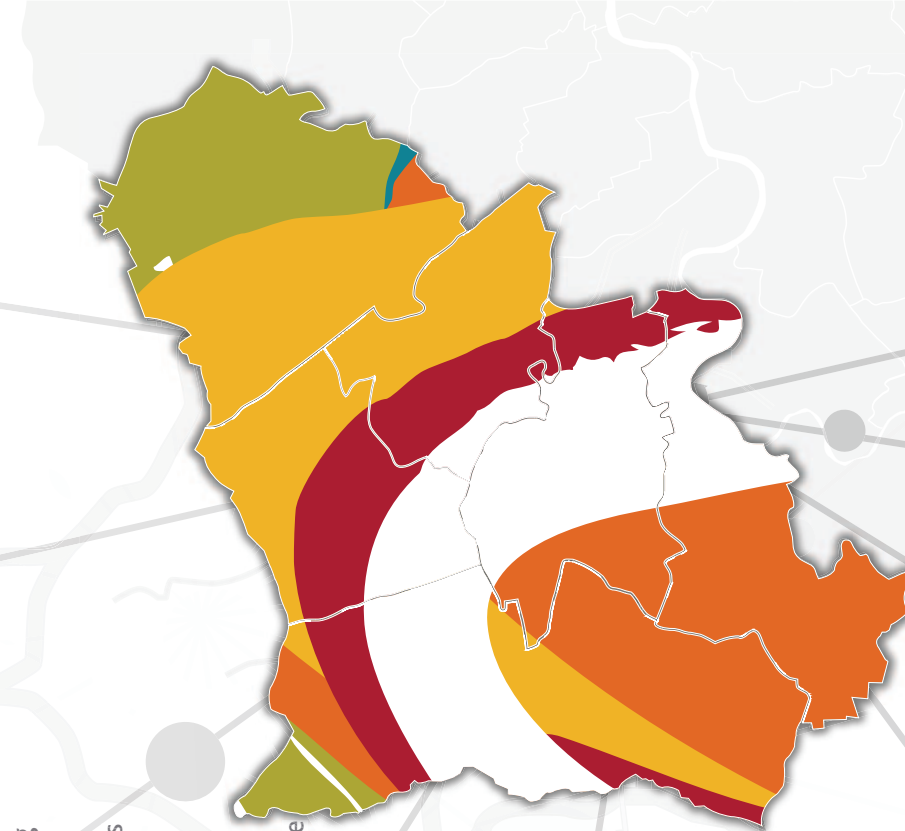
A dynamic contributor to a successful world city

Introduction

West London is thriving. Our growing, increasingly diverse and internationally connected population is now around 2 million and we produce GVA of around £35 billion. This would rank us as the UK's second most populous and productive city with a population the size of Birmingham, the City of Manchester and Leeds combined. London's status as the premier world city is set to be further enhanced and West London is ideally placed to be a key driver of this. We are home to many world-leading businesses, including Apple, Adobe, Diageo, McDonalds, Canon, GlaxoSmithKline, BSKyB and Unisys amongst many others. We have regionally-significant growth opportunity areas at Old Oak Common, Brent Cross, Colindale, Southall, White City, Hayes, Wembley and Park Royal, the largest industrial park in Europe. Heathrow is the

largest single employment site in the UK. Major infrastructure investment is taking place with Crossrail and tube upgrades, and HS2 is still to come. We have successful higher education institutions, including Imperial West and Brunel, producing world-class research and support to innovative and growing businesses. We have 80,000 small businesses and a highly entrepreneurial culture complemented by a combined public sector buying power of nearly £4bn. But we know that currently not everybody is able to share in the prosperity this brings, and that public service austerity and reform will continue to challenge us. We also know that economic success, together with concerted action to ensure all our residents can benefit from it, is the way we can meet that challenge.

Our vision is to be a thriving and prosperous part of a world city, with highly profitable businesses investing in West London with successful residents and resilient communities.



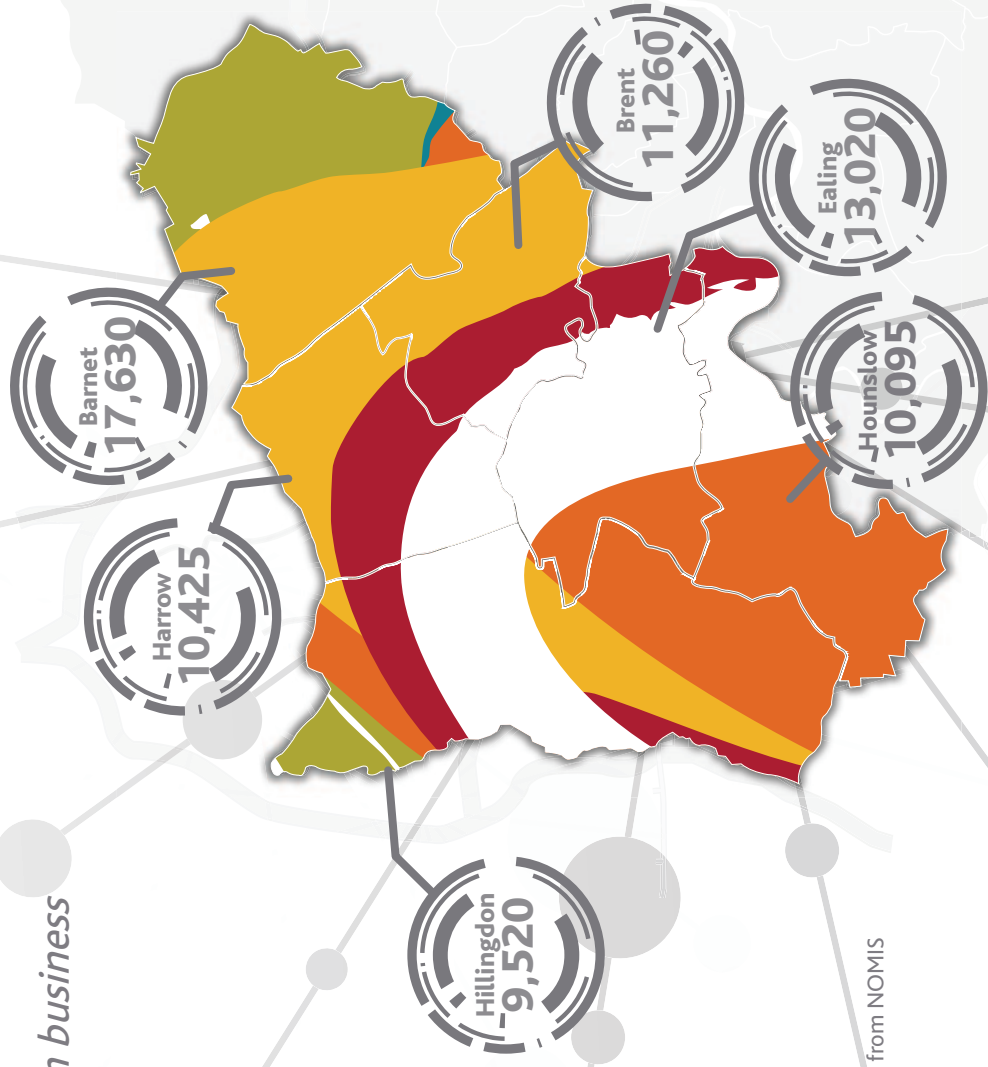
Business driving our growth partnership

The prosperity of West London will ultimately be driven by our businesses. For this reason, business and industry will guide the design and development of business support, skills and employment programmes. We will ensure that regeneration programmes meet current and future business needs.

We will ensure that where business and industry have to move to achieve major infrastructure improvements we will work with them so that they relocate to places where they can thrive and grow.

Total number of business units in each borough¹

Our vision is to achieve a step change in partnership with business and industry to facilitate sustainable economic growth.



¹ from NOMIS

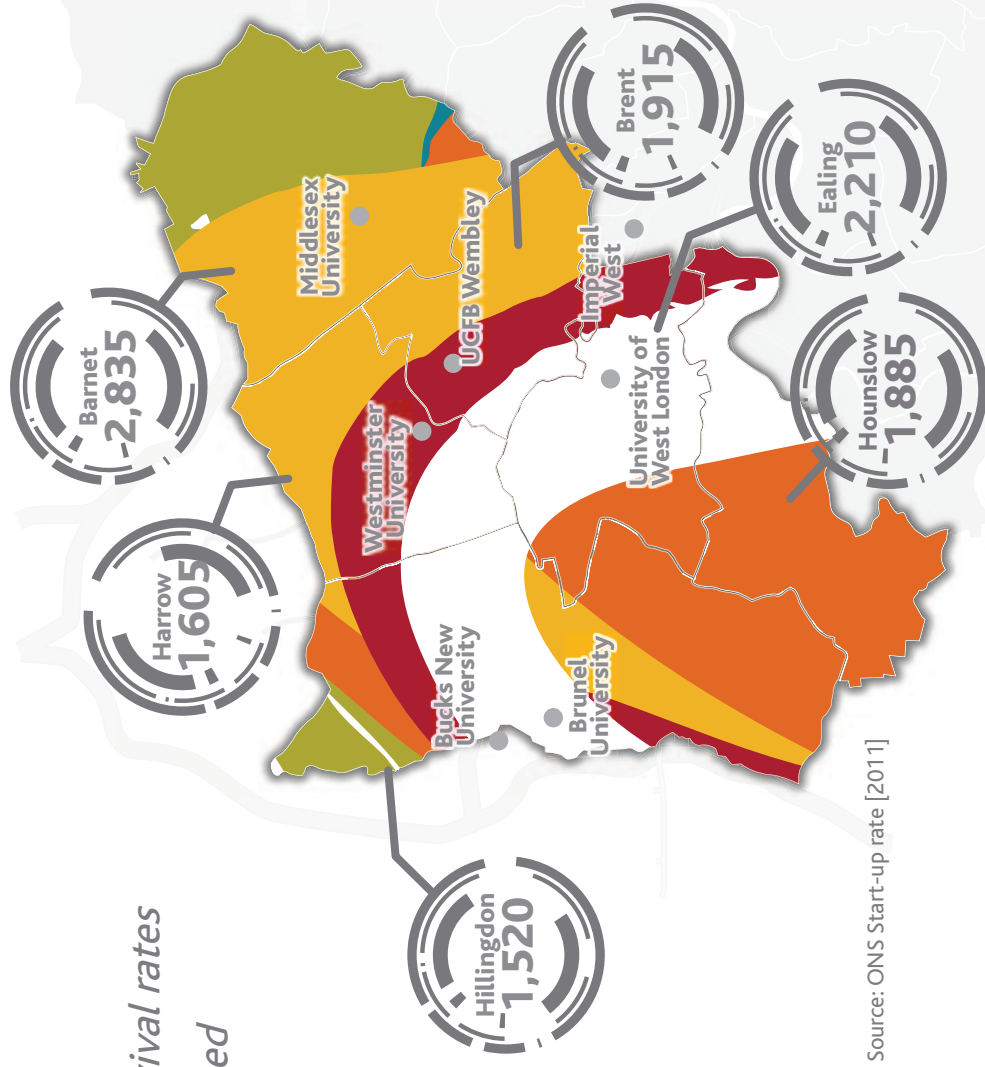
Practical and realistic support to business

West London people are creative and entrepreneurial. Our small business community is thriving and we know that the role of the state in business support has limits. There is, however, more that we can do to make current business support provision add real value. Our focus will be to increase small business start-up and survival rates by integrating supporting through business hubs and improving the relevance of provision;

to encourage business expansion through working with key strategic partners to increase the global export of goods and services; and to promote innovation by establishing economic growth as a priority for our higher education institutions and driving collaboration between academics and small businesses where complementary expertise exists.

Our vision is to increase small business start-up and survival rates through business support hubs, higher exports, and focused collaboration with higher education institutions.

New business start-ups¹



1 Source: ONS Start-up rate [2011]

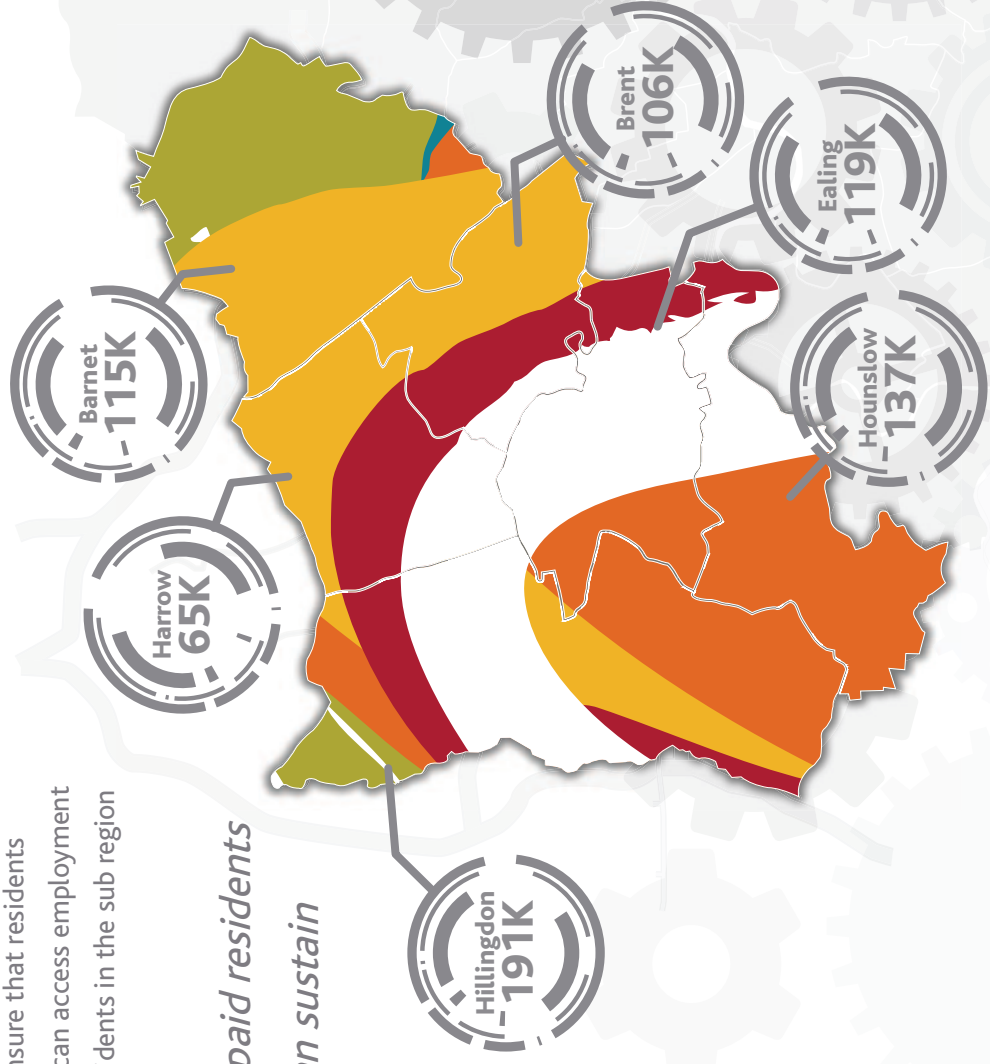
Improved skills to meet business need and provide well-paid jobs

We have great schools and further and higher education institutions. Yet we know that around 20% of our employment vacancies are hard to fill due to skills deficits in applicants. We also know that low skill levels mean that too many of our residents are in low paid work and vulnerable as rising private sector rents and welfare reform require them to gain better paid sustainable jobs . We support the pan-London efforts to ensure that devolved skills funding models and incentives better match the current and future needs of London's employers. In West

London, we want to focus on a skills escalator so that those in low-paid work and on benefits can work more hours, with improved skills, and progress towards better paid jobs. We are seeking to address low pay and the need for employment progression pathways within the implementation of the Vision for Growth and our joint procurement strategies. We will work to ensure that residents in deprived neighbourhoods can access employment and training to ensure all residents in the sub region benefit from growth.

Our vision is to remove the skills gap and to support low-paid residents in work so as to enable them to achieve pay levels that can sustain and improve their living arrangements.

Jobs in each borough



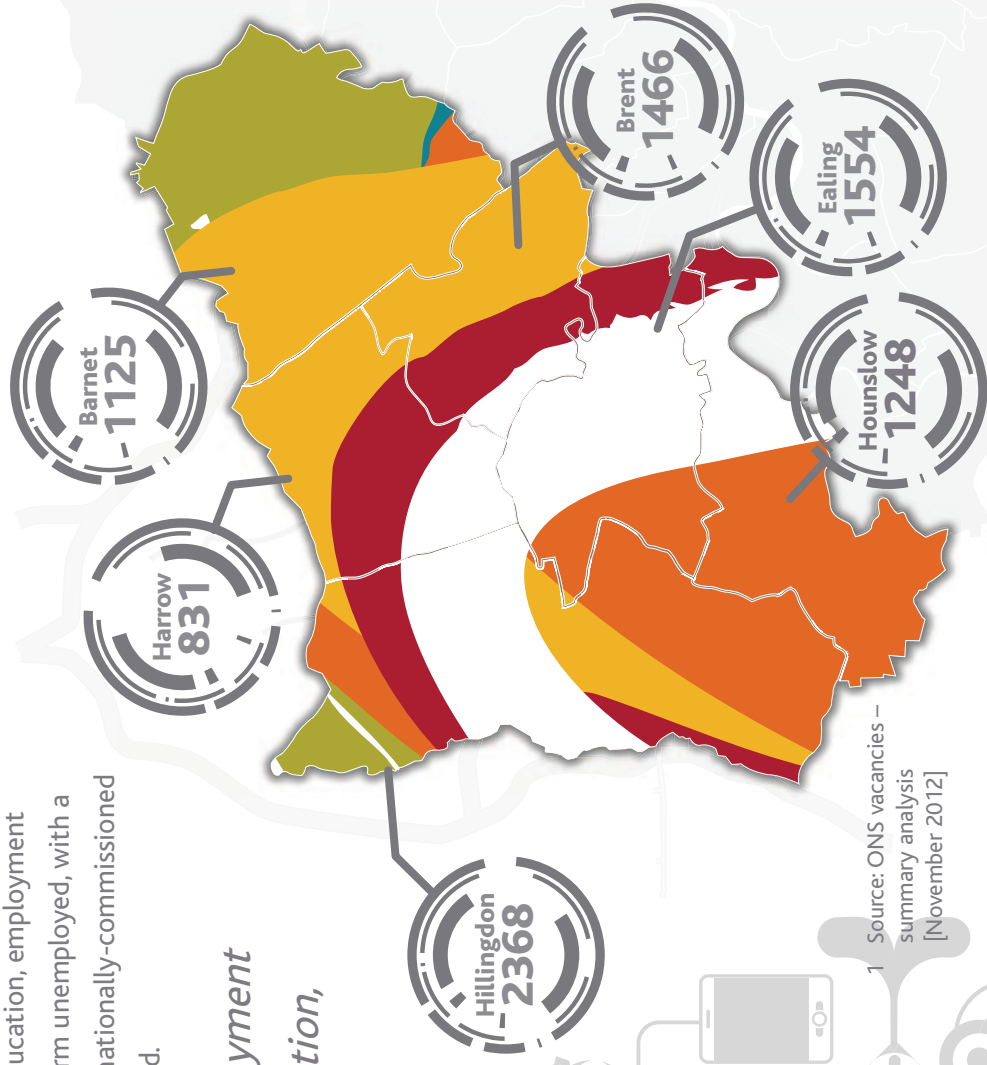
Supporting people into work

The London economy provides great opportunities for its residents. This means that levels of worklessness are relatively low; however, there is a small but significant minority of people in West London who are not currently participating in training or the labour market. These are often individuals and families which have high levels of contact with public services, and as austerity and welfare reform progress there are very strong incentives to get everybody working. We support the devolution of employment programme budgets

to London and to groups of boroughs because we know that we can commission programmes with higher success rates. This is because barriers to work can be complex and we can tailor solutions which reflect local opportunities and wrap-around multi-agency support. In West London we want to focus initially on young people who are at risk of becoming 'NEETs' (not in education, employment or training) and the long-term unemployed, with a widening remit as existing nationally-commissioned programmes come to an end.

Our vision is to radically improve success rates for employment programmes for residents with all young people in education, employment or training.

Jobcentre plus vacancies¹

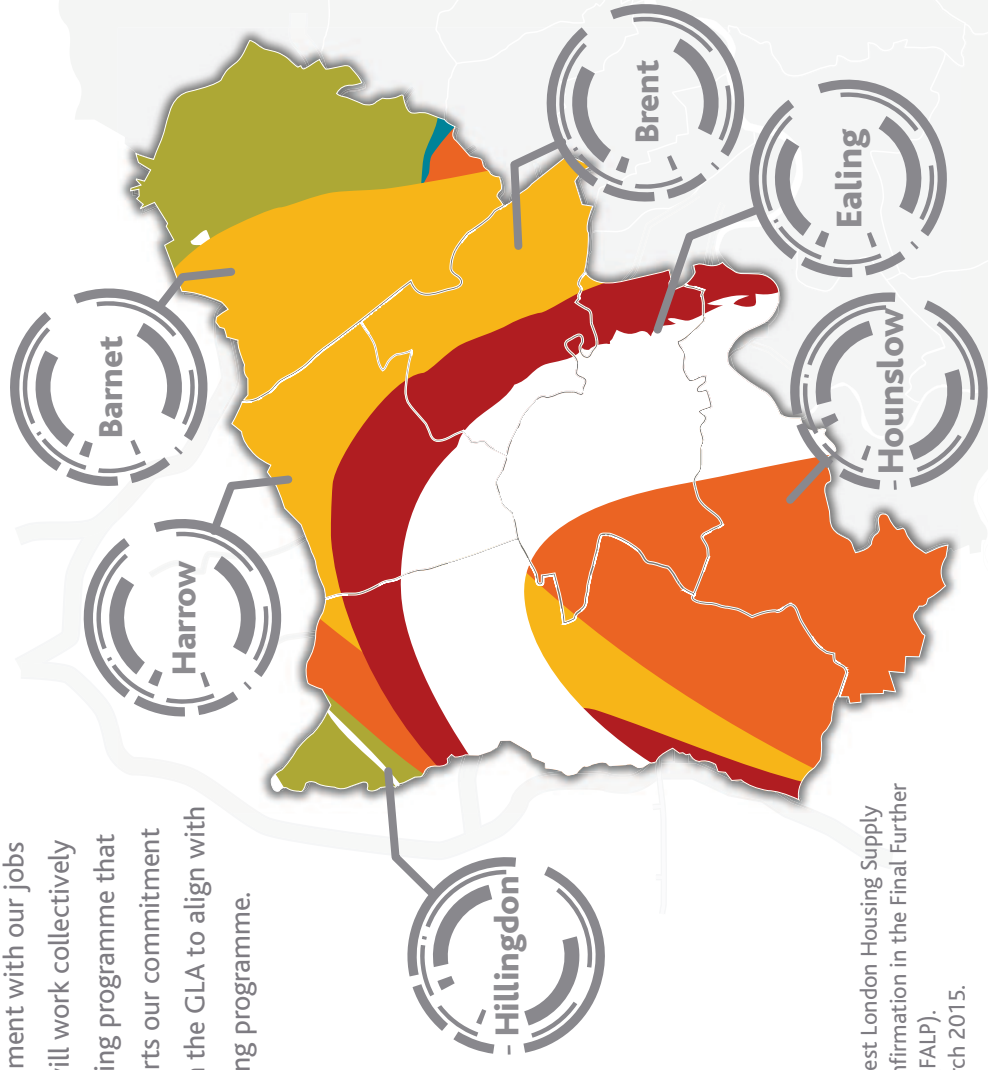


Sustainable housing solutions

London is growing and needs more housing. In West London housing supply and affordability challenges are acute. We have a fast-growing population and around 7,000 residents in temporary accommodation. We are meeting the house building challenge and have several major schemes which will make a real difference. However, there is more that we can do and specifically we want to release public sector-owned land for housing development and ensure a wide offer of different affordable housing choices for the diverse population. Facilitating and encouraging varied housing supply will support business and industry to employ local people. We also want to develop innovative models

for delivery including joint ventures, institutional investment in private rented provision, and use of local authority balance sheets to invest in new council housing or other partnership housing products. We will manage our existing stock and new provision to deliver an appropriate mix of social and affordable homes and stimulate the private rented sector in alignment with our jobs and skills programmes. We will work collectively to deliver an ambitious housing programme that benefits residents and supports our commitment to growth. We will work with the GLA to align with the Mayor's affordable housing programme.

Our vision is to deliver at least 71,000 homes¹ as part of a housing programme that meets the needs of our residents and supports growth.



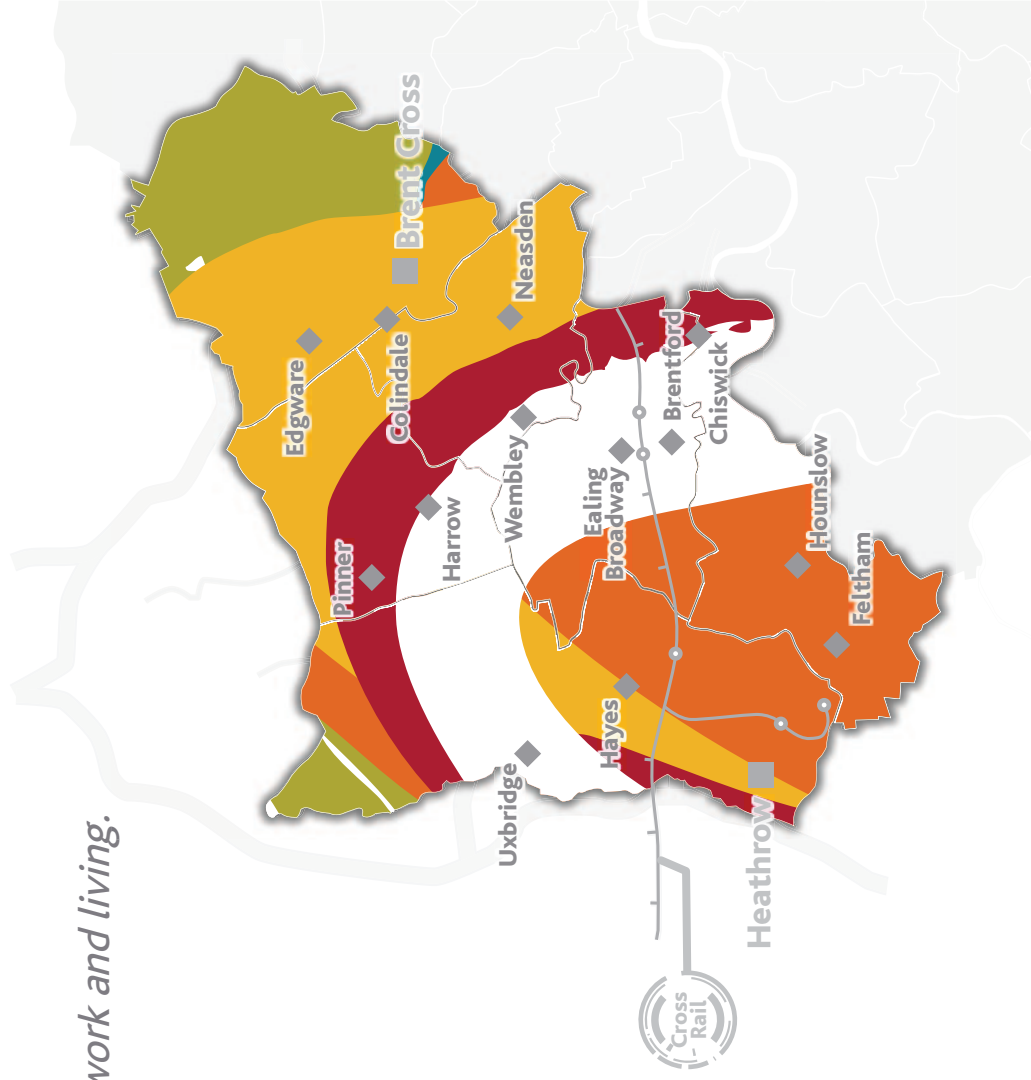
1 This figure represents current West London Housing Supply targets, which are subject to confirmation in the Final Further Alterations to the London Plan (FALP). Expected to be published in March 2015.

Town Centres for work and life

West London has major town centres of individuality and character, but long-standing social change and the post-2008 recession have posed huge challenges for their vitality and viability. As the digitally-connected small and micro business sector grows there are real opportunities to create more vibrant town centres that meet the needs of our residents for housing, shopping, leisure,

culture and work. We know that commuting for work will continue, but we also want to exploit the opportunities for town centres to become economic hubs and stimulate day and night time economies. We will develop our approach to this together and by working in conjunction with the London Enterprise Panel and the Mayor's Outer London Fund.

Our vision is for thriving town centres which are hubs for work and living.



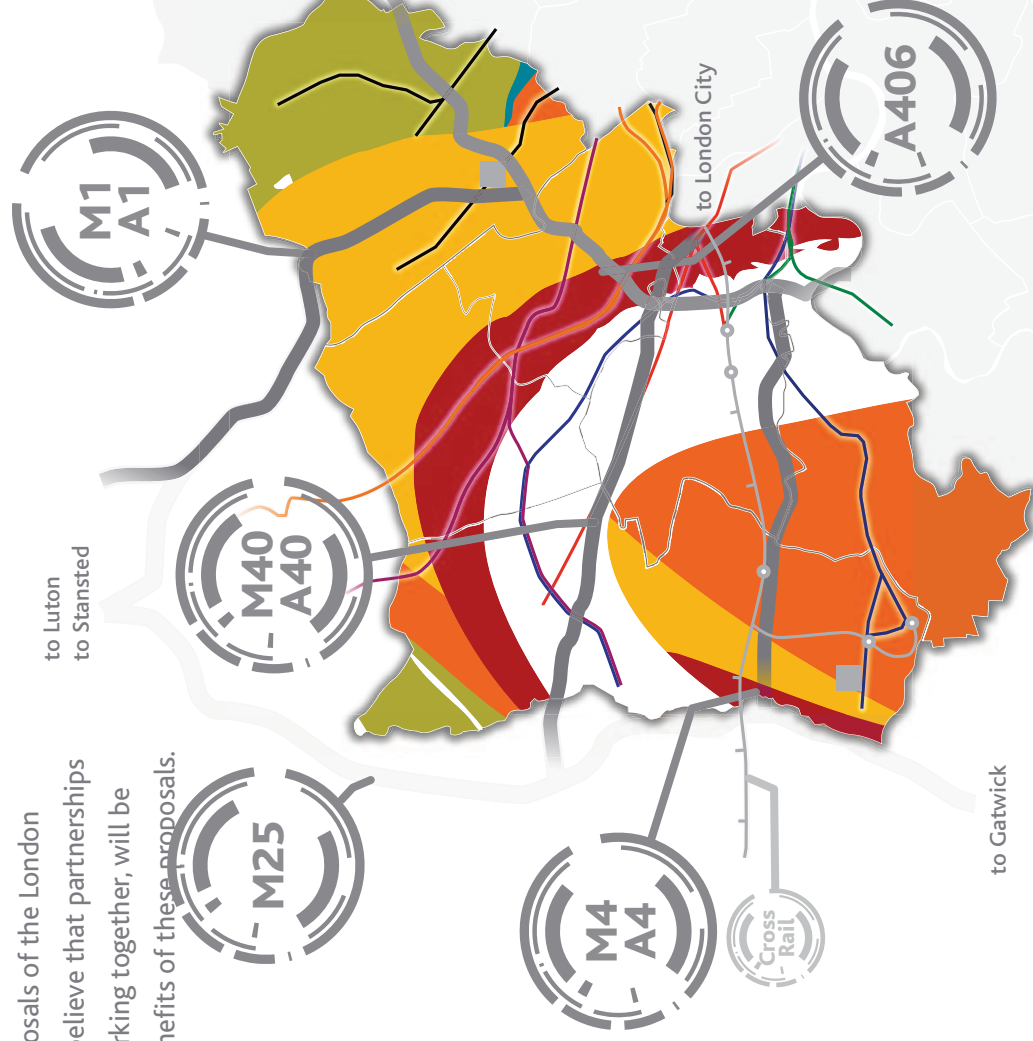
Delivery

To deliver our vision we know that there must be investment in infrastructure. We need to secure the underpinning physical and community infrastructure essential to economic growth and community wellbeing. In transport infrastructure terms improved radial and orbital connectivity is essential to unlock growth. We are developing our West London Infrastructure Plan which includes innovative proposals for financing and delivery. We

will work with our private sector partners, the GLA and government to ensure that our vision can be supported by the investment we need.

Our vision grows out of London's plans for greater economic autonomy as set out in the London Growth Deal and the proposals of the London Finance Commission. We believe that partnerships of groups of boroughs, working together, will be essential to deliver the benefits of these proposals.

The West London Alliance is working with closely with the London Enterprise Panel to pilot work on helping residents with mental health challenges back into work and co-commissioning local employment interventions with JCP.



For more information:

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or visit **www.westlondonalliance.org**

**JOINT COMMITTEE OF THE BOROUGHES OF
BARNET, BRENT, EALING, HARROW AND HOUNSLOW
(KNOWN AS “WEST LONDON ECONOMIC PROSPERITY BOARD”)**

Functions and Procedure Rules

1. Purpose of the Joint Committee

- 1.1 The London Boroughs of Barnet, Brent, Ealing, Harrow and Hounslow (“the Participating Boroughs”) have established the Joint Committee pursuant to powers under the Local Government Acts 1972 and 2000, and under the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
- 1.2 The Joint Committee shall be known as ‘**WEST LONDON ECONOMIC PROSPERITY BOARD.**’
- 1.3 The Joint Committee’s role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of delivering the West London Vision for Growth and advancing Participating Boroughs’ aspirations for greater economic prosperity in West London, including promoting “the Economic Prosperity Agenda”, in partnership with employers, representatives from regional and central government, and education and skills providers.
- 1.4 The purpose of the Joint Committee will be collaboration and mutual co-operation and the fact that some functions will be discharged jointly by way of the Joint Committee does not prohibit any of the Participating Boroughs from promoting economic wellbeing in their own areas independently from the Joint Committee.
- 1.5 The Joint Committee is not a self-standing legal entity but is part of its constituent authorities. Any legal commitment entered into pursuant of a decision of the Joint Committee must be made by all of the Participating Boroughs.
- 1.6 These Procedure Rules govern the conduct of meetings of the Joint Committee.

2. Definitions

- 2.1 Any reference to “Access to Information legislation” shall mean Part V and VA of the Local Government Act 1972 (as amended) and, to the extent that they are applicable, to the Openness of Local Government Bodies Regulations 2014 (as amended) and the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (as amended).
- 2.2 Any reference to “executive”, “executive arrangements”, “executive function” or “committee system” has the meaning given by Part 1A of the Local Government Act 2000.

3. Functions

3.1 The Joint Committee will discharge on behalf of the Participating Boroughs the functions listed below related to promoting economic prosperity in West London:

- 3.1.1 Making funding applications and/or bids to external bodies, in relation to economic prosperity for the benefit of the local government areas of the participating local authorities.
- 3.1.2 Allocating any such funding awards to appropriate projects for the benefit of the local government areas of the participating local authorities, including, where applicable, approving joint procurement.
- 3.1.3 Seeking to be the recipient of devolved powers and/or funding streams for the local government areas of the participating local authorities, which relate to the economic prosperity agenda.
- 3.1.4 Exercising any such powers and allocating any such funding.
- 3.1.5 Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
- 3.1.6 Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
- 3.1.7 Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
- 3.1.8 Seeking to influence and align government investment in West London in order to boost economic growth within the local government areas of the participating authorities.
- 3.1.9 Agreeing and approving any additional governance structures as related to the Joint Committee, or any sub-committees formed by the Joint Committee.
- 3.1.10 Representing the participating local authorities in discussions and negotiations with the Secretary of State for Communities and Local Government to encourage legislative reform enabling Economic Prosperity Boards, as defined by the Local Democracy, Economic Development and Construction Act 2009 Act, to be established by groups of boroughs in London.
- 3.1.11 Inviting special representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, voluntary sector, and health sector to take an interest in, and/or seek to influence, the business of the committee including by attending meetings and commenting on proposals and documents.

3.2 In relation to the Participating Boroughs which operate executive arrangements only executive functions of each borough may be exercised.

4. Membership

4.1 The membership will comprise of 5 members with each Participating Borough appointing one person to sit on the Joint Committee as a voting member.

4.2 Each Participating Borough will make a suitable appointment in accordance with its own constitutional requirements.

4.2.1 Where a Participating Borough operates executive arrangements, then the appointment of a voting member of the West London EPB will be by the leaders of the executive or by the executive. It is anticipated that, where practicable, the leader of each such executive will be appointed to the West London EPB.

4.2.2 Where a Participating Borough does not operate executive arrangements, the appointment of a voting member of the West London EPB will be in accordance with the Borough's own procedures. It is envisaged that this will usually be one its senior councillors.

4.3 In all cases, the appointed person must be an elected member of the council of the appointing Participating Borough. Appointments will be made for a maximum period not extending beyond each member's remaining term of office as a councillor, and their membership of the Joint Committee will automatically cease if they cease to be an elected member of the appointing Participating Borough.

4.4 Members of the Joint Committee are governed by the provisions of their own Council's Codes and Protocols including the Code of Conduct for Members and the rules on Disclosable Pecuniary Interests.

4.5 Each Participating Borough will utilise existing mechanisms for substitution as laid down in their own Standing Orders. Continuity of attendance is encouraged.

4.6 Where a Participating Borough wishes to withdraw from membership of the Joint Committee this must be indicated in writing to each of the committee members. A six month notice period must be provided.

5. Chair and Vice-Chair

5.1 The Chair of the Joint Committee will be appointed for 12 months, and will rotate amongst the Participating Boroughs.

5.2 Unless otherwise unanimously agreed by the Joint Committee, each Participating Borough's appointed person will serve as chair for 12 months at a time. Where the incumbent Chair ceases to be a member of the Joint Committee, the individual appointed by the relevant borough as a replacement will serve as Chair for the remainder of the 12 months as chair.

5.3 The Joint Committee will also appoint a Vice-Chair from within its membership on an annual basis to preside in the absence of the Chairman. This appointment will also rotate in a similar manner to the Chair.

5.4 At its first meeting, the Committee will draw up the rotas for Chair and Vice-Chair respectively.

5.5 Where neither the Chair nor Vice-Chair are in attendance, the Joint Committee will appoint a Chair to preside over the meeting.

6. Sub-Committees

6.1 The Joint Committee may establish sub-committees to undertake elements of its work if required.

7. Delegation to Officers

7.1 The Joint Committee may delegate specific functions to officers of any of the Participating Boroughs.

7.2 Any such delegation may be subject to the requirement for the officer to consult with or obtain the prior agreement of an officer (or officers) of the other boroughs.

7.3 It may also be subject to the requirement for the officer with delegated authority to consult with the Chair of the Joint Committee and the Leaders of the one or more Participating Boroughs before exercising their delegated authority.

8. Administration

8.1 Organisational and clerking support for the Joint Committee, and accommodation for meetings, will be provided by the Participating Borough whose representative is Chair unless otherwise agreed by the Joint Committee. The costs of this will be reimbursed by contributions from the other Participating Boroughs as approved by the Joint Committee.

9. Financial Matters

9.1 The Joint Committee will not have a pre-allocated budget.

9.2 When making a decision which has financial consequences, the Joint Committee will follow the relevant provisions of the Financial Procedure Rules of LB Ealing.

10. Agenda Management

10.1 Subject to 10.2, all prospective items of business for the Joint Committee shall be agreed by a meeting of the Chief Executives of the Participating Boroughs or their representatives.

10.2 In pursuance of their statutory duties, the monitoring officer and/or the chief financial officer of any of the Participating Boroughs may include an item for

consideration on the agenda of a meeting of the Joint Committee, and, may require that an extraordinary meeting be called to consider such items.

10.3 Each Participating Borough operating executive arrangements will be responsible for considering whether it is necessary [in order to comply with Access to Information legislation regarding the publication of agendas including Forward Plan requirements] to treat prospective decisions as 'key- decisions' and/or have them included in the Forward Plan. Each Participating Borough operating a committee system will apply its local non statutory procedures.

11. Meetings

11.1 The Joint Committee will meet as required to fulfil its functions.

11.2 A programme of meetings at the start of each Municipal Year will be scheduled and included in the Calendar of Meetings for all Participating Boroughs.

11.3 The quorum for a meeting of the Joint Committee shall require at least 4 of the 5 appointed members (or their substitutes) to be present in order to transact the business as advertised on the agenda.

11.4 Access to meetings and papers of the Joint Committee by the Press and Public is subject to the Local Government Act 1972 and to the Openness of Local Government Bodies Regulations 2014. The Joint Committee will also have regard to the Local Authorities (Executive Arrangements) (Meetings and Access to information) (England) Regulations 2012, notwithstanding the fact that its provisions do not strictly apply to the Joint Committee for so long as the committee has any members who are not members of an executive of a Participating Borough.

12. Notice of Meetings

12.1 On behalf of the Joint Committee, a clerk will give notice to the public of the time and place of any meeting in accordance with the Access to Information requirements.

12.2 At least five clear working days in advance of a meeting a clerk to the Joint Committee will publish the agenda via the website of clerk's authority and provide the documentation and website link to the Participating Boroughs to enable the information to be published on each Participating Borough's website. "Five Clear Days" does not include weekends or national holidays and excludes both the day of the meeting and the day on which the meeting is called.

12.3 The clerk to the Joint Committee will arrange for the copying and distribution of papers to all Members of the Committee.

13. Public Participation

13.1 Unless considering information classified as 'exempt' or 'confidential' under Access to Information Legislation, all meetings of the Joint Committee shall be held in public.

13.2 Public representations and questions are permitted at meetings of the Joint Committee. Notification must be given in advance of the meeting indicating by 12 noon on the last working day before the meeting the matter to be raised and the agenda item to which it relates. Representatives will be provided with a maximum of 3 minutes to address the Joint Committee.

13.3 The maximum number of speakers allowed per agenda item is 6.

13.4 Where the number of public representations exceed the time / number allowed, a written response will be provided or the representation deferred to the next meeting of the Joint Committee if appropriate.

13.5 The Joint Committee may also invite special representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, voluntary sector, and health sector to take an interest in the business of the committee including by attending meetings and commenting on proposals and documents.

13.6 The Chair shall have discretion to regulate the behaviour of all individuals present at the meeting in the interests of the efficient conduct of the meeting.

14. Member Participation

14.1 Any elected member of the council of any of the Participating Boroughs who is not a member of the Joint Committee may ask a question or address the Committee with the consent of the Chair.

15. Business to be Transacted

15.1 Standing items for each meeting of the Joint Committee will include the following:

- Apologies for absence
- Declarations of Interest
- Minutes of the Last Meeting
- Provision for public participation
- Substantive items for consideration

15.2 The Chair may vary the order of business and take urgent items as specified in the Access to Information Requirements at his / her discretion. The Chair should inform the Members of the Joint Committee prior to allowing the consideration of urgent items.

15.3 An item of business may not be considered at a meeting unless:

(i) A copy of the agenda included the item (or a copy of the item) is open to inspection by the public for at least five clear days before the meeting; or

(ii) By reason of special circumstances which shall be specified in the minutes the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.

15.4 "Special Circumstances" justifying an item being considered as a matter of urgency will relate to both why the decision could not be made at a meeting allowing the proper time for inspection by the public as well as why the item or report could not have been available for inspection for five clear days before the meeting.

16. Extraordinary Meetings

16.1 Arrangements may be made following consultation with Chair of the Joint Committee to call an extraordinary meeting of the Joint Committee. The Chair should inform the appointed Members prior to taking a decision to convene an extraordinary meeting.

16.2 The business of an extraordinary meeting shall be only that specified on the agenda.

17. Cancellation of Meetings

17.1 Meetings of the Joint Committee may, after consultation with the Chairman, be cancelled if there is insufficient business to transact or some other appropriate reason warranting cancellation. The date of meetings may be varied after consultation with the Chairman and appointed members of the Joint Committee in the event that it is necessary for the efficient transaction of business.

18. Rules of Debate

18.1 The rules of debate in operation in the Chair's authority shall apply.

19.. Request for Determination of Business

19.1 Any member of the Joint Committee may request at any time that:

- The Joint Committee move to vote upon the current item of consideration.
- The item be deferred to the next meeting.
- The item be referred back to a meeting of the Chief Executives of the Participating Boroughs for further consideration
- The meeting be adjourned.

19.2 The Joint Committee will then vote on the request.

20. Urgency Procedure

20.1 Where the Chair (following consultation with the appointed Members of the Joint Committee) is of the view that an urgent decision is required in respect of any matter within the Joint Committee's functions and that decision would not reasonably require the calling of an Extraordinary Meeting of the Joint Committee to consider it and it cannot wait until the next Ordinary Meeting of the Joint Committee, then they may request in writing the Chief Executive of each Participating Borough (in line with

pre-existing delegations in each Borough's Constitution) to take urgent action as is required within each of the constituent boroughs.

21. Voting

21.1 The Joint Committee's decision making will operate on the basis of mutual cooperation and consent and will take into account the views of the special representatives.

21.2 Where a vote is required it will be on the basis of one vote per member and unless a recorded vote is requested, the Chair will take the vote by show of hands.

21.3 Any matter shall be decided by a simple majority of those members voting and present. Where there is an equality of votes, the Chair of the meeting shall have a second and casting vote.

21.4 Any two members can request that a recorded vote be taken.

21.5 Where, immediately after a vote is taken at a meeting, if any Member so requests, there shall be recorded in the minutes of the proceedings of that meeting whether the person cast his / her vote for or against the matter or whether he/ she abstained from voting.

22. Minutes

22.1 At the next suitable meeting of the Joint Committee, the Chairman will move a motion that the minutes of the previous meeting be agreed as a correct record. The meeting may only consider the accuracy of the minutes and cannot change or vary decisions taken at a previous meeting as a matter arising out of the minutes.

22.2 Once agreed, the Chairman will sign them.

22.3 There will be no item for the approval of minutes of an ordinary Joint Committee meeting on the agenda of an extraordinary meeting.

23. Exclusion of Public and Press

23.1 Members of the public and press may only be excluded from a meeting of the Joint Committee either in accordance with the Access to Information requirements or in the event of disturbance.

23.2 A motion may be moved at any time for the exclusion of the public from the whole or any part of the proceedings. The motion shall specify by reference to Section 100(A) Local Government Act 1972 the reason for the exclusion in relation to each item of business for which it is proposed that the public be excluded. The public must be excluded from meetings whenever it is likely, in view of the nature of business to be transacted, or the nature of the proceedings that confidential information would be disclosed.

23.3 If there is a general disturbance making orderly business impossible, the Chairman may adjourn the meeting for as long as he/she thinks is necessary.

23.4 Background papers will be published as part of the Joint Committee agenda and be made available to the public via the website of each authority.

24. Overview and Scrutiny

24.1 Decisions of the Joint Committee which relate to the executive functions of a Participating Borough which operates executive arrangements will be subject to scrutiny and 'call -in' arrangements as would apply locally to a decision made by the executive of that Participating Borough acting alone

24.2 No decision should be implemented until such time as the call-in period has expired across all of the Participating Boroughs.

24.3 Where a decision is called in, arrangements will be made at the earliest opportunity within the Participating Borough where the Call-In had taken place for it to be heard.

24.4 Any decision called in for scrutiny before it has been implemented shall not be implemented until such time as the call in procedures of the Participating Borough concerned have been concluded.

25. Access to minutes and papers after the meeting

25.1 On behalf of the Joint Committee, a clerk will make available copies of the following for six years after the meeting:

- (i) the minutes of the meeting and records of decisions taken, together with reasons, for all meetings of the Joint Committee, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information.
- (ii) the agenda for the meeting; and
- (iii) reports relating to items when the meeting was open to the public.

26. Background Papers

26.1 Every report shall contain a list of those documents relating to the subject matter of the report which in the opinion of the author:

- (i) disclose any facts or matters on which the report or an important part of it is based;
- (ii) which have been relied on to a material extent in preparing the report but does not include published works or those which disclose exempt or confidential information and in respect of reports to the Joint Committee, the advice of a political assistant.

26.2 Where a copy of a report for a meeting is made available for inspection by the public at the same time the clerk shall make available for inspection

- (i) a copy of the list of background papers for the report

(ii) at least one copy of each of the documents included in that list.

26.3 The Clerk will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

	AGENDA ITEM 13
	<h2>Policy & Resources Committee</h2> <h3>9 July 2015</h3>
Title	Delegating a proportion of Community Infrastructure Levy (CIL) income to the Council's Area Committees
Report of	Director of Strategy
Wards	All
Status	Public
Enclosures	Appendix A: Uses of CIL Appendix B: Community Leadership Committee paper: Review of Area Committees – operations and delegated budgets
Officer Contact Details	Elissa Rospigliosi, Community Engagement, Participation & Strategy Lead, elissa.rospigliosi@barnet.gov.uk , 020 8359 7158 Adam Driscoll, Infrastructure Planning & Delivery Manager, adam.driscoll@barnet.gov.uk , 020 8359 4922

<h2>Summary</h2>
<p>The Community Infrastructure Levy (CIL) is a planning charge that Local Authorities and the Mayor of London can set on new development to help pay for community infrastructure.</p> <p>This report presents proposals that, to fulfil the spirit of the regulations relating to CIL, Area Committees should be treated in the same way as Parish Councils and allocated 15% of the CIL receipts for their local area, this to be capped at a total of £150,000 per year per constituency area and ring-fenced for spend on infrastructure schemes. The funding from CIL would be in addition to the £100,000 a year that is available to each Area Committee until 2017/18.</p>

Recommendations

- 1. That the Committee notes the net 'Barnet CIL' income in 2013/14 (actual) and 2014/15 (projected), as is described in paragraph 1.2, and which will be used to meet the infrastructure needs of the Borough in response to the impact of growth and development.**
- 2. That the Committee approves the following proposals to:**
 - (a) delegate the expenditure of a 15% proportion of net CIL income for each constituency to the Area Committee for that constituency, capped at a total of £150,000 per Committee per year;**
 - (b) aggregate funds to be allocated in this financial year from income received in 2013/14 and 2014/15; and**
 - (c) to return this funding to the council's Capital Reserve for application towards borough-wide infrastructure priorities if it is not allocated by an Area Committee within two years, or spent within five years.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Community Infrastructure Levy (CIL) is a planning charge that Local Authorities and the Mayor of London (in respect of new development within London) can set on new development to help pay for community infrastructure. In May 2013 Barnet adopted its own CIL for particular types of new development. CIL is designed to provide, improve, replace, operate or maintain infrastructure which helps to address the impact of growth and development on a local area. It is restricted to spend on infrastructure (as defined in the regulations), as identified on the council's Regulation 123 List.
- 1.2 Reflecting the fact that development activity is not homogenous, CIL income varies year to year and area to area, depending on the number and size of developments which come forward in that area. CIL income for each financial year is spent a year in arrears (so, for example, the 2014/15 income is not known until 2015/16). The total CIL income for 2013/14 in Barnet was £901,620 and the estimated total CIL income for 2014/15 is approximately £4.3m. Appendix A sets out the background to CIL, its intended purpose, and the restrictions which are placed on it.
- 1.3 Regulation 59A of the Community Infrastructure Levy Regulations 2010, as amended ('the Regulations') imposes a statutory requirement for 15% of the CIL income receipts for each parish to be passed directly to Parish Councils. For parished areas, this allocation is capped at £100 per dwelling¹ in that area. The purpose of this requirement is to make sure the communities affected by growth and development have the opportunity to benefit directly from the income it brings in.

¹ For these purposes, dwelling carries the same meaning as that set out in section 3 of the Local Government Act 1992 (i.e. a property capable of being valued for the purposes of Council Tax).

- 1.4 As there are no Parish Councils within the administrative area of Barnet, the council is not subject to the requirements of Regulation 59A. However, in the section titled ‘Spending the Levy’ within the *Planning Practice Guidance: Community Infrastructure Levy (PPG)*, it is stated that “communities without a Parish ... Council will still benefit from the 15% neighbourhood portion. If there is no Parish ... Council the charging authority will retain the levy receipts but should engage with the communities where development has taken place and agree with them how best to spend the neighbourhood funding.”
- 1.5 The guidance within the PPG does not specify the process for agreeing how the ‘neighbourhood portion’ should be spent, but rather states that charging authorities should use existing community consultation and engagement processes, including “working with any designated neighbourhood forums, theme specific neighbourhood groups ... using networks that ward councillors use”. Because the council’s three Area Committees provide the closest structure in Barnet to that of a Parish Council for neighbourhood level consultation, it is proposed that, the 15% neighbourhood portion of CIL receipts should be allocated to the Area Committees and capped at a total of £150,000 per year per constituency area and ring-fenced for spend on infrastructure projects.
- 1.6 In accordance with Regulation 59 of the CIL Regulations 2010 (as amended), CIL income can be applied towards the provision, improvement, replacement, operation or maintenance of infrastructure detailed in the Council’s Regulation 123 list. Where required, the Council will amend its Regulation 123 list to reflect the infrastructure projects Area Committees identify for investment.²
- 1.7 The funding from CIL would be in addition to the £100,000 a year that is available to each Area Committee until 2017/18.
- 1.8 In 2015/16 officers have also proposed that the council amalgamates the CIL allocations for 2013/14 and 2014/15. This would support a more even distribution across Committees, with Chipping Barnet and Hendon both reaching their capped total receipt and Finchley & Golders Green estimated to receive over £140,000. This combined allocation is set out in the table below:

CIL allocations by Area Committee

	<i>15% of 2013/14 Income (actual)</i>	<i>15% 2014/15 Income (projected)</i>	<i>15% net total (actual and projected income)</i>	<i>Estimated 2015/16 allocation</i>
<i>Chipping Barnet</i>	£97,353	£159,512	£256,865	£150,000 (capped)
<i>Finchley & Golders Green</i>	£31,905	£109,833	£141,738	£141,738

² The Regulations do allow for wider spending powers in respect of ‘neighbourhood funding’. However, at this stage the proposal is that Area Committees would spend this funding on infrastructure as defined under Regulation 59.

<i>Hendon</i>	£2,878	£375,827	£378,705	£150,000 (capped)
<i>Total:</i>	£132,136	£645,172	£777,308	£441,738

1.9 The actual CIL income for 2014/15 and the allocation to each constituency will be confirmed before the Area Committees meet again in October 2015.

1.10 To make sure the council does not spend a disproportionate amount of CIL income on very locally focused projects and lose opportunities to fund larger-scale infrastructure, and that it continues to respond to the impact of growth and development in a timely manner, it is proposed:

- that the allocation is capped at £150,000 per Area Committee, and
- that the ‘neighbourhood funding’ from CIL should be returned to the council’s reserves for use on borough-wide infrastructure priorities if not allocated by an Area Committee within two years, or spent within five years.

1.11 Net Barnet CIL income would continue to be allocated to the Capital Reserve and used to support corporate infrastructure priorities as identified through the Capital Programme, except for this 15% allocation to each Area Committee.

2. REASONS FOR RECOMMENDATIONS

2.1 Delegating a ‘meaningful proportion’ of CIL income to the Area Committees will create a more direct relationship between the communities affected by development and decisions about the infrastructure which supports them.

2.2 The council’s Area Committees are already well sighted on local infrastructure and environmental priorities through their close relationship with the Residents’ Forums, through Members’ knowledge of their local area and through their current strong focus on environmental issues. The revised process for allocating their delegated budgets and the stronger articulation of the relationship between the Area Committees and other Theme Committees, including the Environment Committee, will support the Area Committees to play this local prioritisation role even more effectively.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The council could choose not to make any CIL funding available to the Area Committees, but this would miss an opportunity to strengthen Area Committees’ ability to respond to the direct impact of growth and development in their local areas.

3.2 The council could choose to apply the £100 cap per dwelling for local CIL as set out in the CIL Regulations, but in practice this could result in a disproportionate amount of funding being allocated locally for small scale local infrastructure projects – which may not deliver the large scale, cross-

constituency infrastructure projects required to benefit the borough as a whole.

4. POST DECISION IMPLEMENTATION

- 4.1 CIL income will be transferred to the Area Committees' budgets up to the 'capped' amounts specified in paragraph 1.5 above. Provisional figures for these allocations are set out in the table in the table in paragraph 1.8 and will be confirmed before the Area Committees next meet.
- 4.2 Area Committees will make their first round of allocations using CIL funding at their meetings in October 2015.
- 4.3 Where required, the Council will amend its Regulation 123 list to reflect the infrastructure projects Area Committees identify for investment.
- 4.4 In future years, the projections of CIL income will be made available to Area Committees before their budget prioritisation meetings in March each year, to give them a sense of the total resources available to them in the following financial year.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The recommendations set out in this report further the principles of the Corporate Plan 2015-2020 by seeking to ensure that Area Committee operations and the resources they allocate improve quality of life for people in each local area, support communities to help themselves, and work efficiently to ensure value for money.
- 5.1.2 The decision will contribute to the Health and Wellbeing Strategy's aim to improve wellbeing in the community by helping local people get issues in their area resolved more effectively and giving Area Committees and Residents' Forums the tools they need to ensure this.

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

- 5.2.1 The total CIL income available in the Borough for 2013/14 was £901,619.77 and the estimated total CIL income for 2014/15 is approximately £4.3m. The total amount transferred to the Area Committees under these proposals would be £441,738, subject to confirmation of CIL income for 2014/15.
- 5.2.2 Plans for the use of CIL for borough-wide priorities have been made on the assumption that 15% of the total net income would be allocated locally by some route. This means that the proposed transfer would not have an impact on existing plans to use CIL for borough-wide infrastructure priorities.
- 5.2.3 There is a requirement, under the CIL regulations, that areas with a Neighbourhood Plan should receive 25% of CIL income from developments which come forward in the designated area of the Plan. There will be some

interplay between this allocation and the proposed allocation of 15% of local CIL to the three Area Committees. The 25% allocation relates only to the CIL income for the Neighbourhood Plan area and not to the income for the whole constituency.

- 5.2.4 Currently, there are no Neighbourhood Plans in Barnet, although one is being developed in Mill Hill and there have been expressions of interest from west Finchley, Childs Hill, and Golders Green (in relation to Middleton Road). There is very little eligible development coming forward in the Mill Hill Neighbourhood Plan's designated area and as a result, the financial impact of the requirement to allocate 25% of CIL to this area will be minimal, while none of the other plans are close to adoption.
- 5.2.5 It is proposed that the 25% allocation for the Mill Hill Neighbourhood Plan is rolled up into the wider 15% allocation for the whole of the Hendon constituency, and that the Hendon Area Committee takes responsibility for ensuring that the appropriate proportion of this 15% total allocation is allocated to the Mill Hill Neighbourhood Plan area and that decisions made about how it is spent are made in accordance with the principles of the Neighbourhood Plan. In the event that the Mill Hill Neighbourhood Plan is adopted officers will provide an updated report to Committee members with proposals as to how the 25% CIL receipt allocation for Neighbourhood Plan areas should be applied.
- 5.2.6 Ultimately, there is a trade-off between CIL resources which are held centrally, to provide for Borough-wide or cross-constituency developments, and the CIL income which, it is proposed, will be spent on more locally focused issues through Area Committees. Should further Neighbourhood Plans be developed in the Borough, the council will keep the interplay between central CIL and CIL allocations to Neighbourhood Plan areas – and Area Committees – under review, in order to maintain a fair balance and ensure sufficient central funding is available for larger infrastructure projects.

5.3 **Legal and Constitutional References**

- 5.3.1 The council's Constitution, Responsibility for Functions, Annex A, sets out the Terms of Reference for the Residents' Forums, Area Committees and Theme Committees. The Terms of Reference for Policy & Resources Committee include:
- Ensuring effective use of resources and Value for Money
 - To allocate a budget, as appropriate, for Area Committees
- 5.3.2 The terms of reference for the Area Committees include the administration of any local budget delegated from Policy and Resources Committee for these committees in accordance with the framework set by the Policy and Resources Committee.
- 5.3.3 Regulation 59F enables charging authorities that do not have parish/local councils to benefit from the 15% 'neighbourhood portion'. However, the PPG states that such charging authorities should "*set out clearly and transparently their approach to engaging with neighbourhoods ... the use of neighbourhood*

funds should therefore match priorities expressed by local communities, including priorities set out formally in neighbourhood plans". The PPG sets out factors which the council as charging authority and the constituency communities should consider in deciding how to spend the neighbourhood portion.

5.3.4 The 'neighbourhood portion' only applies to Barnet Council CIL receipts. The Mayoral CIL can only be spent on strategic transport infrastructure.

5.3.5 In accordance with Regulation 62(5) the council is required to publish a CIL report on its website by 31 December for each financial year. Where the council spends the neighbourhood portion via the Area Committees this must be reported as a separate item (regulation 62(4)).

5.4 Risk Management

5.4.1 The risks associated with this allocation are:

- Ensuring that the funds are only allocated to infrastructure in accordance with the meaning of 'infrastructure' from the definition given in Section 216 (2) of the Planning Act 2008. Members will need clear guidance as to whether a project qualifies as infrastructure under the Act before deciding to fund it.
- Ensuring Committees allocate funds and ensure projects are delivered in a timely manner. This will be mitigated by ensuring the revised process for allocating the budgets is clear and that progress against issues is monitored and reported back to the Committees.
- Income from CIL varies from place to place and year to year, and Committees will need to understand (and cater for) the fact that the funding available to them will not always be at or close to the £150,000 cap.

5.5 Equalities and Diversity

5.5.1 The 2010 Equality Act outlines the provisions of the Public Sector Equality Duty. This requires public bodies to have due regard to the need to:

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

5.5.2 The recommendations set out in this report are designed to ensure that Area Committees are able to reflect the needs of different communities within their local area in their own decisions, and have the resources to meet them.

5.5.3 Individual equalities impact assessments will be carried out to identify any equality considerations associated with the decisions made by an Area – or Theme – Committee.

5.6 Consultation and Engagement

5.6.1 The initial proposals to delegate budgets to the Area Committees were a

response to the survey findings of the public consultation on the changes to the Governance system. This consultation ran from 23 August 2014 to 22 September 2014. The consultation received a total of 575 responses. 504 came from the Citizens' Panel and 71 from residents.

5.6.2 One of the key findings was that, under the previous Sub-Committee structure, residents did not feel involved and able to influence local decision-making or policy development. Common issues raised were:

- a lack of understanding as to who was responsible for delivering some of their local services
- confusion about how the council made its decisions and a perception that council decision-making was 'secretive and bureaucratic'
- a perception that council decisions and views of elected representatives did not reflect residents' own priorities or those of their local area
- efforts at consultation were considered to be a way to rationalise 'predetermined decisions'.

5.6.3 It was also felt that the previous Area Environment Sub-Committees had limited decision-making powers, with restricted terms of reference and no budget devolved to them.

5.6.4 The Area Committee budgets were devolved in response to the findings of that consultation and the proposals set out in this paper aim to continue developing the council's response to those findings.

5.6.5 Members, particularly the Chairs and Vice-Chairs of the Area Committees and Residents' Forums and the Chair, Vice-Chair and Opposition Spokesman of the Community Leadership Committee, have been consulted throughout the review and the development of the recommendations.

5.6.6 The PPG emphasises that consultation on agreeing how the neighbourhood portion should be spent should be undertaken at the neighbourhood level and "*should be proportionate to the level of levy receipts and the scale of proposed development to which the neighbourhood funding relates*".

6. BACKGROUND PAPERS

6.1 [Community Infrastructure Levy](#) (Cabinet, 25 February 2013)

6.2 [Area Environment Sub-Committees - Draft Funding Arrangements](#) (Policy & Resources Committee, 10 June 2014).

6.3 [Area Sub-Committees - Budget Allocation Draft Framework](#) (Community Leadership Committee, 25 June 2014).

6.4 [Developing a Community Participation Strategy for Barnet](#) (Community Leadership Committee, 25 June 2014).

- 6.5 [Community Participation Strategy: Area Committee Budget Arrangements and Wider Community Funding](#) (Community Leadership Committee, 11 September 2014).
- 6.6 [Community Participation Strategy: Implementation Plan](#) (Community Leadership Committee, 11 March 2015).
- 6.7 [Review of Area Committees and their relationship with the Environment Committee](#) (Environment Committee, 11 June 2015)
- 6.8 [Review of Area Committees - operations and funding](#) (Community Leadership Committee, 24 June 2015).

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APPENDIX A – COMMUNITY INFRASTRUCTURE LEVY (CIL) AND ITS USES

The Community Infrastructure Levy (CIL) is a planning charge established through the Planning Act 2008 that Local Authorities and the Mayor of London can set on new development to help pay for community infrastructure. The Community Infrastructure Levy Regulations came into effect on 6 April 2010.

At Full Council on 16th April 2013, Barnet adopted a Charging Schedule for the Borough, levying a rate of £135 per square metre on new residential or retail floor space granted planning consent on or after 1st May 2013 (the effective date).

CIL is intended to offer transparency, consistency and fairness for all developers and local authorities, to enable an appropriate balance to be struck between the costs to the public purse of funding infrastructure required to support growth, with the viability of development in general within an area.

The latest amendments to CIL regulations were brought into effect on 28 February 2014, amending Regulation 59 of the CIL Regulations to clarify that CIL must be applied towards the funding of infrastructure. CIL income can only be applied towards “the provision, improvement, replacement, operation or maintenance of infrastructure”.

The definition of “infrastructure” is set out in the Planning Act 2008, including reference to:

- roads and other transport facilities,
- flood defences,
- schools and other educational facilities,
- medical facilities,
- sporting and recreational facilities,
- open spaces

The inclusion of medical facilities, sporting and recreational facilities, and open spaces within the definition of infrastructure means that if such facilities were deemed priorities of an Area Committee then they could provide funds that would also support local delivery of, for example, the Council’s health and wellbeing priorities.

In adopting CIL, Cabinet set out guidelines for how it could be applied through a ‘Regulation 123 list’ adopted on 1st May 2013. The ‘Regulation 123’ list sets out a number of projects to which the CIL income could be applied and for which Planning Obligations may not be set. This list is intended to be updated as other projects are specifically identified to be funded by CIL income and where a planning obligation would be inappropriate.

In general, the Council has approved the allocation of all CIL income receipts towards the ‘Capital Reserve’, which has then been used to help enable the delivery of infrastructure priorities (as identified on the Regulation 123 List). To date these

Delegating a proportion of Community Infrastructure Levy (CIL) income to the Council’s Area Committees – Appendix A
Policy & Resources Committee, 9 July 2015

two decisions have informed the allocation of all CIL income subject to the 2014 revised requirements of the CIL Regulations.

The Localism Act introduced requirements that a 'meaningful proportion' of CIL income is allocated to parish councils to support their neighbourhood infrastructure requirements. Under Regulation 59A (5) of the Community Infrastructure Levy Regulations 2010 (as amended) a charging authority must pass 15 per cent of the relevant CIL receipts to the parish council for that area; this is limited by Regulation 59A (7) to a cap of £100 per dwelling in the area of the Local Council.

Regulation 59F enables a similar application of CIL receipts in cases where, as in Barnet, a charging authority does not have a local council structure.

In Barnet, the creation of Area Committees provides a form of 'Local Council' structure with similar decision-making functions to a parish council – hence the proposal to delegate a portion of CIL to these committees as the most appropriate governance structure through which to discharge the spirit of the CIL regulations.

The first year of Barnet CIL following adoption of the charging schedule (2013-14) saw CIL receipts totalling £901,619.77 collected for the Council from developments approved and commenced during this period. Over half of this total sum related to the Dollis Valley Regeneration Scheme in Chipping Barnet. The projected CIL income for 2014/15 is estimated at approximately £4.3m.

It is proposed that in 2015/16 CIL allocations are amalgamated across 2013/14 and 2014/15 to support a more even distribution across Committees. The proposed allocations are set out in the table below:

CIL allocations by Area Committee

	<i>15% of 2013/14 Income (actual)</i>	<i>15% 2014/15 Income (projected)</i>	<i>15% net total (actual and projected income)</i>	<i>Estimated 2015/16 allocation</i>
<i>Chipping Barnet</i>	£97,353	£159,512	£256,865	£150,000 (capped)
<i>Finchley & Golders Green</i>	£31,905	£109,833	£141,738	£141,738
<i>Hendon</i>	£2,878	£375,827	£378,705	£150,000 (capped)
<i>Total:</i>	£132,136	£645,172	£777,308	£441,738

	<h2>Community Leadership Committee</h2> <h3>24 June 2015</h3>
<p style="text-align: center;">Title</p>	<p style="text-align: center;">Review of Area Committees – operations and delegated budgets</p>
<p style="text-align: center;">Report of</p>	<p>Director of Strategy</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix A – Community Infrastructure Levy (CIL) and its uses</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Elissa Rospigliosi, Community Engagement, Participation & Strategy Lead elissa.rospigliosi@barnet.gov.uk 020 8359 7158</p>

Summary

In early 2015, officers carried out an operational review of the Council’s three Area Committees and linked Residents’ Forums, in consultation with the Chairs and Vice-Chairs of the Area Committees and Residents’ Forums and the Chair, Vice-Chair and Opposition Spokesman of the Community Leadership Committee. The review also considered improvements to the 2014/15 process for allocating the budgets delegated to the Area Committees.

This report presents the findings of that review and makes recommendations for how the operation of the Area Committees and Forums could be improved, including the allocation of their budgets. The recommendations fall into three areas, set out below:

- **Operations & logistics:** Making Residents’ Forums and Area Committee meetings operate effectively, so that issues can be resolved and reported on, and so that there are clear referral routes, where needed, between these and the Council’s Theme Committees.
- **Relationship with Theme Committees:** Making the wider relationship between Area Committees and Theme Committees clearer, particularly the relationship with Environment Committee, so that they work together to balance locally important issues against the priorities of the Borough as a whole.
- **Budget allocations:** Improving the way that Area Committee budgets are allocated, so

that Area Committees are able to respond effectively to issues in their local area and have the right resources available to support this.

The paper also sets out proposals to supplement the existing £100,000 Area Committee annual budgets with income from the Community Infrastructure Levy (CIL), to support the Committees in delivering improvements to their local area. Because this is a resource issue, these proposals will be presented to Policy & Resources Committee for decision on July 9 2015.

The paper asks the Community Leadership Committee to note the findings of the review and agree a series of recommendations for the future operation of the Area Committee and Residents' Forum meetings and, in particular, the process for allocating Area Committee budgets in 2015/16 and beyond.

Recommendations

That the Committee:

- 1. Endorses the proposed measures to improve the operation of the Residents' Forums and Area Committees (paragraphs 1.11-1.14)**
- 2. Endorses the more formal and structured relationship between Area Committees and Theme Committees, particularly the Environment Committee (paragraphs 1.15-1.26).**
- 3. Approves the proposed framework for allocating the Area Committee budgets from 2015/16 onwards (paragraphs 1.34-1.53).**
- 4. Approves the proposed approach to considering projects and initiatives for Area Committee funding in 2015/16 and for 2016/17 onwards (paragraphs 1.37-40, 1.49)**
- 5. Supports the recommendation to Policy & Resources Committee on July 9 to allocate 15% of Community Infrastructure Levy (CIL) income for their area to each Area Committee, capped at a total of £150,000 per Committee and aggregated in the first year of allocation from income received in 2013/14 and 2014/15; to be returned to the Council's Capital Reserve for application towards borough-wide infrastructure priorities if not allocated by an Area Committee within two years, or spent within five years (paragraphs 1.41-1.43 and 5.2.4-5.2.11)**
- 6. Supports the recommendation to each Area Committee on July 2 to allocate £17,000 of its available budget through the Corporate Grants programme, to ensure that a suitable level of grant funding remains available to resident groups who wish to bid for it (paragraphs 1.50-1.52 and 5.2.11-5.2.13)**

1. WHY THIS REPORT IS NEEDED

Background

- 1.1 The Council's three Area Committees were created in June 2014 when the Council moved to its new Committee system of governance. They developed out of the Council's three Area Environment Sub-Committees, which were in place under the executive system of governance.
- 1.2 The Area Committees' Terms of Reference include:
 - Considering issues raised at the linked Residents' Forum meetings and determining how these matters are to be taken forward
 - Discharging functions delegated by Theme Committees that the Theme Committees agree are more properly discharged at a local level. These may include, but are not limited to, place-focused services such as environmental improvements; local highways and safety schemes; and town centre management
 - Dealing with small-scale public works
 - Administering any local budget delegated by the Policy & Resources Committee.
- 1.3 Each of the three areas also has a Residents' Forum which is linked to the Committee and meets directly before it. Residents can raise questions and issues at the Forums and these can be referred on to the Committee if not resolved.
- 1.4 A large part of the Committees' agendas are made up of Member items, Member queries raised through other routes, and issues from Residents' Forums. The agendas are dominated by environmental issues, reflecting the Committees' background (and the fact that these tend to be the issues which are most visible to the public) – though the Committees' remit is not restricted to environmental issues.
- 1.5 Each Committee has a budget of £100,000 per year for the four years 2014/15 to 2017/18 to be spent in their local area, delegated to them by the Policy & Resources Committee in June 2014. In September 2014, the Community Leadership Committee agreed a procedure for administering the budgets for 2014/15 through an open public grants process. More information about this process is presented in paragraphs 1.27-1.32 below.
- 1.6 For the first year, the agreed process was adopted as a pilot scheme, and the Committee instructed officers to review it at the end of the first year of operation and put forward recommendations to amend and improve the process. This has been incorporated into a wider review of how the Area Committees and Residents' Forums have been operating in 2014/15.

Reviewing the operation of Area Committees and Residents' Forums

- 1.7 In their first year, Members and residents have raised some issues about the way the Area Committees and Residents' Forums have been operating. These relate to
- how the meetings are managed
 - how issues raised at the Forums and Committees are resolved
 - how links are made to other Committees, particularly the Environment Committee
 - how the delegated budgets are allocated.
- 1.8 As a result, an overarching review of the Area Committees and Residents' Forums – incorporating the promised review of Area Committee budget allocations – was carried out in the first part of 2015, in consultation with the Area Committee Chairs and Vice-Chairs and the Chairs of the Residents' Forums. The Chair and Opposition Spokesman of the Community Leadership Committee were also consulted and asked to seek feedback from other Members.
- 1.9 The remainder of this report sets out the recommendations from the review and proposals to improve the future operation of the Area Committees and Residents' Forums, and asks the Community Leadership Committee to endorse and approve these proposals.
- 1.10 The recommendations from the review fall into three sections:
- **Section 1 – Operations & logistics: Making Residents' Forums and Area Committee meetings operate effectively**, so that issues can be resolved and reported on, and so that there are clear referral routes, where needed, between these and the Council's Theme Committees.
 - **Section 2 – Relationship with Theme Committees: Making the wider relationship between Area Committees and Theme Committees clearer, particularly the relationship with Environment Committee**, so that they work together to balance locally important issues against the priorities of the Borough as a whole.
 - **Section 3 – Budget allocations: Revising and improving the way that Area Committee budgets are allocated**, so that Area Committees are able to respond effectively to issues in their local area and have the right resources available to support this – including, if agreed by Policy & Resources Committee, additional funding drawn from Community Infrastructure Levy (CIL) income. (Because they relate to a resource issue, these latter proposals will be taken to Policy & Resources Committee, on 9 July 2015.)

Section 1 – Operations & logistics: Making Residents’ Forums and Area Committee meetings operate effectively

- 1.11 Residents and Members have raised concerns that residents are not receiving satisfactory answers to their questions at Residents’ Forums, issues raised at the Forums are not being resolved in a timely manner, and progress on them is not being effectively tracked. The review has identified a number of measures to resolve these concerns. The proposals for improvement are:
- 1.12 **Changes to the administration of Residents’ Forums** to make them run more effectively. To do this, the Council will:
- set a deadline of five working days before the meeting for residents to submit questions to the Forums, to give more time for issues to be investigated and fuller answers given (the previous deadline was two working days)
 - make sure Forum Chairs are well briefed, giving them the information they need to answer residents’ questions at the meetings
 - give Forum Chairs the authority to decide at the Forum whether an issue can be considered resolved at the meeting and ‘closed down’, or to request a further response to it within 20 working days if they consider that to be more appropriate
 - make improvements in response to other logistical issues, such as making sure the venues for each meeting are suitable and accessible and being clearer about the timing of the Committee meetings so that attendees know when they can expect them to start.
- 1.13 Senior officer attendance – we will **make sure senior officers are in attendance at the Forums and Committees**. To do this, the Council will:
- ensure that there is always a senior officer present at each Committee and Forum. As a rule, the Chief Operating Officer will attend Chipping Barnet meetings, the Strategic Director for Commissioning will attend Finchley & Golders Green meetings, and the Director of Strategy and/or Commercial and Customer Services Director will attend Hendon meetings.
 - make sure relevant Delivery Units are also represented at senior level (especially Re, because of their responsibility for many of the environmental issues), and that attendees are well briefed and provide Members and residents with onscreen presentations or paper copies of any information referred to during their items.
- 1.14 Recording issues and actions - we will **record issues raised and the actions taken to resolve them, and report progress against these**. To do this, the Council will:
- mandate Governance officers to formally minute Residents’ Forums, record Chairs’ decisions as part of a written record of the meeting, and name the officer responsible for providing a follow-up response

- improve the way we log issues on our case management system to make it easier to report back to the Committee or Forum at which they were raised (and will also do this for issues raised through Ward Tours)
- track progress against issues which have been referred elsewhere because they cannot be resolved by the Forum or Area Committee (more detailed proposals about referring issues are set out in paragraphs 1.20 to 1.25 below)
- recommend, subject to agreement from Constitution, Ethics and Probity Committee and Full Council, that petitions of 25-2000 signatures – currently reported at Residents’ Forums – are instead reported to Area Committees where they fall within the relevant Terms of Reference. This will enable Members to debate the issue and resolve it where possible.

Summary of proposals and recommendations:

The review proposes a number of measures to improve the operation of Area Committees and Residents Forums, including:

- **Changing the administration of Residents’ Forums to make them run more effectively**
- **Making sure senior officers are in attendance at the Forums and Committees**
- **Recording issues raised and the actions taken to resolve them, and report progress against these**

This report recommends that the Community Leadership Committee agrees the proposed measures to improve the operation of the Residents’ Forums and Area Committees.

Section 2 – Relationship with Theme Committees: Making the wider relationship between Area Committees and Theme Committees clearer

- 1.15 There has been some confusion about the extent of Area Committees’ decision-making powers, and the relative roles and responsibilities of Area Committees and Theme Committees – in particular, their relationship with the Environment Committee since they lost their Environment Sub-Committee status following the introduction of the Committee system of governance.
- 1.16 Under the executive system of governance, the then Area Environment Sub-Committees had some executive powers delegated to them in relation to local highways and other environmental issues. If an issue was referred to a Sub-Committee and it was decided that action should be taken to resolve it, the Chair could meet the relevant Cabinet Member who, using his or her delegated powers, could take a decision and give authority for actions to be carried out in response. Most significantly, the Area Environment Sub-

Committees approved the highways planned works maintenance programme for each parliamentary constituency area.

- 1.17 Under the Committee system, these arrangements are no longer in place. Environment Committee approves the highways planned works maintenance programme at a borough-wide level each year. The Committee system avoids delegation of powers to Committee Chairs and there is therefore no equivalent of the executive power which let the Sub-Committees put decisions into practice.
- 1.18 Area Committees have therefore, in effect, lost the power to implement their decisions, except in cases where they give the final approval to detailed designs of local traffic management or road safety schemes for which resources have already been allocated (because they were agreed by the relevant Cabinet Member under the executive system).
- 1.19 However, issues have continued to be presented to Area Committees for decision during 2014/15. The Committees have made resolutions in response to these issues and, in the absence of a clear referral route or resources allocated to them, the resolutions have not been implemented. This has led to a 'backlog' of outstanding actions – predominantly environmental issues – which have been agreed by Members but which have not been carried out, causing frustration.
- 1.20 There is therefore a need to make sure that Area Committees have the power to resolve issues, and this is dealt with in more detail in the section on resources below (from paragraph 1.27 of this report onwards). However, we also need to make sure that the routes used by Forums and Area Committees to refer issues which they cannot resolve on to a Committee which can action them are clear, and that progress on referred issues is reported back to let Members and residents see that action has been taken.
- 1.21 Area Committees also have an important role in giving local input on borough-wide projects – particularly environmental strategies, plans and scheme designs which will have a local impact – and in feeding this input back to the relevant Theme Committee.
- 1.22 The review makes a number of proposals for how these relationships should work in practice, and these are set out in paragraphs 1.23-1.25 below.
- 1.23 **That there should be a consultative element to the relationship between Area Committees and Environment Committee (and other Theme Committees) –**
 - Strategies, schemes and projects coming to Theme Committees which need some more local input should be passed down to Area Committees for comment.

- Area Committees should feed the information they gain from discussion at their meetings and at Residents' Forums back up to the relevant Theme Committee.
- Area Committees should receive updates on the projects, schemes and strategies they have commented on, as well as feedback about how their comments and information have been taken into account.

1.24 Area Committees should also be able to refer issues to Theme Committees for resolution if they cannot be resolved by an Area Committee or Residents' Forum.

- It will be important to make sure this is coordinated with the timetable by which Theme Committees make decisions – for example, where a Committee is setting a work programme such as the highways planned works maintenance programme, which agrees priorities and activities for the entire year, any referrals from Area Committees which would be implemented through such a programme will need to be made before it is agreed.
- For referrals into the Council's own highways programme, Area Committees will need to feed in local issues in their first or second meetings of the year (June/July or October) in order for them to be considered and built into the borough-wide plan.

1.25 These referrals will also need to be coordinated with any relevant external funding cycles.

- For example, large-scale highways infrastructure works are usually funded through the Transport for London Local Implementation Plan (LIP) programme, which is agreed by Environment Committee.
- LIP funding applications are submitted in September each year, so if Area Committees want to refer such an item up to be implemented in the following financial year, they will need to refer it to Environment Committee at or before the first Area Committee meeting of the year (in June or July).
- Again, Area Committees should be consulted on the detailed design of any such schemes as these come forward, and should receive progress reports as these are implemented.

1.26 A table setting out an overall timeline for actions which would be added to the Area Committee work programmes under these proposals is provided at paragraph 1.53 below.

Summary of proposals and recommendations:

The review makes a number of proposals for how the wider relationships between Area Committees and Theme Committees should work in practice, including:

- **That there should be a consultative element to the relationship between Area Committees and Environment Committee (and other**

Theme Committees), with dialogue between Area and Theme Committees about strategies, plans and local issues

- That Area Committees should also be able to refer issues to Theme Committees for resolution if they cannot be resolved by an Area Committee or Residents' Forums, and
- That these referrals should be coordinated with any relevant external funding cycles.

This report recommends that the Community Leadership Committee agrees to the more formal and structured relationship between Area Committees and Theme Committees, particularly the Environment Committee.

Section 3 – Budget allocations: Revising and improving the way that Area Committee budgets are allocated

- 1.27 As described in paragraph 1.5 of this report, each Area Committee has a £100,000 delegated budget for each of the four years 2014/15-2017/18. In its first year of operation this funding was allocated through an open public grants process, which aimed to support small-scale community activities and new or developing community groups. When the Community Leadership Committee agreed the process for 2014/15, they also agreed that the first year of allocations would be carried out as a pilot scheme, subject to review before future allocations were made.

The 2014/15 process

- 1.28 A total of 48 applications were received from community groups wishing to run events or projects. The total funding requested across the three Area Committees was £327,193, and 35 projects were funded, to a total value of £208,065. A breakdown by Area Committee of the applications, projects funded, the total value of funding allocated and the funds not spent (which are automatically rolled over to be spent in 2015/16) is shown below for 2014/15.

Applications and awards by Area Committees in 2014/15

	<i>Applications received</i>	<i>Projects funded</i>	<i>Funding allocated</i>	<i>Funds remaining</i>
<i>Chipping Barnet</i>	20	11	£48,796	£51,204
<i>Finchley & Golders Green</i>	17	13	£85,372	£14,628
<i>Hendon</i>	13	11	£73,897	£26,103
<i>Total:</i>	48*	35	£208,065	£91,935

*One application was made to all three Committees and one was made jointly to Finchley & Golders Green and Hendon – these have been counted once for each Committee applied to in the totals for individual Committees.

- 1.29 The takeup for the grants process was high – eight times the average number of applications to the corporate grants programme over the same time period – and the majority of the community groups who applied also attended the meetings and answered questions from Members about their projects.
- 1.30 The applications to the scheme demonstrated a clear appetite in each area for projects which focused more on direct work with residents than on environmental issues, as well as the environmental improvements which have been the traditional focus of the Area Committees. A total of 15 of the 48 applications were for environmentally focused projects (7 in Chipping Barnet, 6 in Finchley & Golders Green, and 2 in Hendon) with the rest being predominantly bids to run workshops or activities for local people. These included projects such as community domestic violence support services, job clubs and ‘health champions’ schemes. This is important because it suggests that local communities may be keen to engage with Area Committees on other issues in addition to the environmental improvements which tend to be the focus of the meetings.

Issues with the 2014/15 process

- 1.31 However, there were also some disadvantages to the process, set out below:
- **Administrative costs:** It required a great deal of time and resources to administer -in total, more than 200 hours of officer time, with around twenty officers involved in the process from across Governance, Commissioning, and Delivery Units, including the adults’ and children’s safeguarding services.
 - **Size of awards:** The size of grants was much higher than anticipated. Most grants were awarded to existing groups, and the average size of grant was £6,500. This suggests that the process did not attract bids from new and emerging groups or for small-scale community activities as had been the intention for the budgets
 - **Duplication of other funds:** To some extent, it duplicated the existing Corporate Grants programme, and may have contributed to reduced demand for, and an underspend in, the latter
 - **Prioritisation:** In addition, it did not give Members an opportunity to consider how they might want to prioritise the funding and ensure they got the most value from it for their local area.
- 1.32 Finally, the first year’s process did not give the Committees a chance to resolve any issues which had come forward through other routes, including the ‘backlog’ of outstanding issues from earlier in 2014/15 which had not yet been resolved. This ‘backlog’ consists of issues which have not been picked up through any of the Environment Committee work programmes and are in need of resources to resolve them – whether to implement them or to carry out further investigations or feasibility studies.

Recommendation to change the process for 2015/16-2017/18

- 1.33 Because of these issues, the review recommends that the open public grants process is not repeated in 2015/16 and that Area Committees instead move to a system which gives Members more of an opportunity to plan and direct how they spend their funds, in response to local issues which come forward from residents through a variety of routes. It is proposed that this would work as set out in paragraphs 1.34-1.53 below.

Proposals for the new process to allocate Area Committee funds

- 1.34 Although the recommendation is to move away from an open grants process, the proposals that Area Committees would fund would still be those identified as priorities by residents. These would be potential projects which might come forward through various routes, including, but not limited to, the below:
- issues raised at Residents' Forums
 - issues identified through Ward Tours
 - Members' items brought to the Area Committee
 - projects which have been identified by the Environment Committee or another Theme Committee, but which Theme Committees have chosen not to fund because they are not borough-wide priorities.
- 1.35 Members could choose to set aside a proportion of the budgets to respond to low level environmental issues as and when these emerge.
- 1.36 If other issues have been flagged up as significant local problems by officers, through existing needs assessments or other evidence-gathering processes – for example, high youth unemployment or health inequalities between different communities – Members could, in the same way that they might request a feasibility study for an environmental improvement, instruct officers to investigate the issue and bring possible options for projects which could address the issue back to the Committee, with funding used to implement the preferred option if it was considered a local priority.
- 1.37 It is proposed that, at a set time each year – most logically, at the Committees' March meeting when the business planning process for other Committees is mostly complete – Area Committees consider the priorities for how they will use their budgets in the subsequent financial year. As well as possible projects and issues identified through the routes set out in paragraph 1.34 above, it is proposed that information is reviewed specifically about projects and areas which will not be resourced through the Theme Committees' budgets for the coming financial year, letting Members identify any local needs they would wish to see resolved through their own budgets.
- 1.38 This could be an opportunity for Area Committees to set some broad parameters for how they will spend their funding – for example,
- roughly how much planned work they wish to see undertaken;

- how much (if any) investigative work they would like officers to undertake around more complex issues that have been identified through needs assessments or other evidence-gathering processes, as described in paragraph 1.36 above; and
- how much funding they would like to hold back for projects which might come forward during the remainder of the year, and/or for reactive responses to low-level issues.

Summary of proposals and recommendations:

Because of the issues which emerged over the course of the 2014/15 Area Committee budget allocations, the review makes a number of proposals for improving the way that these budgets are allocated, including:

- **Moving away from an open public grants process and giving Members the flexibility to respond to local issues which come forward through a number of routes**
- **Using one meeting a year to set priorities and broad parameters about spending on planned and responsive work in the local area**

This report recommends that the Community Leadership Committee agrees the proposed process for allocating the Area Committee budgets from 2015/16 onwards.

Resolving the 'backlog' list of issues

- 1.39 Because the first Area Committee meetings of this financial year have already happened, it is proposed that for this year (2015/16) Area Committees focus at first on the 'backlog' of issues already identified and not resolved and that this is presented, along with any outstanding issues identified through Ward Tours, at the July Area Committee meetings for Committees to review and decide which, if any, they wish to action immediately, which should be referred on to Environment Committee for consideration and which could be referred into external funding cycles such as the LIP. Area Committees should subsequently receive progress reports and updates on the implementation of any decisions they make.
- 1.40 This 'backlog' list is a list of issues identified by Area Committees, and the total cost of these is estimated below for each Committee. Members will note that the costs for Chipping Barnet and Finchley & Golders Green exceed the total current budgets allocated to the Area Committees in any one year, and that the costs for Hendon are likely to do so. However, funding for resolving these issues will not be drawn only from the Area Committee budgets or any additional resources allocated through Area Committees (such as the proposals for an allocation of CIL set out in paragraphs 1.41-1.43 below) but will be addressed through existing budgets where possible. The number of

projects which will come forward for potential funding through the Area Committee budgets is likely to be much smaller.

Estimated costs of outstanding issues by Area Committee

<i>Chipping Barnet</i>	£312,000
<i>Finchley & Golders Green</i>	£400,000
<i>Hendon</i>	*£50,000
<i>Total:</i>	*£762,000

*likely to increase, as a number of minor works on the list are subject to further design and consultation

Additional resources for Area Committees

- 1.41 It is also proposed, subject to agreement from Policy & Resources Committee on 9 July 2015, to add funding from the Community Infrastructure Levy (CIL) to the existing £100,000 budgets available to Area Committees up to and including 2017/18. CIL is designed to provide or maintain infrastructure which helps to address the impact of growth and development on a local area. It is restricted to spend on infrastructure, though the regulations take a broad view of what infrastructure means and do not restrict use of CIL to capital spending. Using CIL would help to meet some of the costs of resolving the backlog (shown in paragraph 1.40 above). Appendix A sets out the background to CIL, its intended purpose, and the restrictions which are placed on it.
- 1.42 CIL income varies from year to year and area to area depending on the number and size of developments which come forward. To make sure the Council does not spend a disproportionate amount of CIL income on very locally focused projects and lose opportunities to fund larger-scale infrastructure, and that it continues to respond to the impact of growth and development in a timely manner, it is proposed:
- that the allocation is capped at £150,000 per Area Committee, and
 - that funding from CIL should be returned to the Council's reserves for application towards borough-wide infrastructure priorities if not allocated by an Area Committee within two years, or spent within five years.
- 1.43 Chipping Barnet and Hendon would both reach this threshold and Finchley & Golders Green would receive just under £112,000 if these proposals were agreed. This would provide additional resources to resolve the backlog of outstanding issues. If Policy & Resources Committee agrees this allocation on 9 July, it would be available to Area Committees to spend on infrastructure projects from October 2015 onwards. Full details of the proposals for CIL allocations and the total resources which would be available to Area Committees if these were agreed are set out in section 5.2 of this report.

Making sure issues are resolved through the right routes

- 1.44 Area Committees will need to have a realistic view of the sort of projects they can expect to be able to implement using their own budgets and a general idea of the full costs of implementing these (for example, the cost of the public consultation requirement accompanying implementation of a Controlled Parking Zone (CPZ)). For many larger projects, costs and timescales mean it may be more appropriate to fund them through another route such as the LIP programme, avoiding spending a disproportionate amount of the Area Committee's budget on a single project.
- 1.45 It is proposed that as a general rule, to support Area Committees to be able to keep responding to a broad range of local issues rather than spending all their funding on a single project, Area Committees do not fund any project for which the estimated costs of implementing it are greater than £25,000. This £25,000 would not include the cost of feasibility studies, consultation and design as these must take place to determine the final implementation costs, and the cost of these 'scoping' works would also need to be funded from the Area Committee budgets.
- 1.46 In practice, this would mean that when an issue is identified that an Area Committee would like to see resolved, they instruct officers to carry out the necessary investigative work and authorise funding to cover this. Officers would come back to the Area Committee with proposals and costs for resolving the issue and if the costs of resolving it exceeded £25,000 the Area Committee would refer it on to a Theme Committee for funding through another route instead.
- 1.47 To help Area Committees strike the right balance between borough-wide priorities and local need and ensure they are getting good value from their budgets, it is proposed that Theme Committees, in consultation with Area Committees, establish guidance for Area Committees to follow, starting with guidance on Environment Committee issues. This guidance would give Area Committees a high-level overview of any additional considerations they need to take into account when considering environmental projects – such as the consultation requirement associated with implementing a CPZ, described in paragraph 1.44 above. Environment Committee has been asked at its June meeting to instruct the Commissioning Director, Environment to work up this guidance for presentation at the July round of Area and Theme Committees for discussion and approval.

Funding for non-environmental projects

- 1.48 These proposals would mean that Area Committee agendas for 2015/16 will have a strong environmental focus, which risks losing an opportunity to build on the successful aspects of the 2014/15 process – giving Members an opportunity to support non-environmental, resident-focused community projects such as job clubs, 'health champions' schemes, or community arts festivals. We make two further proposals to mitigate this risk, set out in paragraphs 1.49-1.52 below.

- 1.49 **Not allocating all funding to be spent on environmental issues** – Firstly, it is proposed that Area Committees consider using some of their existing budgets to prioritise any more resident-focused projects which come forward at their July meetings – from Residents’ Forums or flagged as potential local priorities by officers – and keep back some of the environmental issues which have come forward for potential funding through CIL later in the year, should the proposed CIL allocation be agreed by Policy & Resources on 9 July.
- 1.50 **Allocating funding through the Corporate Grants programme** – Secondly, to mitigate the impact of moving away from an open public grants process at Area Committees and continue to give residents and community groups the opportunity to bid for funding to improve their local area, it is proposed that Area Committees are asked to resolve to allocate a part of their current budgets through the existing Corporate Grants programme. This would mean the Committees would continue to devote some resources to resident-focused projects but would use the established and well-tested Corporate Grants procedure, which has dedicated officer support, to administer that process.
- 1.51 The projects funded through the Corporate Grants programme are similar to those which came forward for funding from Area Committees in 2014/15 (for example, funding for a post to support a canoe club who want to develop their activities for young people; funding for a pilot project to coach unemployed people who have learning disabilities and/or long term conditions, to help them get back into work).
- 1.52 As a result of continuing austerity, the funding available to the Corporate Grants programme has reduced quite significantly in recent years, from £104,390 in 2014/15 to £87,344 in 2015/16 alone. Allocating an additional £50-51,000 to the programme for 2015/16 would bring its level of funding back up to par, meaning that Area Committees are continuing to support the Council’s capacity to make grants to voluntary and community groups. It is proposed that each Committee chooses to allocate £17,000 from its budget through the Corporate Grants programme, ‘topping up’ this fund by a total of £51,000. If the Community Leadership Committee supports this proposal, the Area Committees will be asked to agree this allocation at their July 2 meetings.

Summary of proposals and recommendations:

To ensure Area Committees have the right information and resources to meet need in their local area, the review makes a number of proposals for how resources could be deployed and how the Committees could select projects, including:

- **That 2015/16 funding should be focused on the ‘backlog’ list of issues already identified but not resolved in 2014/15**
- **That the Committees may wish to prioritise any resident-focused projects which come forward for funding at their July meetings, in**

order to use opportunities to fund environmental projects through Community Infrastructure Levy (CIL) income later in the year

- That, subject to agreement from Policy & Resources Committee, a portion of CIL income should be allocated to Area Committees to spend on infrastructure in their local area
- That a portion of Area Committee funding should be allocated through the Corporate Grants programme to ensure a suitable level of grant funding remains available to residents and community groups.

This report recommends that the Community Leadership Committee:

- Agrees the proposed approach to considering projects and initiatives for Area Committee funding in 2015/16 and for 2016/17 onwards
- Supports the recommendation to Policy & Resources Committee on July 9 to allocate 15% of Community Infrastructure Levy (CIL) income for their area to each Area Committee, capped at a total of £150,000 per Committee and aggregated in the first year of allocation from income received in 2013/14 and 2014/15; to be returned to the Council’s Capital Reserve for application towards borough-wide infrastructure priorities if not allocated by an Area Committee within two years, or spent within five years
- Supports the recommendation to each Area Committee on July 2 to allocate £17,000 of its available budget through the Corporate Grants programme, to ensure that a suitable level of grant funding remains available to resident groups who wish to bid for it

Proposed timeline

1.53 The table below sets out the actions which would be added to Area Committee work programmes in 2015/16 if these proposals are agreed.

<i>Month</i>	<i>Actions for Area Committees</i>
<i>July 2015</i>	<p>Briefing on the results of the review</p> <p>Help to develop guidance on local prioritisation (as set out in paragraph 1.47 above)</p> <p>Review backlog issues for the local area and decide how these should proceed, including any allocation of funding</p> <p>Review, and if necessary allocate funds to, any other issues which come forward through Forums, Ward Tours, etc</p> <p>Decide whether to allocate £17,000 through the Corporate Grants programme, for the reasons set out in paragraphs 1.50-1.52 above</p>

	Identify any large-scale highways infrastructure issues and refer these to Environment Committee for submission to the TfL LIP programme (see paragraph 1.25 above)
<i>October 2015</i>	<p>Review the draft Environment Committee Work Programme and contribute any additional information about local issues (see paragraph 1.24 above)</p> <p>Review, and if necessary allocate funds to, any other issues which come forward through Forums, Ward Tours, etc – including allocation of CIL funding if this has been agreed by Policy & Resources Committee</p>
<i>January 2016</i>	<p>Review any new issues and allocate funds</p> <p>Receive progress updates on issues referred elsewhere or existing projects (<i>this becomes a standing item</i>)</p>
<i>March 2016</i>	<p>Review Environment Committee work programme for 2016/17 and identify any local issues not resourced through this which the Area Committee wishes to progress (along with relevant issues for the local area identified from any other Theme Committees through the business planning process)</p> <p>If desired, set broad thresholds for planned and reactive use of the 2016/17 budgets in response to this information</p> <p>Review any issues which have come forward and allocate any remaining funds from 2015/16</p>
<i>July 2016</i>	<p><i>Repeats the cycle from 2015/16:</i></p> <p>Review, and if necessary allocate funds to, new and existing issues which have come forward to the Committee,</p> <p>Identify any large-scale highways infrastructure issues and refer these to Environment Committee for submission to the TfL LIP programme</p>

2. REASONS FOR RECOMMENDATIONS

- 2.1 Members and residents have both expressed frustration at the way in which Area Committees and Residents' Forums currently operate and how effective they are at resolving local issues. Officers had already committed reviewing the process for allocating Area Committee budgets in their first year and it has

been logical to broaden this to see how some of the other issues which have been raised could be resolved.

- 2.2 The measures proposed here (and covered under recommendation 1) to improve the operations and logistics of Area Committees and Residents' Forums have been developed in consultation with the Chairs and Vice-Chairs of the Area Committees and the Chairs of the Residents' Forums, who consider that these improvements will make the various meetings work more effectively.
- 2.3 The relationship between the Area Committees and Theme Committees, particularly the Environment Committee (covered under recommendation 2) needs to be formalised to ensure we strike the right balance between borough-level priorities and local need, and make sure that issues can be resolved at the right level and in a timely manner.
- 2.4 The process for allocating the Area Committee budgets (covered under recommendation 3) is designed to make sure Members have the flexibility and discretion to respond effectively to priority issues in their local areas and ensure the Council gets value from the money it spends in each area – and to give Members the information they need to be able to do this.
- 2.5 The proposed timetable for 2015/16 (covered under recommendation 4) takes a pragmatic approach to resolving the predominantly environmental issues which have already been identified, while retaining an option for Members to broaden the Area Committees' focus in the last two years for which the delegated budgets are allocated.
- 2.6 The proposal to augment the Area Committee budgets with income from CIL (covered under recommendation 5) provides additional resources to resolve the current backlog of outstanding issues as well as any new environmental issues which come forward.
- 2.7 The proposal to allocate a portion of Area Committee funding through the Corporate Grants programme (covered under recommendation 6) responds to any concerns about moving away from a grants process for allocating Area Committee resources more generally, and retains a role for Area Committees in supporting resident-focused projects in 2015/16, enabling them to build on some of the successes of the first year's process and balancing out the effect of keeping a strong environmental focus for the use of the budgets in the first year of this new process.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council could make no changes to the way in which Area Committees and Residents' Forums operate, but this would:
 - risk continuing Members' and residents' dissatisfaction with the current system

- not take action to resolve the local issues which have already been identified by residents and Members
 - lose out on the opportunities Area Committees provide to feed local views and opinions into the borough-wide priorities of the Theme Committees.
- 3.2 The Council could retain the existing process for allocating the Area Committee budgets, but this would:
- require additional officer resource to administer it – the capacity used to support the first round of allocations no longer exists due to restructures in the Commissioning Group and Governance Service – without any budget available to do this
 - limit flexibility in how the budgets are spent – the process does not give Committees room to prioritise or to target their resources
 - continue to duplicate the corporate grants programme.
- 3.3 Area Committees could choose to take a purely environmental focus and ignore non-environmental issues in their local area, but this option:
- restricts flexibility in how the budgets are spent should non-environmental issues emerge
 - loses the link between democratic decision-making and funding for local community projects
 - risks missing out on opportunities to get residents engaging with the Council on a whole range of local issues through the Residents' Forums, as the Forums would be likely to remain focused on environmental improvements under this approach.

4. POST DECISION IMPLEMENTATION

- 4.1 If the Community Leadership Committee approves the recommendations set out in this report, the measures to improve the operations and logistics of the Area Committee and Residents' Forum meetings will be put into place immediately, before they next meet on 2 July 2015. Constitution, Ethics and Probity Committee will be asked to amend the Council's constitution to reflect the changes to arrangements for petitions, as set out in paragraph 1.14 above.
- 4.2 Officers will brief Members, particularly those who sit on Area Committees, about the changes to the allocations process – and will also communicate with community groups who have made contact to follow up on last year's allocations process about what these changes mean for them. Guidance on the process will be developed for (and with) Area Committees and added to the agenda for their July meetings.
- 4.3 Work programmes for the Area Committees and Theme Committees, in particular the Environment Committee, will be developed and adjusted to

reflect the relationships and proposed allocation of resources set out in this paper.

- 4.4 The Committee's support for the proposals to supplement the Area Committee budgets with income from CIL will be noted in a paper to Policy & Resources Committee on 9 July 2015, asking them to agree the allocation of CIL to Area Committees.
- 4.5 At their meetings on July 2, Area Committees will be asked to agree to the transfer of funds to the corporate grants programme as set out in paragraphs 1.50-1.52 above.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The recommendations set out in this report further the principles of the Corporate Plan 2015-2020 by seeking to ensure that Area Committee operations and the resources they allocate improve quality of life for people in each local area, support communities to help themselves, and work efficiently to ensure value for money.
- 5.1.2 The decision will contribute to the Health and Wellbeing Strategy's aim to improve wellbeing in the community by helping local people get issues in their area resolved more effectively and giving Area Committees and Residents' Forums the tools they need to ensure this.

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

- 5.2.1 Paragraphs 1.33-1.53 of this report deal with proposals to refine the way in which the existing budgets of £100,000 a year delegated to each Area Committee for each of the four years 2014/15-2017/18 are administered.
- 5.2.2 These proposals seek to ensure that these resources are administered in a way which:
 - ensures the resources are used in a way which achieves good value for public money
 - avoids overly high administration costs
 - makes sure appropriate capacity is available to support the process without having an impact on the delivery of other areas of work.
- 5.2.3 The current funding available to each Area Committee for 2015/16, including the underspend from 2014/15, is set out in the table below:

Current funding available by Area Committee

	<i>Annual budget</i>	<i>2014/15 underspend</i>	<i>Total available in 2015/16</i>
<i>Chipping Barnet</i>	£100,000	£51,204	£151,204
<i>Finchley & Golders Green</i>	£100,000	£14,628	£114,628
<i>Hendon</i>	£100,000	£26,103	£126,103
<i>Total:</i>	£300,000	£91,935	£391,935

- 5.2.4 This report also proposes that a proportion of the Community Infrastructure Levy (CIL) is allocated to each Area Committee, subject to agreement from Policy & Resources Committee on 9 July 2015. The purpose of CIL is to provide, improve, replace, operate or maintain infrastructure which will help to address the impact of growth and development in a local area. CIL income varies year to year and area to area, depending on the number and size of developments which come forward in that area. CIL income for each financial year is spent a year in arrears (so, for example, the 2014/15 income is not known until 2015/16).
- 5.2.5 There is a regulatory requirement, in parished local authority areas, for ‘a meaningful proportion of CIL income to be allocated to neighbourhoods’, met by allocating 15% of the CIL income for each parish to the parish council. The purpose of this requirement is to make sure the communities affected by growth and development have the opportunity to benefit directly from the income it brings in.
- 5.2.6 Because Barnet has no parish councils, the Council is not required to delegate CIL income. However, it is proposed – subject to agreement from Policy & Resources Committee – that to fulfil the spirit of the CIL regulations, Area Committees should be treated in the same way as parish councils and allocated 15% of the CIL receipts for their local area, to be capped at £150,000 per year and ring-fenced for spend on environmental schemes.
- 5.2.7 In 2015/16 officers have also proposed that we amalgamate the CIL allocations for 2013/14 and 2014/15. This would support a more even distribution across Committees, with Chipping Barnet and Hendon both reaching their capped total and Finchley & Golders Green receiving over £100,000. This combined allocation is set out in the table below:

CIL allocations by Area Committee

	<i>15% of 2013/14 Income (actual)</i>	<i>15% 2014/15 Income (projected)</i>	<i>15% net total</i>	<i>Capped Expenditure Budget</i>
<i>Chipping Barnet</i>	£97,352.97	£125,000	£222,352.97	£150,000
<i>Finchley & Golders Green</i>	£31,905.04	£80,000	£111,905.04	£111,905.04
<i>Hendon</i>	£2,877.93	£200,000	£202,877.93	£150,000
<i>Total:</i>	£132,135.94	£405,000	£537,135.94	£411,905.04

- 5.2.8 There is a requirement, under the CIL regulations, that areas with a Neighbourhood Plan should receive 25% of CIL income from developments which come forward in the designated area of the Plan. There will be some interplay between this allocation and the proposed allocation of 15% of local CIL to the three Area Committees. The 25% allocation relates only to the CIL income for the Neighbourhood Plan area and not to the income for the whole constituency.
- 5.2.9 Currently, there are no Neighbourhood Plans in Barnet, although one is being developed in Mill Hill. There is very little development coming forward in the Mill Hill Neighbourhood Plan's designated area and as a result, the financial impact of this requirement will be minimal.
- 5.2.10 The proposals going forward to Policy & Resources Committee will recommend that the 25% allocation is rolled up into the wider 15% allocation for the whole of the Hendon constituency. It is proposed that the Hendon Area Committee takes responsibility for ensuring that the appropriate proportion of this 15% total allocation is allocated to the Mill Hill Neighbourhood Plan area and that decisions made about how it is spent are made in accordance with the principles of the Neighbourhood Plan.
- 5.2.11 Ultimately, there is a trade-off between CIL resources which are held centrally, to provide for Borough-wide or cross-constituency developments, and the CIL income which, it is proposed, will be spent on more locally focused issues through Area Committees. Should further Neighbourhood Plans be developed in the Borough, the Council will keep the interplay between central CIL and CIL allocations to Neighbourhood Plan areas – and Area Committees – under review, in order to maintain a fair balance and ensure sufficient central funding is available for larger infrastructure projects.
- 5.2.12 The implication of these recommendations for the Corporate Grants programme is a transfer of £51,000 from the combined Area Committee budgets to the Corporate Grants programme, to be made up of £17,000 from each Area Committee as set out in paragraphs 1.50-1.52 above.

5.2.13 This transfer allows Area Committees to maintain grants provision for local groups wishing to carry out projects in their local areas, and mitigates a fall in the Corporate Grants programme's budget from £104,390 in 2014/15 to £87,344 in 2015/16.

5.2.14 If all the recommendations in this report are implemented then the total funding available to each Committee in 2015/16 would be as set out in the table below:

Proposed funding to be allocated by each Area Committee in 2015/16

	<i>Base budget 2015/16</i>	<i>Unallocated funds from 2014/15</i>	<i>CIL income</i>	<i>Allocation through Corporate Grants programme</i>	<i>Total 2015/16 allocation through Committees</i>
<i>Chipping Barnet</i>	£100,000	£51,204	£150,000	-£17,000	£284,204
<i>Finchley & Golders Green</i>	£100,000	£14,628	£111,905	-£17,000	£209,533
<i>Hendon</i>	£100,000	£26,103	£150,000	-£17,000	£259,103
<i>Total:</i>	£300,000	£91,935	£411,905	-£51,000	£752,840

5.2.15 The total estimated costs of outstanding issues by Area Committee are as set out in paragraph 1.40 above and in the table below.

Estimated costs of outstanding issues by Area Committee

<i>Chipping Barnet</i>	£312,000
<i>Finchley & Golders Green</i>	£400,000
<i>Hendon</i>	*£50,000
<i>Total:</i>	*£762,000

*likely to increase, as a number of minor works on the list are subject to further design and consultation

5.2.16 These issues cannot be resourced through Area Committees alone, as their costs exceed the total funding available to the Committees. The recommendations in this report therefore also seek to ensure that issues which cannot or should not be resolved through the Area Committee budgets are referred to the best place for them to be handled and to put the right mechanisms in place for this to happen. Information will be presented to the Area Committee meetings on July 2 so as to support the Committees to refer the backlog issues to the best routes to get them resolved, including, where appropriate, into the autumn 2015 LIP submission.

5.2.17 We will need to ensure that there is no negative impact on other work that has

already been planned or programmed through the Theme Committees, so commissioners and Delivery Units – particularly Re – will need to work closely together to make sure flexible resources – particularly officer and contractor time – are identified and available to implement any discretionary projects agreed by Area Committees.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution, Responsibility for Functions, Annex A, sets out the Terms of Reference for the Residents' Forums, Area Committees and Theme Committees. The Terms of Reference for the Community Leadership Committee include:

- To oversee arrangements for cross partner cooperation including any pooling of budgets
- To maintain good community relations with Barnet's diverse communities ensuring that all communities have the opportunity to participate fully in the Borough's affairs
- To approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy & Resources Committee.

5.3.2 On 10 June 2014, when Policy and Resources Committee approved the allocation of a budget of £100,000 to each of the three Area Committees for the next four years, it also agreed that the governance arrangements detailing

- accountability
- how the priorities would be set
- how the funding should be allocated

should be delegated to the Community Leadership Committee for approval.

5.3.3 Section 216 of the Planning Act 2008 and Regulation 59 of the Community Infrastructure Levy Regulations 2010 set out what CIL may be used for.

5.4 Risk Management

5.4.1 The proposals set out in this report and in the linked report to Environment Committee on June 11 2015 are designed in part to mitigate the risks of not resolving the issues identified with Area Committee and Residents' Forum operations. In particular, any continuing lack of action in resolving the outstanding issues identified by Area Committees – particularly in relation to highways schemes – risks damaging the reputation of the Area Committees and the Council as a whole as local people's expectations have been raised and have neither been met (through delivery of the schemes) or managed (through clear communication about their status).

5.4.2 There is a risk that moving from an open public grants process to a more Member-led process for allocating the Area Committee budgets may be negatively received by voluntary and community groups who were keen to access funding through the first round of allocations. This risk will be mitigated through clear communication with local community groups about the

move and through adding capacity to the corporate grants programme. It is balanced to some extent by removing some of the risks associated with the open public grants process – for example, ensuring adequate due diligence around safeguarding and financial issues – which required significant resource to mitigate them.

5.4.3 There is some risk that the proposal to focus on environmental issues in 2015/16 may lose opportunities to broaden the focus of the Residents' Forums and Area Committees and have them take a more holistic view of the needs of their local areas. This has been mitigated by retaining the option for Area Committees to consider more resident-focused projects in the future and ensuring that their work programmes are linked to other Theme Committees as well as the Environment Committee.

5.5 Equalities and Diversity

5.5.1 The 2010 Equality Act outlines the provisions of the Public Sector Equality Duty. This requires public bodies to have due regard to the need to:

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

5.5.2 The recommendations set out in this report are designed to ensure that Area Committees are able to reflect the needs of different communities within their local area in their own decisions, and to give Area Committees a route to feed these into the decisions made by Theme Committees.

5.5.3 Individual equalities impact assessments will be carried out to identify any equality considerations associated with the decisions made by an Area – or Theme – Committee.

5.6 Consultation and Engagement

5.6.1 The proposals to delegate Area Committee budgets were a response to the survey findings of the public consultation on the changes to the Governance system. This consultation ran from 23 August 2014 to 22 September 2014. The consultation received a total of 575 responses. 504 came from the Citizens' Panel and 71 from residents.

5.6.2 One of the key findings was that, under the previous Sub-Committee structure, residents did not feel involved and able to influence local decision-making or policy development. Common issues raised were:

- a lack of understanding as to who was responsible for delivering some of their local services
- confusion about how the Council made its decisions and a perception that council decision-making was 'secretive and bureaucratic'
- a perception that Council decisions and views of elected representatives did not reflect residents' own priorities or those of their local area

- efforts at consultation were considered to be a way to rationalise 'predetermined decisions'.
- 5.6.3 It was also felt that the previous Area Environment Sub-Committees had limited decision-making powers, with restricted terms of reference and no budget devolved to them.
- 5.6.4 The Area Committee budgets were devolved in response to the findings of that consultation and the proposals set out in this paper aim to continue developing the Council's response to those findings.
- 5.6.5 More generally, the relationship between Area Committees and Residents' Forums is a critical part of the Council's commitment to public engagement. If the process is perceived as being 'clumsy' or not relevant because local priorities are not acted on then that relationship will not be used to its full potential. The proposal to create a process for Area Committees to determine and act on priorities in their local areas will help to build stronger and more effective links between the Council's decision-making processes and the needs of local communities.
- 5.6.6 Members, particularly the Chairs and Vice-Chairs of the Area Committees and Residents' Forums and the Chair, Vice-Chair and Opposition Spokesman of the Community Leadership Committee, have been consulted throughout the review and the development of the recommendations.

6. BACKGROUND PAPERS

- 6.1 [Area Environment Sub-Committees - Draft Funding Arrangements](#) (Policy & Resources Committee, 10 June 2014).
- 6.2 [Area Sub-Committees - Budget Allocation Draft Framework](#) (Community Leadership Committee, 25 June 2014).
- 6.3 [Developing a Community Participation Strategy for Barnet](#) (Community Leadership Committee, 25 June 2014).
- 6.4 [Community Participation Strategy: Area Committee Budget Arrangements and Wider Community Funding](#) (Community Leadership Committee, 11 September 2014).
- 6.5 [Community Participation Strategy: Implementation Plan](#) (Community Leadership Committee, 11 March 2015).
- 6.6 [Review of Area Committees and their relationship with the Environment Committee](#) (Environment Committee, 11 June 2015)

	<p>AGENDA ITEM 14</p> <p style="text-align: center;">Policy and Resources Committee 9th July 2015</p>
<p style="text-align: center;">Title</p>	<p style="text-align: center;">Draft North London Waste Plan and Supplemental Memorandum of Understanding</p>
<p style="text-align: center;">Report of</p>	<p>Commissioning Director Growth and Development</p>
<p style="text-align: center;">Wards</p>	<p>All Wards</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix 1: Regulation 18 draft North London Waste Plan Appendix 2: Schedule of minor changes to committee version of the North London Waste Plan Appendix 3: Memorandum of Understanding between the seven north London boroughs Appendix 4: Memorandum of Understanding between the North London boroughs and the LLDC</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Nick Lynch – Planning Policy Manager 0208 359 4211 Nick.lynch@barnet.gov.uk Mike Carless – Principal Planning Policy Officer 0208 359 4657 mike.carless@barnet.gov.uk</p>

<h2>Summary</h2>
<p>Seven North London Boroughs (“the Boroughs”) have prepared a draft North London Waste Plan (NLWP) for consultation. At the same time the Boroughs have revised the Memorandum of Understanding which establishes governance arrangements for joint working on the draft Waste Plan which will provide a planning framework for waste management decisions up to 2031.</p> <p>The draft NLWP adopts a combined strategy of net self sufficiency in waste and of maximised recycling to achieve the recycling targets set out in the London Plan. The draft NLWP identifies a capacity gap and identifies sites and areas to meet that gap. It also sets out policies to assist decision making on planning applications. Public consultation on the draft NLWP is programmed to commence in summer 2015.</p>

Recommendations

- 1. That the draft North London Waste Plan (NLWP) as set out in Appendix 1 and Schedule of minor changes at Appendix 2 be approved for public consultation and the committee delegate authority to the Assistant Director - Development Management & Building Control to be authorised to make any further minor changes to the draft North London Waste Plan prior to consultation.**
- 2. That the Committee recommend the approval of the revised Memorandum of Understanding (as set out in Appendix 3) by full Council as the formal arrangement for Barnet's continued involvement in the NLWP.**
- 3. That the Committee approve the proposed strategic objectives identified at paragraph 1.26 for future Memoranda of Understanding which will satisfy the duty to co-operate in respect of the NLWP. That the Committee further recommends that Full Council delegate authority to the Assistant Director - Development Management & Building Control to agree such future Memoranda of Understanding which meet these strategic objectives.**
- 4. That the Committee recommend that Full Council approve the Memorandum of Understanding with the London Legacy Development Corporation (LLDC) as set out in Appendix 4**

1. WHY THIS REPORT IS NEEDED

What is the North London Waste Plan?

- 1.1 The seven planning authorities of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest are working together to produce the North London Waste Plan (the 'NLWP'). When adopted the Plan will form part of the suite of documents that make up the Local Plan for each of the North London Boroughs.
- 1.2 The purpose of the NLWP is to ensure there will be adequate provision of waste management facilities to manage North London's waste. It will set out the waste management needs and demonstrate how these needs will be met during the plan period through the identification of suitable sites and areas for waste management facilities. It will also include a policy framework for determining planning applications for waste development.
- 1.3 The NLWP is a requirement of the EU Waste Framework Directive and National Planning Policy for Waste. The NLWP must be in general conformity with the London Plan which apportions an amount of waste to each borough for management.
- 1.4 In 2012 a previous version of the NLWP was found by a Planning Inspector to not meet the legal requirements of the Duty to Co-operate and as a result the Boroughs had to start on a new NLWP.

Progress to date on the North London Waste Plan

- 1.5 The current draft NLWP was launched with a 'issues' consultation in spring 2013. A report of this consultation has been published online¹. In 2014 the Boroughs held a series of three focus group meetings involving a cross section of key stakeholders to discuss emerging issues for the current draft NLWP. A report of the focus group discussions has also been published².
- 1.6 The Boroughs have been consulting with other planning authorities as part of the Duty to Co-operate requirement pursuant to regulation 4 of the Town and Country Planning (local planning) (England) Regulations 2012. Over 120 waste planning authorities who receive waste from North London have been contacted. Over 40 of these have been found to receive significant quantities of waste from North London. A report on the initial round of Duty to Co-operate engagement (which is an ongoing process) has been produced³ as evidence of meeting this requirement.

Summary of the draft North London Waste Plan

- 1.7 The aim of the draft NLWP is:

'To move towards achieving net self-sufficiency in the management of north London's waste and support a greener London by providing a planning framework that contributes to an integrated approach to management of materials further up the waste hierarchy. The NLWP will provide sufficient land for development of waste facilities that are of the right type, in the right place and provided at the right time to enable the north London Boroughs to meet their future waste management needs by 2032'

- 1.8 North London's special characteristics and its waste management requirements are addressed in the NLWP spatial strategy. The strategy provides the basis for balancing priorities, opportunities and constraints, in particular the availability of sites/areas to achieve a deliverable distribution of waste management sites, whilst bringing social, economic and environmental benefits of new waste management facilities to North London.
- 1.9 The NLWP Data Study considers the amount of waste currently produced in North London. It examined how this is managed, the amount of waste that will be produced over the plan period to 2031, the capacity of existing waste infrastructure and the extent to which this can meet future need. The Data Study found North London's waste management capacity to be 3.2 million tonnes per annum.

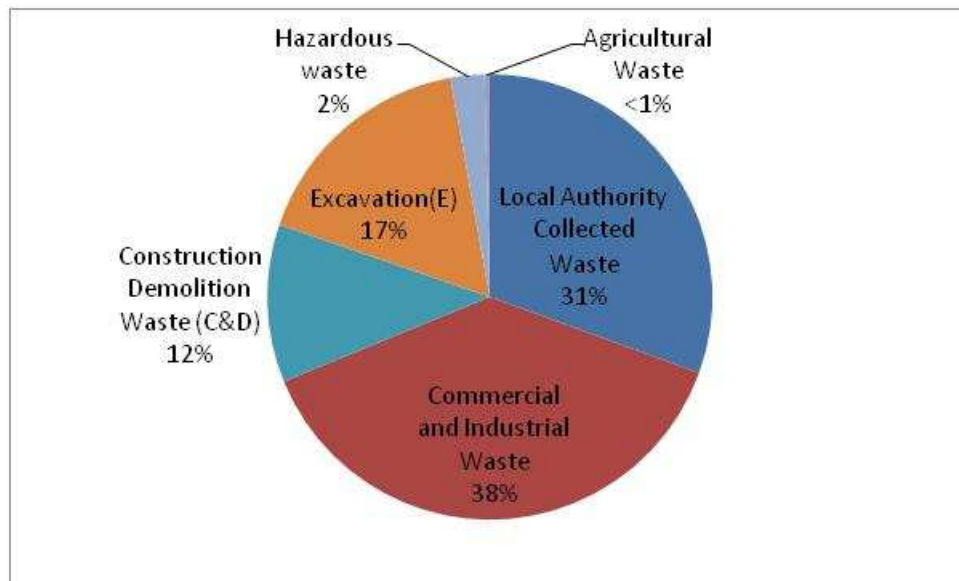
¹ http://www.nlwp.net/downloads/consultation2014/nlwp_launch_consultation_report.pdf

² http://www.nlwp.net/downloads/consultation2014/Report_on_Focus_Group_Events_%28March-July_2014%29.pdf

³ http://www.nlwp.net/downloads/2014_dtc/DtC_Report_June_2014.pdf

- 1.10 The NLWP needs to plan for seven waste streams:
- Local Authority Collected Waste (LACW),
 - Commercial and Industrial (C&I),
 - Construction, Demolition & Excavation (CD&E),
 - Hazardous,
 - Agricultural waste,
 - Waste Water and
 - Low level radioactive waste.

Figure 1: Proportion of North London Waste in Each Waste Stream 2013



Source: *North London Waste Data Study Update 2015*

- 1.11 The NLWP must demonstrate that the amount of LACW and C&I waste apportioned through the London Plan can be managed in North London. The Boroughs must also meet statutory recycling targets. To satisfy these requirements the NLWPs strategic approach is net self-sufficiency for LACW, C&I and C&D waste.
- 1.12 Growth and behaviour scenarios have been modelled to project future capacity gaps and waste management needs. The optimum solution which ensures that NLWP meets statutory recycling targets will also ensure more waste is managed further up the waste hierarchy than other options. Consequently it provides more opportunity to divert waste away from landfill.

Sites and Areas

- 1.13 The capacity required for waste management facilities during the plan period [up to 2031] is 12 hectares. This capacity requirement is spread across two waste management facility types; recycling and energy from waste. The NLWP has to identify sufficient sites and areas to meet this requirement.
- 1.14 All existing waste sites in north London are safeguarded through policy in the London Plan. Existing waste site owners and operators were contacted

about plans to rationalise or expand their facilities, but with limited results. A call for sites was also made with limited results. Therefore with no land coming forward from existing waste operators a land availability search was undertaken. As the basis of this search assessment process criteria were split into two levels, absolute criteria and screening criteria. Sites which passed both sets of criteria were subject to site visits to complete the assessment.

- 1.15 As a result the draft NLWP has been able to identify sites and areas that are potentially suitable for waste use. A 'site' is an individual plot of land whereas an 'area' comprises a number of individual plots of land, for example, an industrial estate or employment area.
- 1.16 The draft NLWP identifies four new sites for waste use, two in Enfield and one each in Barnet and Hackney. In Barnet the only site identified is land between Edgware Road and Geron Way which falls within the Brent Cross Cricklewood regeneration area and is identified as the replacement site for the Hendon Rail transfer station.
- 1.17 The draft NLWP also identifies a list of 23 areas across six of the seven north London boroughs covering a total of 330 hectares. Six areas covering a total of 10 hectares are identified in Barnet; all are in commercial use and four are identified in Barnet's Local Plan as existing Locally Significant Industrial Sites. This list of areas includes Oakleigh Road South, the proposed location for the replacement Council depot.
- 1.18 There are a number of benefits to allocating both sites and areas. Allocating sites that are available and suitable for waste management facilities will contribute towards meeting the apportionment targets set out in the London Plan. Allocating areas within which waste uses would be broadly acceptable will ensure the NLWP is flexible. Developers of waste facilities seek flexibility in terms of land availability. Other non-waste uses would still be permitted in the areas identified.

Memorandum of Understanding (MoU)

- 1.19 The MoU is an updated version of the document agreed by all the North London Boroughs on 26th February 2007. The MoU provides the formal basis for borough co-ordination to enable production of the NLWP. The MoU covers issues of partnership working, organisational structure, project management and dispute resolution.
- 1.20 The MoU sets out the following principles of partnership working:
 - Co-operation – boroughs agree to co-operate in order to achieve most sustainable waste management solutions for North London, whilst taking into account implications for each borough;
 - Accountability – recommended actions and decisions should promote the well being of all council tax payers;
 - Transparency - boroughs will seek joint solutions to waste planning through communicating in an open and transparent manner.

- 1.21 Following the Planning Inspector's decision that the previous draft NLWP failed the Duty to Co-operate, it was clear that the MoU required revisions to take account of new circumstances. This version reflects changes to the NLWP budget and timetable. However the underlying principles of the original MoU have not been modified.

North London Waste Plan Memoranda of Understanding and the duty to cooperate

- 1.22 A key issue for the NLWP is the movement of waste beyond the seven boroughs, both within and outside London. Ensuring sufficient land/waste facilities outside the NLWP area will be dealt with by the 'Duty to Co-operate' which requires boroughs to engage, constructively, actively and on an on-going basis with other public bodies on strategic matters. Methods which can satisfy the duty include meetings, information exchange, agreement of common issues, statements of common ground and memorandum of understanding.
- 1.23 National Planning Policy Guidance (NPPG) recommends that effective cooperation is likely to require sustained joint working with concrete actions and outcomes. It is unlikely to be met by an exchange of correspondence, conversations or consultations between authorities alone. Therefore the NLWP will be looking to agree various Memorandum of Understanding with authorities where a significant quantity of waste is exported. The agreements will be between LB Barnet as a member of the North London Waste Plan and the other planning authority as principles of waste policy planning need to be agreed to deliver the NLWP's policy framework. Demonstrating we have met the Duty to Co-operate is a legal requirement for plan making however guidance makes clear it is not a duty to agree. The Memorandum of Understanding with the London Legacy Development Corporation is included at Appendix 4 both for agreement and as an example. *The agreement is likely to be one of the more complicated Memorandums required.*
- 1.24 The various MoU related to the Duty to Co-operate requirement will help form the content of the NLWP and should have no financial implications. The MoU may need to be agreed by each NLWP borough at various stages of Waste Plan production prior to submission and adoption.
- 1.25 Currently there are about 40 individual waste planning authorities or groups of waste planning authorities which the Boroughs would like to continue a dialogue with. The level of agreement will vary and not all will have policy implications. A pragmatic approach to dealing with the practicality of having a number of MoUs with prospective partners (related

to the Duty to Co-operate) would be to delegate the decision making to officers. The MoU would have to be in line with the aims and principles agreed by the Policy and Resources Committee and a summary of the agreed MoU could be reported to Committee when the NLWP is recommended for adoption. This solution would allow officers of the Council to agree future MoU's with their respective partners in the progression of the work related to the North London Waste Plan.

1.26 It is proposed that the following strategic objectives guide future draft Duty to Co-operate MoU:

SO1. To support the movement of north London's waste as far up the waste hierarchy as practicable, to ensure environmental and economic benefits are maximised by utilising waste as a resource;

SO2. To ensure there is sufficient suitable land available to meet North London's waste management needs through safeguarding and allocation policies;

SO3. To achieve net self-sufficiency by providing opportunities to manage as much as practicable of North London's waste within the Plan area taking into account the amounts of waste apportioned to the Boroughs in the London Plan, and the requirements of the North London Waste Authority.

SO4. To ensure that all waste developments accord to high standards of design and build quality, and that the construction and operation of waste management facilities do not cause unacceptable harm to the amenity of local residents or the environment;

SO5. To ensure the delivery of sustainable waste development within the plan area through the integration of social, environmental and economic considerations;

SO6. To provide opportunities for North London to contribute to the development of low carbon industries and decentralised energy;

SO7. To support the use of sustainable forms of transport and minimise the impacts of waste movements including on climate change;

SO8. To protect, and where possible enhance, North London's natural environment, biodiversity, cultural and historic environment.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Delivering the NLWP will satisfy the requirement to deliver a waste management plan to identify adequate land for waste use. This is the first stage of consultation in the regulatory process for adopting a Local Plan Development Plan Document.
- 2.2 Ensuring approval of the NLWP Memorandum of Understanding will ensure that the legal basis for delivering the Waste Plan is up to date.
- 2.3 Approving a process for agreeing future Memorandum of Understanding related to the NLWP will reduce the burden on the committee system.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 In line with the National Planning Policy Framework to ensure the NLWP is justified, a separate Options Appraisal report tests a range of options to demonstrate that the Boroughs have considered reasonable alternatives and that draft NLWP follows the most appropriate strategy.
- 3.2 Withdrawing from the NWLP would not be realistic because of the MoU which ensures Barnet's involvement until the NLWP adoption. Not adopting a waste plan would also leave the Council liable to fines from the European Union. The Government wrote to waste planning authorities in January 2011 reminding them that the UK would be liable for fines and that these penalties can be passed onto any authority which caused the UK to breach its obligations.

4. POST DECISION IMPLEMENTATION

- 4.1 The draft NLWP will go out to public consultation once all seven planning authorities have approved the draft NLWP, it is anticipated that consultation will commence in summer 2015. The draft NLWP will be revised in light of comments received and the proposed submission version will come back to Boroughs for approval before going out to consultation in winter 2016.

NLWP Timetable

Consultation on draft plan	Summer/Autumn 2015
Consultation on proposed submission plan	Summer 2016
Submission to the Government	Autumn 2016
Examination hearing	Winter 2016/17
Final Inspector's Report	Summer 2017
Adoption by boroughs	Autumn 2017

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The draft NLWP helps to meet Corporate Plan 2015-20 strategic objectives in ensuring that Barnet is a place:-

- of opportunity, where people can further their quality of life – *the NLWP will ensure waste management facilities are appropriately planned thereby protecting residential areas from any environmental impact of new or redevelopment of existing facilities;*
- where people are helped to help themselves, recognising that prevention is better than cure – *the NLWP will ensure land is available for a range of waste management facilities which will support growth of waste recycling businesses increasing both business opportunities and opportunities for residents and businesses to recycle and utilise waste as a resource;*
- where responsibility is shared, fairly – *the NLWP will seek a network of waste sites across North London ensuring that communities take responsibility for their own waste; and.*
- where services are delivered efficiently to get value for money for the taxpayer - *the NLWP will ensure that the sites for waste management are delivered in more accessible locations helping to improve service delivery.*

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

5.2.1 The indicative costs of producing the NLWP are set out in the revised MoU. The table below sets out that the indicative total cost for the project with the bottom row the cost per borough which are allocated on an equal basis. Barnet can expect a total cost of £156,422 across the lifetime of the project. Barnet has already paid £58,713. The costs are payable to LB Camden (the lead borough) twice a year, and are currently funded by the council's Re budgets and will be met from existing budgets.

Indicative Budget for the NLWP

	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Consultant Data Study	£42,956					£42,956
Consultant Plan	£34,186	£113,302	£106,624	£73,097	£10,076	£337,284
Programme Management	£99,921	£105,372	£110,678	£87,701	£16,188	£419,860
Publicity	£2,065	£2,041	£43,200	£29,700	£12,700	£89,706

Legal	£2,500	£8,650	£10,000	£44,000	£5,000	£70,150
Examination				£135,000		£135,000
TOTAL	£181,628	£229,365	£270,502	£369,498	£43,963	£1,094,955
Per borough	£25,947	£32,766	£38,643	£52,785	£6,280	£156,422

5.2.2 Delay to the NLWP will be the principal cause of increased costs mainly through funding of the NLWP Programme Manager.

5.2.3 The budgets for the legal, consultation and examination are indicative and may be different due to demand. However, will try to be managed within the budget envelope.

5.3 Legal and Constitutional References

5.3.1 The Planning & Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) Regulations 2012 provide guidance on the preparation and adoption of Local Plan documents. Upon adoption the NLWP becomes a statutory Development Plan Document that provides part of Barnet's formal planning policy framework.

5.3.2 In accordance with the Council's constitution and paragraph 1.9 of Responsibility for Functions, the delegation of significant functions to other local authorities is reserved to Full Council. The Memorandum of Understanding with the Boroughs establishes Camden Council as the lead borough and as such Camden will enter into all contracts with third parties on behalf of the Boroughs (subject to consultation with the project panel). The Committee is therefore being asked to recommend the approval of the MoUs to Full Council.

5.3.3 Constitution, Annex A (Responsibility for Functions) Policy and Resources Committee Function 2 details that the Committee is responsible for the approving the development of Local Plan and related documents (for adoption by Full Council).

5.4 Risk Management

5.4.1 The Council has a responsibility as a waste planning authority to deliver a waste management plan to identify adequate land for waste use. If a member state does not conform with the European Union Waste Framework Directive then it is liable for fines which will be passed onto the offending authorities.

5.4.2 Any further delay in Borough approvals of the NLWP has serious implications and financial costs for the programme. Barnet is the first to consider approval of the NLWP.

- 5.4.3 Failure to put in place an up-to-date waste plan as part of the Local Plan will hinder delivery of sustainable development, proper planning of infrastructure and protection and enhancement of what makes Barnet's suburbs distinctive.
- 5.4.4 The NLWP will be examined by an Independent Planning Inspector who will assess the document on the basis of it being justifiable, effective and consistent with national planning policy. If found unsound the North London boroughs will be required to go back to an earlier stage which would seriously delay robust decision-making on waste management matters. As part of the process of NLWP production issues of soundness will be assessed against the Planning Advisory Service Soundness Toolkit.
- 5.4.5 The Memorandum of Understanding establishes protocols and commitments between the seven boroughs. It also provides contractual obligations which would result in financial penalties on any Borough defaulting from these commitments.

5.5 Equalities and Diversity

An Equality Impact Assessment (EQIA) has examined the impact of proposed waste management facilities and waste planning policies on the area covered by the seven boroughs. The EQIA found that implementation of NLWP policies and proposals should not lead to unacceptable adverse effects on different communities. Waste facilities can also provide employment opportunities both during construction and operation phase, which may be beneficial to all target groups in all Boroughs. NLWP consultations are designed to gather the views of the local community and other relevant stakeholders. The contribution of different groups will be monitored through consultation responses. NLWP Documents are being made as widely available as possible. In addition to pre-arranged public events there will be the offer of targeted meetings with local groups to discuss the NLWP.

5.6 Consultation and Engagement

- 5.6.1 The draft NLWP will commence public consultation in summer 2015 following all seven planning authorities approval of the plan. The NLWP will be revised in light of comments received and the proposed submission version will come back to Boroughs for approval before going out to consultation in winter 2016.

6. BACKGROUND PAPERS

- 6.1 Report of North London Waste Plan Launch 19 April 2013 – 7 June 2013, July 2013
- 6.2 North London Waste Plan Data Study Part 1, November 2013
- 6.3 North London Waste Plan Data Study Part 2, December 2013
- 6.4 North London Waste Plan Data Study Part 3, January 2014
- 6.5 North London Waste Plan Duty to Cooperate Report, June 2014
- 6.6 Letter from Chief Planner to Chief Executives of all Waste Planning Authorities in England regarding EU Waste Framework Directive, 10 January 2011



North London Waste Plan

Draft May 2015

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FOREWORD

As a group of seven North London Boroughs we are collaborating together to find the best possible solutions for the waste and recycling that is generated in our area. Now we want to hear what you think.

It is widely recognised that as a society we need to reduce our reliance on putting waste in landfill sites because that contributes to carbon emissions. Instead, we need to manage more of the waste we produce closer to where it arises and in better ways. In order of preference we should reuse, recycle, compost and, where none of these are possible, recover energy from the waste we produce.

The North London Waste Plan is an important stage in this process for our group of Boroughs. It uses the latest evidence about waste generated in our area to plot out a path to enable higher recycling levels to be achieved and to reduce reliance on other areas to treat our waste. It builds on the ability of existing waste sites to deal with waste and identifies new suitable sites and areas where waste facilities could be located. It sets out a number of planning policies against which applications for new waste facilities will be assessed.

Having the right infrastructure in place for waste and recycling is a vital ingredient for the proper functioning of our city and this is especially the case with the expected increase in housing and employment in North London. So we need to plan for how we deal with our waste in the same way that we plan for the proper provision of housing, open spaces, schools and transport. Waste facilities can also create jobs, produce energy and provide important resources for reuse in other processes. This contributes to a more circular economy in which materials can be reused rather than disposed of.

Now it's your opportunity to let us know what you think of the options facing the Boroughs and how we are proposing to move forward. We welcome your input and will consider all comments made when we draw up the next version of the plan.

Cllr Toby Simon

Chair North London Waste Plan Planning Members Group

1. Introduction and Background

What is the North London Waste Plan?

1.1. The seven North London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest are working together to produce the North London Waste Plan (the 'NLWP'). Figure 1 shows the North London Waste Plan area. The NLWP will cover the period 2017 to 2032 and, once adopted, it will form part of the statutory Development Plan for these areas. The NLWP is identified in the Local Development Scheme for each of the Boroughs.

1.2. The NLWP has two main purposes:

- to ensure there will be adequate provision of suitable land to accommodate waste management facilities of the right type, in the right place and at the right time up to 2032 to manage waste generated in North London; and
- to provide policies against which planning applications for waste development will be assessed, alongside other relevant planning policies/guidance.

1.3. The key elements of the NLWP are:

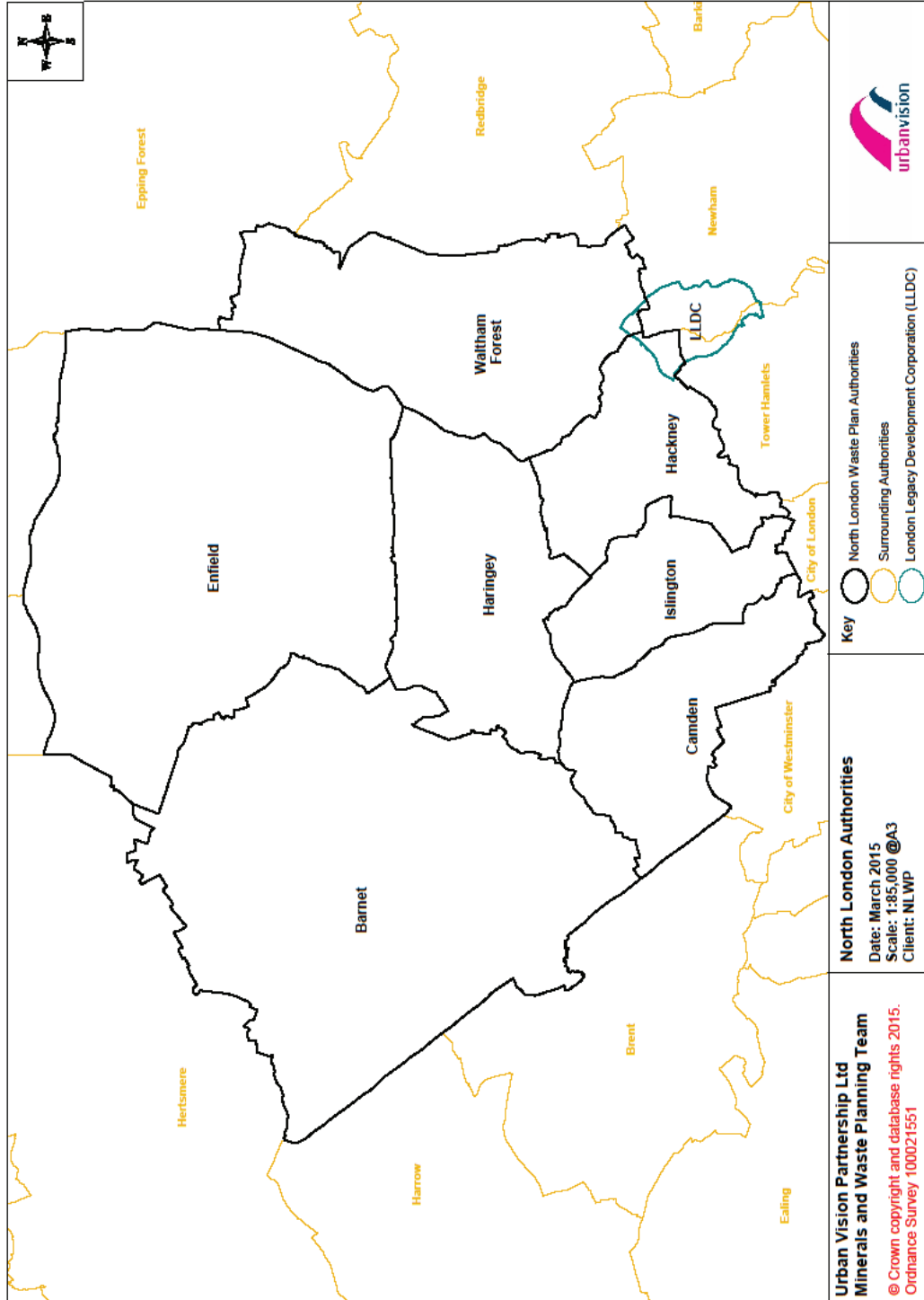
The Aim and Objectives: These are overarching principles which have steered the development of the NLWP.

The Spatial Strategy: This sets out the physical and planning components that influence the Plan and identifies opportunities and constraints for waste planning in North London.

The Provision for North London's Waste to 2032: This sets out the preferred option for how the waste management needs for North London will be met for each waste stream over the plan period.

The Policies: These set out policies through which the aims and objectives, waste management strategy and spatial strategy will be delivered. The policies provide the waste planning framework against which applications for waste development will be assessed across the plan area.

Figure 1: North London Plan Area



1.4. The NLWP plans for all principal waste streams including:

- **Local Authority Collected Waste (LACW):** Waste produced by householders;
- **Commercial and Industrial (C&I):** Wastes produced by businesses and industry;
- **Construction, Demolition & Excavation (CD&E):** Waste generated as a result of delivering infrastructure projects, building, renovation and the maintenance of structures;
- **Hazardous:** A sub category of all waste streams where the material produced is hazardous and requires specialist treatment;
- **Agricultural waste:** Waste produced by farming and forestry activity;
- **Waste Water / Sewage Sludge:** Waste produced from washing, cleaning and hygienic activities to create waste water and sewage effluents; and
- **Low level radioactive waste (LLW):** Waste associated with the undertaking of x-rays and laboratory testing using low level radioactive substances.

How does the North London Waste Plan fit with other plans and strategies?

- 1.5. The seven North London Boroughs, as Waste Planning Authorities (WPAs) are required to prepare a Waste Local Plan. Article 28 of the European Union (EU) Waste Framework Directive states that all member states must prepare a Waste Management Plan. The National Waste Management Plan for England, supported by the National Planning Policy for Waste (NPPW), identify that the National Waste Management Plan will be supported by each WPA's Waste Local Plan and as such it is a statutory requirement to prepare this document.
- 1.6. The NLWP must be prepared in line with the requirements of the Planning and Compulsory Purchase Act 2004, the Waste (England and Wales) Regulations 2011 and the Town and Country Planning (Local Planning) (England) Regulations 2012. The National Planning Policy Framework (NPPF) and National Planning Practice Guidance (NPPG) also set guidance on how Local Plans should be prepared and what they should contain. The National Planning Policy for Waste (NPPW) provides detailed guidance specific to waste plan preparation and content, alongside considerations for the determination of planning applications for waste facilities.
- 1.7. Once adopted, the North London Waste Plan (NLWP) will form part of the 'Development Plan' for the North London Boroughs which comprises the London Plan and borough Local Plans (see Figure 2). The NLWP must be in general conformity with the London Plan and consistent with other documents

in borough Local Plans. The NLWP should be read alongside other relevant policies within the wider Development Plan.

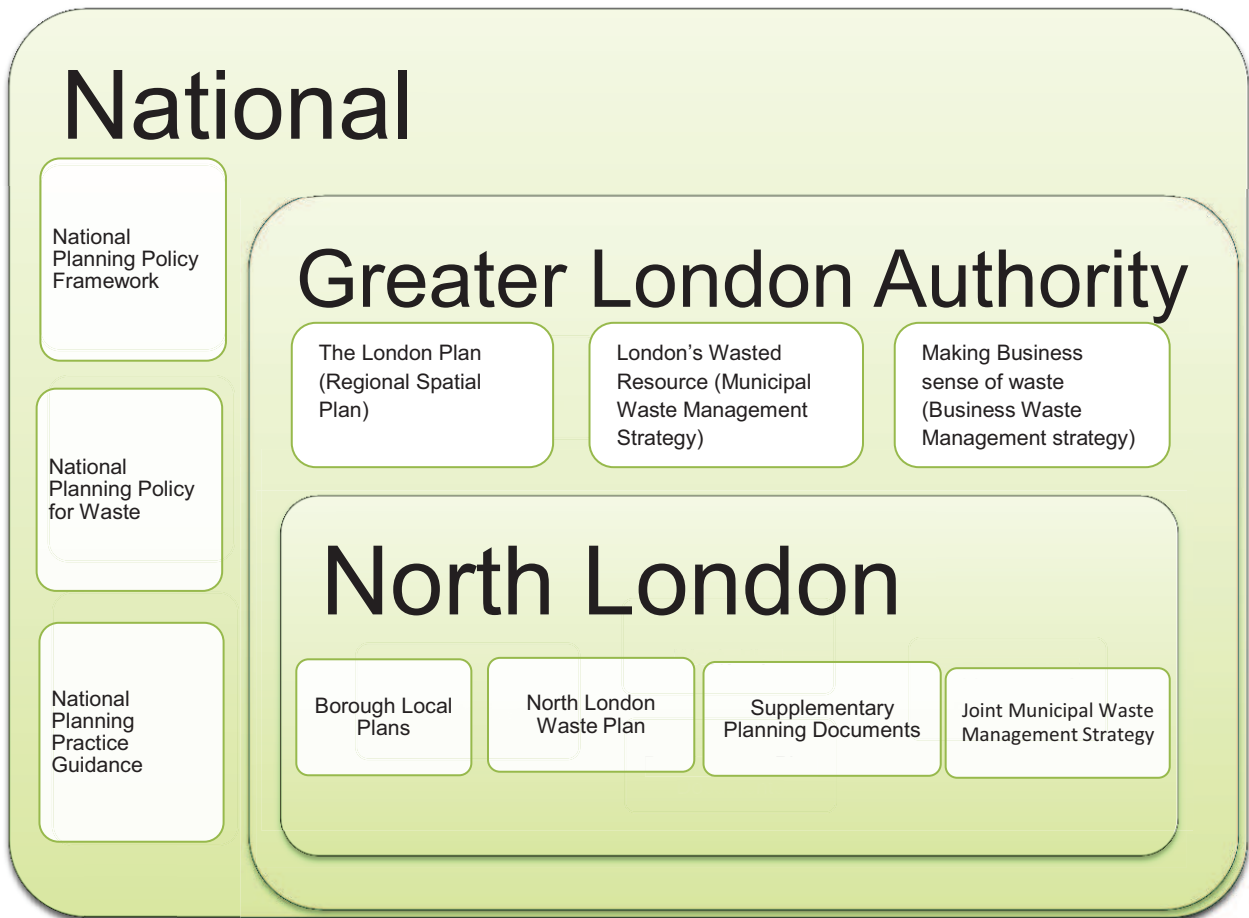
- 1.8. The London Plan contains a range of planning policies which the NLWP has to be in general conformity with. Importantly, it also projects how much LACW and C&I waste is likely to be generated in the capital over the next 20 years and apportions an amount of these two waste streams to each borough. Through each borough meeting their apportionment targets, London will dramatically reduce its reliance on landfill and move towards being self-sufficient. The North London Boroughs have pooled their apportionment and will meet it collectively through existing sites and land allocated in the NLWP.
- 1.9. Each of the seven boroughs has an adopted Core Strategy as part of their Local Plan; these contain an overarching policy on sustainable waste management. The Core Strategies provide the borough-wide strategic policy direction for the development of the NLWP and, in conjunction with this, the NLWP will provide a more detailed planning framework for waste development across the seven boroughs. Each borough's Local Plan may also include site allocation documents, development management policies and area action plans, as well as supplementary planning documents.

Figure 2: Documents making up the Development Plan for North London Boroughs



- 1.10. In addition to the national and regional planning policies, there are also three waste strategies which impact on the development on the NLWP. These are the North London Waste Authority's (NLWA) Joint Municipal Waste Management Strategy (JMWMS); and the London Mayor's Waste Management Strategies "London's Wasted Resource" (on the management of municipal waste) and "Making Business Sense of Waste" (a business waste management strategy).
- 1.11. The North London Waste Authority (NLWA), which is the Waste Disposal Authority for the constituent boroughs, is a key stakeholder. The NLWA is responsible for managing the waste collected by the North London boroughs, in particular household waste but also some waste from smaller businesses; collectively this is known as Local Authority Collected Waste (LACW). The NLWP is required to ensure there is adequate provision for the disposal and recovery of this waste stream.
- 1.12. Each of these strategies contains recycling targets for Local Authority Collected Waste (LACW) and Commercial & Industrial (C&I) waste which inform policies within the London Plan. The recycling targets for LACW are linked to those set nationally which in turn reflect the requirements of the EU Waste Framework Directive. These targets have been used to inform the work on the NLWP Waste Data Study, and further information on how the plan will deal with these is set out in Chapter 4.
- 1.13. Figure 3 below shows the hierarchy of planning guidance, strategies and where the NLWP sits within this.

Figure 3: Hierarchy of Planning Guidance Policies and Strategies



1.14. Once adopted the NLWP will form part of the overarching planning framework used for the determination of planning applications relating to proposed or existing waste facilities in North London. These applications will be submitted to the Boroughs in which the facility is located. Developers will need to consider the following documents in the submission of a planning application related to an existing or proposed waste facility:

- National planning policy and guidance;
- The London Plan and Supplementary Planning Guidance;
- The North London Waste Plan;
- Other relevant Borough Local Plan documents including the Core Strategy, Development Management policies, Site Allocation Documents, Area Action Plans and any associated Supplementary Planning Guidance or Planning Briefs.

What is involved in preparing the North London Waste Plan?

- 1.15. As mentioned above, the NLWP must be prepared in line with European, national, regional and local policies and guidance. Before the NLWP can be adopted by each of the Boroughs it must be examined by an independent inspector. The Inspector will determine whether the plan has been prepared in accordance with the duty to co-operate, legal and procedural requirements and is 'sound'. The early stages of the preparation of the NLWP form a key part of demonstrating that these requirements have been met.
- 1.16. The duty to co-operate was introduced by the Localism Act 2011. Local planning authorities are now required to formally co-operate with other local planning authorities and bodies prescribed in the Town and Country Planning (Local Planning) (England) Regulations 2012 on strategic matters. These are defined as matters relating to the sustainable development or use of land that would have a significant impact on at least two local planning authorities or on a planning matter that falls within the remit of a county council, for example waste and minerals planning. The duty requires local planning authorities and other public bodies to engage constructively, actively and on an ongoing basis to develop strategic policies. Meeting the requirements of the duty to co-operate is a key part of the plan making process for the NLWP and the North London Boroughs are working closely with other waste planning authorities that are critical for the delivery of an effective waste strategy for North London.
- 1.17. In addition, the North London Boroughs will work closely with the London Legacy Development Corporation (LLDC). The LLDC is a Mayoral Development Corporation with responsibility for securing the regeneration of an area of London focused on the former Olympic Park. The LLDC is the local planning authority, which includes waste planning, for small parts of the North London Boroughs of Hackney and Waltham Forest. However, while all the Boroughs have an apportionment of waste from the Mayor under the London Plan for which they must plan and find land, the LLDC is not allocated a share of the borough apportionment. In carrying out their responsibilities under the NPPW, the North London Boroughs are engaging with other planning authorities in the country which import waste from North London including the LLDC area. The NLWP is required therefore to plan for the quantity of waste generated across the seven boroughs including the parts of Hackney and Waltham Forest that lie within the LLDC area. The NLWP cannot directly allocate sites/areas within the LLDC area as this is the responsibility of the LLDC as local planning authority.
- 1.18. An agreement for the working relationship between the North London Boroughs and the LLDC has been drawn up. This agreement, or Memorandum of Understanding, identifies the Sites and Areas suitable for

waste within the Hackney and Waltham Forest parts of the LLDC area and their potential in meeting the capacity gap identified in the North London Waste Plan and related London Plan waste apportionment for each Borough. The LLDC's Local Plan also identifies sites and areas that are potentially suitable for waste related uses. For waste development proposals in the parts of Hackney and Waltham Forest which fall within the LLDC area, the LLDC Local Plan policies will apply. Policy IN2 of the LLDC Local Plan requires planning decisions to take full account of the policies within the adopted waste plans of the Boroughs.

1.19. The North London Boroughs are also seeking views from other bodies, organisations and residents throughout the plan-making process and the framework for this is set out in the NLWP [Consultation Protocol and the Duty to Co-operate Protocol](#).

1.20. The legal and procedural requirements that the NLWP must meet are set out in the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) Regulations 2012. The key stages in the 2012 Regulations are:

- Initial consultation on what the Plan should contain and work on evidence gathering leading to production of a set of policies in the draft Plan (Regulation 18);
- Publication of Proposed Submission Plan (Regulation 19);
- Submission of Local Plan to Secretary of State for examination by an Independent Inspector (Regulation 22);
- Examination of Local Plan (Regulation 24); and
- Adoption (Regulation 26).

1.21. At the heart of national policy (the NPPF) is the presumption in favour of sustainable development and policies in the NLWP must reflect this presumption. The NLWP must meet the soundness tests as set out in paragraph 182 of the NPPF. These require the NLWP to be:

- Positively prepared (meet objectively assessed development needs of the area);
- Justified (set out the most appropriate strategy based upon the evidence);
- Effective (deliverable and address cross boundary issues);
- Consistent with national policy.

1.22. The NLWP is accompanied by other relevant supporting assessments such as a Sustainability Appraisal (SA) (incorporating the requirements of the SEA Directive), Habitats Regulation Assessment (HRA), and Equalities Impact

Assessment (EqIA). These assessments form a key element of the development of the plan and help to ensure that the social, environmental and economic impacts of the policies developed in the plan are assessed and taken into account in the decision making process.

- 1.23. The NLWP must also be accompanied by a Strategic Flood Risk Assessment (SFRA). An SFRA for North London was prepared in 2008 to map flood risk zones and assess existing flood defences. In addition Camden, Enfield, Hackney, Haringey and Waltham Forest have prepared more detailed 'Level 2' SFRAs in support of the development of their Local Plans. All boroughs have prepared Surface Water Management Plans.
- 1.24. Flood risk and protection of groundwater was considered as part of the site/area search exercise using data available from the Environment Agency. The findings of the assessments are recorded in the site pro-formas. Sites and areas being taken forward in the draft NLWP have been subject to sequential testing and the results of this reported in the Sites and Areas Report.

What stage is the NLWP at?

- 1.25. This is the draft NLWP produced as part of the initial stages of NLWP preparation (Regulation 18). It has been prepared following an initial 'launch consultation' on what the Plan ought to contain (consistent with requirements of Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012). This consultation exercise provided an opportunity for stakeholders and communities to comment on the proposed content of the Waste Plan. A report on the 'launch consultation' has been published on the NLWP website (www.nlwp.net).
- 1.26. Subsequently a series of Focus Group workshops were held based around different themes. The Focus Group helped work towards a shared vision for the NLWP including key principles that informed the aim and objectives of the Plan and sites assessment criteria. A report of discussions is also available on the [website](#).
- 1.27. Evidence gathering has been underway since April 2013. It comprises a Data Study and Data Study Update, a Duty to Co-operate Protocol and Report. Further Evidence has been published to support this Draft Plan comprising a Sites and Areas Report, Options Appraisal and Consultation Statement.
- 1.28. The purpose of this consultation is to provide an opportunity for stakeholders and communities to comment on the draft Plan.

What happens next?

- 1.29. Comments made during the consultation on this draft NLWP will be taken into consideration and will help to inform preparation of the Proposed Submission NLWP to be published under Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012. The Proposed Submission Plan will be the version of the NLWP that the Boroughs intend to submit to the Secretary of State for examination. In accordance with statutory requirements, this document will be published before it is submitted to provide an opportunity for stakeholders to submit representations on the soundness of the Plan and legal and procedural compliance.
- 1.30. Once the Plan is submitted, an independent Inspector will be appointed (on behalf of the Secretary of State) to examine whether the NLWP meets the required legal and soundness tests, including duty to co-operate and procedural requirements. The indicative timetable for the Plan is as follows:

Table 1: NLWP Timetable

Launch consultation (Regulation 18)	Spring 2013
Consultation on draft plan (Regulation 18)	Summer/Autumn 2015
Consultation on proposed submission plan (Regulation 19)	Summer 2016
Submission (Regulation 22)	Autumn 2016
Public hearings	Winter 2016/17
Inspector's report	Summer 2017
Adoption	Autumn 2017

2. Setting the Scene

2.1. The way in which we deal with our waste has important environmental, social and economic consequences. Waste management has an important role in achieving sustainable development. There are a number of ways to define 'sustainable development'. The most well-known definition is '*development which meets the needs of the present without compromising the ability of future generations to meet their own needs*'¹. The UK Sustainable Development Strategy *Securing the Future* set out five 'guiding principles' of sustainable development:

- living within the planet's environmental limits;
- ensuring a strong, healthy and just society;
- achieving a sustainable economy;
- promoting good governance; and
- using sound science responsibly.

2.2. The National Planning Policy Framework (NPPF) references these definitions and goes on to set out three dimensions to sustainable development: economic, social and environmental. The North London Waste Plan (NLWP) will help achieve sustainable waste management by providing a sound basis for the provision of waste management infrastructure, contributing to the conservation of resources by improving the efficiency of processing and making better use of the wastes created within North London. This section looks at the setting of North London and how this context influences the Plan.

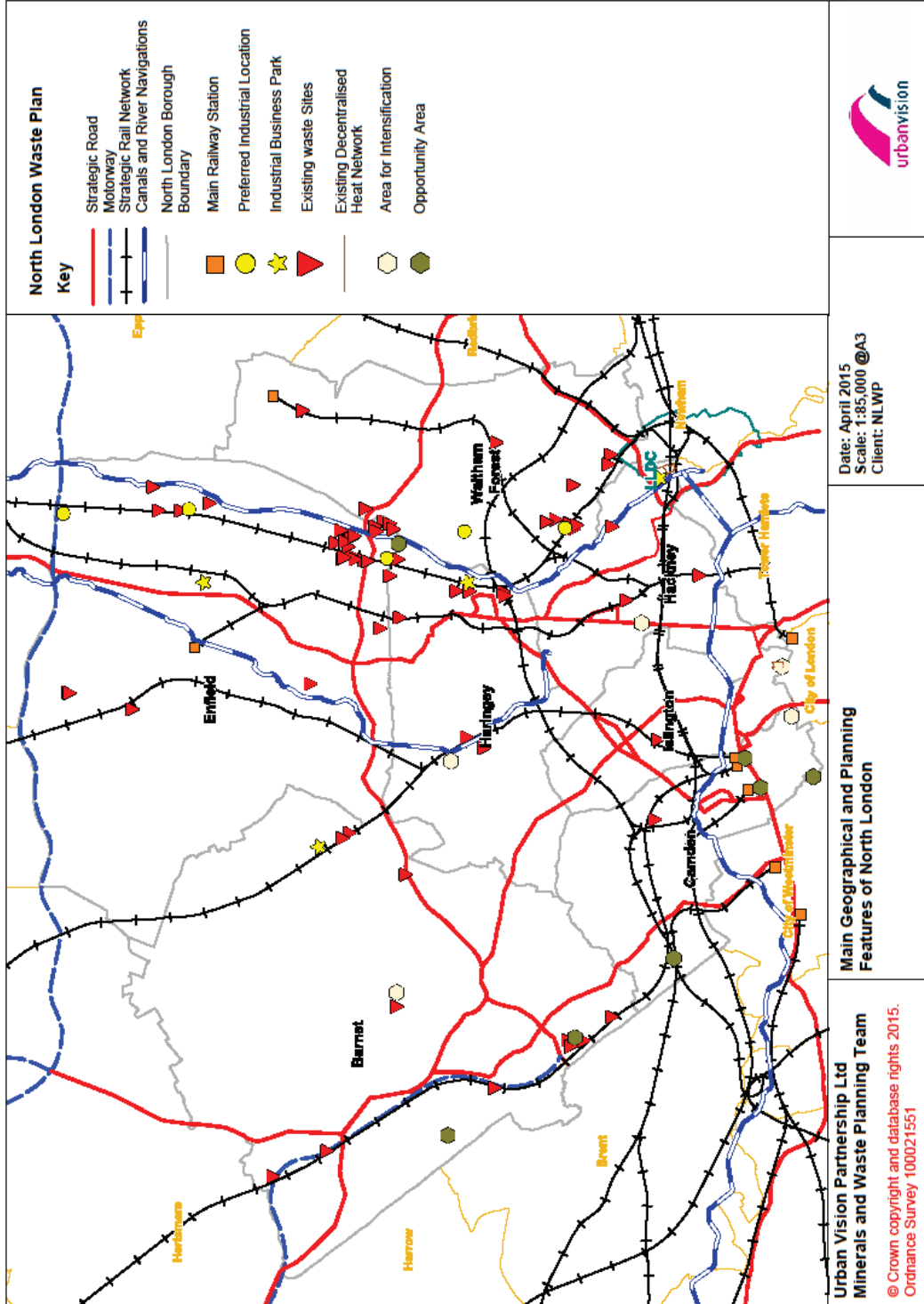
Geographical Extent

2.3. The North London Boroughs cover a large swathe of London from the inner city into the Green Belt of outer London. The geographical extent takes in both the inner London Boroughs of Camden, Hackney and Islington, and the outer London Boroughs of Barnet, Enfield, Haringey and Waltham Forest (see Figure 4). In the south, the Plan area borders on the City of London and the City of Westminster. To the north of the Plan area boundary lies Hertfordshire and Essex. The area is bounded by the London Boroughs of Brent and Harrow to the west and the London Boroughs of Tower Hamlets and Redbridge to the east. The land within the North London Boroughs spans an area of 293 square kilometres. The geographical characteristics of North

¹ Brundtland Commission, 1987 (Resolution 42/187 of the United Nations General Assembly)

London are a key element in both the Spatial Strategy (see section 4) and the sites/areas assessment criteria (see section 8).

Figure 4: Main geographical and planning features of North London



Population Characteristics

- 2.4. The North London area is one of the most densely populated areas in the UK. Recent statistics show that the population has risen from 1.6 million in 2002 to an estimated 1.89 million in 2012, and that the population continues to grow at a rate above the national average. This population growth will also increase the amount of waste North London will need to manage in the future, even though the amount of waste generated per person may not increase (see section 6 on future waste management requirements).
- 2.5. The highest density is in the inner London boroughs of Islington (the most densely populated local authority in the UK), Hackney and Camden, closely followed by Haringey. Waltham Forest, Barnet and Enfield are the least densely populated of the North London Boroughs, however these Boroughs are substantially more densely populated than the rest of the country. Barnet and Enfield have a population density that is less than the average of London. Density of population and the built environment has an influence on the amount of waste generated but also on competition for land and the availability of sites suitable for new waste facilities (see section 7 on sites and areas).
- 2.6. While the outer Boroughs are characterised by traditional detached, semi-detached and terraced housing, overall across the plan area, there is a higher proportion of flats and similar multi-tenant properties. This is particularly the case in the inner London Boroughs which, consequently, have fewer gardens than the outer Boroughs. The differing ability of types of housing stock to incorporate waste collection infrastructure (for example recycling bins) impacts on recycling rates in North London (see section 6 on future waste management requirements).

Health

- 2.7. There are contrasting levels of life expectancy across North London. The outer London boroughs of Barnet and Enfield report life expectancies that are higher than the national average. In contrast the five other Boroughs report male life expectancy to be lower than the average for England, while the same is true of females in Islington and Waltham Forest. Impact on human health has been a key consideration in the development of the NLWP and is discussed in more detail in the Sustainability Appraisal (SA) which supports the Draft Plan.

Socio-Economic

- 2.8. The average gross weekly earnings within each of the North London Boroughs is higher than the average for England and all of the Boroughs have

a higher proportion of their working population employed than the national average. However the cost of living in all Boroughs is high. Four Boroughs (Hackney, Haringey, Islington and Waltham Forest) contain wards that are amongst the 20 most deprived areas in England. Maximising economic benefits by utilising waste as a resource is one of the objectives of this plan. There are opportunities for job creation through the development of new waste facilities at both the construction and end user stages. New technologies can also help to create 'green collar' jobs in new waste management facilities as well as in sectors that receive recycled or reprocessed material, turning it into new products, thereby creating wealth from waste. Economic growth in North London is predicted to result in greater amounts of waste being generated. This is due to more people in jobs generating waste, although the amount of waste created per person is expected to stay the same.

Environment

- 2.9. The North London Waste Plan area includes important green space with many parks and larger areas such as Hampstead Heath, the Lee Valley Regional Park and part of Epping Forest. There are Green Belt designations in the outer areas together with areas of agricultural land in Barnet and Enfield.
- 2.10. Enfield has identified Areas of Special Character where the Council will seek to preserve and enhance the essential character of the area, including landscape features such as woodlands, streams, designed parklands and enclosed farmland.
- 2.11. The Lee Valley contains an internationally important wetland habitat (Ramsar site) as the reservoirs and old gravel pits support internationally important numbers of wintering birds as well as other nationally important species. In the Lee Valley and in other parts of North London there are six Sites of Special Scientific Interest (SSSI). There are also 21 Local Nature Reserves and 307 Sites of Importance for Nature Conservation of varying grades. Given the concentration of industrial land in the Lee Valley this poses challenges here and elsewhere for development to take into account key biodiversity issues set out in Borough Biodiversity Action Plans.
- 2.12. The heavily developed and built up nature of North London coupled with intense competition for land and protected areas such as greenbelt presents a significant challenge in planning for waste. There are planning constraints near areas protected for their environmental value for some types of development which are perceived to create more environmental risk and harm

the amenity of the local area. Harm to amenity includes such factors as noise, dust and increased traffic.

- 2.13. Protection of groundwater is vital to prevent pollution of supplies of drinking water, while secondary aquifers are important in providing base flows to rivers. The principal groundwater source beneath North London is the chalk aquifer which lies relatively close to the surface. A historically high level of groundwater abstraction means that water levels may be some way below the top of the aquifer; nevertheless the Environment Agency has designated areas of source protection zones in a number of locations, particularly in the Lee Valley as well as implementing groundwater protection measures around boreholes in the area.
- 2.14. Historically much of the employment land in North London has been in industrial use. Inevitably the restructuring from an industrial-based to a service based economy has affected land use priorities, creating a situation where the type of employment land available has changed, particularly in the inner London boroughs where offices predominate. There may also be occurrences of derelict or previously developed land which remains undeveloped today. However the previous use of these areas raises the risk of contamination and the need for remedial measures regardless of how the land will be used in the future.
- 2.15. Air quality within North London is uniformly poor as a result of high levels of nitrogen dioxide and dust (NO₂ and PM₁₀ respectively) that are mainly, but not exclusively, due to road traffic. As a result, all of the councils have declared Air Quality Management Areas (AQMA) covering the entire Borough in each case.
- 2.16. The NLWP includes strategies and policies to protect environmental assets and amenity.

Transport

- 2.17. North London benefits from good access to the strategic road network as the M1 and M11 run through the Plan area and the M25 follows the northern boundary of the Plan area. The local road network is dominated by important radial routes to the centre of London and also includes the key orbital North Circular Road (A406) which bisects the Plan area from east to west. Parts of this network experience high levels of congestions at off-peak as well as peak hours, despite the fact that part of the area lies within the Mayor's congestion charging zone.

- 2.18. Car ownership levels are low compared to the national average in the inner Boroughs but average in the outer Boroughs.
- 2.19. Three main train lines terminate in the plan area at Euston, St Pancras and Kings Cross all in Camden, and Islington's Farringdon Station is set to become a major transport hub following implementation of Crossrail. The North London Line (NLL) is a nationally important freight route providing movement of material across the area. A railhead at Hendon in Barnet transports waste out of London.
- 2.20. In addition the Grand Union Canal and the Lee Navigation run through the area and provide sufficient draught to allow light cargo movements to and from industrial and other facilities close to a number of wharves along each waterway.
- 2.21. A key objective of the Plan is dealing with more of its own waste locally and thus contributing to the target of making London self-sufficient as required by the Mayor's waste apportionment targets. However, it is likely that some waste will continue to cross boundaries for treatment or disposal where commercial contracts are in place or where there is the most appropriate waste facility (see section 4 on cross boundary movements). Opportunities for using sustainable modes of transport is a key element of the Spatial Strategy.

Land Use

- 2.22. Across North London as a whole the predominant land use is housing. There are also concentrated areas of commercial activity and town centres. Parts of Camden, Hackney and Islington fall into the Central Activities Zone which covers London's geographic, cultural, economic and administrative core. The Upper Lee Valley on the east of the area is a concentrated area of industrial activity. Each borough contains areas of industrial land that are designated for this purpose. The London Plan designates Strategic Industrial Locations (SILs) and Local Plans can identify Locally Significant Industrial Sites (LSISs) and other industrial/employment designations.
- 2.23. As mentioned in the environment section above, there are expanses of open space and Green Belt across the area; and agricultural land in the north of the Plan area.
- 2.24. There are many zones of historic conservation interest including over 14,000 listed buildings and 172 conservation areas and these are already protected by Local Plan policies. Historic assets are also considered in the sites/areas assessment criteria (see section 7).

Climate Change

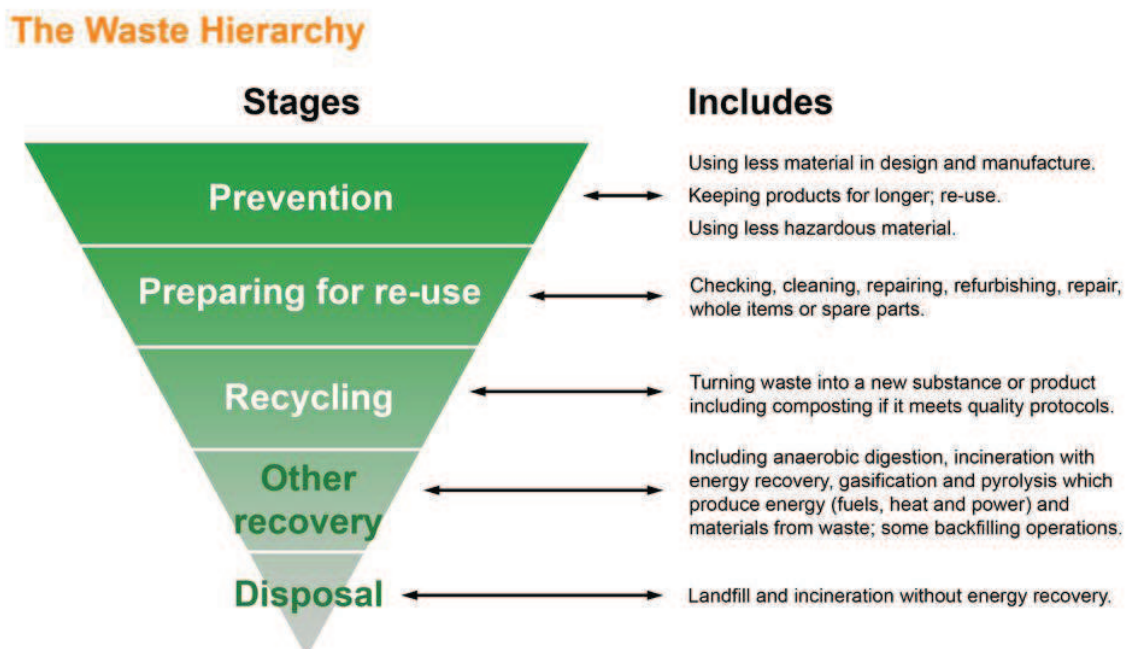
- 2.25. The North London Boroughs are all focused on the challenges posed by climate change. Borough strategies are driven by the requirements to mitigate and adapt to all effects of climate change. The NLWP aims to deliver effective waste and resource management which makes a positive and lasting contribution to the sustainable development of London and to combating climate change.
- 2.26. All Boroughs have lower CO₂ emissions per capita than the national average, with the exception of Camden where levels are elevated by the concentration of commercial and other non-domestic activities. However all Boroughs have significantly lower per capita CO₂ emissions from road transport when compared to the national average. This is particularly apparent in Camden, Hackney, Haringey, Islington and Waltham Forest. Per capita CO₂ emissions from the domestic sector are below the national average.
- 2.27. The NLWP seeks to reduce the reliance on disposal to landfill sites outside London as this contributes to CO₂ emissions from transport as well as the decomposing buried waste. It is recognised that waste management facilities will continue to generate CO₂ emissions but the priority will be to implement policies and direct new development to sites which deliver a better overall environmental outcome and by offsetting greenhouse gas emissions where this is technically and economically feasible, helping to improve identified environmental issues.
- 2.28. Parts of all Boroughs are under threat from surface water (and potentially sewer) flooding because of the extensive urbanised areas and because the surface geology is predominantly impermeable clay.
- 2.29. On the east side of the area a number of tributaries flow into the River Lea while parts of Barnet drain into the River Brent to the west. The greater occurrence of urban flood events over the last sixty years and climate change means that this could become more of a threat in the future.

3. Aims and Objectives

Aim of the North London Waste Plan

- 3.1. This section sets out information regarding the aim and supporting objectives for the NLWP. Each of the seven Borough Core Strategies contains a vision for their area, and the aim of the NLWP links to the delivery of that vision. The NLWP therefore does not include a vision, but instead a single overarching aim and a number of objectives to deliver that aim. Comments made at the focus group held in June 2014 and comments made through the initial consultation on the development of the NLWP undertaken between April and June 2013 have been considered. The Aim meets the requirements of National Planning Policy for Waste (NPPW) through providing a set of agreed priorities for delivering sustainable waste management in North London
- 3.2. The NLWP treats waste as a resource rather than as a nuisance, promoting the principles of the waste hierarchy. The Aim acknowledges that the NLWP is part of a wider but integrated approach that will help to deliver sustainable waste management in North London, alongside such measures as improved resource management, and waste prevention and reduction. The NLWP aim and objectives reference and integrate the Waste Hierarchy which is shown in Figure 5.

Figure 5: Waste Hierarchy



- 3.3. The aim of the draft NLWP is:

Aim of the NLWP

“To move towards achieving net self-sufficiency in the management of North London’s waste and support a greener London by providing a planning framework that contributes to an integrated approach to management of materials further up the waste hierarchy. The NLWP will provide sufficient land for development of waste facilities that are of the right type, in the right place and provided at the right time to enable the North London Boroughs to meet their future waste management needs by 2032”.

Question 1: Do you agree with the proposed Aim for the draft NLWP? If not, please suggest an alternative.

Strategic Objectives

3.4. The objectives of the draft NLWP are as follows:

SO1. To support the movement of North London’s waste as far up the waste hierarchy as practicable, to ensure environmental and economic benefits are maximised by utilising waste as a resource;
Met through Policies 2, 3, 5 and 7

SO2. To ensure there is sufficient suitable land available to meet North London’s waste management needs through safeguarding and allocation policies;
Met through Policies 1, 2, 3, 4 and 5

SO3. To achieve net self-sufficiency by providing opportunities to manage as much as practicable of North London’s waste within the Plan area taking into account the amounts of waste apportioned to the Boroughs in the London Plan, and the requirements of the North London Waste Authority.
Met through Policies 1, 2, 3, 4 and 5

SO4. To ensure that all waste developments accord to high standards of design and build quality, and that the construction and operation of waste management facilities do not cause unacceptable harm to the amenity of local residents or the environment;
Met through Policy 6

SO5. To ensure the delivery of sustainable waste development within the plan area through the integration of social, environmental and economic considerations;
Met through Policies 2, 3 and 6

- SO6. To provide opportunities for North London to contribute to the development of low carbon industries and decentralised energy;
Met through Policy 7
- SO7. To support the use of sustainable forms of transport and minimise the impacts of waste movements including on climate change;
Met through Policy 6
- SO8. To protect, and where possible enhance, North London's natural environment, biodiversity, cultural and historic environment.
Met through Policy 6

Question 2: Do you agree with the proposed Draft Objectives for the draft NLWP? If not, please suggest an alternative and/or additional objectives.

4. Spatial Strategy

Purpose

- 4.1. A spatial strategy sets out the physical distribution of key characteristics, including infrastructure, geographical features and planning designations, which will influence the Plan and identifies opportunities and constraints within that framework.
- 4.2. This spatial strategy provides the strategic framework for the detailed policies of the NLWP and the allocation of suitable sites. It reflects the complexities and realities of planning for waste in a large urban area where there are a number of competing land uses. It provides the basis for balancing various priorities, opportunities and constraints, in particular the availability of sites/areas to achieve a deliverable distribution of waste management sites, whilst bringing social, economic and environmental benefits of new waste management facilities to North London.
- 4.3. The NLWP spatial strategy was developed and presented to a focus group of key stakeholders in June 2014. Following consideration of the comments received from the focus group, the spatial strategy has been revised and is presented below. Key elements of the spatial strategy are reflected in the sites/areas assessment criteria.
- 4.4. The spatial strategy also takes account of the Plan's evidence base and objectives, regional and national guidance and the views of stakeholders, as well as the requirements set out in National Planning Policy for Waste (NPPW), specifically the section on 'Identifying suitable sites and areas' (NPPW paragraphs 4-6).
- 4.5. The NLWP spatial strategy is to:
 - A. Make use of existing sites and identify most suitable new sites/areas
 - B. Seek a network of waste sites across North London
 - C. Encourage co-location of facilities
 - D. Provide opportunities for decentralised heat and energy networks
 - E. Reduce impact on local amenity
 - F. Support sustainable modes of transport
 - G. Reduce exports of waste
- 4.6. Figure 4 in Section 2 shows the main infrastructural, geographical and planning designations which have an influence on planning for waste in North London. Figure 6 below shows the Spatial Strategy in map form.

4.7. Figure 4 in Section 2 shows the main infrastructural, geographical and planning designations which have an influence on planning for waste in North London. Figure 6 above shows the Spatial Strategy in map form.

A. Make use of existing sites

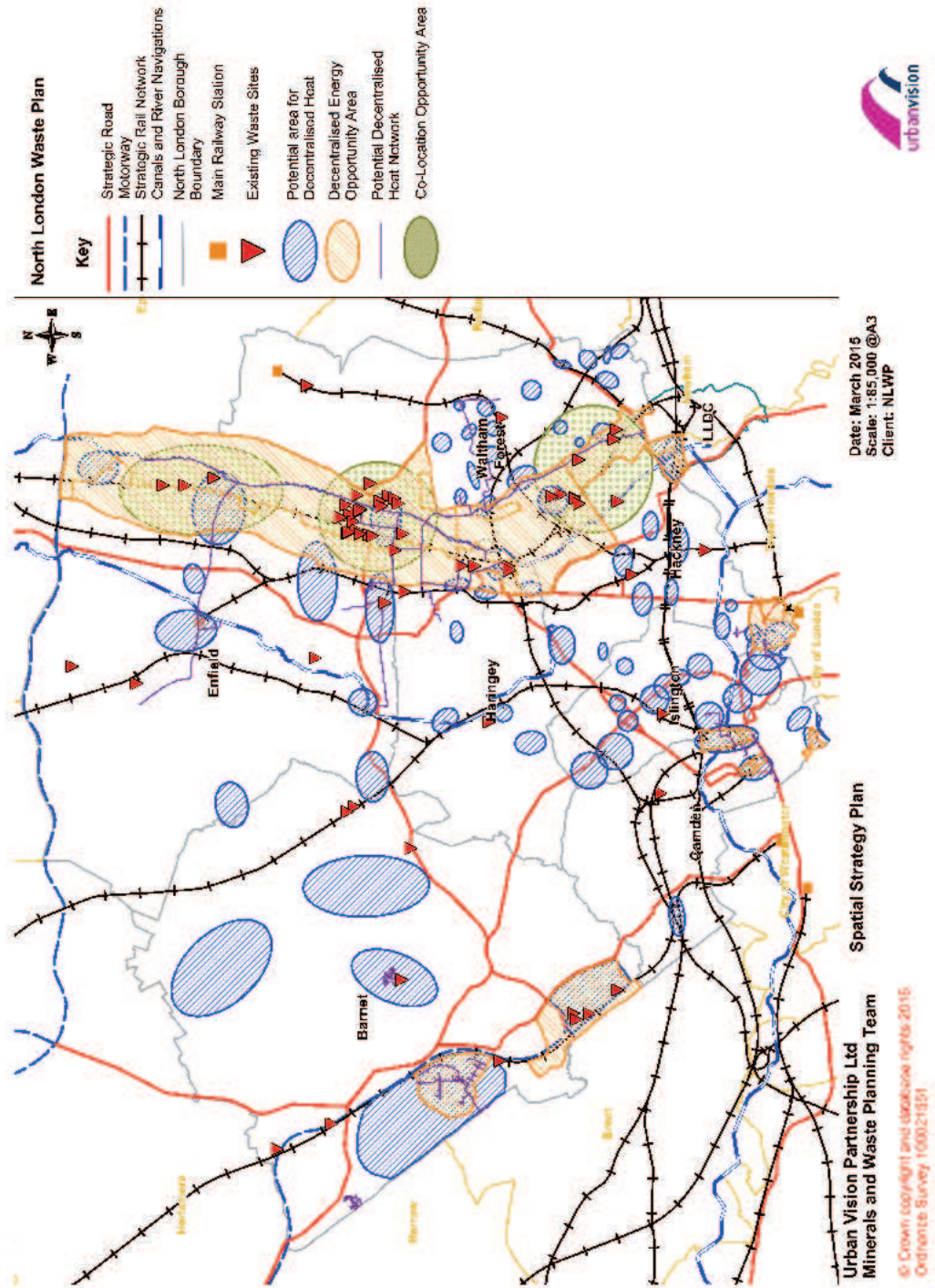
4.8. Existing waste management sites form an important part of the strategic waste plan for North London and are safeguarded for waste use through NLWP Policy 1 (see Schedule 1 in Appendix 1 for a full list of existing sites). These sites have developed over decades outside of a strategic plan for waste, and in locations which may have been suitable for waste uses but which did not create an even geographical spread across North London. Figure 6 above and Figure 9 (in section 5) shows that most of the existing sites are to the east of the North London area in the Lee Valley corridor.

4.9. Three existing sites are known to be planning capacity expansion or upgrades to existing facilities (see Expansion of existing Waste Management Facilities in Section 7). Most existing sites do not have any current plans to expand capacity or change their operations but the North London Boroughs support, in principle, the upgrading of existing facilities.

B. Seek a network of waste sites across North London

4.10. Figure 6 shows that the majority of existing waste sites are located to the east of the area in the Lee Valley corridor. This reflects the nature of the area with some boroughs having a larger supply of industrial land, where waste uses are generally more acceptable. The geography of North London has influenced the spread of waste sites. For example, some areas such as the protected green belt in the north will restrict built waste facilities, whilst larger and co-located facilities are more likely to in areas with similar existing uses away from urban centres and sensitive receptors. Policies 2 and 3 build on the existing network of waste sites by identifying new sites and areas which are suitable for waste uses.

Figure 6: Spatial Strategy

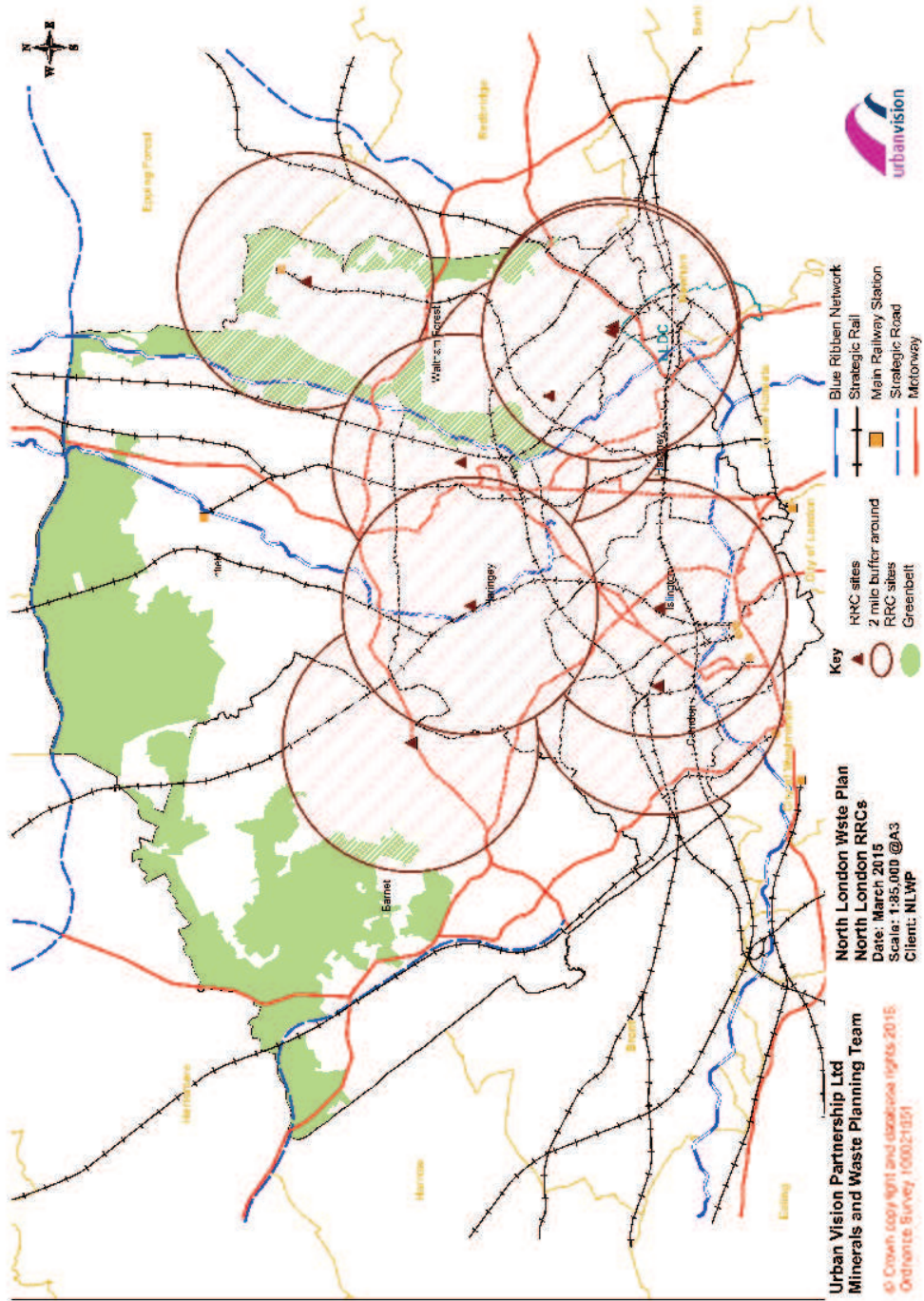


- 4.11. While it is desirable for waste to be treated as close as possible to its source, the complexity of the waste management business poses challenges. Different types of waste require different types of management and the most suitable facility may not be the nearest and may be outside North London. Waste sites tend to treat particular waste streams such as LACW or C&D and so there are networks of facilities for particular waste streams by treatment method, for example the NLWA has a network of sites across North London to manage LACW, focused on one main facility at Edmonton EcoPark. Contracts for commercial waste and for construction waste will require vehicles to travel to the nearest facility managed by or available to that particular operator.
- 4.12. Given that the predominant transport mode for waste movements is road, it is desirable to reduce the distance travelled. Where demand arises, opportunities to seek a wider network of waste sites for different waste streams across the area are supported through Policy 4: Unallocated Sites.
- 4.13. Figure 7 shows the current network of local re-use and recycling centres (RRCs) and a radius of two miles around them. Opportunities will be taken to ensure residents have good access to RRCs where there is an identified need (policy 5).

C. Encourage co-location of facilities

- 4.14. The conglomeration of waste facilities in the Lee Valley corridor provides opportunities for co-location. The NPPW requires waste plans to identify opportunities to co-locate facilities together and with complementary activities, and this approach was supported by the focus group. There are several benefits of co-location. It has the potential to minimise environmental impacts, take advantage of 'economies of scale', share infrastructure, existing networks (e.g. the rail and highway network) and skilled workforces.
- 4.15. There are also co-location opportunities related to other industrial activities synergistic with waste management, for example the manufacturing of products from recycled materials. Existing waste facilities are already employing this approach as exemplified by the industries developing around the Edmonton EcoPark (Enfield) and the Plan seeks to build on the momentum by supporting this approach as a key element of the spatial strategy.

Figure 7: Current RRCs in North London



D. Provide opportunities for decentralised heat and energy networks

- 4.16. The concentration of existing and new sites in the Lee Valley corridor also creates good opportunities for developing connections to decentralised heat and energy networks. Co-location of waste facilities alongside potential consumers of the heat and power they produce is beneficial. The London Plan supports the development of combined heat and power systems and provision of heat and power to surrounding consumers. The Spatial Strategy Map above (Figure 6) shows where facilities could connect to a network ('decentralised heat opportunity area' and 'decentralised energy opportunity area'). The NLWP supports opportunities to develop combined heat and power networks on sites and areas within the Lee Valley that not only have the ability to link in to the decentralised energy network but also have the potential for waste development with CHP. All developments in these areas will be expected contribute to this in line with Policy 6.

E. Reduce impact on local amenity

- 4.17. The site selection criteria set out in Chapter 5 directs waste management development to the most suitable sites/areas taking into account environmental and physical constraints, including locations where any impacts that may occur can be mitigated to an acceptable level.
- 4.18. Policy 6 sets out assessment criteria for waste management facilities and related development which includes criteria for protecting local amenity. Applicants are required to submit sufficient information to enable the waste planning authority within which the subject site falls to assess the potential impact of the development proposal on all interests of acknowledged importance. Policy 6 also seeks the development of enclosed facilities to mitigate any negative impact associated with open air facilities on the surrounding environment and amenity.

F. Support sustainable modes of transport

- 4.19. As Figure 6 shows, North London is well served by road, rail and waterway networks and waste is currently transported in, out and around North London by both road and rail. There are potential opportunities for waste sites to better utilise sustainable modes of transport such as rail and waterways; however investment in wharfs and rail sidings may be required before waste can be moved along the canal or rail network. While sustainable transport methods are supported in line with Objective 7, it is recognised that related infrastructure is expensive to install and may not be economically viable for smaller facilities unless this already exists and can be easily used. North London currently has one rail linked waste site (at Hendon) supporting the

requirements of the North London Waste Authority (NLWA). This site is due to be redeveloped as part of the Brent Cross Cricklewood regeneration project. There are also opportunities for transportation by water at Edmonton EcoPark. Road transport will continue to be the principal method of transporting waste in North London. Access to transport networks including sustainable transport modes was considered when assessing the suitability of new sites and areas.

G. Reduce exports of waste

- 4.20. A final element of the spatial strategy relates to the areas outside the borders of North London. Waste is exported to a number of areas outside of North London, mainly in the south east and east of England. The NLWP seeks to reduce waste exports and increase the amount of waste managed in proximity to its source through providing enough waste management capacity to manage the equivalent of the waste generated in North London, while recognising that some imports and exports will continue. This is known as net self-sufficiency and the strategy for achieving this is set out in the Provision for North London's Waste to 2032 in section 7.

Question 3: Do you agree with the draft spatial strategy for the NLWP? If not, please provide further detail and any alternative approaches.

5. Current waste management in North London

- 5.1. This section looks at the current picture of waste management in North London, including the amount of waste generated; the current capacity, types and location of facilities; how each waste stream is managed and cross-boundary movements of waste.

North London Waste Data Study

- 5.2. In order to assess North London's current facilities, capacity and arisings, and future waste management requirements, a Waste Data Study was published in 2014. This is available to view on NLWP website (www.nlwp.net). The Waste Data Study is in three parts with an update to take account of new information and data:

- Part One: North London Waste Arisings
- Part Two: North London Waste Capacity
- Part Three: North London Sites Schedule
- Data Study Update

- 5.3. The Waste Data Study includes the following information:

- The amount of waste currently produced in North London;
- How and where North London's waste is managed;
- The capacity of existing waste infrastructure;
- The waste management targets the NLWP will support (for example recycling targets); and
- The amount of waste projected to be produced over the plan period (up to 2032) and the extent to which existing facilities can meet this future need

- 5.4. The Waste Data Study assessed all the main waste streams (set out in paragraph 1.4) which the NLWP will plan for and the findings are set out below.

- 5.5. The Waste Data Study was prepared using the best available and most recently published information for each waste stream. Other than for Local Authority Collected and Hazardous Waste, which is gathered and published consistently and on an annual basis, data for the other waste streams is widely acknowledged to be imperfect. The challenge of obtaining up to date and reliable waste data is highlighted in the National Planning Practice Guidance on waste. Part One of the Waste Data Study provides more detail on the sources of waste data used, its limitations and consistency.

Waste generated in North London

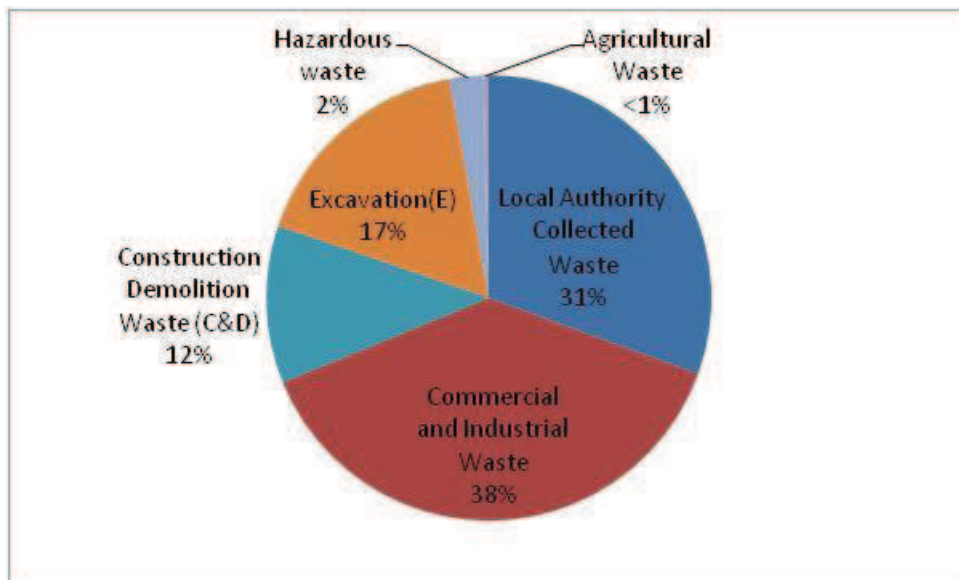
5.6. Table 2 below shows the amount of waste generated in North London for the main waste streams. Figure 8 shows the proportion of each waste stream as a percentage of the total waste in North London².

Table 2: Amount of Waste Generated in North London 2013

Waste Stream	Tonnes Arising
Local Authority Collected (LACW including trade waste)	838,952
Commercial & Industrial (C&I excluding trade waste)	908,051
Construction and Demolition (C&D)	272,004
Excavation	401,072
Hazardous	58,216
Agricultural	9,223
Total	2,373,330

Source: North London Waste Data Study Update 2015

Figure 8: Proportion of North London Waste in Each Waste Stream 2013



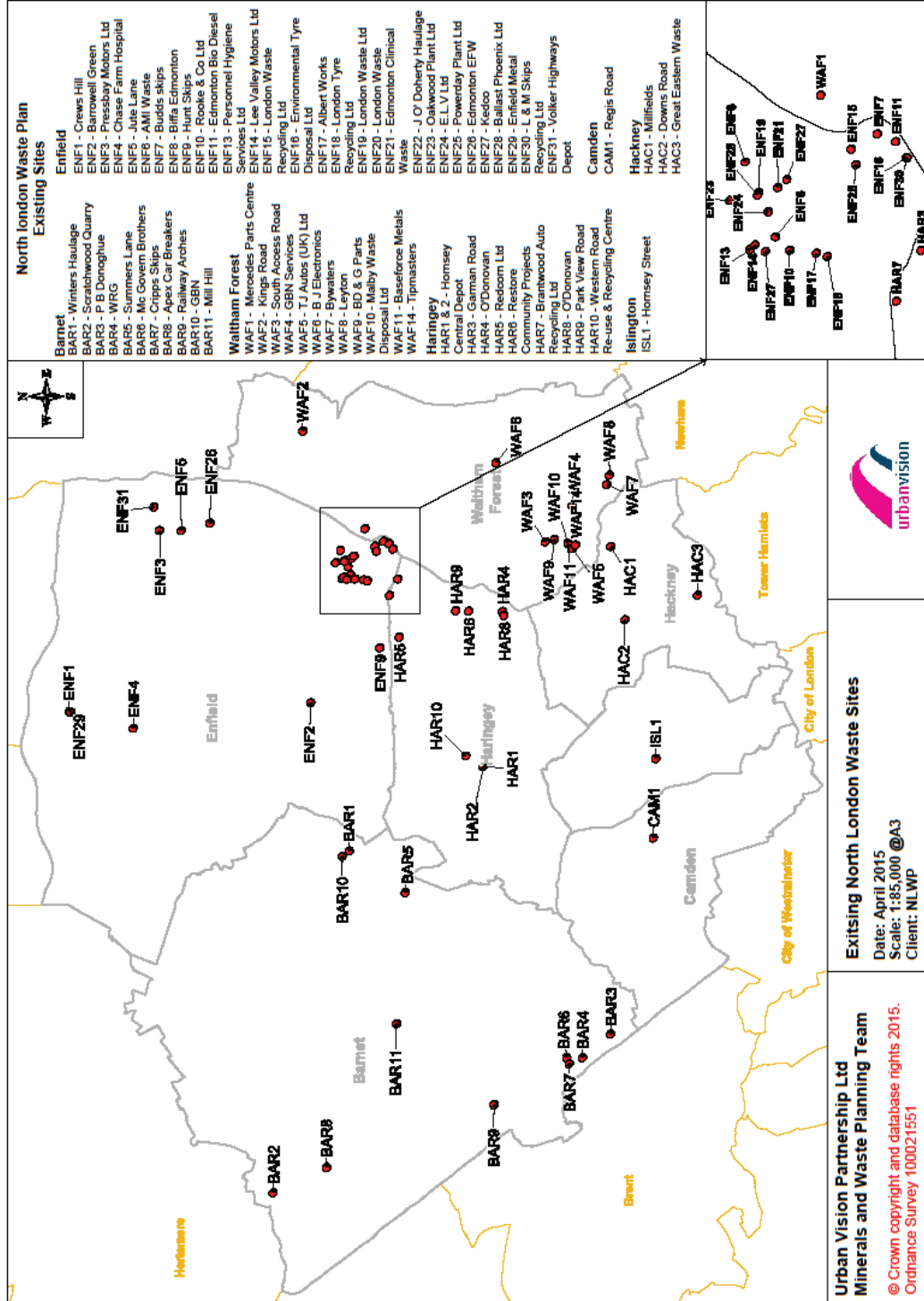
Source: North London Waste Data Study Update 2015

² The data is taken from the Waste Data Study Part Two, Table 1

Current facilities

- 5.7. Table 3 below shows the existing waste management facilities in North London by type and waste stream managed, and takes account of the findings of the Waste Data Study Update. It identifies an existing waste management capacity of around 3.7 million tonnes per annum. Figure 9 shows the location of the facilities represented in Table 3 and a full list is in Appendix 1. North London has no landfill sites and waste is currently exported out of the plan area for this purpose.
- 5.8. On the face of it, current capacity of waste management facilities in North London appears to be more than enough to deal with the total waste generated in the area. However, this does not take into account the specialism of each type of facility, or imports to the area. This is examined in more detail in section 5.

Figure 9: Existing Waste Sites



5.9. The original Waste Data Study used the common assumption that sites categorised as Waste Transfer Stations did not carry out any recycling, and simply bulked up waste for transport to recycling and treatment facilities outside London. However, on further investigation it was found that a large amount of waste was being recycled at Waste Transfer Stations in North London and this is reflected in Table 3 below. As a result a number of sites, previously regarded solely as Waste Transfer Stations and not counted towards management capacity, have been re-categorised as Materials Recycling Facilities. A fuller explanation is provided in the Waste Data Study Update.

Table 3: Maximum Annual Capacity at Existing North London Waste Management Facilities

Waste Stream	Facility Type	Maximum capacity (tonnes) (Base data 2013)
LACW only	Transfer stations (non-hazardous)	827,971
LACW only	Re-use and Recycling Centres (RRCs)	90,020
LACW only	Material recycling facilities (MRF)	17,000
LACW only	Incineration with energy recovery (Energy from Waste: EfW)	550,000
LACW and C&I	Transfer stations (clinical waste)	203
LACW and C&I	Composting	33,427
C&I only	Material recycling facility (MRF)	357,257
C&I only	Recycling (Metals)	395,890
C&I only	Treatment facility	784
C&I and CDE	Transfer stations (non-hazardous)	124,866
C&I and CDE	Material recycling facilities (MRF)	632,002
C&I and CDE	Recycling (metals)	21,537
CDE only	Recycling (aggregates, other C&D)	216,177
CDE only	Treatment Facility	462,661
Hazardous	Treatment facility (Hazardous)	7,663
TOTAL		3,737,460

Current Waste Management

Local Authority Collected Waste

- 5.10. Preventing waste being generated in the first place is at the top of the waste hierarchy. Waste minimisation seeks to reduce the amount of waste produced by targeting particular behaviours and practices. Much of the regulatory impetus for waste minimisation in the UK comes from European regulations and is targeted towards LACW and C&I waste. There are a number of national schemes which promote waste minimisation. This includes the [‘Love Food Hate Waste’](#)³ campaign which seeks to reduce food waste.
- 5.11. The Mayor supports the [London Reuse Network](#) which is made up of charities, social enterprises, and non-profit organisations who work together to promote re-use across London. The Mayor’s municipal waste strategy commits the Mayor to providing funding for waste authorities to carry out local waste minimisation campaigns. The London Infrastructure Plan 2050 embraces and seeks to accelerate a move towards better recycling and collection services.
- 5.12. The North London Boroughs run a number of waste minimisation activities for schools and communities. These are delivered through the North London Waste Authority’s (NLWA) [“Wise up to Waste”](#) programme which focuses on reducing food waste (part of the ‘Love Food Hate Waste’ campaign) and junk mail, and encouraging home and community composting and use of real nappies. The Wise up to Waste team also facilitate reuse programmes ranging from clothes, shoes and furniture to carrier bags, and ‘Give and Take’ days where people can bring any household items that they no longer want or learn how to repair them.
- 5.13. Like waste minimisation, much of the impetus for recycling in the UK comes from European regulations. The EU Waste Framework Directive sets LACW recycling targets for member states and is enshrined in UK law.
- 5.14. Nearly 839,000 tonnes of LACW was collected in 2013/14⁴. Of this, approximately 32% was sent for recycling, reuse or composting. Of the remaining LACW, 45% was sent to NLWA’s energy-from-waste facility at Edmonton and 23% was sent to landfill outside of North London.

³ Managed by [WRAP](#)

⁴ Figures from WasteDataFlow

- 5.15. The North London Waste Authority has reported an increase in recycling performance from 23% in 2006/7 to 32% by 2012/13. This is lower than the national average of 44% but higher than the London average of around 30%.
- 5.16. North London's recycling rate has slowed in recent years. There are a number of factors which contribute towards lower recycling rates in London. These include: rapid population growth; a greater transient population than anywhere else in the UK; the greater proportion of flats compared to houses which present challenges for setting up collection systems for recyclable waste; proportionately fewer gardens generating lower level of green waste for recycling, and; differences between Boroughs in terms of collection systems.
- 5.17. The North London Boroughs and the NLWA are all committed to achieving the 50% recycling target set out in the Joint Municipal Waste Management strategy and the London Plan. The North London Boroughs, together with the NLWA, are beginning a renewed drive to increase recycling including looking at ways to standardise collection regimes. Each of the North London Boroughs has their own recycling strategies in their capacity as waste collection authorities.
- 5.18. In addition the London Waste and Recycling Board (LWARB) work with London Boroughs to increase recycling rates and supports waste authorities in improving waste management services. LWARB also provides investment for new waste infrastructure, for example an anaerobic digestion plant north of Enfield which treats food waste from London, Hertfordshire and Essex to power homes and produce fertiliser for local farmers.
- 5.19. The planning application process also has a role to play in enabling recycling. Each North London Borough has planning policies or guidance to ensure procedures are in place to minimise waste generated during construction and that the building design includes measures to help residents recycle their waste, for example adequate storage for waste and recycling.
- 5.20. The NLWA's long term waste management solution is based upon the continued use of the existing Edmonton facility until 2025 and the development of a new energy recovery facility on the same site to be operational from 2025 onwards. Further information and how it has informed the draft NLWP is set out in section 8 of this Plan.

Commercial and Industrial Waste

- 5.21. The Waste Data Study has used data from the Defra C&I Waste Survey 2009 to assess the management routes of North London's C&I waste. The 2009

survey indicates that 52% of C&I waste is recycled, reused or composted and 18% of this waste sent to landfill and land recovery. A small proportion (6%) of C&I is sent for thermal treatment or other forms of management (7%). However, it is not known how a further 17% of this waste stream is managed and potentially reliance on landfill could be as high as 34%.

- 5.22. The Mayor's Business Waste Strategy, "Making Business Sense of Waste" sets a target to recycle 70% of C&I waste by 2020. Businesses need to be encouraged and supported to recycle more. This includes having in place the waste management infrastructure to allow businesses to recycle and to reduce their reliance on landfilling. The London Waste and Recycling Board (LWARB) as discussed above works with businesses to increase their recycling rates.
- 5.23. There are a number of national schemes which promote waste minimisation. This includes the [Courtauld Commitment](#) which aims to reduce food waste, grocery packaging and product waste, both in the home and the grocery sector. It is a voluntary agreement supported by leading retailers, brand owners, manufacturers and suppliers who sign up to the delivery of waste minimisation targets.
- 5.24. The Mayor's business waste strategy commits the Mayor to providing businesses with the help necessary to overcome barriers to waste minimisation. The North London Boroughs also run waste minimisation activities for businesses. The London Infrastructure Plan 2050 embraces and seeks to accelerate a move towards the circular economy in London.

Construction, Demolition and Excavation Waste

- 5.25. The majority of C&D waste is recycled on site or through transfer facilities (80%) with the remainder sent directly to landfill (16%) or treatment (3%). Recycling rates of C&D waste are high due to the nature and value of the material. Excavation materials are primarily disposed of directly to landfill (92%) with the remainder managed through transfer stations (6%) or sent for treatment (2%). The London Plan includes a target of 95% recycling of CD&E by 2020.

Hazardous Waste

- 5.26. For hazardous waste 53% (30,888 tonnes) was managed at treatment facilities in 2013, of which the majority (29,963 tonnes) was exported for treatment outside of North London. The next most common method of management was recovery (18%), with a further 13% being managed at landfill. The remaining amount was sent to transfer stations for later recovery

or disposal (14%) and to thermal treatment (2%). Of the total hazardous waste arisings, 57,053 tonnes (98%) was exported out of North London for management. It is not unusual for hazardous waste to travel outside the area to specialist facilities which tend to have a wider catchment area.

Agricultural Waste

- 5.27. The majority of agricultural waste arisings are managed within the farm holding, with a very small amount managed outside of farm holdings. As such, the NLWP does not seek to identify sites for additional facilities to manage this waste stream; any facilities which do come forward on farm land would be considered against Policy 4 Unallocated sites.

Low Level Non-Nuclear Radioactive Waste (LLW)

- 5.28. The very small amount of Low Level Non-Nuclear Radioactive Waste (LLW) arising in North London, mainly from hospitals, is currently managed outside the area in specialist facilities. Records of LLW in the sub-region indicate that the amounts generated are below the reporting threshold, which is measured in terms of radioactivity. Volumes of waste are not requested from producers of LLW, however an estimate has been made that the annual arising of LLW in the sub-region is not likely to exceed 100m³.

Waste Water and Sewage Sludge

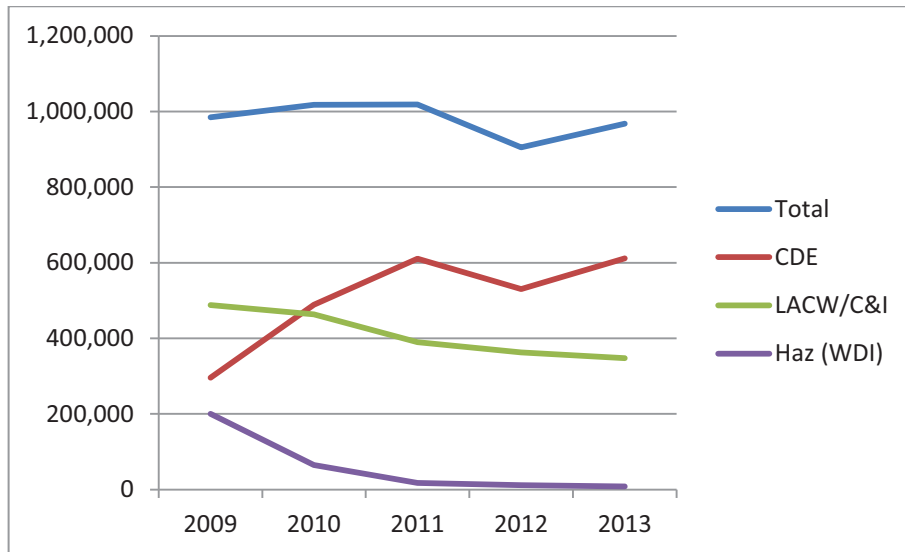
- 5.29. Waste Water Treatment Works in North London are operated by Thames Water. The main Thames Water Waste Water/sewage treatment facility in North London is Deephams Sewage Treatment Works (STW), which is the ninth largest in England. Deephams STW serves a Population Equivalent (PE) of 891,000 (as at 2011). The site is to be retained for waste water use and Thames Water anticipates that the recently approved upgrade to Deephams STW will provide sufficient effluent treatment capacity to meet their needs during the plan period. Thames Water is also proposing an upgrade to the sewage sludge treatment stream at Deephams STW. Further details can be found in section 8.

Cross Boundary Movements

- 5.30. On average, around 1 million tonnes of waste from all waste streams is exported from North London each year and over 70% of this goes to landfill. Exports in the LACW/C&I category have been steadily declining in recent years. This is in line with the waste strategies of the Mayor and the North London Waste Authority which aim to reduce the amount of waste going to landfill. Exports of CDE waste have been increasing at about the same rate

as LACW and C&I have been declining which results in a fairly consistent rate of export. This pattern is shown in the Figure 10 below.

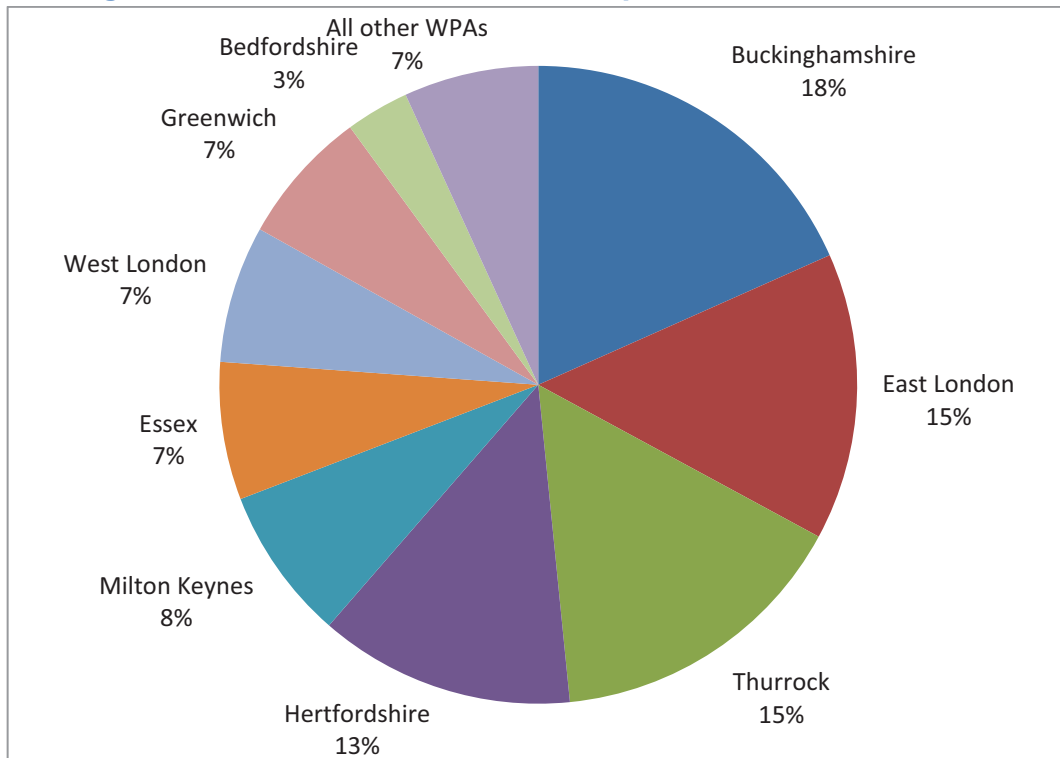
Figure 10: Waste Generated in North London 2009-2013



Source: WDI 2009-2013

5.31. Waste exports from North London are deposited in more than 100 different waste planning authority areas, but the majority (93%) goes to nine main destinations. These are shown in the Figure 11 below:

Figure 11: Distributions of Waste Exports from North London



Source: WDI 2010-2013

- 5.32. On average 1.2 million tonnes of waste is imported to North London. Most of this comes from our immediate neighbours in Greater London, the South East and East of England and is managed in transfer stations, treatment facilities and metal recycling sites. On the face of it, North London is a net importer of waste; however this does not take account of the unknown quantity of waste which passes through the area to be managed elsewhere.
- 5.33. As part of discharging the 'duty to co-operate', the North London Boroughs have contacted all waste planning authorities (WPA) who receive waste from North London to identify any issues which may prevent waste movements continuing during the plan period. While the main focus has been on the nine WPAs shown above, the North London Boroughs are also continuing a dialogue on waste movements with all WPAs who wish to do so. A Report on the duty to co-operate, issues identified and next stages accompanies this Plan and is summarised here.
- 5.34. Engagement to date has highlighted a number of constraints to the continuation of waste exports to landfill from North London. These include the potential closure of landfill sites during the plan period in Bedfordshire, East London, Essex, Hertfordshire and Thurrock. The operation of some of these sites may be extended beyond their currently permitted end date and the boroughs will continue to monitor this information throughout the preparation of the NLWP. The next iteration of the Plan ("submission version") will need to demonstrate there is sufficient capacity outside North London to accommodate the waste anticipated for export to landfill (set out in Figure 12). Should a site be anticipated to close during the plan period, the NLWP will seek to identify potential alternative destinations and/or management routes for the amount of waste currently being exported to that site. The North London Boroughs will pursue agreement on this matter with recipient waste planning authorities through a memorandum of understanding in line with the Duty to Co-operate Protocol.
- 5.35. A further constraint to the continued movements of waste comes in the form of waste plan policies in those areas receiving London's waste. These policies provide for a declining amount of landfill space for London's LACW and C&I waste down to zero by 2026. The abolition of the RSS means that the apportionments will not be refreshed or updated beyond their current timeframe and the waste planning authorities in question do not expect to receive much LACW and C&I waste after 2026.
- 5.36. The NLWA intends to minimise the amount of LACW sent direct to landfill by 2025 by maximising recycling and maintaining the throughput of the existing Energy from Waste facility at Edmonton EcoPark. The North London Waste Plan will also support this strategy by identifying sufficient land to meet

capacity for the equivalent of all LACW and C&I generated in North London by 2026. Further information on how waste will be diverted from landfill can be found in the Provision for North London's Waste to 2032 in section 7.

- 5.37. A final issue related to the continued export of waste has been identified for hazardous waste. This type of waste is managed in specialist facilities which have wide catchment areas and may not be local to the source of the waste. North London has two hazardous waste facilities which manage a small amount of this waste (around 7,600 tonnes per annum) while the rest (87%) is exported. While the export of most hazardous waste to the most appropriate specialist facilities is likely to continue, current data collection methods do not make it easy to identify which hazardous waste facility is managing waste sent from North London. The boroughs will work with the Environment Agency and waste planning authorities who receive hazardous waste from North London to identify which facility manages North London's waste and any constraints to the continued export of this waste. Additionally, the boroughs will seek to identify potential new destinations for the management of North London's hazardous waste if any constraints to the continued movements of this waste are identified, for example closure of the facility. The North London Boroughs will pursue agreement on this matter with recipient waste planning authorities through a memorandum of understanding in line with the Duty to Co-operate Protocol.
- 5.38. The North London Boroughs will continue to co-operate with relevant authorities on matters of strategic waste planning throughout the preparation of the NLWPNorth London. The framework for this is set out in the Duty to Co-operate Protocol which was subject to consultation and is available [online](#). An important part of co-operation with WPAs who receive North London's waste is the consultation on this Draft Plan and in particular the 'Provision for North London's Waste to 2032' (section 7) which sets out in broad terms how the waste management needs in North London over the plan period will be met; and Figure 12 which shows anticipated waste exports to landfill over the plan period. We are inviting comments on this approach from WPAs who receive waste from North London.

6. Future Waste Management Requirements

Context

- 6.1. In line with the requirement of the National Planning Policy for Waste (NPPW) and the London Plan, the NLWP must identify sufficient waste management capacity to meet the identified waste management needs of North London over the plan period.
- 6.2. A key part of the development of the NLWP is to identify how much waste will be produced during the plan period, how this will be managed, what capacity is required and whether there is sufficient capacity already available. The NLWP must also consider how changes in the waste management behaviours, practices and technologies may influence this.
- 6.3. A Waste Data Study and an update to the Waste Data Study have been prepared to accompany this Draft Plan. The Data Study concluded that over the NLWP plan period there are capacity gaps for LACW, C&I and CD&E waste, and that North London will require additional facilities to meet these. There is also a capacity gap for hazardous waste and the North London Boroughs will contribute to the planning for hazardous waste facilities at a regional level. Additional land is not required to accommodate new facilities for Low Level Non-Nuclear Radioactive Waste (LLW), Agricultural Waste or Waste Water/Sewage Sludge during the plan period. More information about how each waste stream will be managed can be found in the Provision for North London's Waste to 2032 (section 7).

Options for managing North London's waste

- 6.4. In line with the National Planning Policy Framework (paragraph 182) to ensure the NLWP is justified, a range of options have been tested to demonstrate that the North London Boroughs have considered reasonable alternatives and that the Plan follows the most appropriate strategy. An Options Appraisal Report (December 2014) was prepared which considered how much waste will be generated over the plan period (growth assumptions), how much waste can be managed within North London (capacity strategy), and how this waste should be managed (management strategy). The findings of the Options Appraisal have been taken forward as 'preferred options' in this Draft Plan.
- 6.5. This section summarises these options, sets out the preferred approach, identifies the capacity gaps and shows how much land will be required to meet the gaps. The outcome of this is the 'Provision for North London's Waste to 2032' in Chapter 7 which sets out the strategy for each waste stream over the plan period.

Growth assumptions: How much waste will be generated in North London up to 2032?

- 6.6. The Data Study considered a number of population and economic growth scenarios to identify the likely future waste management requirements over the NLWP plan period to 2032. The modelling exercise looked at a range of different growth rates representing objectives set within Mayoral strategies, including the London Plan, as well as those set nationally.
- 6.7. The three growth scenarios represent different population and economic factors that will affect the quantity of waste generated from households, businesses and services. The growth assumption options are:
- Option A: No Growth
 - Option B: Growth
 - Option C: Minimised growth
- 6.8. All the evidence and projections anticipate substantial population and economic growth in London over the next few decades. The Options Appraisal report concludes that Growth Assumption Option B: Growth is the most appropriate strategy for the Draft NLWP as it will provide the most accurate modelling scenario to project future capacity gaps.
- 6.9. Option B: Growth is closely aligned with the Greater London Authority's (GLA) modelling which has been independently tested through the London Plan Examination process. This provides a helpful alignment between the GLA's growth model and the findings of NLWP's waste data study model. In addition, Option B reduces the risk of under-provision of capacity for waste needs in North London over the next fifteen years.
- 6.10. Growth Options A and C are not considered to be appropriate strategies as they do not represent the most credible estimate of growth in North London over the plan period.

Capacity Options: how much of North London's waste can be managed within North London?

- 6.11. The NLWP is required to meet apportionment targets for Local Authority Collected Waste (LACW) and Commercial and Industrial (C&I) waste set out in the London Plan. The NLWP has to go beyond this and plan for all the main waste streams, in accordance with EU and national policy. As mentioned in section 4, Low Level Radioactive Waste and agricultural waste arisings do not need additional facilities during the plan period. Thames

Water anticipates that the upgrade to its existing Deephams facility will be sufficient to manage wastewater effluent during the plan period. It is anticipated that further upgrades to sewage sludge treatment or other treatments can be contained within the Deephams site. This leaves local authority collected waste (LACW), commercial and industrial (C&I) and construction, demolition and excavation (CD&E) waste streams to plan for in the NLWP. Hazardous waste is a sub category of all waste streams, and is also considered in the NLWP.

6.12. The following capacity strategy options were considered:

- Option 1: Meeting the London Plan apportionment (managing approximately 85% of LACW and C&I waste generated in North London)
- Option 2: Net self-sufficiency for LACW and C&I waste streams (managing the equivalent of 100% of LACW and C&I waste generated in North London)
- Option 3: Net self-sufficiency for LACW, C&I and C&D waste streams (managing the equivalent of 100% of LACW, C&I and C&D waste generated in North London)
- Option 4: Complete self-sufficiency (managing every tonne of locally created waste within North London)

6.13. Option 3: Net self-sufficiency for LACW, C&I and C&D waste is considered the most appropriate capacity strategy for the Draft NLWP. Net self-sufficiency means providing enough waste management capacity to manage the equivalent of the waste generated in North London, while recognising that some imports and exports will continue. Option 3 is the only potentially deliverable option which is compliant with European Union and national legislation on managing all main waste streams. In addition, it demonstrates to neighbouring authorities outside London that North London intends to manage as much of its own waste as possible and reduce exports.

6.14. There are still risks associated with Option 3. Land requirements to meet net self-sufficiency for LACW, C&I and C&D waste streams is higher than the other options and the NLWP will need to demonstrate that the sites/areas required can be delivered. In addition, despite reducing the amount of waste which is exported, some waste will still require management outside the area and the Boroughs need to ensure that there are no constraints to this continuing. See Figure 12 for anticipated exports to landfill during the NLWP plan period.

6.15. Options 1 and 2 are not considered appropriate strategies as the NLWP would not be in compliance with European Union and national policy on planning for all main waste streams. In addition, Options 1 and 2 would rely more heavily

on facilities outside the area and neighbouring authorities have highlighted a need for London boroughs to reduce exports and for the NLWP to plan to meet as much of its waste as possible. Option 4 could only be achieved if the North London boroughs can provide capacity to manage every tonne of locally created waste within North London. This option was rejected as it would require more capacity, including landfill and specialist facilities, than could be realistically delivered in North London.

Management Options: how waste will be managed within North London

6.16. The North London Boroughs have statutory duties to meet targets and the NLWP will need to be ambitious in order to achieve European Union, national, regional and local targets. These targets are as follows:

Table 4: Recycling and Recovery Targets with 2014 Baseline

Waste stream	Target	2014 baseline
LACW	50% recycling for LACW by 2020 with 40% energy recovery from 2015	32%
C&I	70% recycling by 2020, 75% recycling by 2031 with 15% energy recovery from 2020	52%
C&D	95% recycling by 2020	80%
Biodegradable or recyclable waste	Zero biodegradable or recyclable waste to landfill by 2026)	Not known

6.17. Three recycling/recovery options were considered which represent different behaviours that will affect the quantity of recycling and recovery possible from the waste arisings. These are:

- Option I: Baseline (current levels of recycling/recovery)
- Option II: Maximised Recycling
- Option III: Maximised Recovery/median recycling

6.18. 6Option II: Maximised Recycling is the most appropriate choice of behaviour scenario as it aligns with European Union, national, regional and local targets. Option II also means that more waste will be managed further up the waste hierarchy than the other options with more opportunity to divert waste away from landfill.

6.19. There are risks associated with Option II. Land requirement is higher than the other options and the NLWP will need to demonstrate that the sites/areas required can be delivered within North London. In addition, increasing recycling in North London in the timeframes set out will be challenging.

- 6.20. Behaviour Option III could deliver net self-sufficiency through prioritising recovery over recycling, but it was discounted as it would not meet the Mayor's timescales for recycling and, along with Option I, would not be in line with European Union, national, regional and local targets on recycling within the 2020 timeframe. In addition, Options I and III would not help reduce waste going to landfill and manage waste higher up the waste hierarchy to the same extent as Option II.
- 6.21. The most appropriate strategy and therefore the Preferred Option for the Draft NLWP is a combination of Option B: Growth, Option II: Maximised Recycling to meet Option 3: Net self-sufficiency for LACW, C&I and C&D waste streams.

<p>Preferred Options for planning for North London's waste</p> <p>Population/Economic Growth (Option B)</p> <p>+ Max Recycling (Option II)</p> <p>+ Net self-sufficiency (Option 3)</p> <p>=</p> <p>Quantity of waste to be managed</p>
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- 6.22. It is considered that this combination, along with existing capacity, will provide the most robust modelling scenario to project future capacity gaps and waste management needs.

Question 4: Do you agree with the NLWP taking forward the Preferred Options of Option B: Growth, Option II: Maximised Recycling to meet Option 3: Net self-sufficiency for LACW, C&I and C&D waste streams? If not, please state why and suggest an alternative Option.

Meeting the Capacity Gap

- 6.23. Table 5 below sets out the capacity gap using the preferred options of Option B: Growth, Option II: Maximised Recycling to meet Option 3: Net self-sufficiency for LACW, C&I and C&D waste streams. This is broken down in to 5 year periods to show points in time when a capacity gap is identified. Negative figures indicate a a capacity gap and therefore the type of management route for which capacity is sought over the plan period.

Table 5: Capacity gaps throughout the Plan period – preferred scenario

Management Route	2016	2021	2026	2031
Landfill (C+I and LACW)	-326	-132	-115	-101
Landfill (Hazardous)	-7	-7	-7	-7
Landfill (C+D)	-44	-14	-15	-15
Landfill (E)	-370	-383	-395	-406
Energy from waste (LACW) ⁵	94	135	279	273
Energy from waste (C&I)	-40	-94	-99	-105
Energy from waste (Hazardous)	-0.3	-0.3	-0.3	-0.3
Thermal Treatment (Hazardous - no energy recovery)	-0.8	-0.8	-0.8	-0.8
Recycling (C+I and LACW)	584	193	26	-14
Recycling (C+D)	-84	-127	-138	-147
Recycling (specialist material)	401	400	400	399
Recycling (Hazardous)	-15	-15	-15	-15
Reuse (E)	-41	-43	-44	-45
Composting	21	21	20	20

⁵ Assumes the redevelopment of Edmonton EcoPark in line with the proposed NLWA Development Consent Order.

Management Route	2016	2021	2026	2031
Treatment plant (non-hazardous)	445	64	64	63
Treatment plant (hazardous)	-27	-27	-27	-27

Source: NLWP data study model (all figures in 000 tonnes rounded)

6.24. In order to meet the preferred option of net self-sufficiency for LACW, C&I and C&D waste streams, sufficient land will be identified through site allocations and identified areas to provide for this need. Table 6 below sets out the amount of land required within North London to meet the capacity gaps identified in Table 5. It does not include capacity such as landfill, re-use of excavation waste and hazardous waste facilities for which there will be continued use of facilities located outside the area. The Data Study Update sets out the methodology used to translate the capacity gap into land required to meet waste management requirements over the plan period. In summary, evidence was gathered and evaluated to identify typical capacity and land take for each type of facility. This data was used to estimate the land take that would be required to meet the capacity gaps in Table 5. The results of this work is shown in Table 6.

Table 6: Land take requirements for meeting net self-sufficiency for LACW, C&I and C&D (requirements for London Plan apportionment in brackets)

Facility Type	Hectares				
	2016	2021	2026	2031	Total
Energy from waste (C&I)	4 ⁶ (4)				4 (4)
Recycling (LACW and C&I)			2 (2)		2 (2)
Recycling (C&D)	4	2			6
TOTAL land required in North London	8 (4)	2 (0)	2 (2)	0 (0)	12 (6)

⁶ The existing Energy from Waste (EFW) facility at Edmonton does not currently accept C&I waste from private operators. Should a change in practice occur, this land may not be required.

7. Provision for North London's Waste to 2032

- 7.1. The information about existing capacity and facilities and the choice of the preferred options outlined in Chapter 5 establishes the capacity gaps for each of the seven waste streams, and how much land will be required to meet these gaps. Using this information, the North London Boroughs propose to adopt the following approach ('Provision for North London's Waste to 2032'); this sets out in broad terms how the waste management needs in North London over the plan period will be met. While some waste will continue to be exported to facilities which North London cannot accommodate, there is a surplus of provision for some management routes (shown as minus figures in Table 5) and therefore an equivalent quantity of waste can be provided within North London.

Provision for North London's Waste to 2032

The preferred approach to future waste management in North London is to manage the equivalent of all Local Authority Collected Waste, Commercial and Industrial and Construction and Demolition waste generated in North London, while recognising that some imports and exports will continue (net self-sufficiency).

The waste management needs in North London to 2032 will be met as follows:

Local Authority Collected Waste (LACW) and Commercial and Industrial Waste (C&I)

Local Authority Collected Waste (LACW) and Commercial and Industrial (C&I) waste streams comprise similar types of waste. The NLWP will identify sufficient sites to manage the equivalent of all LACW and C&I waste arising in North London in order to divert these waste streams away from landfill by 2026.

Recycling

The NLWA are seeking to achieve a household waste recycling target of 50% by 2020 which is in line with the targets included within the North London Joint Waste Strategy. The Authority and partner borough will continue to seek to maximise recycling levels for LACW. At present there is substantial spare recycling capacity for handling both these waste streams but this will be increasingly exhausted as recycling rates rise to meet performance levels needed to deliver targets. As a result, a requirement for an additional 14,000 tonnes of capacity, with an anticipated land take of 2ha, will develop late in the Plan period and this requirement is identified in Table 6.

Energy from Waste

Most LACW is managed at the Edmonton EcoPark facility which has a capacity of around 550,000tpa. It is intended that the existing Edmonton facility will be modified to enable connection to a heat network. The facility does not currently accept C&I waste from private operators.

The existing Edmonton facility will be subject to upgrade work to enable connection to a heat network. The North London Waste Authority (NLWA) is pursuing a Development Consent Order (DCO) for a new Energy Recovery Facility (ERF) sized to deal with all the residual waste under the control of the Authority from 2025 until at least 2050. The planning framework for this site includes the Edmonton EcoPark Supplementary Planning Document and emerging Central Leaside Area Action Plan.

There is a capacity gap for Energy from Waste development to manage Commercial and Industrial (C&I) wastes. As the existing EfW facility at Edmonton does not currently co-treat both waste streams in the same facility, 4 ha of land is required to facilitate this provision. This is identified in Table 6.

Transfer

NLWA manage two waste transfer stations in North London namely the Hendon Rail Transfer Station (Barnet) and the Hornsey Street Road Transfer Station (Islington). Any future development associated with these facilities will need to demonstrate and ensure transfer of material to treatment facilities adequately serves the requirements of both the Authority and the boroughs.

Landfill

North London has no landfill sites and currently depends on capacity outside the plan area. The NLWA intend to minimise the amount of LACW sent direct to landfill by maximising recycling and ensuring the existing EfW facility can sufficiently manage the expected tonnage of North London's residual waste up to 2025. Much less waste will be exported to landfill from 2017/18 due to changes in contractual arrangements and virtually no LACW will go to landfill by 2026.

It is anticipated that some C&I waste will continue to be exported to landfill throughout the plan period, although this will be a decreasing quantity as new facilities become operational.

See Figure 12 for the anticipated decline in landfilling of North London's waste over the plan period.

Construction, demolition and excavation waste (CD&E)

The NLWP will identify sufficient sites to manage the equivalent of all Construction and Demolition (C&D) waste arising in North London in order to divert this waste away from landfill during the plan period, while acknowledging that some exports will

continue, particularly for Excavation waste.

Recycling

The majority of C&D waste is recycled on site or through transfer facilities. North London has a number of transfer facilities which recycle C&D waste but a large quantity is still exported to landfill. Recycling opportunities are likely to be mainly for C&D wastes as excavation waste is typically disposed of directly to landfill. In order to divert C&D waste away from landfill, the Data Study has identified a capacity gap for 84,000 tonnes per annum of C&D waste by 2016, rising to around 147,000 tonnes by 2031. Provision will be needed at the commencement of the Plan and additional capacity is needed by 2021. Six hectares of land will be required to facilitate this provision and this is identified in Table 6. Opportunities to re-use CD&E waste locally will be supported, though this cannot be predicted with any certainty.

Landfill

North London has no landfill sites and currently depends on capacity outside the plan area. It is anticipated that C&D waste exports to landfill will reduce over the plan period.

Some of the CD&E waste stream, particularly excavation waste, will continue to be exported to landfill unless opportunities materialise to re-use it locally. The North London Boroughs will work with waste planning authorities who receive CD&E waste from North London to identify constraints to the continued export of this waste and identify potential new destinations where appropriate.

See Figure 12 for the anticipated decline in landfilling of North London's waste over the plan period.

Hazardous Waste

All the waste streams include some hazardous waste. Hazardous waste is managed in specialist facilities which have wide catchment areas and may not be local to the source of the waste. Planning for hazardous waste facilities is a strategic issue (regionally and arguably nationally rather than sub-regional) and it is not anticipated that facilities would be identified to meet the requirements of North London alone.

North London has two hazardous waste treatment facilities with a small combined capacity of around 7,600 tonnes per annum. There is a capacity gap across all management options for hazardous waste. Hazardous waste is likely to continue to be exported to the most appropriate specialist facilities. The North London Boroughs will work with waste planning authorities who receive hazardous waste from North London to identify constraints to the continued export of this waste and identify

potential new destinations if necessary.

The North London Boroughs will continue to work with the Greater London Authority and surrounding WPAs in the management of hazardous waste. The proformas in Appendix 2 identify which sites and areas are not suitable for hazardous waste facilities. Any application for a hazardous waste facility in North London will be considered on a case by case basis.

Agricultural Waste

The small amount of agricultural waste generated in North London is not expected to increase over the plan period and there is no requirement for plan for additional facilities to manage this waste stream.

Low Level Radioactive Waste (LLW)

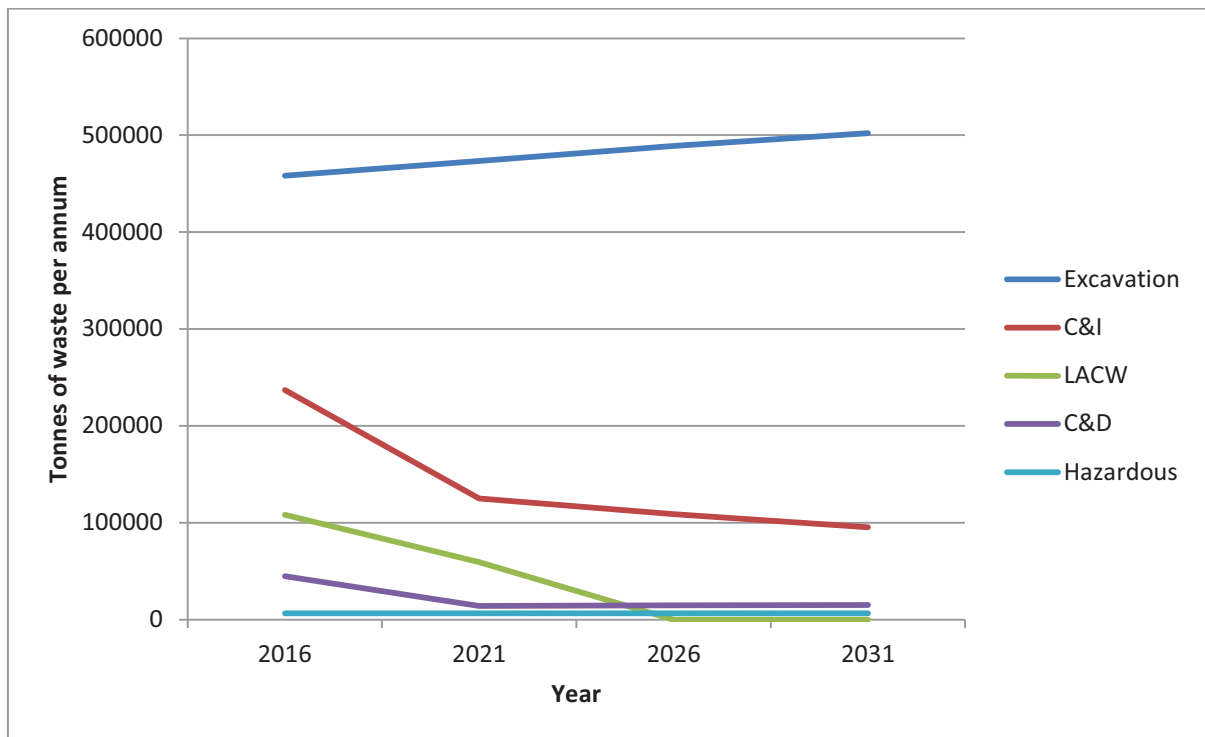
The very small amount of Low Level Non-Nuclear Radioactive Waste (LLW) arising in North London will continue to be managed outside the area in specialist facilities. It is therefore not necessary to plan for additional facilities in North London for this waste stream.

Waste Water

The main Thames Water sewage treatment facility in North London is Deephams Sewage Treatment Works (STW), operated by Thames Water. Planning permission for an upgrade to this site has been secured and Thames Water anticipates this will provide sufficient effluent treatment capacity to meet their needs during the plan period. Thames Water is also proposing an upgrade to the sewage sludge treatment stream at the site which will be sufficient to meet their needs during the plan period. It is therefore not necessary to identify additional land for this waste stream in the NLWP.

7.2. Figure 12 below shows the anticipated decline of waste to landfill over the plan period, as set out in the 'Provision for North London's Waste to 2032'.

Figure 12: Anticipated exports to landfill during the NLWP plan period



Source: NLWP Data Study (2014)

8. Sites and Areas

Context

- 8.1. The Waste Data Study has identified capacity gaps for waste management in North London up to 2032 and calculated the amount of land needed to meet these gaps. The methodology takes into account any known expansion to existing capacity or loss of existing facilities.
- 8.2. This section sets out the approach to identifying sufficient land for future waste management facilities in North London to ensure the delivery of the identified capacity requirements in Chapter 4. Sections 3-6 of the National Planning Policy for Waste (NPPW) sets out the approach Local Plans should take to identify future waste requirements over the plan period and this has been used to help develop the approach to identifying future locations for waste development in North London. Assessment criteria have been developed using waste planning policy and in consultation with key stakeholders.
- 8.3. The NLWP identifies both sites and areas to meet future waste needs and these have equal status in the delivery of the NLWP. A 'site' is an individual plot of land that will be safeguarded for waste use, whereas an 'area' comprises a number of individual plots of land, for example, an industrial estate or employment area that are in principle suitable for waste use but where land is not safeguarded for waste. There are a number of reasons for following this approach. The (NPPW) endorses the identification of "sites and/or areas" in Local Plans. The National Planning Practice Guidance (NPPG) adds that waste planning authorities in London will need to "plan for the delivery of sites and areas suitable for waste management"
- 8.4. Allocating both sites and areas to meet the identified capacity gaps offers considerable benefits. Allocating sites that are available and suitable for waste management facilities will demonstrate that the North London Boroughs can meet the apportionment targets set out in the London Plan – boroughs are required to meet apportionment targets as a minimum. However, care needs to be taken when allocating sites to ensure there are no immitigable constraints to future development for waste management facilities.
- 8.5. Identifying areas within which waste uses would be broadly acceptable will ensure the NLWP has sufficient flexibility to cope with any future change in circumstances. In addition, developers seek flexibility in terms of location of waste facilities, particularly where considerable competition for land is a factor. Identification of a portfolio of sites and areas suitable for waste is considered an appropriate approach to meeting the needs of the industry and

was generally supported by key stakeholders in the NLWP focus group sessions held in 2014. A similar approach of identifying both sites and areas has been taken, deemed sound at examination and adopted by a number of other waste plans, including in London.

Expansion of existing Waste Management Facilities

- 8.6. Existing waste management facilities are also a key part of future provision. A 'call for sites' exercise in 2014 targeted existing waste operators in North London seeking information on any planned capacity expansion or upgrades to existing facilities. Three sites were put forward: Edmonton EcoPark, Deephams Sewage Treatment Works and Powerday in Enfield. Any other proposals for upgrades to existing sites which are submitted during the plan preparation period will be included in subsequent iterations of the NLWP. Any applications for expansion or consolidation of existing waste management sites will be considered against NLWP policies and those of the Borough Local Plan in which the proposal is situated.

Edmonton EcoPark

- 8.7. In November 2014 the North London Waste Authority announced plans for the development of a new Energy Recovery Facility (ERF)- the North London Heat and Power Project, on their existing site at the Edmonton EcoPark in Enfield. This will replace the existing Energy from Waste (EfW) plant at the EcoPark that has served North London and beyond for around 45 years but is coming to the end of its operational life. A Development Consent Order (DCO) is currently being sought for the new ERF and it is anticipated that this site will manage the treatment of the residual element of LACW during the NLWP plan period and beyond. The replacement facility, expected to be operational from 2025, could generate power for around 127,000 homes and provide heat for local homes and businesses as part of a decentralised energy network known as the Lee Valley Heat Network. Once the new facility has been developed, the existing EfW facility would be demolished and the associated parcel of land will continue to be safeguarded for future waste use, and would be available towards the end of the plan period. The development of Edmonton EcoPark for the new Energy Recovery Facility will provide a strategic facility for the NLWP and provide a solution for managing the non-recyclable element of LACW. Delivery of this facility would see the NLWA continue to manage LACW from the North London Boroughs and help reduce the reliance on disposal of waste to landfill. Enfield Council have adopted the Edmonton EcoPark Supplementary Planning Document and are preparing the Central Leaside Area Action Plan, both of which provide more detail on the planning framework and objectives for this site.

Deephams Sewage Treatment Works

- 8.8. The Environment Agency has issued a significantly tighter environmental permit that comes into force in March 2017 and requires Thames Water to make improvements to the quality of the discharged effluent. The need for an effluent upgrade to Deephams Sewage Treatment Works (STW) is highlighted in the National Planning Statement on Waste Water, and planning permission for this work was granted by Enfield Council on 20th February 2015. Thames Water is also proposing an upgrade to the sewage sludge treatment stream at Deephams STW during its 2015 to 2020 business plan period by providing enhanced sludge treatment plant within the boundaries of the existing site. Enfield Council will continue work with Thames Water and the Environment Agency to ensure that adequate and appropriate waste water treatment infrastructure is provided.

Powerday

- 8.9. Powerday in Enfield is an existing site currently operating as a Waste Transfer Station. Planning permission has been granted for an upgrade to a Materials Recovery Facility (MRF) capable of handling 300,000 tonnes of waste per annum which is expected to comprise C&I and C&D waste. Completion is due in April 2015.

Loss of existing waste management facilities

- 8.10. The North London Boroughs are aware that the regeneration of Brent Cross Cricklewood redevelopment and the construction of CrossRail 2 are likely to affect some existing waste sites. Should these sites or any others from new developments that may transpire need to be relocated, compensatory capacity within London is required in order to comply with the London Plan. It is known that some capacity will be lost during the plan period and replaced outside North London with a net loss to North London but not to London as a whole. Where such issues are known and new sites have already been sought, this information has been fed in to the Plan process.

Site and Area Search Criteria

- 8.11. The proposed site and area search criteria used in the NLWP site selection process were developed based on the requirements of national waste planning policy (National Planning Policy Statement 10 and its replacement the National Planning Policy for Waste). Both planning and spatial criteria was discussed with key stakeholders through a focus group in spring 2014 and further refined with consideration to the feedback received. Following the introduction of the National Planning Policy for Waste in October 2014, the site search criteria were reviewed to ensure compliance with this document.

Site and Area Search and Selection Process

- 8.12. An extensive site and area search and selection process has been undertaken. Full details of the site selection exercise are set out in the evidence base document, Sites and Areas Report. In summary it has involved the following key stages:
- i. Survey of existing waste sites – this involved a detailed review of the existing waste sites, including obtaining information from the operators on their future plans and validation of existing information held regarding their sites. This work indicated that there was insufficient capacity within existing sites to meet the expected waste arisings over the plan period.
 - ii. Call for sites - a call for sites exercise was carried out in two stages. This included targeting existing operators, landowners and other interested parties requesting them to put forward for consideration.
 - iii. Land availability search – this was an initial search into the land available in North London that may be suitable for the development of waste management infrastructure. At this stage, all sites and areas were included in the process in order that the site assessment process for the NLWP could then be applied; unsuitable sites and areas were then screened out using desk based assessment described below, before applying the agreed assessment criteria to the remaining sites/areas.
 - iv. Desk based site and area assessment - To help refine the list of sites and areas, the assessment criteria were applied. These relate to factors that may constrain waste use on particular sites/areas, therefore ruling them out from further consideration. The assessment criteria were split into two levels, absolute criteria and screening criteria. Both are shown in Table 7 below. The absolute criteria were applied first where the identified constraint forms part of the proposed site. The screening criteria were then applied to all land left after this process. The aim of using the screening criteria was to apply a level of judgement to ensure that those sites/areas which are wholly unsuitable are excluded from further consideration and to identify those which may be suitable.
 - v. Site visits were undertaken in August and October 2014 to check and refine information from the desk based assessment and to assess potential facility types on the sites as well as a more

detailed assessment to determine whether the site/area was considered to have potential for future waste development.

- vi. An assessment on the ability of identified areas to accommodate waste facilities was undertaken. Firstly the proportion of North London's industrial land in waste use was established. This showed the ability of waste facilities to compete with other land uses in these areas was good and that waste is a growing sector against declining industries such as manufacturing. Secondly, a review of the vacancy rates for industrial land for each of the Boroughs was used to estimate the proportion of sites within these areas which are likely to become available over the plan period. The vacancy rates were applied to the areas resulting in an estimated 10% of the total becoming available over the plan period. Further information is available in the Sites and Areas Report.
- vii. Sustainability Appraisal⁷ and Habitats Regulation Assessment⁸ of sites/areas – all proposed sites have been subject to these assessments and the findings fed into the policy recommendations.
- viii. Consultation with Landowners – Following completion of the above, land owners for all the sites remaining were contacted to ask for their comments regarding the inclusion of their land as a waste site allocation. The findings of this work have further refined the list of sites and further information can be found in the Sites and Areas Report.
- ix. Sequential test – any sites lying within a level 2 or 3 flood risk zone have been subject to sequential test to assess the potential impact of a waste development in this zone. The results of this work can be found in the Sites and Areas Report.

8.13. The assessment criteria applied to all sites and areas is listed in Table 7 below. The criteria have been used in assessing sites and areas during both the desk based assessment and site visits.

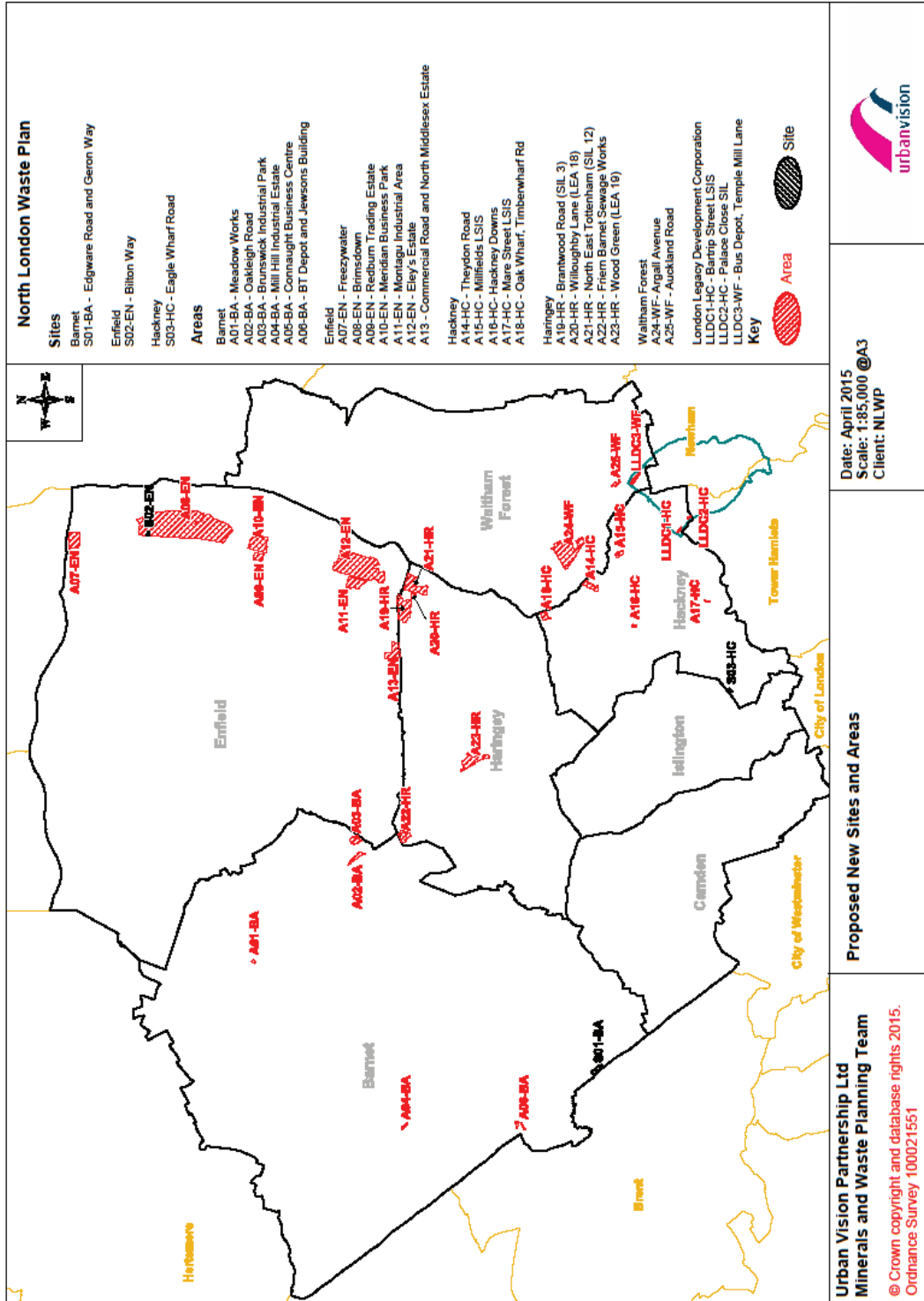
⁷ Sustainability appraisal is the assessment of the potential impact against an agreed set of social, environmental and economic objectives. It encompasses the requirement of Strategic Environmental Assessment which is a requirement of Europe that all plans undergo.

⁸ HRA is a requirement of Europe that all plans are assessed against their potential impact of natura 2000 sites.

Table 7: Sites and Areas Assessment Criteria

Absolute Criteria	Screening Criteria
<ul style="list-style-type: none"> • Metropolitan Open Land (MOL) • Green Belt (for built facilities) • Grade 1 & 2 agricultural land (part of the Green belt) • Sites of international importance for conservation e.g. Ramsar sites, Special Areas of Conservation (SACs) and Special Protection Areas (SPAs) • Sites of national importance for conservation e.g. Sites of Special Scientific Interest and National Nature Reserves • Ancient Woodlands • Scheduled Ancient Monuments • Listed Buildings (grade I and II*) • Registered Parks and Gardens (grade I and II*) • Registered battle fields • Areas of Outstanding Natural Beauty (AONB) • Protected open spaces • Landscape designations such as Areas of Special Character (part of the Green Belt) 	<ul style="list-style-type: none"> • Sites of local importance for nature conservation (SINCs) • Flood risk areas/flood plain • Accessibility (proximity to road, rail, canal/river) • Sites greater than 2km from the primary route network • Ground water protection zones • Surface waters • Major aquifers • Airfield safeguarding areas (Birdstrike zones) • Air Quality Management Areas • Unstable land • Green belt (for non-built facilities) • Local Plan designations • Settings of Scheduled Ancient Monuments • Settings of Listed Buildings • Settings of Registered Parks and Gardens (grade I and II*) • Neighbouring land uses • Proximity to sensitive receptors

Figure 13: Location of proposed new sites and areas



8.14. The new sites/areas, shown in Figure 13 (see also Schedules 2 and 3 in section 9), have been identified for built waste management facilities as it is accepted that the seven North London Boroughs are unable to provide for the development of landfill. The sites and areas are being put forward as they perform well against the NLWP Spatial Strategy which is reflected in the site selection criteria, as well as a range of environmental, social and economic criteria set out in the Sustainability Appraisal Scoping Report.

Question 7: Do you agree that the above described methodology used to identify potential sites and areas for future waste development is justified and proportionate? If not why not? Please provide an alternative approach.

9. Policies

- 9.1. The policies set out in this chapter will sit within the planning framework (called the 'development plan') which includes the Mayor's London Plan and individual borough Local Plans and guidance (see Figure 1). All planning applications for waste uses will be assessed against the following NLWP policies and other policies in the development plan. Any proposals for waste development will be expected to take account of the full suite of policies. The policies have been developed with reference to regional and local policies as well as national policy and guidance, in particular the National Planning Policy Framework (NPPF), National Planning Policy for Waste (NPPW) and National Planning Practice Guidance (NPPG).
- 9.2. The NLWP policies will help deliver the NLWP's aim and objectives, spatial strategy and Provision for North London's Waste to 2032. The supporting text sets out why the particular policy approach has been chosen, any alternatives considered and how the policy will be implemented.
- 9.3. The policies are:
- Policy 1: Safeguarding of existing waste management sites
 - Policy 2: Site allocations
 - Policy 3: Area allocations
 - Policy 4: Unallocated sites
 - Policy 5: Re-use & Recycling Centres
 - Policy 6: Assessment criteria for waste management facilities and related development
 - Policy 7: Energy recovery and decentralised energy

Policy 1: Safeguarding of existing waste management sites

Policy 1: Safeguarding of existing waste management Sites

All existing waste management sites identified in *Schedule 1: Existing safeguarded waste sites in North London* are safeguarded for waste use.

Applications for non-waste uses on safeguarded waste management sites will only be permitted where it is clearly demonstrated (by the applicant) to the satisfaction of the relevant borough that compensatory capacity will be delivered on a suitable replacement site within North London which provides equivalent to, or greater than, the maximum annual throughput that the existing site can achieve.

Development proposals in close proximity to sites allocated for waste use which would prevent or prejudice the use of those sites for waste purposes will be resisted unless suitable compensatory provision has been made.

This policy helps meet strategic objectives SO2 and SO3

This policy contributes towards spatial strategy components A and C

- 9.4. The purpose of Policy 1 is to ensure that the existing waste management capacity in North London is protected. *Schedule 1: Existing safeguarded waste sites in North London* is in Appendix 1. The London Plan requires boroughs to protect their existing waste capacity and each North London Borough is safeguarding this land through their Local Plan and Policies Map. If, for any reason, an existing waste management site is lost to non-waste use, compensatory provision will be required. Replacement provision will be calculated using the maximum throughput (tonnes per annum) that the site has achieved over the last five years. Safeguarding existing waste management capacity is important because the predicted need for additional waste management capacity in North London relies on existing capacity continuing throughout the plan period. If existing facilities were lost and the capacity not replaced elsewhere, this would result in additional waste management sites and facilities being required. Existing waste sites serving the North London Boroughs are therefore essential to the delivery of the NLWP. Due to London Plan and borough policy requirements to safeguard waste sites, it is considered that there are no alternatives to this aspect of Policy 1.
- 9.5. Policy 1 also seeks to protect allocated waste sites, which includes those in Schedules 1 and 2 (once adopted), from the influence of an adjacent incompatible use prejudicing the continuation of the waste operations. Waste management facilities have an important role to play in ensuring that our communities are sustainable. Identifying and safeguarding suitable sites for waste management facilities is challenging with issues relating to public amenity, access, hydrology, and geology, amongst others, to consider. In addition, waste management is a relatively 'low value' land use which cannot compete with higher value uses. The introduction of sensitive types of development nearby, such as housing, could have an adverse impact on the continued operation of the existing sites in North London and their ability to provide sufficient waste management capacity as well as helping meet waste recycling, diversion and recovery targets. This would undermine the continued operation of existing waste facilities across North London and consequently the overall deliverability of the NLWP.

Question 16: Do you know of any existing waste facilities which are not included in Schedule 1 in Appendix 1? If so, please provide details.

Policies 2 and 3: Site and Area allocations

- 9.6. Policies 2 and 3 identify sites and areas and their suitability for a range of built waste management facilities. National and European requirements state that waste plans must identify locations where future waste development may take place. In addition, the London Plan requires boroughs to allocate sufficient land to provide capacity to manage apportioned waste. If the NLWP did not allocate any sites or areas in the plan for future waste development, this would mean the plan would not conform to these requirements and thus render it unsound.
- 9.7. The NLWP data study has identified capacity gaps for waste management during the plan period for the preferred option of net self-sufficiency. The purpose of Policies 2 and 3 is to ensure that sufficient land is allocated to accommodate built waste management facilities to deal with these identified capacity gaps for North London.
- 9.8. To this end, the NLWP identifies both sites and areas to provide land suitable for the development of waste management facilities. A 'site' is an individual plot of land that will be safeguarded for waste use, whereas an 'area' comprises a number of individual plots of land, for example, an industrial estate or employment area that are in principle suitable for waste use but where land is not safeguarded for waste. Allocating sites helps the boroughs to meet their combined apportionment targets in conformity with the London Plan and creates certainty in terms of deliverability. This is complemented by identification of areas suitable for waste uses, subject to detailed site assessment at planning application stage, which will help to achieve net self-sufficiency whilst encouraging co-location of facilities (an objective of the NPPW and spatial strategy). Additionally, some waste operators have indicated a preference for areas insofar as it provides greater flexibility to seek more favourable commercial terms for individual sites within an area. Further detail on the sites and areas approach is set out in the Sites and Areas Report which accompanies the Plan.

- 9.9. The sites and areas are considered to be in the most suitable, sustainable and deliverable locations in North London for new waste management facilities when assessed against a range of environmental, economic and social factors and the spatial strategy. There is no sequential preference or priority of Site allocations in Policy 2 over Area allocations in Policy 3.
- 9.10. The sites and areas have been identified following a search and assessment process, the results of which are summarised in the proformas in Appendix 2. These indicate the size of each site/area, the type of facility likely to be accommodated on the site/area, and any mitigation measures which may be required. Developers should be aware that any use listed as potentially suitable is subject to consideration against the full suite of relevant planning policies/guidance as outlined in section 1 and will be assessed with regards to local circumstances as part of the planning application process.
- 9.11. The ability of sites and areas to accommodate a range of types and sizes of waste management facility is important to the flexibility of the Waste Plan. Table 8: Key to Waste Management Facility Types contains a full list of the types of facilities which were considered when assessing sites and which may be required over the plan period to meet the identified capacity gap. The facility types identified are broad categories which may come forward over the plan period and are indicative at this stage. The order of facility types reflects their place in the waste hierarchy, with categories A and B at the 'recycling' level and C-E at the 'other recovery' level. Applicants should take account of this order when responding to Criteria 2 of Policies 2 and 3 which requires the highest practicable level of recycling and recovery of materials to be achieved in line with the principles of the waste hierarchy.
- 9.12. The NLWP recognises that currently emerging or unknown waste management technologies, not listed in Table 8 'Key to Waste Facility Types', may be proposed on allocated sites during the plan period as new ways of treating waste come to the fore. As with all proposals, those for waste management technologies not listed will be assessed against the relevant NLWP policies, policies in the London Plan, Borough Local Plan policies and related guidance.

Table 8: Key to Waste Management Facility Type

	Facility type
A	Recycling
B	Composting (including indoor / in-vessel composting)
C	Integrated resource recovery facilities / resource parks
D	Waste treatment facility (including thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment)
E	Waste transfer

9.13. The North London Boroughs support a move towards a circular economy. A circular economy is “an alternative to a traditional linear economy (make, use, dispose) in which resources are kept in use for as long as possible to extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life”⁹. It is an economic model that moves beyond recycling towards a supply chain that is less dependent on primary energy and materials, resulting in both environmental and economic gains¹⁰. The stimulus for a circular economy is likely to come from commercial interests and the manufacturing industry and is now only at the beginning of the journey. However, the NLWP plans for waste over a 15 year period and as the circular economy develops, new opportunities may arise for this type of waste management in North London.

9.14. A full assessment of the suitability of the site/area for a facility type should be prepared by the developer prior to applying for planning permission. This will allow for a more detailed analysis and consideration of potential impacts associated with a specific proposal at the planning application stage.

Policy 2: Site allocations

Sites identified in *Schedule 2: NLWP Site Allocations* will be allocated and safeguarded for waste use.

⁹ [WRAP definition](#)

¹⁰ Further information on the circular economy is available from sources such as the [Ellen MacArthur Foundation](#)

Applications for waste management development on sites identified in *Schedule 2: NLWP Site Allocations* will be permitted where the applicant can demonstrate that:

- a) The proposal is in line with relevant aims and policies in the North London Waste Plan, the London Plan, Local Plans and related guidance and;
- b) The development results in highest practicable level of recycling and recovery of materials in line with the principles of the waste hierarchy

This policy helps meet strategic objectives SO1, SO2, SO3 and SO5

This policy contributes towards spatial strategy components A, B and F

Table 9: Schedule 2 Site Allocations

Site Ref	Site Name	Size (ha)	Borough	Waste Facility Type				
				A	B	C	D	E
S01-BA	Geron Way/Edgware Road	3.28	Barnet	As planning permission				
S02-EN	Bilton Way	0.4	Enfield	X				X
S03-HC	Eagle Wharf Road	0.52	Hackney	X				X

9.15. All sites identified in *Schedule 2: NLWP Site Allocations* will be safeguarded for waste development to provide certainty to the waste industry that these sites are suitable locations for future waste development in North London and to help the North London boroughs meet the London Plan Apportionments as set out in Chapter 4.

Policy 3: Area Allocations

Areas listed in *Schedule 3: NLWP Area Allocations* and *Schedule 4: LLDC Allocations* are identified as suitable for built waste management facilities.

Applications for waste management development within areas identified in Schedule 3 will be permitted where the applicant can demonstrate that:

- a) The proposal is in line with relevant aims and policies in the North London Waste Plan, the London Plan, Local Plans and other related guidance and;
- b) The development results in the highest practicable level of recycling and recovery of materials in line with the principles of the waste hierarchy.

Applications for waste management development within areas identified in Schedule

4 will be assessed by the London Legacy Development Corporation.

This policy helps meet strategic objectives SO1, SO2, SO3 and SO5

This policy contributes towards spatial strategy components H, I and M

Table 10: Schedule 3 Area Allocations

Area ref	Area Name	Area (ha)	Borough	Waste Facility Type				
				A	B	C	D	E
A01-BA	Meadow Works	0.5	Barnet	X				
A02-BA	Oakleigh Road	3.1	Barnet	X		X		X
A03-BA	Brunswick Industrial Park	3.9	Barnet	X				X
A04-BA	Mill Hill Industrial Estate	0.9	Barnet	X				X
A05-BA	Connaught Business Centre	0.9	Barnet	X				X
A06-BA	BT Depot and Jewsons	0.7	Barnet	X				X
A07-EN	Freezywater	10.7	Enfield	X	X		X	X
A08-EN	Brimmsdown	134.4	Enfield	X	X	X	X	X
A09-EN	Redburn Trading Estate	4.0	Enfield	X				X
A10-EN	Meridian Business Park	14.9	Enfield	X	X	X	X	X
A11-EN	Montagu Industrial Area (North)	9.5	Enfield	X	X	X		X
A12-EN	Eley's Estate	61.6	Enfield	X	X	X	X	X
A13-EN	Commercial Road and North Middlesex Estate	10.0	Enfield	X		X		X
A14-HC	Theydon Road	4.3	Hackney	X				X
A15-HC	Millfields LSIS	2.1	Hackney			X		
A16-HC	Hackney Downs	0.55	Hackney	X				
A17-HC	Mare Street	0.46	Hackney	X				
A18-HC	Oak Wharf	1.5	Hackney			X		X
A19-HR	Brantwood Road	16.9	Haringey	X			X	X
A20-HR	Willoughby Lane	1.1	Haringey	X				X
A21-HR	North East Tottenham	15.4	Haringey	X			X	X
A22-HR	Friern Barnet Sewage Works/ Pinkham Way	5.93	Haringey	X	X			X
A23-HR	Wood Green (LEA 19), Coburg Road	11.5	Haringey		X	X		X
A24-WF	Argall Avenue	27.9	Waltham Forest	X	X			X
A25-EF	Auckland Road	1.26	Waltham Forest	X				X

Table 11: Schedule 4 LLDC Area Allocations

Area ref	Area Name	Area (ha)	Borough	Waste Facility Type				
				A	B	C	D	E
LLDC1-HC	Bartrip Street	0.6	Hackney	X				X
LLDC2-HC	Palace Close	0.33	Hackney	X				X

Area ref	Area Name	Area (ha)	Borough	Waste Facility Type				
				A	B	C	D	E
LLDC3-WF	Temple Mill Lane	2.1	Waltham Forest	X	X			X

9.16. As noted in Section 1, it is not within the remit of the NLWP to directly allocate sites/areas within the London Legacy Development Corporation (LLDC) planning authority area; this falls to the LLDC Local Plan. Therefore Schedule 3 sets out separately those areas identified in the LLDC Local Plan that may be appropriate for waste related uses.

9.17. Each Area identified has been considered with regard to the potential uses which may be suitable, with some areas having been split to recognise the specific constraints surrounding sites. For the purpose of estimating waste management capacity associated with allocated areas, assumptions have been made about likely future availability of suitable land within the boundaries based on past turnover and the ability for waste uses to compete against other land uses (see Sites and Areas Report). Unlike Sites, Areas cannot be and are not safeguarded solely for waste use only.

Question 10: Do you agree with the draft policies for development on new sites and areas? If not, please provide reasons why and suggest an alternative

Question 11: Do you have any comments on the accuracy of the details in the sites and areas proformas in Appendix 2? Do you have any additional sites or areas you wish to put forward for consideration?

Policy 4: Unallocated Sites

Policy 4: Unallocated Sites

Applications for waste development on unallocated sites outside of the sites and areas identified in Schedules 1-3 must clearly demonstrate to the satisfaction of the relevant borough that the proposal:

- a) fits within the NLWP spatial strategy, and contributes to the delivery of the NLWP aim and objectives;
- b) is in line with relevant aims and policies in the NLWP, London Plan, Local Plans and related guidance; and
- c) demonstrates consistency with the site assessment criteria used for the identification of the sites/areas.
- d) results in highest practicable level of recycling and recovery of materials in line with the principles of the waste hierarchy

This policy helps meet strategic objectives SO2 and SO3

This policy contributes towards spatial strategy components B and G

- 9.18. The purpose of this policy is to ensure that any development for waste management facilities which does not form part of the planned strategy in the NLWP provides a positive contribution to waste management in North London.
- 9.19. Policy 4 also provides an opportunity to develop a wider network of sites across the area, in line with the Spatial Strategy. Existing and new waste sites/areas are mostly concentrated in the east and west of North London and this policy also allows new sites to come forward across the area where demand and commercial opportunity arise.
- 9.20. Notwithstanding the allocation of sites and identification of areas (Policies 2 and 3), there may be instances in the future where advances in waste technologies are such that the allocated sites/areas do not meet the technical requirements of a proposed waste management facility, for example, the identified sites might be too small for the proposed development or the facility may need to be located near a specific waste producer or user of heat.
- 9.21. An alternative approach to Policy 4 would be to permit waste development only in locations identified in Schedules 1-4. However this would leave boroughs with a policy gap for determining an application should a proposal for a waste management facility come forward on an unallocated site.
- 9.22. Proposals for waste development on unallocated sites would be expected to be in line with the London Plan, the NLWP, and Local Plans. Proposals for waste management facilities on unallocated sites will be assessed against the

same planning and spatial criteria (Table 7, Chapter 5) used for the identification of sites and areas in the NLWP, and any other relevant material consideration.

Question 14: Do you agree with the inclusion and provision of the policy on unallocated sites? If not, please provide an alternative approach.

Policy 5 – Re-use & Recycling Centres

Policy 5 – Re-use & Recycling Centres

Proposals for Re-use & Recycling Centres will be permitted where:

- a) They are sited in an area of identified need for new facilities in Barnet or Enfield or elsewhere where they improve the coverage of centres across the North London Boroughs; and the proposal:
- b) They are in line with relevant aims and policies in the North London Waste Plan, London Plan, Local Plans and other related guidance.

This policy helps meet strategic objectives SO1, SO2 and SO3

This policy contributes towards spatial strategy components B and G

9.23. Re-use & Recycling Centres (RRCs) provide members of the public with access to a wider range of recycling facilities and they also deal with bulky items. There are currently nine RRCs in North London of which seven are the responsibility of the North London Waste Authority (NLWA). The NLWA has identified areas of deficiency in coverage in parts of Barnet and Enfield and is seeking to address this by providing new or replacement sites¹¹. The Spatial Strategy seeks a network of waste sites across North London and, as part of this aim, to ensure residents have good access to RRCs where there is an identified need. Policy 5 aims to address this aim.

9.24. Re-use & Recycling Centres should be located where they can provide appropriate access for members of the public and for contractors and their vehicles. They are best sited on former waste sites or in areas of industrial or employment land and need to be of a sufficient size for the range and quantity

¹¹ Household Waste Recycling Centre Policy, North London Waste Authority (June 2010)
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of materials likely to be received. There may be scope to provide localised recycling centres as part of major new development.

Question 18: Do you agree with the locations identified as being in need for new Re-use & Recycling Centres?

Policy 6: Assessment Criteria for waste management facilities and related development

Policy 6: Assessment Criteria for waste management facilities and related development

Applications for waste management facilities and related development, including those replacing or expanding existing sites, will be required to demonstrate to the satisfaction of the relevant council that:

- a) the facility will be enclosed
- b) the amenity of local residents is protected
- c) adequate means of controlling noise, vibration, dust, litter, vermin, odours, air and water-borne contaminants and other emissions are incorporated into the scheme;
- d) there is no significant adverse effect on the established, permitted or allocated land uses likely to be affected by the development;
- e) the development is of a scale, form and character in keeping with its location and incorporates a high quality of design;
- f) there is no significant adverse impact on the historic environment or the recreational, open space and landscape character of the area
- g) active consideration has been given to the transportation of waste by modes other than road, principally by water and rail;
- h) There are no significant adverse transport effects outside or inside the site as a result of the development;
- i) the development makes the fullest possible contribution to climate change adaptation and mitigation, including contributions to the development of decentralised energy networks;
- j) the development has no significant adverse effects on local biodiversity and that there are no likely significant impacts or adverse effects affecting the integrity of an area designated under the Habitats Directive;
- k) there will be no significant impact on the quality of underlying soils, surface or groundwater;
- l) the development does not increase flood risk, and aims to reduce risk.

This policy helps meet strategic objectives SO4, SO5, SO7 and SO8

This policy contributes towards spatial strategy component E

- 9.25. Policy 6 seeks to ensure that the construction and operation of waste management facilities do not give rise to an unacceptable impact, or harm the amenity of local residents or the environment. Applicants will need to demonstrate that appropriate measures have been taken to minimise any potential impacts from new waste development and to enhance the quality of the surrounding area where possible.
- 9.26. The North London boroughs expect well controlled and well-designed waste facilities capable of fitting in with surrounding land uses and to act as good neighbours. When assessing planning applications for waste uses, in addition to Policy 6, the boroughs will also have regard to the criteria in Appendix B of the National Planning Policy for Waste (NPPW) and relevant London Plan and Local Plan policies. Applicants are required to submit sufficient information to enable the waste planning authority within which the subject site falls to assess the potential impact of the development proposal on all interests of acknowledged importance. Applicants are encouraged to contact the relevant Waste Planning Authority prior to submitting a planning application to discuss relevant matters.
- 9.27. Waste management facilities can be separated into 'enclosed' facilities, where waste is processed inside a building and 'open' facilities, which largely deal with waste in the open air. Waste management facilities are often seen as bad neighbours, due largely to problems associated with open air facilities. Enclosed facilities are similar in appearance to modern industrial shed developments such as factories or logistics facilities and it is this type of facility that is the focus of the NLWP site allocations. 'Open' facilities are unlikely to be suitable for North London as outlined in the Chapter 3 of the Plan.
- 9.28. Noise, vibration, dust, litter, vermin, odours, air and water-borne contaminants, other emissions and their potential health impacts have been a major concern raised through public consultation. However, well sited, and well managed facilities should not cause harm or disturbance. Details of controls for emissions (including bio aerosols) from the site need to be supplied with the application. Planning conditions and section 106 agreements will be used to secure measures to address these issues where necessary and where control is not already exercised through other consent regimes (i.e. the requirement for environmental permits, which is assessed by the Environment Agency). Applicants will be expected to comply with borough policies on contaminated land. The North London boroughs require that any development can safely complement surrounding uses.
- 9.29. Good design is fundamental to the development of high quality waste infrastructure and the North London boroughs seek innovative approaches,

where appropriate, to deliver high quality designs and safe and inclusive environments. The design and access statement should set out how the development takes on board good practice such as the Defra/CABE guidance on designing waste facilities¹². The Design and Access Statement should set out how the siting and appearance complements the existing topography and vegetation. Materials and colouring need to be appropriate to the location.

- 9.30. The Design and Access Statement should set out how landscape proposals can be incorporated as an integral part of the overall development of the site and how the development contributes to the quality of the wider urban environment. Design and Access Statements will need to demonstrate that there will be no significant adverse effect on areas or features of landscape, historic or nature conservation value. Where relevant, the implementation of waste facilities (through construction to operation) should take account of the need to conserve and enhance the historic environment in line with the NPPF.
- 9.31. Waste and recyclables require transportation at various stages of their collection and management. North London is characterised by heavy traffic on all principal roads. That is why developers need to make every endeavour to use non-road forms of transport if at all possible and to set this out in a Transport Assessment. In North London there exists considerable potential for sustainable transport of waste as part of the waste management process. There are a number of railway lines and navigable waterways in North London including the Regents Canal and the Lee Navigation. It is existing practice to transport waste by train and pilot projects have taken place to transport waste by water. Developers are required to demonstrate that they have considered the potential to use water and rail to transport waste.
- 9.32. Applicants will need to submit Transport Assessment in line with the relevant borough Local Plan policy. Consideration should be given to access arrangements, safety and health hazards for other road users, the capacity of local and strategic road networks, impacts on existing highway conditions in terms of traffic congestion and parking, on-site vehicle manoeuvring, parking and loading/unloading areas, and queuing of vehicles.
- 9.33. Sustainable design, construction and operation of waste management development will be assessed against relevant borough Local Plan policies. Consideration should be given to how the development contributes to the mitigation of and adaption to climate change, promotes energy and resource

¹² Designing waste facilities – a guide to modern design in waste, Defra & CABE, 2008

efficiency during construction and operation, the layout and orientation of the site and the energy and materials to be used. Developments should achieve the highest possible standard under an approved sustainability metric such as BREEAM or CEEQUAL in line with the relevant borough's policies. Production of Site Waste Management Plans will also be required prior to the commencement of construction of the development.

9.34. Waste developments should be designed to protect and enhance local biodiversity. No development will be allowed that will have likely significant impacts on any area designated under the Habitats Directive. Assessments undertaken for the plan have identified sites of European Community importance within and nearby the plan area. Sites at least partially within the plan boundary are the Lee Valley Special Protection Area (SPA) and RAMSAR site and part of Epping Forest Special Area for Conservation (SAC). Additional sites at least partially within 10 km of the plan area boundary are Wormley-Hoddesdon Park Woods SAC and Wimbledon Common SAC3. Developers need to be able to demonstrate that impacts on any of these sites are acceptable. In addition there are six Sites of Special Scientific Interest and 20 Local Nature Reserves as well as sites of importance to nature conservation (SINC). Developers should take note of existing Biodiversity Action Plans, protect existing features and promote enhancement for example through the use of green walls where acoustic barriers are required. The Lee Valley is a significant resource for North London and developments should not have an adverse effect on the open space and character of the area and should aim to contribute to its enhancement where appropriate.

9.35. There are a number of groundwater source protection zones in North London to protect drinking water supplies and prevent contamination of aquifers. Source protection zone 1 boundaries are defined in the immediate area of boreholes and other abstraction points. Waste facilities may be permitted in source protection zone 1 provided that any liquid waste they may contain or generate or any pollutants they might leach, especially if hazardous, do not pose an unacceptable risk to groundwater. A groundwater risk assessment will be required. The following waste facilities are considered lower risk and are more likely to be acceptable:

- Waste Incineration,
- In-Vessel Composting activities,
- Mechanical Biological Treatment,
- Materials Recycling Facility (dry wastes only) and
- Waste Electrical and Electronic Equipment (WEEE) sites that exclude potentially polluting wastes.

Higher risk waste uses are less likely to be acceptable in source protection zone 1.

- 9.36. Source protection zone 2 covers a wider area around an abstraction point. Where developments are proposed in source protection zone 2, a risk assessment will be required and any waste operation apart from landfill may be considered. Where sites are in source protection zones, developers are encouraged to engage in early discussions with the Environment Agency.
- 9.37. The North London Strategic Flood Risk Assessment (SFRA) and individual borough 'Level 2' SFRA's have demonstrated the risks from flooding from various sources across North London and site specific flooding assessments have been undertaken on new sites/areas in schedules 2-4. Where a site is near or adjacent to areas of flood risk, the development is expected to contribute through design to a reduction in flood risk in line with the National Planning Practice Guidance (NPPG). Waste facilities are often characterised by large areas of hardstanding for vehicles and large roof areas. Developments will be required to show that flood risk would not be increased as part of the development and, where possible, will be reduced overall through the use of sustainable urban drainage systems and other techniques. Any proposed development should be reviewed by the Environment Agency at an early stage to discuss the reduction of flood risk on the site.
- 9.38. Developers of waste facilities will need to fully identify the health implications of the development and plan the most appropriate scheme to protect the surrounding uses and community. Any the proposed waste development which is required to have an Environmental Impact Assessment will also require a Health Impact Assessment.
- 9.39. Applications will be assessed against the full suite of relevant national, London Plan and Local Plan requirements. However, given the status of the NLWP as a multi-Borough Development Plan Document which will form part of the Local Plan of each of the seven Boroughs, Policy 6 is considered a valuable signpost to impacts that will be considered in the determination of applications.

Question 17: Do you agree with assessment criteria for waste management facilities and related development? If not, please suggest alternatives

Policy 7: Energy Recovery and Decentralised Energy

Policy 7: Energy Recovery and Decentralised Energy

All waste management facilities should include measures to minimise carbon emissions and maximise the use of lower-carbon energy sources.

Where waste cannot be managed at a higher level in the waste hierarchy and recovery of energy from waste is feasible, waste developments should generate energy and/or recover excess heat (including the recovery of energy from gas) and provide a supply to networks including decentralised energy networks.

Developers must demonstrate how they meet these requirements, or provide evidence if it is not technically feasible or economically viable to achieve them, as part of a submitted Energy Statement.

Where there is no available decentralised energy network and no network is planned within range of the development, as a minimum requirement the proposal should recover energy through electricity production and be designed to enable it to deliver heat and/or energy and connect to a Decentralised Energy Network in the future.

Land and routes required for proposed future connections and/or supply to existing or proposed decentralised energy networks will be safeguarded both on-site and off-site where necessary.

This policy helps meet strategic objectives SO1 and SO6

This policy contributes towards spatial strategy component D

9.40. Tackling climate change is a key Government priority for the planning system and a critical new driver for waste management. The purpose of this policy is to ensure that all facilities minimise their impact on climate change and that applications for waste management facilities incorporate opportunities for sustainable energy recovery and combined heat and power (CHP) where feasible and practicable. The policy complements more detailed policies in borough Local Plans on financial contributions relating to feasibility, sustainable design, CHP and development of heat networks, against which applications will also be considered.

9.41. The National Planning Policy for Waste (NPPW) and the London Plan both recognise the benefits to be gained from any energy from waste facility to capture both heat and power, and encourage all developments of this kind to achieve that end. Due to strong national and regional policy requirements on this, it is considered that there are no alternatives to Policy 6.

- 9.42. National policy for renewable energy says that Local Development Documents, such as the NLWP, should contain policies that promote and encourage, rather than restrict, the development of renewable energy resources. The London Plan includes minimum performance for technologies for generating energy from London's waste, known as the carbon intensity floor. This has been set at 400 grams of CO₂ eq generated per kilowatt hour (kwh) of electricity generated.
- 9.43. The Greater London Authority (GLA) has committed to working with London Boroughs and partners in the private sector to develop opportunities by providing assistance for commercialisation of large decentralised energy projects. Opportunities for district heating were identified across London as part of the Decentralised Energy Master Planning programme led by the GLA in 2008-2010¹³. The programme initially focused on identifying opportunities for district heating networks through heat mapping and energy masterplanning with the London Boroughs..
- 9.44. Work is already underway to progress the delivery of a decentralised network in the Lee Valley known as the Lee Valley Heat Network (LVHN). The LVHN will capture affordable low carbon heat from waste to energy facilities and combined heat and power plants, supplying it to buildings and industry across the Lee Valley. It is intended that the LVHN will initially use heat and steam from the Energy from Waste (EfW) facility at the Edmonton EcoPark, moving energy in the form of hot water and/ or steam through a system of pipes to where it is needed. However, over time, the network will connect additional heat sources, including other waste developments, elsewhere in the Lee Valley.

Question 13: Do you agree with the proposed approach to Energy Recovery and Decentralised Energy? If not, please suggest an alternative.

¹³ London Heat Map – www.londonheatmap.org.uk

10. Monitoring and Implementation

Monitoring the Plan

- 10.1. The Planning and Compulsory Purchase Act (2004) requires planning authorities to monitor and report annually on whether the Aims and Objectives of all local plans (whether prepared individually or in conjunction with other authorities) are being achieved (paragraph 35). The National Planning Policy for Waste identifies the need to monitor and report on the take-up of allocated sites and areas; changes in the available waste management capacity as a result of closures and new permissions; and the quantities of controlled wastes i.e. LACW, C&I, CDEW being created locally and how they are being managed. Monitoring of the plan should also identify the proportions of each of these streams which is being managed at different levels in the Waste Hierarchy i.e. being recycled, recovered, reused, to monitor the extent to which the plan is delivering sustainable waste management, while contributing to resource efficiency improvements and climate change mitigation.
- 10.2. Monitoring is also required to check on whether the intending policy outcomes of the NLWP are being delivered and whether the identified capacity gaps are being met through the allocated sites and areas listed in Policies 1 and 2. The results of monitoring will also play an important role in informing Development Management decisions when authorities determine planning applications for new waste facilities.
- 10.3. Responsibility for monitoring lies with the individual Boroughs; however, as the NLWP has been developed collaboratively it will be necessary to establish an appropriate mechanism to continue to monitor the progress of this joint Plan.
- 10.4. To supplement the Boroughs' annual monitoring, it will be important for the GLA to monitor London Plan Policies 5.16 and 5.17 and gather data in partnership with the boroughs on waste arisings, waste management capacity, both within London and landfill outside of London. .

Proposed monitoring framework

- 10.5. The aim of monitoring is to check whether the policy framework in the NLWP is working as intended. The proposed monitoring indicators reflect a number of National Indicators and also the statutory and non-statutory performance targets including those set by the EU, the Waste Policy for England and the London Plan. The list of indicators is not intended to be exhaustive and is intentionally focused on parameters where it is possible to evaluate the effect of the NLWP in isolation. For example, an indicator reporting on the number of

times air quality thresholds were exceeded is of little use if the contribution of waste management facilities and transport of wastes cannot be differentiated from those of other activities.

- 10.6. Table 9 identifies the monitoring indicators proposed for each policy in the NLWP and identify targets where appropriate. In some cases it will only be necessary to monitor (ie. count the number of instances of) what has happened in the preceding year. If any targets are not being met after five years from adoption, it is proposed to review the NLWP to assess where changes can and should be made.

Table 12: NLWP Monitoring Indicators

Indicator	Target(s)	What it monitors	Outcome(s) sought
1. New waste capacity added by function and type of wastes handled	New waste facilities in line with Table 6: land use requirements	<p>Strategic Aim (capacity supply and self-sufficiency)</p> <p>Strategic Aim (move waste up Waste Hierarchy)</p> <p>SO1 (resource efficiency)</p> <p>SO3 (net self sufficiency)</p> <p>Meeting Future Requirements as specified in the NLWP</p> <p>Policy 2: Site allocations</p> <p>Policy 3: Area allocations</p> <p>Policy 4: Unallocated sites</p> <p>Policy 5. Reuse and Recycling Centres</p>	<p>Ensure that new waste facilities will close identified capacity gaps</p> <p>Support delivery of the London Plan apportionment and the additional capacity required to achieve a net self-sufficient outcome across the principal controlled waste streams</p>
2. Total quantity of waste arisings by waste stream management route	<p>Year on year improvement over appropriate periods to achieve the following:</p> <p>LACW: 50% recycled / composted by 2020;</p>	<p>Strategic Aim (capacity supply and self-sufficiency)</p> <p>Strategic Aim (move waste up Waste Hierarchy)</p>	<p>Ensure the NLWP meets EU, national Waste Policy and London Plan targets</p> <p>Ensure the NLWP delivers a net self-sufficient waste management outcome for the</p>

Indicator	Target(s)	What it monitors	Outcome(s) sought
	<p>aspire to 60% by 2026. Energy recovered from 40% by 2015.</p> <p>CI waste: 70% recycled / composted by 2020, rising to 75% by 2031. Energy recovered from 15% by 2020</p> <p>CD waste: 95% recycled by 2020.</p>	<p>SO1 (resource efficiency)</p> <p>SO3 (net self sufficiency)</p> <p>Meeting Future Requirements as specified in the NLWP</p> <p>National Indicators NI192 and 193 (% LACW diverted and % landfilled)</p>	<p>principal controlled waste streams</p>
3. Number of new waste permissions granted on unallocated site	Monitor only	<p>SO2 (capacity provision and protection)</p> <p>Policy 4: Unallocated sites</p>	Identify the level of capacity coming forward sites that may be less suitable for waste use than those allocated in the Plan
4. Number of existing waste sites and replacement capacity for which permission has been granted for change to non-waste use	None	<p>Strategic Aim (capacity supply and self-sufficiency)</p> <p>SO2 (capacity provision and protection)</p> <p>Policy 1: Safeguarding existing waste management sites</p>	Ensure sufficient capacity of the right type is available throughout the Plan period

Indicator	Target(s)	What it monitors	Outcome(s) sought
5. Number of new CHP facilities serving district heat networks in which the principal fuel source is residual waste or recovered waste fuel	Monitor only	Strategic Aim (green London) SO6 (decentralised energy) Spatial strategy (Provide opportunities for decentralised heat and energy networks) Policy 7: Energy recovery and decentralised energy	Contribute to delivery of decentralised energy and incremental improvement in environmental performance with respect to climate change
6. Number of applications for new waste facilities where statutory consultees have raised concerns about potential impacts	0%	SO5 (sustainability) SO8 (protect the environment) Spatial strategy (Reduce impact on amenity) Policy 6: Assessment Criteria for waste management facilities and related development	Avoid impact on sensitive receptors or maximise scope for effective mitigation

Implementing the Plan

10.7. Development and adoption of the Plan must be followed by actions by a range of agencies and other organisations to ensure that its Aims and Objectives are met. The section summarises proposals for how these outcomes will be delivered and who will be responsible for them.

10.8. Implementation has four components – infrastructure delivery; application of the policies to planning applications for waste facilities; ongoing regulation and monitoring of the local waste management sector; and achieving performance levels – each of which involves different actors. Table 10 summarises the organisations involved in each component.

Table 13: Roles and responsibilities involved in implementing the Plan

Organisation	Role	Responsibilities
Local planning authorities (including London Legacy Development Corporation)	Apply Plan policies	Assessing suitability of applications against Plan policies and priorities
	Regulate / monitor	Inspect operating waste sites periodically Monitor Plan performance annually
	Performance delivery	Support / promote waste reduction initiatives through the planning system
Borough waste collection authorities	Infrastructure delivery	Bring forward new / replacement waste sites for recycling / composting LACW
	Performance delivery	Implement waste collection activities to deliver desired performance levels as appropriate Support / promote waste reduction initiatives
North London Waste Authority (NLWA)	Infrastructure delivery	Delivery of replacement Edmonton EfW plant Delivery of other facilities enabling achievement of desired performance levels
	Performance delivery	Prioritising infrastructure delivery that moves waste up the Waste Hierarchy
Landowners	Infrastructure	Propose new waste sites in sustainable areas and sites that delivery capacity

Organisation	Role	Responsibilities
	delivery	requirements
The waste industry	Infrastructure delivery	Propose new waste sites in sustainable areas and sites that delivery capacity requirements Prioritise management of locally arising waste in local rather than more distant facilities
The Environment Agency	Regulate / monitor	Advise on planning applications according to the nature of the proposal Assess applications for Environmental Permits Inspect operating waste sites periodically Collect and publish information about waste movements for use in Plan monitoring
	Performance delivery	Promote waste reduction initiatives
The Health & Safety Executive	Regulate / monitor	Advise on planning applications according to the nature of the proposal
Other statutory bodies (eg. Natural England)	Regulate / monitor	Advise on planning applications according to the nature of the proposal
The Greater London Authority	Performance delivery	Promote waste reduction initiatives Promote carbon reduction initiatives
	Apply Plan policies	Assessing suitability of applications against London Plan policies and priorities Regional coordination of waste planning
London Waste and Recycling Board	Infrastructure delivery	Support to new waste infrastructure
	Performance	Support to waste collection authorities

Organisation	Role	Responsibilities
	delivery	to deliver desired performance levels Support / promote waste reduction initiatives

10.9. As the government is no longer awarding Private Finance Initiative credits all new infrastructure required during the Plan period will be funded by private commercial funding through sources that cannot be identified at this time. This will apply to facilities brought forward by private waste contractors and the NLWA. The waste industry has been invited to take part in the development of the Plan through involvement in the various consultation processes and calls for them to propose suitable sites for waste management use. The NLWP identifies infrastructure priorities for the next 15 years and this will help to provide the industry with greater certainty about waste management priorities in the North London Boroughs that can inform future investment decisions.

10.10. Table 11 sets out how policies in the NLWP will be implemented and who will be involved in each action and which of the Strategic Objectives are addressed as a result.

Table 14: How the NLWP policies will be implemented

Mechanism	Stakeholders involved	Objectives implemented
Policy 1: Safeguarding of existing waste management sites		
Refusal of planning permission for non-waste use unless capacity is re-provided	Local planning authorities	SO2, SO3
Policies 2 and 3 Site/Area Allocations		
Planning permission and subsequent development	Landowners and developers / waste management companies / waste disposal authority / local planning authorities / Environment Agency and other statutory bodies	SO1, SO2, SO3, SO5
Policy 4: Unallocated sites		

Planning permission and subsequent development	Landowners and developers / waste management companies / local planning authorities / Environment Agency and other statutory bodies	SO2, SO3
Policy 5: Re-use & Recycling Centres		
Planning permission and subsequent development	Landowners and developers / waste management companies / local planning authorities / Environment Agency and other statutory bodies	SO1, SO2, SO3
Policy 6: Assessment criteria for waste management facilities and related development		
Planning permission and subsequent development	Local planning authorities / Environment Agency and other statutory bodies	SO4, SO5, SO7, SO8
Policy 7: Energy recovery and decentralised energy		
Planning permission and subsequent development	Landowners and developers / waste management companies / local planning authorities / waste disposal authority Environment Agency and other statutory bodies	SO1, SO6

Question 19: Do you agree with the proposals for monitoring the NLWP and the roles and responsibilities of the bodies involved in implementing it? If not, please state why and suggest an alternative.

Appendix 1: Schedule 1: Existing safeguarded waste sites in North London

Table 15: Schedule 1: Existing safeguarded waste sites in North London

Site ID	Site Name	Borough
BAR1	Winters Haulage, Oakleigh Road South	Barnet
BAR2	Scratchwood Quarry	Barnet
BAR3	P B Donoghue, Claremont Rd	Barnet
BAR4	W R G, Hendon Rail Transfer Station	Barnet
BAR5	Summers Lane Reuse and Recycling Centre	Barnet
BAR6	Mc Govern Brothers, Brent Terrace, Hendon	Barnet
BAR7	Cripps Skips Brent Terrace	Barnet
BAR8	Apex Car Breakers, Mill Hill	Barnet
BAR9	Railway Arches, Hendon Savacase Ltd	Barnet
BAR10	G B N Services Ltd, New Southgate	Barnet
BAR11	Mill Hill Depot	Barnet
CAM1	Regis Road Reuse and Recycling Centre	Camden
ENF1	Crews Hill Transfer Station	Enfield
ENF2	Barrowell Green Recycling Centre	Enfield
ENF3	Pressbay Motors Ltd, Motor Salvage Complex	Enfield
ENF4	Chase Farm Hospital, the ridgeway (SITA)	Enfield
ENF5	Jute Lane, Brimsdown	Enfield
ENF6	Tuglord Enterprises (AMI Waste Waste) Stacey Avenue	Enfield
ENF7	Budds skips, The Market Compound, Harbert road	Enfield
ENF8	Biffa Edmonton, Adra road, Edmonton	Enfield
ENF9	Hunt Skips, Commercial Road, Edmonton	Enfield
ENF10	Rooke & Co Ltd, Edmonton	Enfield
ENF11	Edmonton Bio Diesel Plant	Enfield
ENF12	Personnel Hygiene Services Ltd, Princes Road, Upper Edmonton	Enfield
ENF13	Lee Valley motors Ltd, Second Avenue, Edmonton	Enfield
ENF14	London Waste Recycling Ltd, 12 Hastingwood Trading Est, upper Edmonton	Enfield
ENF15	Environmental Tyre Disposals Ltd	Enfield

Site ID	Site Name	Borough
ENF16	Albert Works, Kenninghall road, Edmonton	Enfield
ENF17	E L V Limited, Montague road industrial estate (site part of ENF 17 Albert Works)	Enfield
ENF18	London Waste Ltd Composting, Edmonton Eco Park, Advent Way	Enfield
ENF19	London Waste Ltd, Edmonton EcoPark, Advent way	Enfield
ENF21	Edmonton Clinical Waste Treatment Centre	Enfield
ENF22	J O' Doherty Haulage, Nobel Road, Edmonton	Enfield
ENF23	Oakwood Plant Ltd, Edmonton	Enfield
ENF24	Envirocom Ltd, Stonehill Business Park, Edmonton	Enfield
ENF25	Powerday Plant Ltd, Jeffreys Road	Enfield
ENF26	Edmonton EFW	Enfield
ENF27	Kedco	Enfield
ENF28	Ballast Phoenix Ltd	Enfield
ENF29	Enfield Metal Kingswood Nursery, Theobalds Park road	Enfield
ENF30	L & M Skips Recycling Ltd	Enfield
ENF31	Volker Highways Ltd	Enfield
HAC1	Millfields Waste Transfer & Recycling Facility	Hackney
HAC2	Downs Road Service Station (Braydon Motor Company), Clapton	Hackney
HAC3	Recycling facility, Mare Street	Hackney
HAR1/2	Hornsey Central Depot, Haringey LBC	Haringey
HAR 3	Garman Road, Tottenham	Haringey
HAR4	O'Donovan, Markfield Rd, Tottenham	Haringey
HAR5	Redcorn Ltd, White Hart Lane, Tottenham	Haringey
HAR6	Restore Community Projects, Ashley Road, Tottenham	Haringey
HAR7	Brantwood Auto Recycling Ltd, Willoughby Lane	Haringey
HAR8	O'Donovan, Markfield Road, Tottenham	Haringey
HAR9	Park View Road Reuse and Recycling Centre	Haringey
HAR10	Western Road Re-use & Recycling Centre	Haringey
ISL1	Hornsey Street Re-use & Recycling Centre	Islington
WAF1	Mercedes Parts Centre, Chingford Industrial Centre, Hall Lane	Waltham Forest
WAF2	Kings Road Re-use & Recycling Centre	Waltham Forest
WAF3	South Access Road Re-use & Recycling Centre	Waltham

Site ID	Site Name	Borough
		Forest
WAF4	G B N Services, estate Way, Leyton	Waltham Forest
WAF5	T J Autos (U K) Ltd	Waltham Forest
WAF6	B J Electronics, Ravenswood road Industrial Estate, Walthamstow	Waltham Forest
WAF7	Bywaters Recycling & Waste Management Centre	Waltham Forest
WAF8	Leyton Reuse & Recycling Centre	Waltham Forest
WAF9	B D & G Parts For Rover, Roxwell Trading Park, Leyton	Waltham Forest
WAF10	Malby Waste Disposal Ltd, Staffa Road, Leyton	Waltham Forest
WAF11	Baseforce Metals, Unit 1 Staffa Road, Leyton	Waltham Forest
WAF12	Argall Metal Recycling, Staffa Road Walthamstow Salvage, Wellington works, Staffa road, Leyton (no longer operational)	Waltham Forest
WAF13	Gateway Road Re-use & Recycling Centre (no longer operational)	Waltham Forest
WAF14	Tipmasters	Waltham Forest

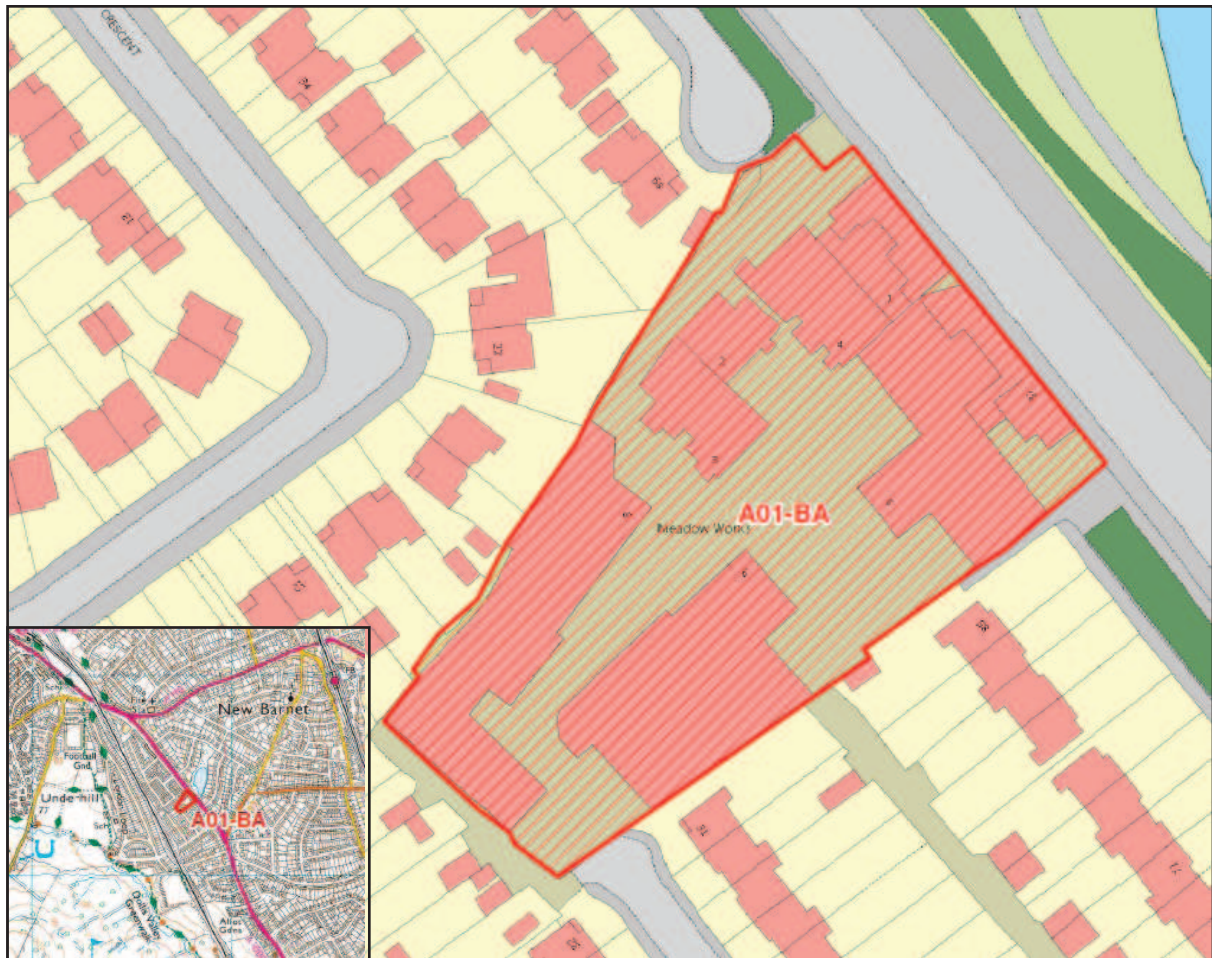
Appendix 2: Individual site/area profiles

Barnet Sites and Areas

A01-BA	Meadow Works (Area)
A02-BA	Oakleigh Road (Area)
A03-BA	Brunswick Industrial Park (Area)
A04-BA	Mill Hill Industrial Estate (Area)
A05-BA	Connaught Business Centre (Area)
A06-BA	BT Depot and Jewsons Building (Area)
S01-BA	Edgware Road and Geron Way

A01-BA - Meadow Works, Barnet

1:850 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



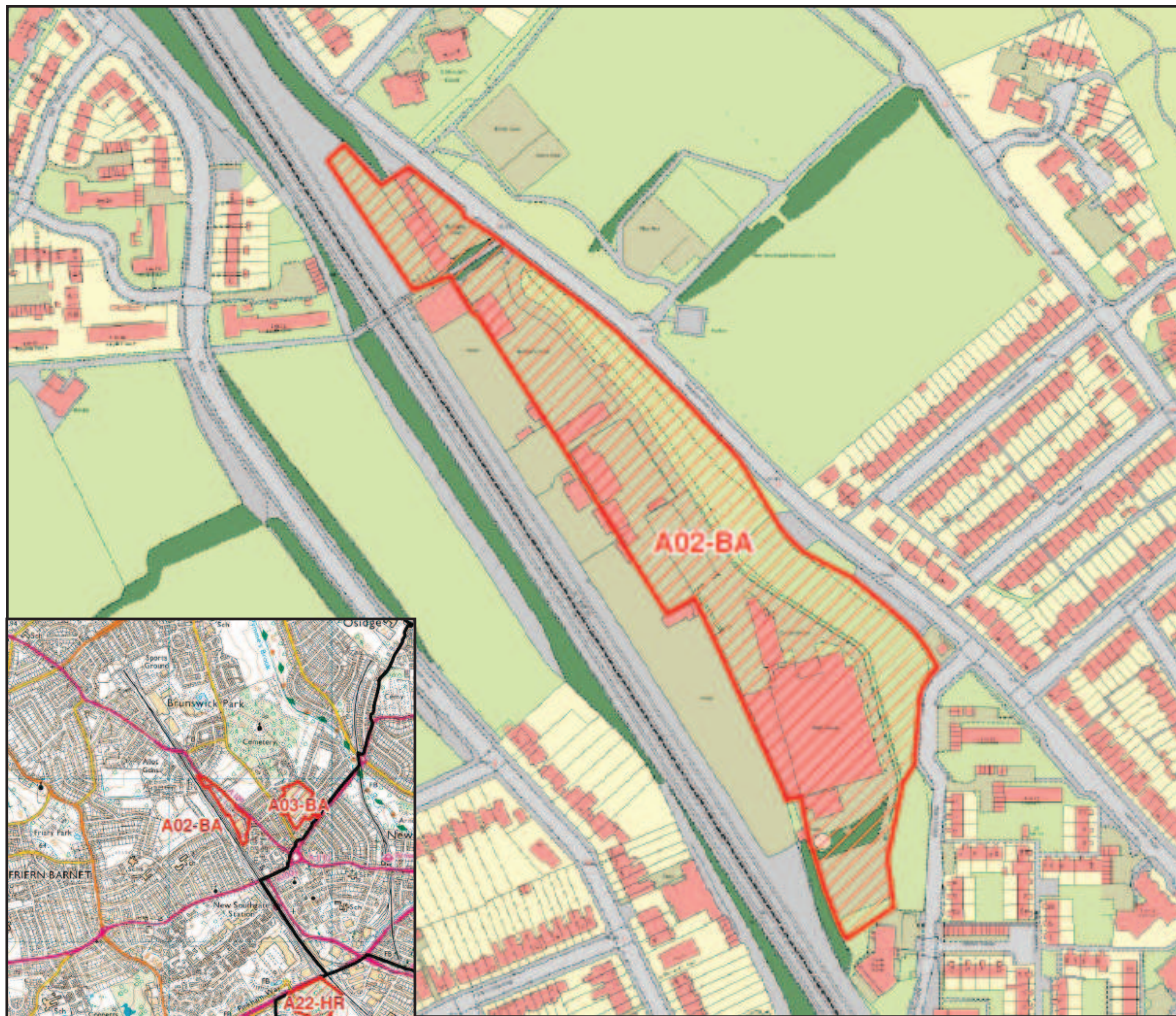
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Borough	Barnet
Type of Location	Area
Location Reference	A01-BA - Meadow Works
Size	0.50 ha
Area Description	The area lies within a residential location. The area is occupied by a number of small industrial buildings including a metal recycler.
Potential Uses as Indicated by the Sustainability Appraisal	Processing and recycling
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, waste transfer outdoor composting, indoor/in-vessel composting.

Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	Area within Flood Zone 1 (lowest probability of flooding)
Key Issues	The site is relatively small and has limited potential for development. The surrounding area is residential and development would need to be appropriately designed to ensure there is no significant detrimental impact.
Habitat Regulation Assessment	Site currently being screened

A02-BA - Oakleigh Road, Barnet

1:3,550 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



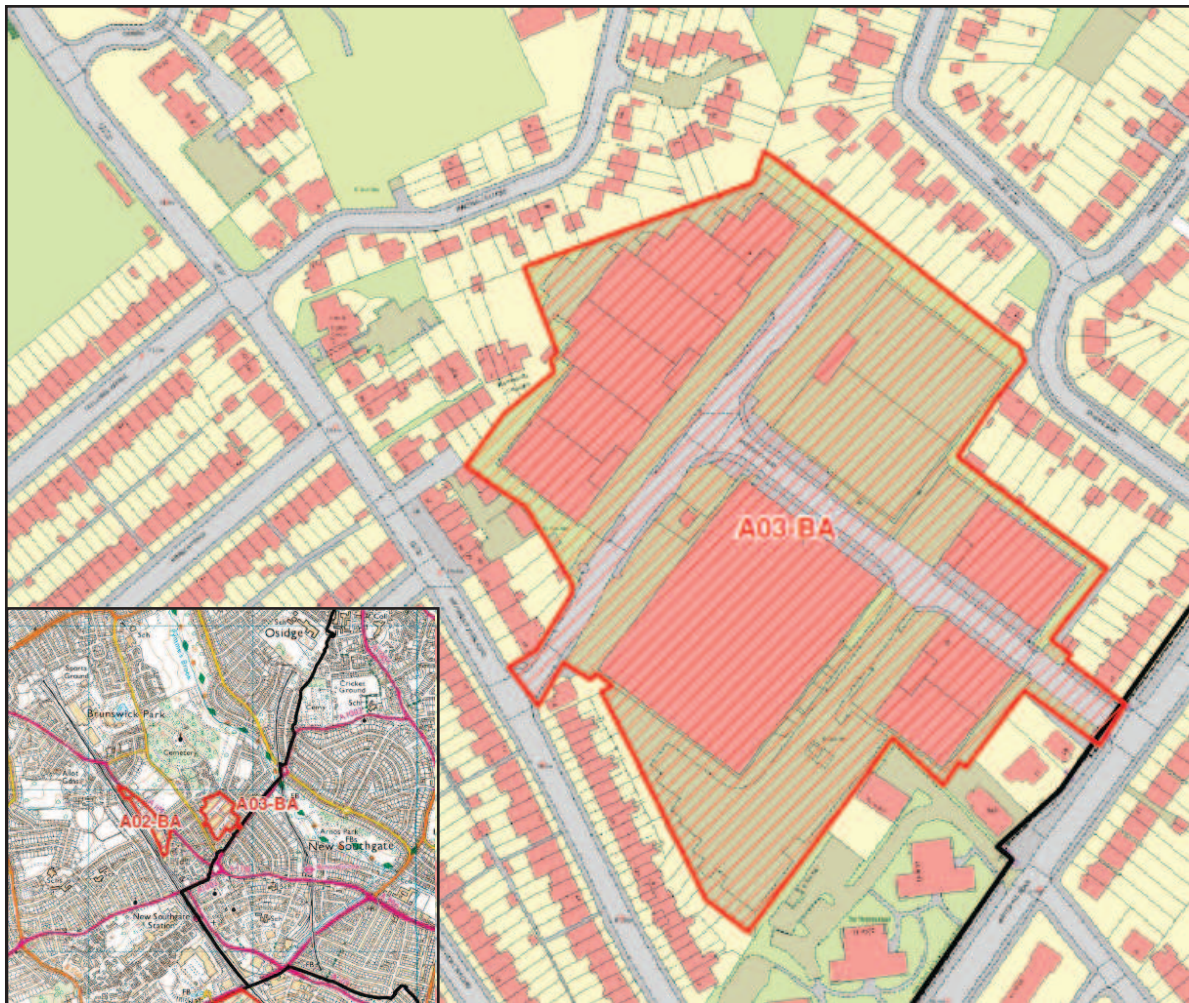
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Borough	Barnet
Type of Location	Area
Location Reference	A02-BA - Oakleigh Road
Size	3.10 ha
Area Description	Industrial area, includes a builder's depot and two existing waste management facilities
Potential Uses as Indicated by the Sustainability Appraisal	Integrated resource recovery facilities/resource parks, Waste transfer, processing and recycling
Uses unlikely to be suitable	Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.

Sustainability Appraisal	Band B – Several issues requiring mitigation however, generally suitable for development.
Flood Risk Zone	Area is within Flood Zone 1 (lowest probability of flooding)
Key Issues	Site already occupied by 2 waste facilities additional facilities unlikely to have significant impact. Residential properties do however lie close to the site so mitigation measure may be required. Vacant plot at site is identified as a potential site for Barents replacement of their Mill Hill Depot.
Habitat Regulation Assessment	Site currently being screened

A03-BA - Brunswick Industrial Park, Barnet

1:2,450 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



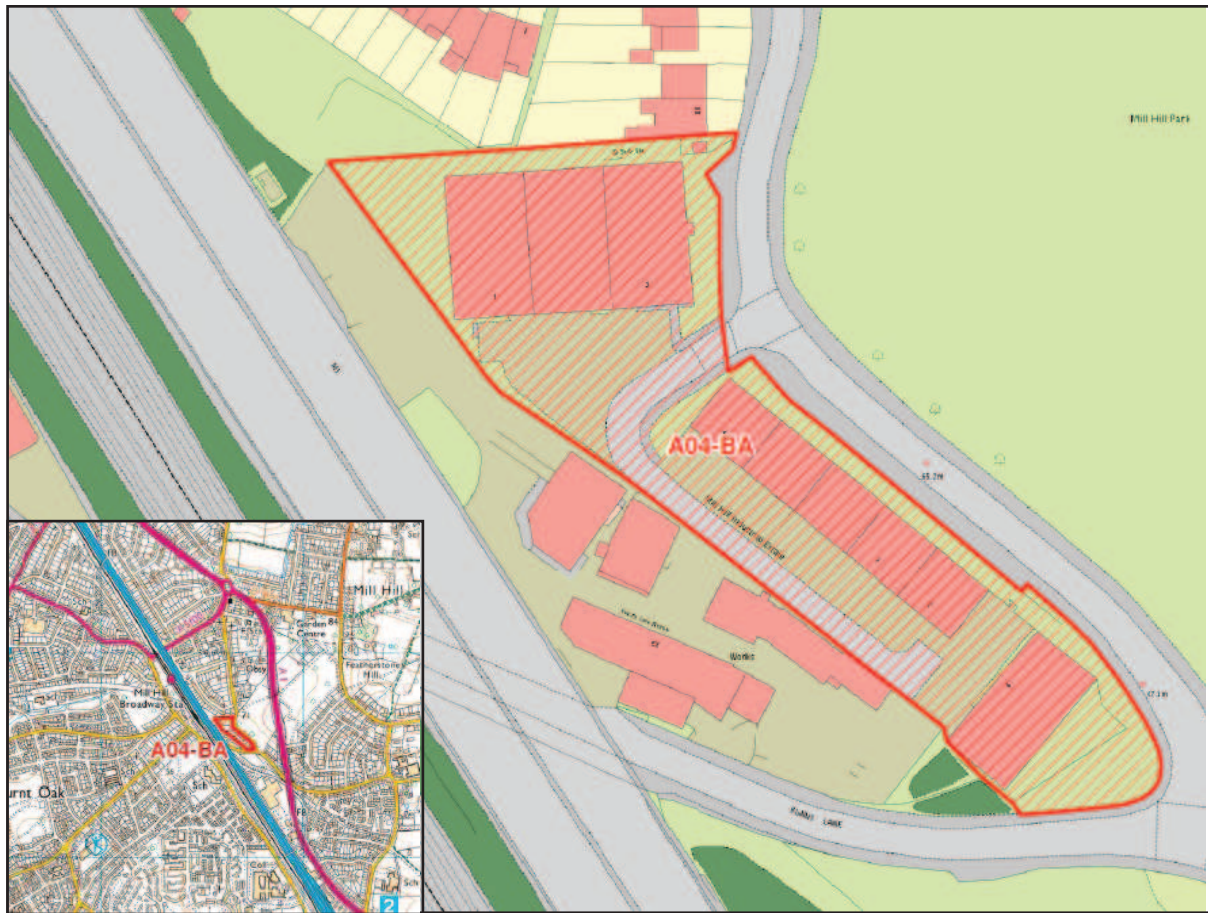
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Borough	Barnet
Type of Location	Area
Location Reference	A03-BA - Brunswick Industrial Park
Size	3.95 ha
Area Description	The area is a Business Park which includes a builder's yard and other trade outlets.
Potential Uses as Indicated by the Sustainability Appraisal	Waste Transfer, Processing and Recycling
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting

Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	Flood Zone 1 (lowest probability of flooding)
Key Issues	<p>The site had no empty units at the time of the site visit. The route from the site to the primary road network passes through significant residential development although the traffic flows are likely to be similar to those of the current operations.</p> <p>The site is surrounded by residential dwellings but it is considered that the site could accommodate waste management facilities that did not incorporate any outside storage of waste.</p>
Habitat Regulation Assessment	Site currently being screened

A04-BA - Mill Hill Industrial Estate, Barnet

1:1,350 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



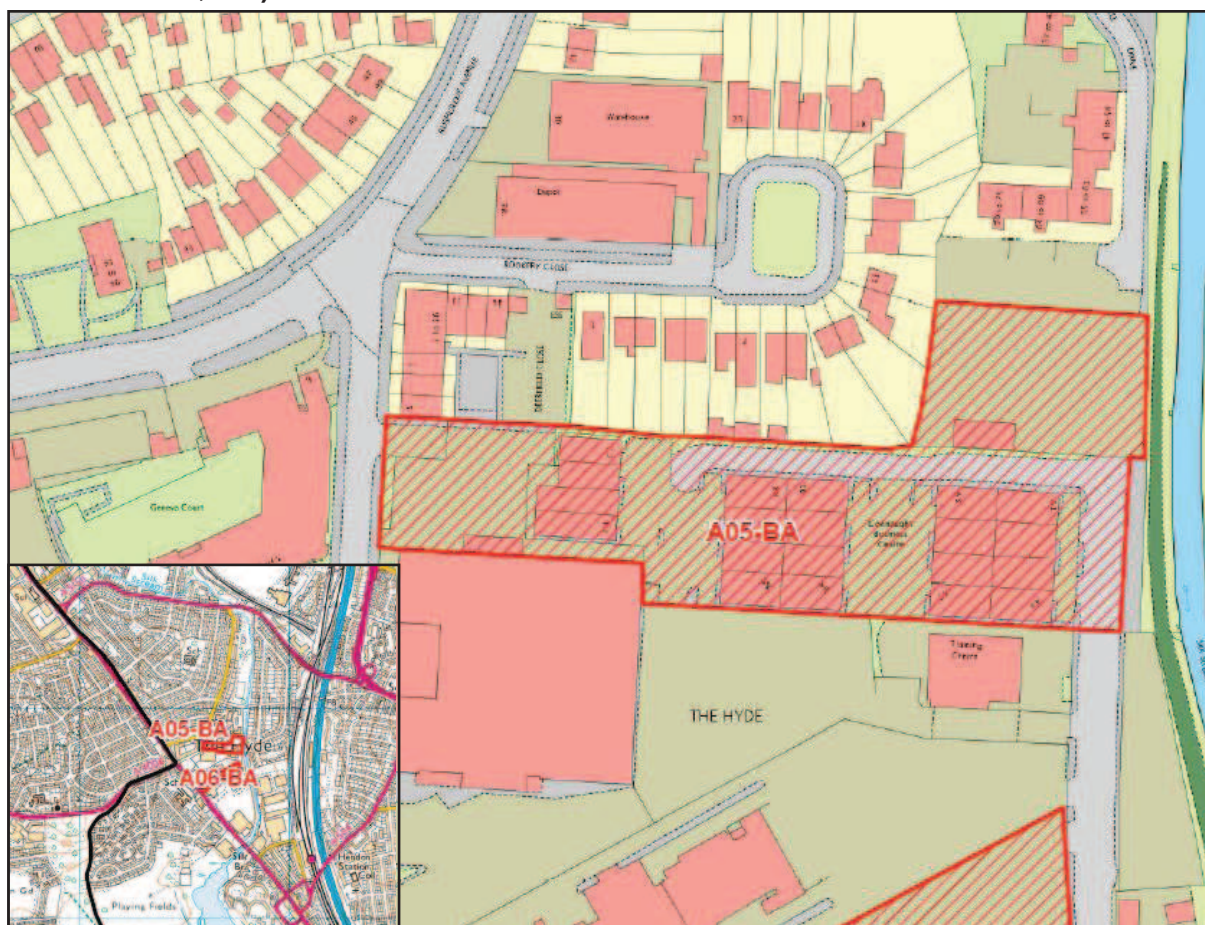
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Borough	Barnet
Type of Location	Area
Location Reference	A04-BA - Mill Hill Industrial Estate
Size	0.90 ha
Area Description	Industrial Estate comprising numerous small warehouses.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling

Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	Area is within Flood Zone 1 (lowest probability of flooding)
Key Issues	The site is in close proximity to open recreational area of Mill Hill Park to the east. There is also a residential area to the north of the site and any waste management facility would need to take account of these sensitive receptors. The units appeared to be fully occupied and they were generally small single story units.
Habitat Regulation Assessment	Site currently being screened

A05-BA - Connaught Business Centre, Barnet

1:1,500 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



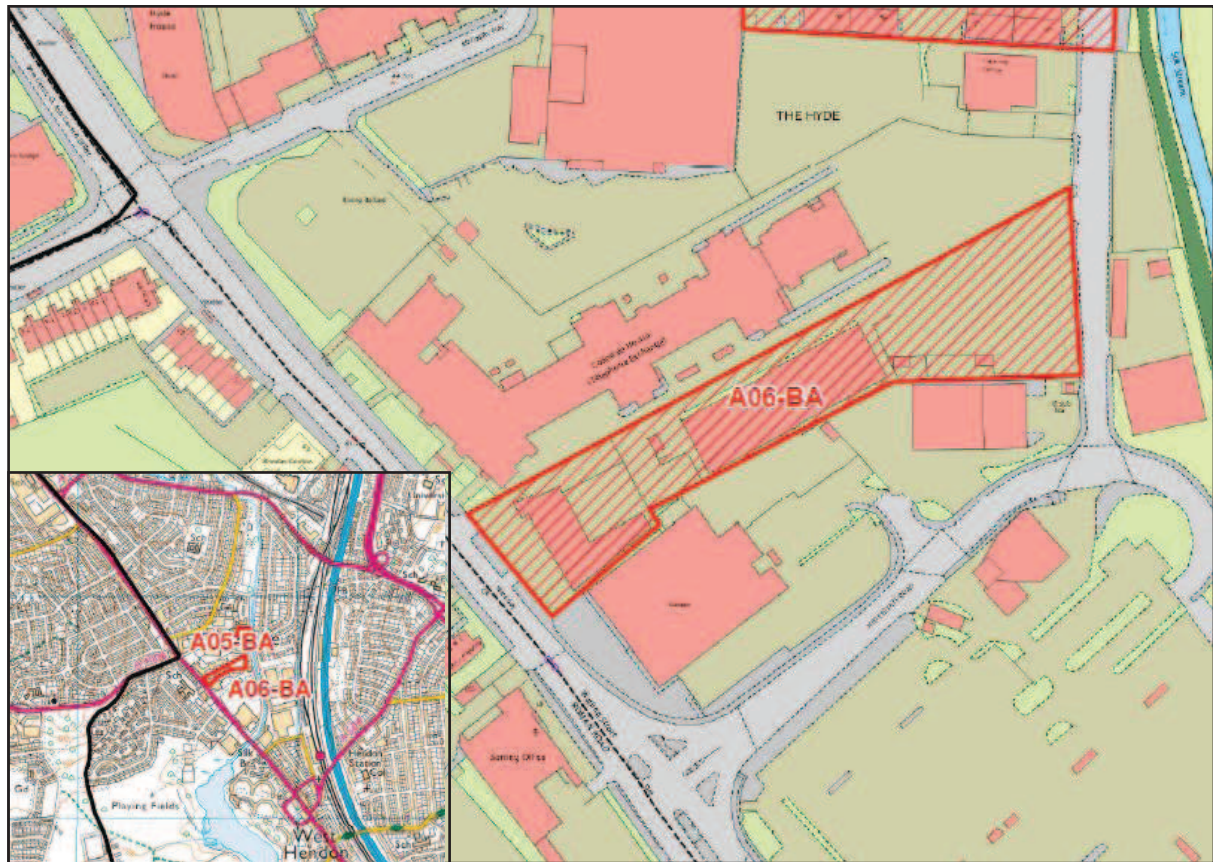
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Borough	Barnet
Type of Location	Area
Location Reference	A05-BA - Connaught Business Centre
Size	0.90 ha
Area Description	The site is a commercial area made up of small units.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.

Flood Risk Zone	Site is within Flood Zone 2 & 3 (medium and high probability of flooding) As part of the area lies within Flood Zone 3 it is not suitable for the handling of Hazardous Waste.
Key Issues	Although the site access is acceptable, all waste vehicles would need to traverse the internal retail/business park roads. Residential development lies on the northern boundary whilst to the east is a small stream beyond which is further residential development. Due to its proximity to residential development, only enclosed waste management facilities would be appropriate.
Habitat Regulation Assessment	Site currently being screened

A06-BA - BT Depot and Jewsons Building, Barnet

1:2,000 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



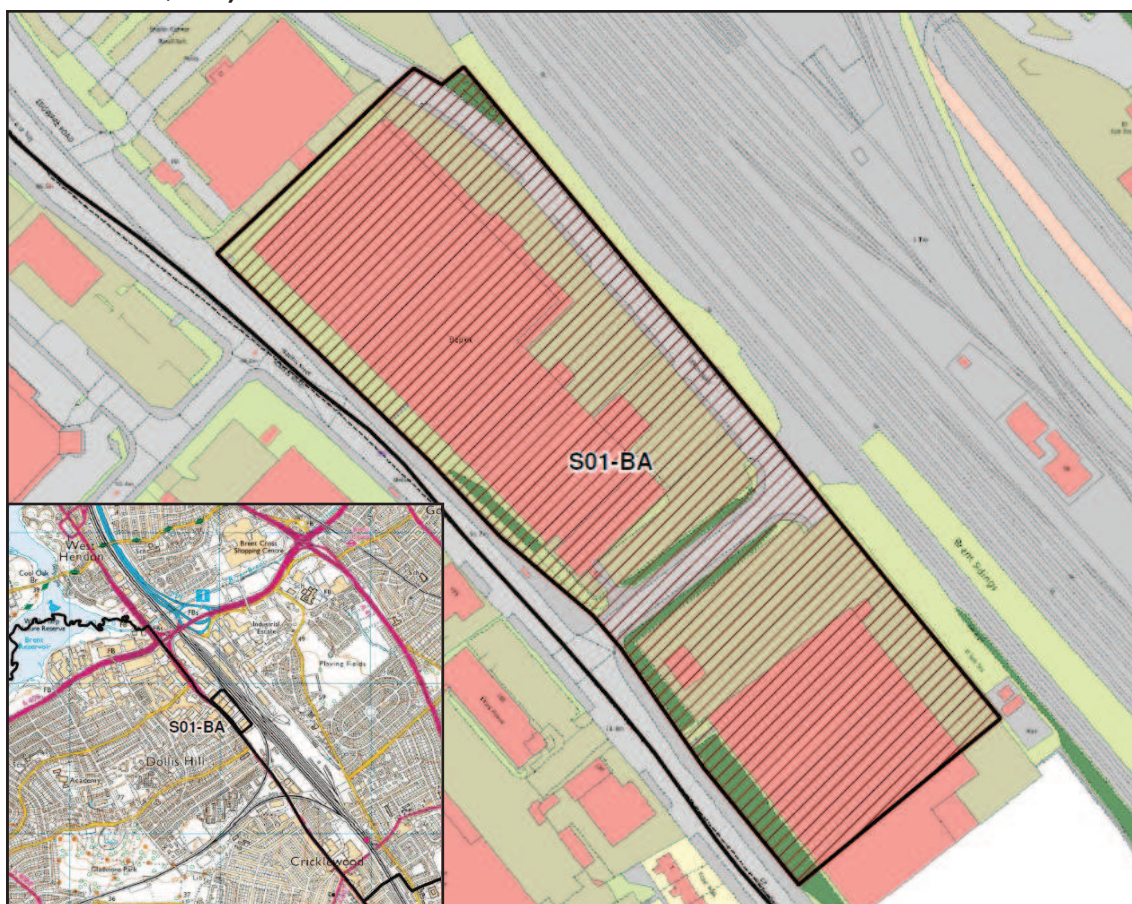
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Borough	Barnet
Type of Location	Area
Location Reference	A06-BA - BT Depot and Jewsons Building
Size	0.70 ha
Area Description	Suzuki dealership and unknown commercial building. Telephone exchange lies to the north and a Honda Garage to south. The site is bordered by the A1 and is 2.8 miles from the M1.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.

Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	Site partially covered by Flood Zone 2 (medium probability of flooding).
Key Issues	<p>The site access is acceptable with entry to the site from Edgware Road. The area that includes the Suzuki dealership and associated car park is unlikely to be deliverable for waste management and should be discounted due to its position fronting Edgware Road and similar neighbouring uses. However the old BT Depot and yard would be suitable for a mix of waste management uses.</p> <p>There are a number of environmental and amenity issues facing the site such as the close proximity of the retail park, Sainsbury supermarket, a small stream, and the surrounding residential development.</p>
Habitat Regulation Assessment	Site currently being screened

S01-BA - Edgware Road and Geron Way, Barnet

1: 1,950 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



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Borough	Barnet
Type of Location	Site
Location Reference	S01-BA - Edgware Road and Geron Way
Size	3.28 ha
Site Description	Currently occupied by Bestway Cash and Carry in the north and Selco Builders Warehouse in the south.
Potential Uses as Indicated by the Sustainability Appraisal	The site has outline planning permission for a waste handling facility and treatment technology.

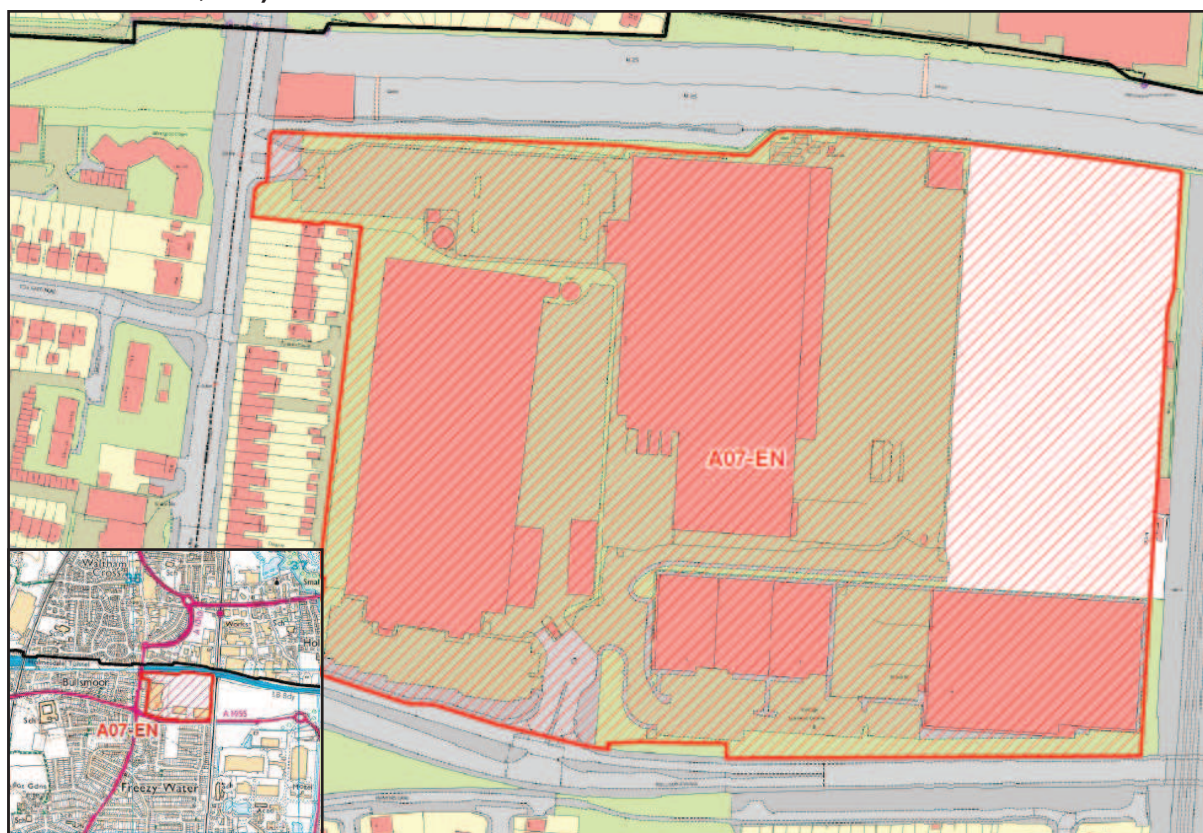
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting and indoor/in-vessel composting.
Details of in-situ infrastructure impacting waste development	None identified
Landowner details	Bestway Wholesale Group
Flood Risk Zone	Area within Flood Zone 1 (lowest probability of flooding)
Key Issues	The site has outline planning permission for waste management and can be taken forward at this stage. However the north of site is currently occupied and operated by Bestway who have responded during the call for sites exercise on the North London Waste Plan specifically requesting that this site be excluded from allocation.'
Habitat Regulation Assessment	Site currently being screened

Enfield sites and Areas

A07-EN	Freezywater (Area)
A08-EN	Brimsgate (Area)
A09-EN	Redburn Trading Estate (Area)
A10-EN	Meridian Business Park (Area)
A11-EN	Montagu Industrial Area (Area)
A12-EN	Eley's Estate (Area)
A13-EN	Commercial Road and North Middlesex Estate (Area)
S02-EN	Bilton Way (Site)

A07-EN - Freezywater, Enfield

1:2,400 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



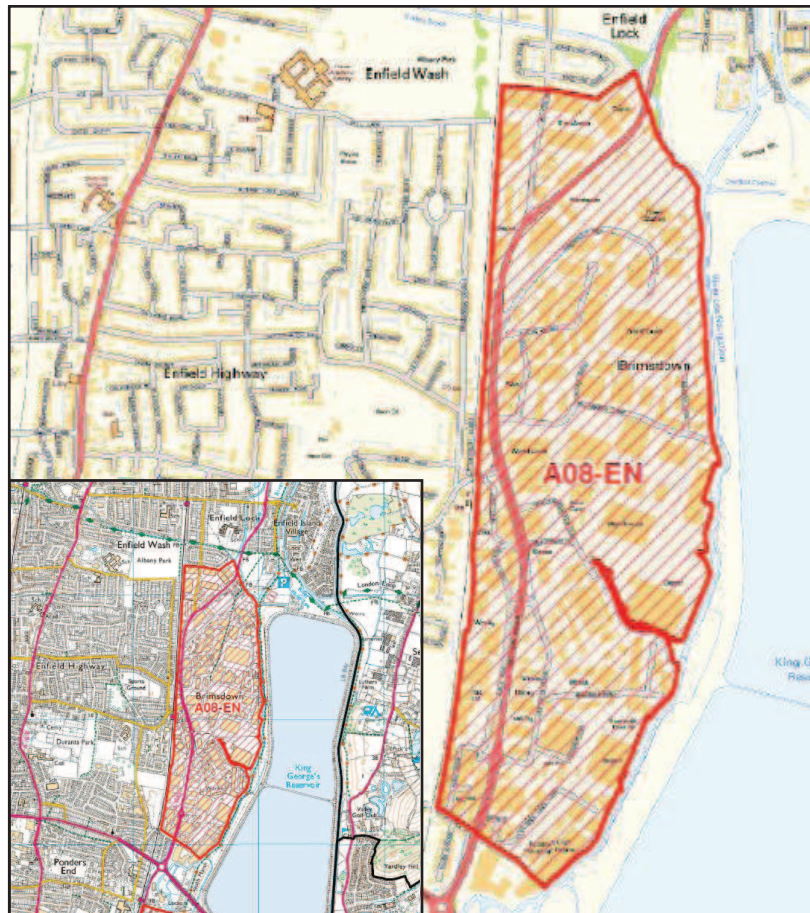
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Borough	Enfield
Type of Location	Area
Location Reference	A07-EN - Freezywater
Size	10.70 ha
Area Description	Large commercial area including a Tesco distribution centre.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, indoor composting and in-vessel composting.
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks and outdoor composting.

Sustainability Appraisal	Band B – Several issues requiring mitigation however, generally suitable for development.
Flood Risk Zone	Area is within Flood Zone 1 (lowest probability of flooding)
Key Issues	The site has good access to the M25 and the strategic road network. Any facility would need to take account of neighbouring uses including green belt and Lee Valley Regional park to the east, at the planning stage.
Habitat Regulation Assessment	Site currently being screened

A08-EN - Brimsdown, Enfield

1:19,700 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



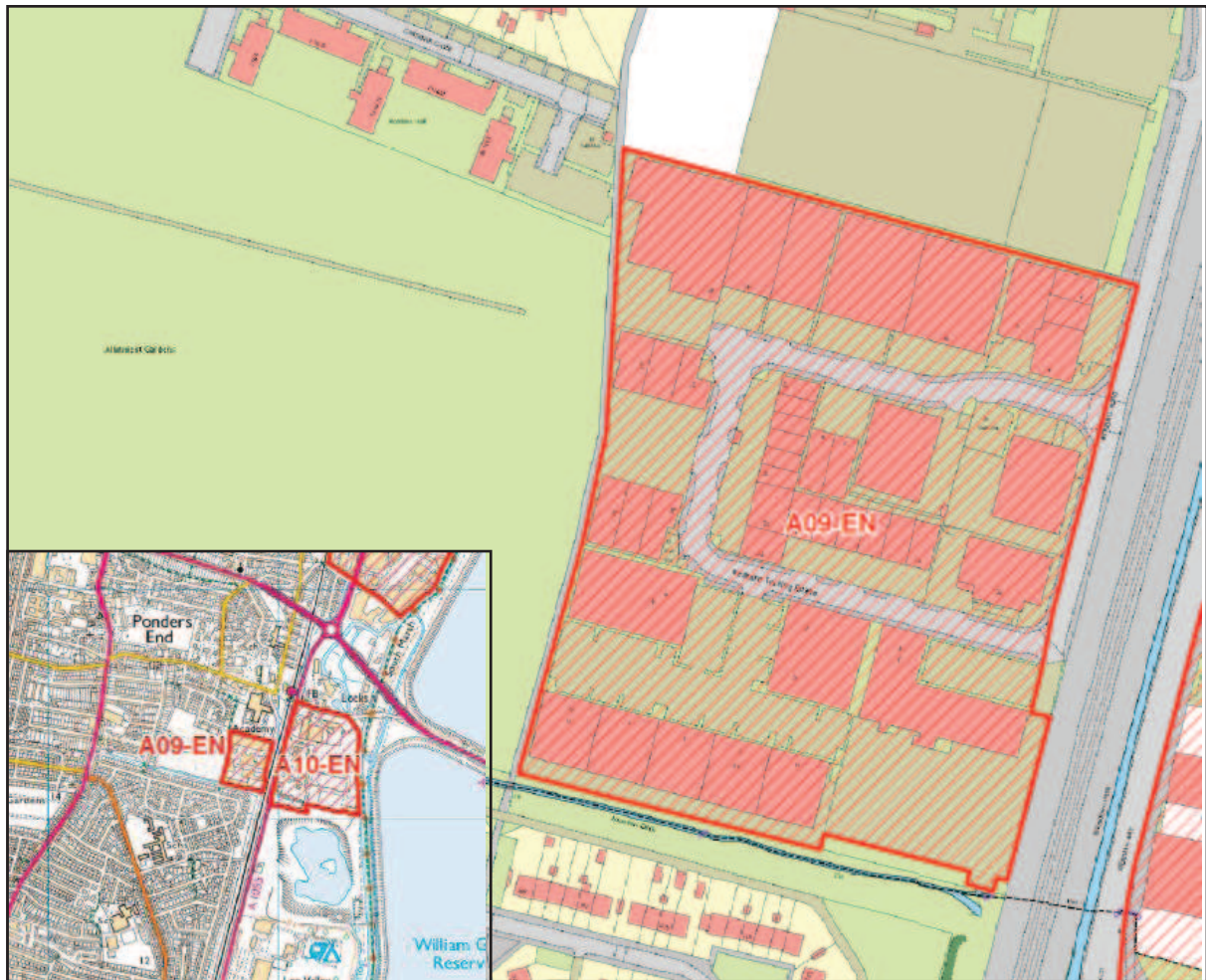
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Borough	Enfield
Type of Location	Area
Location Reference	A08-EN - Brimsdown
Size	134.40 ha
Area Description	Industrial Estate
Potential Uses as Indicated by the Sustainability Appraisal	Integrated resource recovery facilities/resource parks, Waste transfer, processing and recycling, thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, indoor composting and in-vessel composting.
Uses unlikely to be suitable	Outdoor composting

Sustainability Appraisal	Band B – Several issues requiring mitigation however, generally suitable for development.
Flood Risk Zone	Large Parts of site Flood Zone 2 (medium potential of flooding) remaining Flood Zone 1 (lowest potential of flooding). Some areas benefit from flood defences
Key Issues	<p>The Brimsdown Industrial Estate has existing waste management facilities and is large enough to accept most waste management uses.</p> <p>There are a number of environmental and amenity issues facing the site such as the close proximity of enclosed industrial uses, housing, Lee Valley Regional Park, the Green Belt, River Lee Navigation, a reservoir also designated an SSSI and Site of Metropolitan Importance for Nature Conservation.</p>
Habitat Regulation Assessment	Site currently being screened

A09-EN - Redburn Trading Estate, Enfield

1:2,200 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



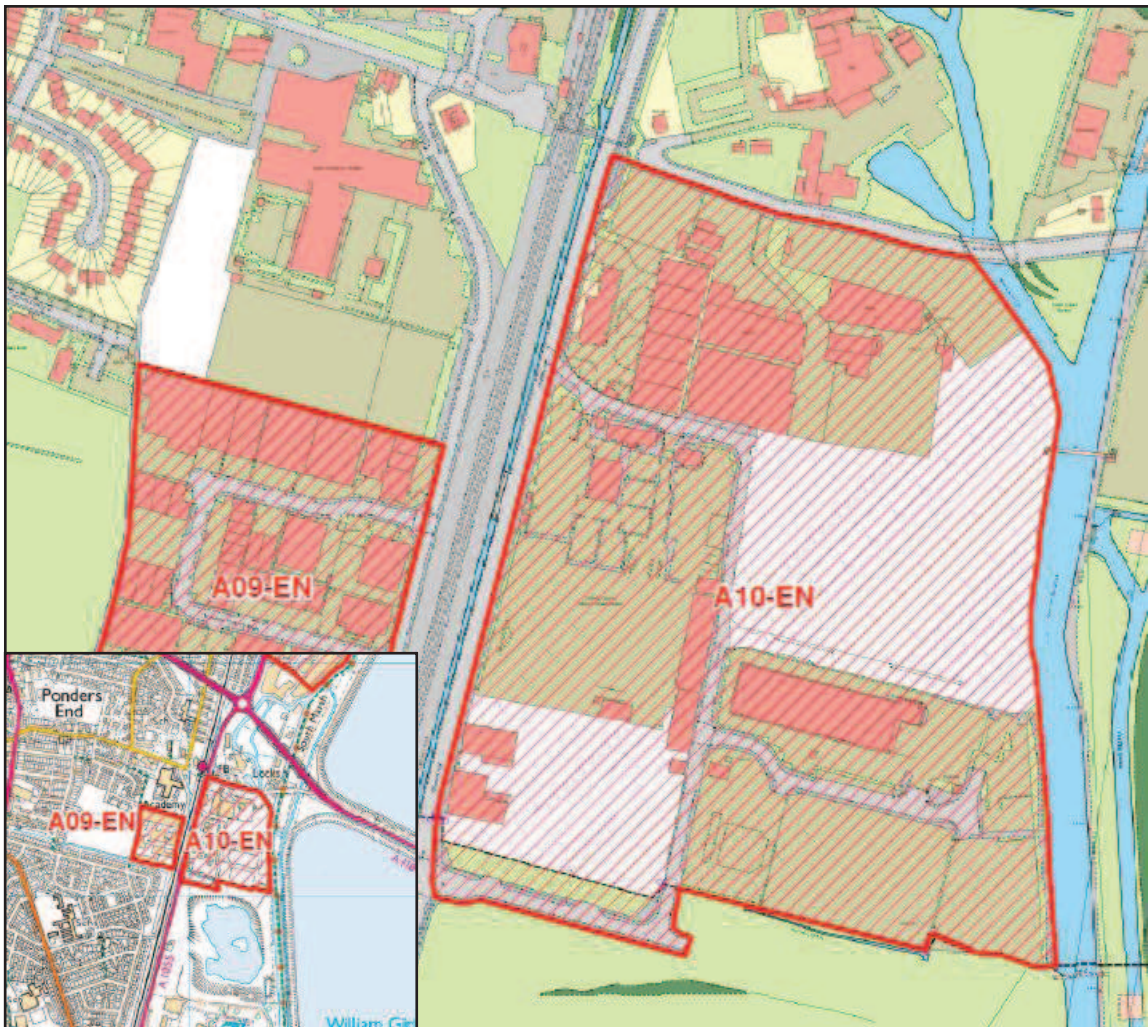
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Borough	Enfield
Type of Location	Area
Location Reference	A09-EN - Redburn Trading Estate
Size	4.00 ha
Area Description	Industrial Estate with moderate size units
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling

Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues requiring mitigation.
Flood Risk Zone	<p>The south western corner and southern boundary of site are within Flood Zone 3 (high potential of flooding). The remainder of site is Flood Zone 1 (lowest potential of flooding)</p> <p>As part of the area lies within Flood Zone 3 it is not suitable for the handling of Hazardous Waste.</p>
Key Issues	The site entry and egress is via the same roads and as such may not be an ideal location for large numbers of waste carrying vehicles. However, there are a number of empty units/buildings that would be large enough to house appropriate enclosed waste management facilities. Mitigation would be required to protect the amenity of the adjacent school and open space.
Habitat Regulation Assessment	Site currently being screened

A10-EN - Meridian Business Park, Enfield

1:4,100 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



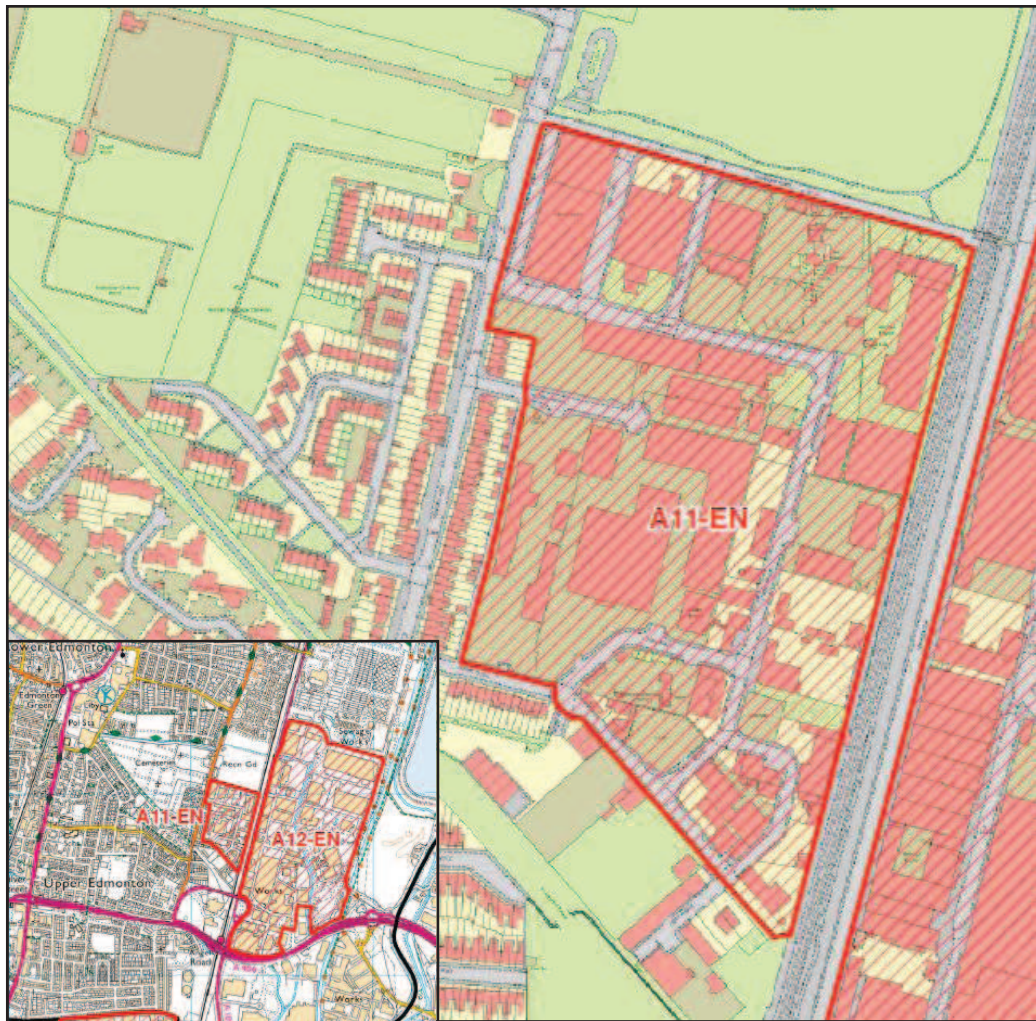
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Borough	Enfield
Type of Location	Area
Location Reference	A10-EN - Meridian Business Park
Size	14.90 ha
Area Description	The Business Park lies in the east of Enfield and contains warehouse and industrial units. River Lee Navigation lies adjacent to the east of site with William Girling Reservoir (a SSSI) beyond. The land to the north east and south of site is designated as green belt.

Potential Uses as Indicated by the Sustainability Appraisal	Integrated resource recovery facilities/resource parks, Waste transfer, processing and recycling, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, indoor composting and in-vessel composting.
Uses unlikely to be suitable	Outdoor composting
Sustainability Appraisal	Band B – Several issues requiring mitigation however, generally suitable for development.
Flood Risk Zone	The south west and western boundaries are within Flood Zone 2 (medium probability of flooding)
Key Issues	There was approximately 3ha of unused land at the site at the time of the assessment. Access to the strategic highway network is considered acceptable. Any facility on the site would need mitigation measures to protect the River Lee Navigation and surrounding green belt and SSSI.
Habitat Regulation Assessment	Site currently being screened

A11-EN - Montagu Industrial Area, Enfield

1:4,150 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



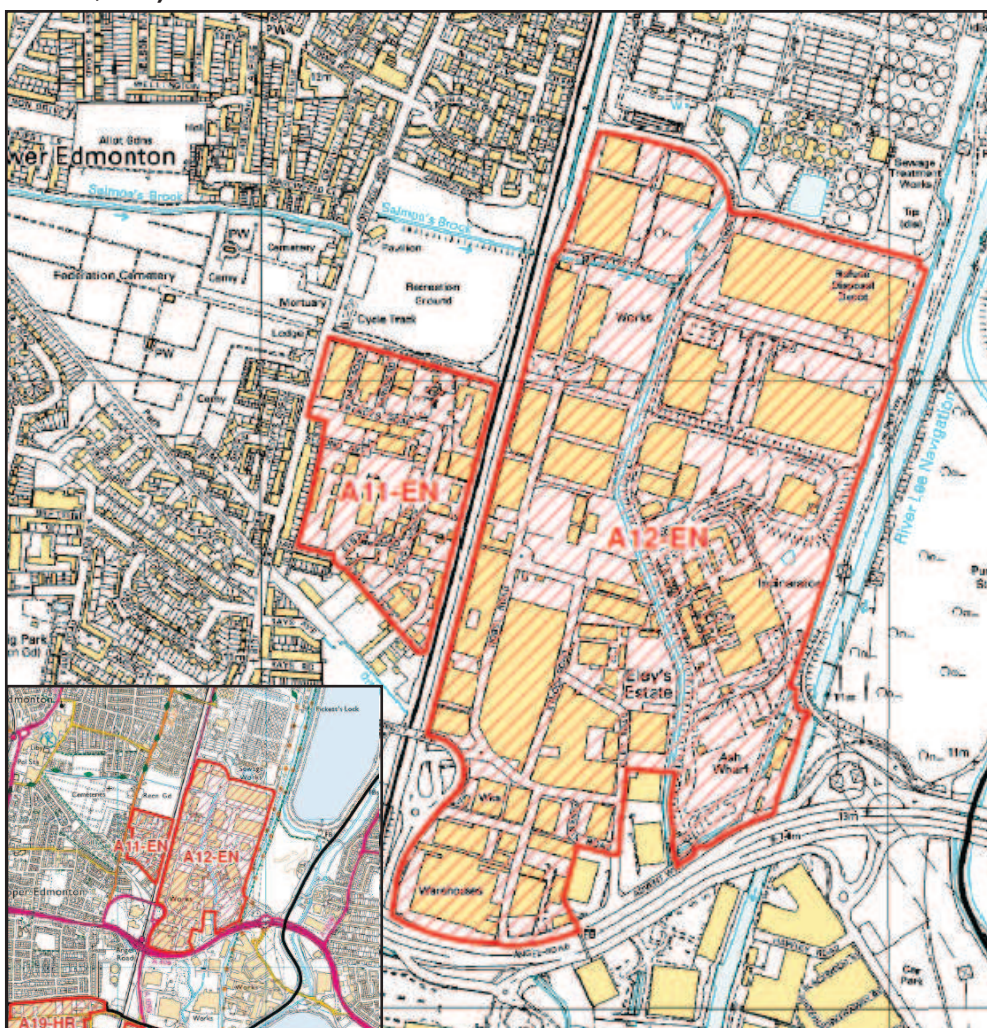
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Borough	Enfield
Types of Location	Area
Location Reference	A11-EN - Montagu Industrial Area
Size	9.50 ha
Area Description	The site is occupied with industrial and commercial units. Green open space lies north, industrial and commercial properties lie to the east and residential properties lie to the south and west.

Potential Uses as Indicated by the Sustainability Appraisal	Integrated resource recovery facilities/resource parks, Waste transfer, indoor composting, in-vessel composting, processing and recycling
Uses unlikely to be suitable	Thermal treatment, anaerobic digestion, outdoor composting, pyrolysis / gasification and mechanical biological treatment.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	The west and north of site are within Flood Zone 2 (medium probability of flooding). The remainder of site is Flood Zone 1 (lowest probability of flooding)
Key Issues	This site is already occupied by a number of waste management facilities and there is potential for a number of waste management options to be taken forward. The north of the site is a recreational ground and waste management facilities should avoid the units fronting Pegamoid Road to avoid any adverse impact on any sensitive receptors. Similarly there is housing development along the eastern boundary.
Habitat Regulation Assessment	Site currently being screened

A12-EN – Ely’s Estate, Enfield

1:10,700 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



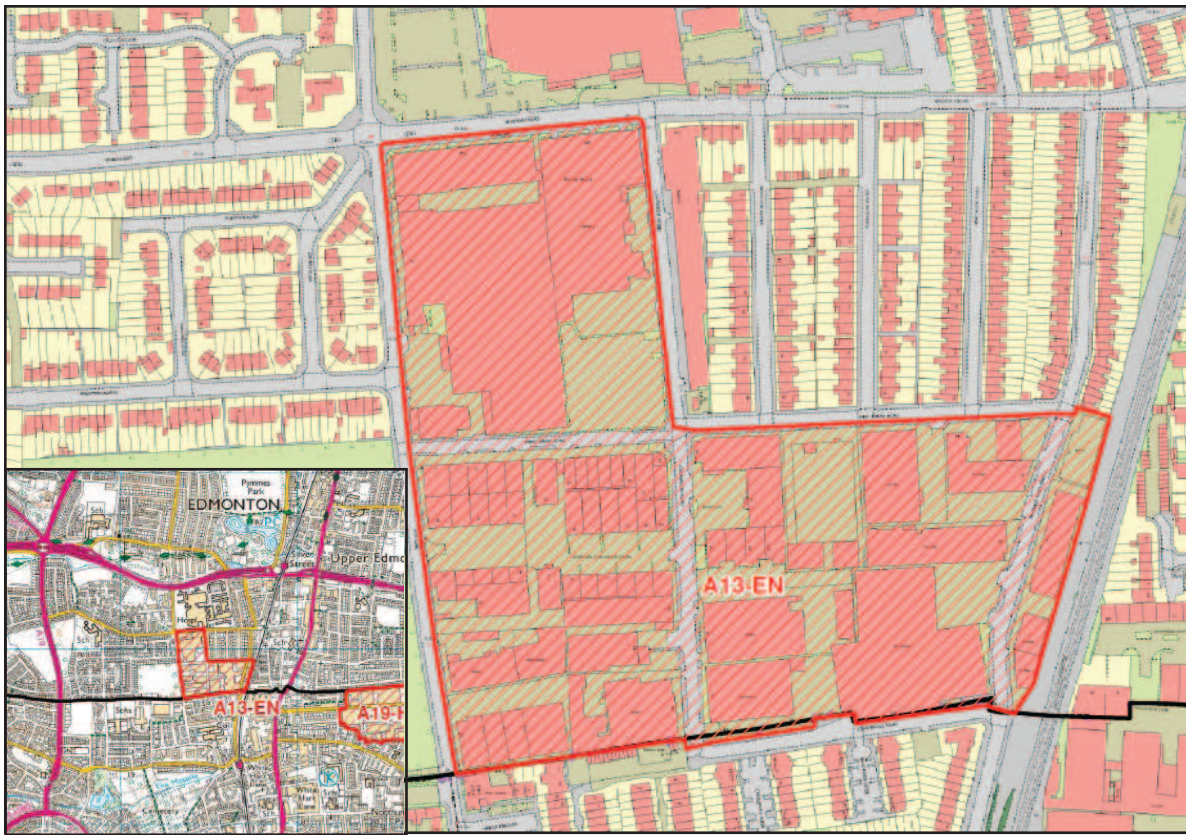
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Borough	Enfield
Type of Location	Area
Location Reference	A12-EN – Eley’s Estate
Size	61.60 ha
Area Description	Industrial areas incorporating Eleys Estate, Edmonton Eco Park and Aztec A406 Industrial Estate. The site is bordered by sewage works in the north, Lee navigation and open ground (green belt and Lee Valley Regional Park) to the east, Meridian Water Development to the south and industrial, commercial, residential and recreational ground to the west.

Potential Uses as Indicated by the Sustainability Appraisal	<p>Within Flood Zone 2 Integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, Waste transfer, indoor composting, in-vessel composting, processing and recycling.</p> <p>Within Flood Zone 3 Waste transfer and processing and recycling</p>
Uses unlikely to be suitable	Outdoor composting
Sustainability Appraisal	Band B – Several issues requiring mitigation however, generally suitable for development.
Flood Risk Zone	<p>The majority of site is covered by Flood Zone 2 (medium probability of flooding) parts are also covered by Flood Zone 3 (highest probability of flooding). Northeast area within Flood Zone 1 (lowest probability of flooding)</p> <p>As part of the area lies within Flood Zone 3 it is not suitable for the handling of Hazardous Waste.</p>
Key Issues	There are potential environmental and amenity issues facing the site such as the close proximity of enclosed industrial uses, the River Lee Navigation, the green belt and Lee Valley Regional Park.
Habitat Regulation Assessment	Site currently being screened

A13-EN - Commercial Road and North Middlesex Estate, Enfield

1:3,250 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



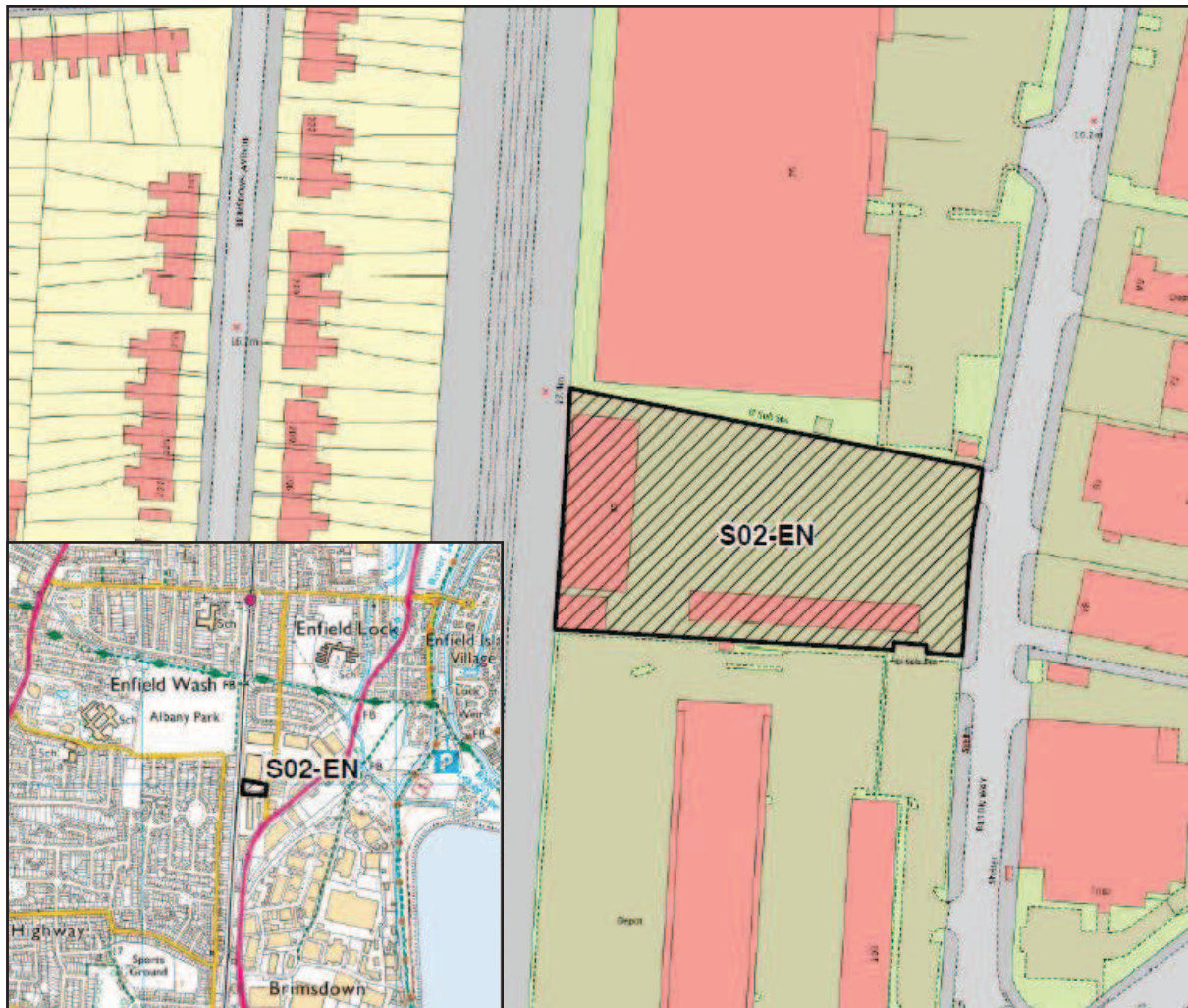
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Borough	Enfield
Type of Location	Area
Location Reference	A13-EN - Commercial Road and North Middlesex Estate
Size	10.00 ha
Area Description	Site comprises industrial and commercial units. Residential areas surround the site with a Railway line bordering the east, green open space to the west and North Middlesex University Hospital to the north of site.
Potential Uses as Indicated by the Sustainability Appraisal	Integrated resource recovery facilities/resource parks, Waste transfer, processing and recycling

Uses unlikely to be suitable	Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	Flood Zone 1 (lowest probability of flooding)
Key Issues	There are a number of environmental and amenity issues facing the site such as the close proximity of enclosed industrial uses, housing, North Middlesex Hospital and open parkland.
Habitat Regulation Assessment	Site currently being screened

S02-EN – Bilton Way, Enfield

1:1,500 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



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Borough	Enfield
Type of Location	Site
Location Reference	S02-EN – Bilton Way
Size	0.40 ha
Site Description	Occupied by Fraikin Commercial Vehicle Rental (GSV)
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling

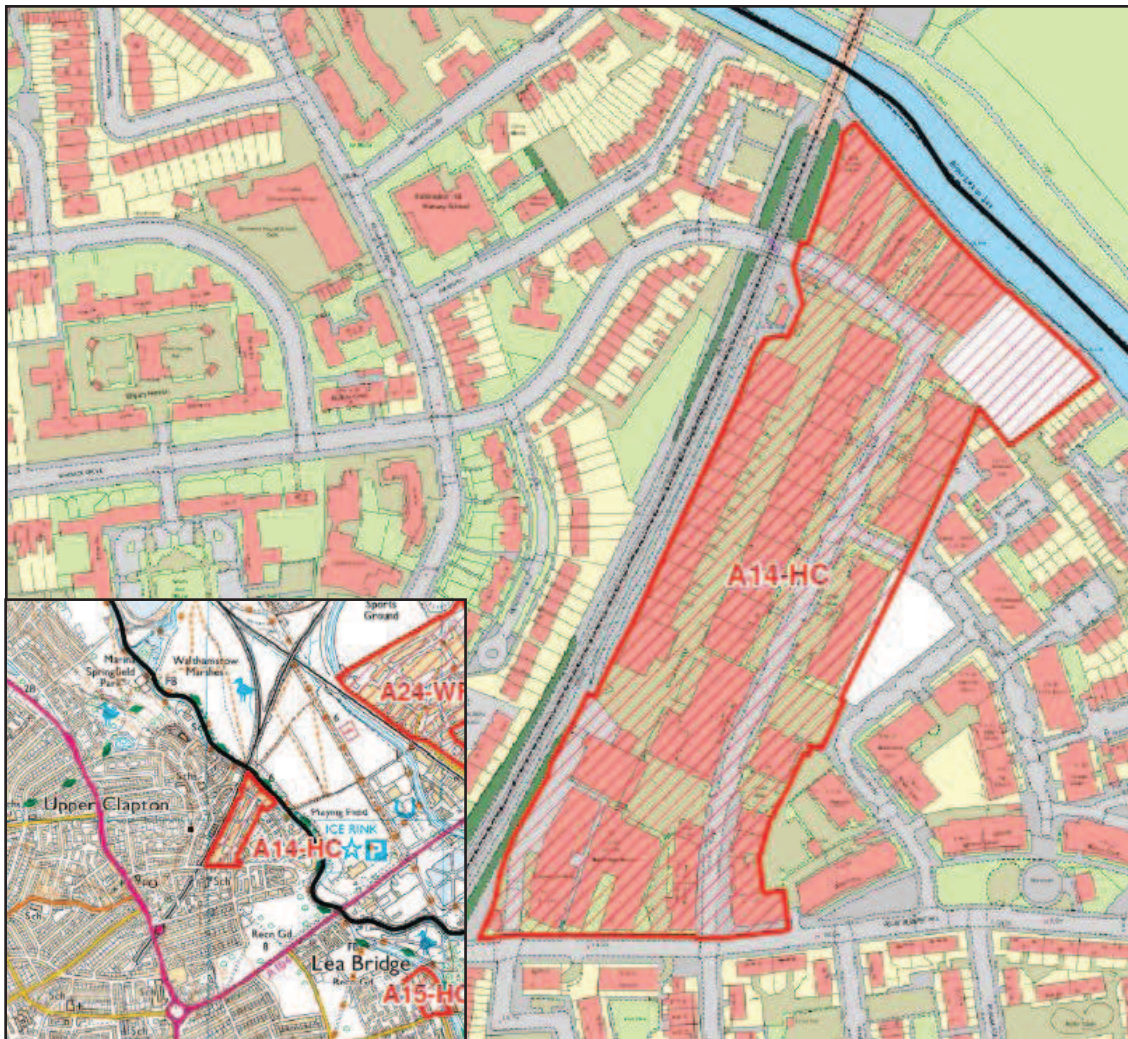
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Details of in-situ infrastructure impacting waste development	None identified
Landowner details	Bilton's Enfield Company Limited
Flood Risk Zone	Flood Zone 2 (medium potential of flooding)
Key Issues	The site is small (<0.5ha) and currently in use by Fraikin, a fleet Management Company. The site does however have good access to the strategic highways. Approximately 30m to the west (behind) the site is housing although a railway line acts as a barrier.
Habitat Regulation Assessment	Site currently being screened

Hackney Sites and Areas

A14-HC	Theydon Road (Area)
A15-HC	Millfields LSIS (Area)
A16-HC	Hackney Downs (Area)
A17-HC	Mare Street LSIS (Area)
A18-HC	Oak Wharf, Timberwharf Rd (Area)
S03-EN	Eagle Wharf (Site)

A14-HC – Theydon Road, Hackney

1:3,250 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



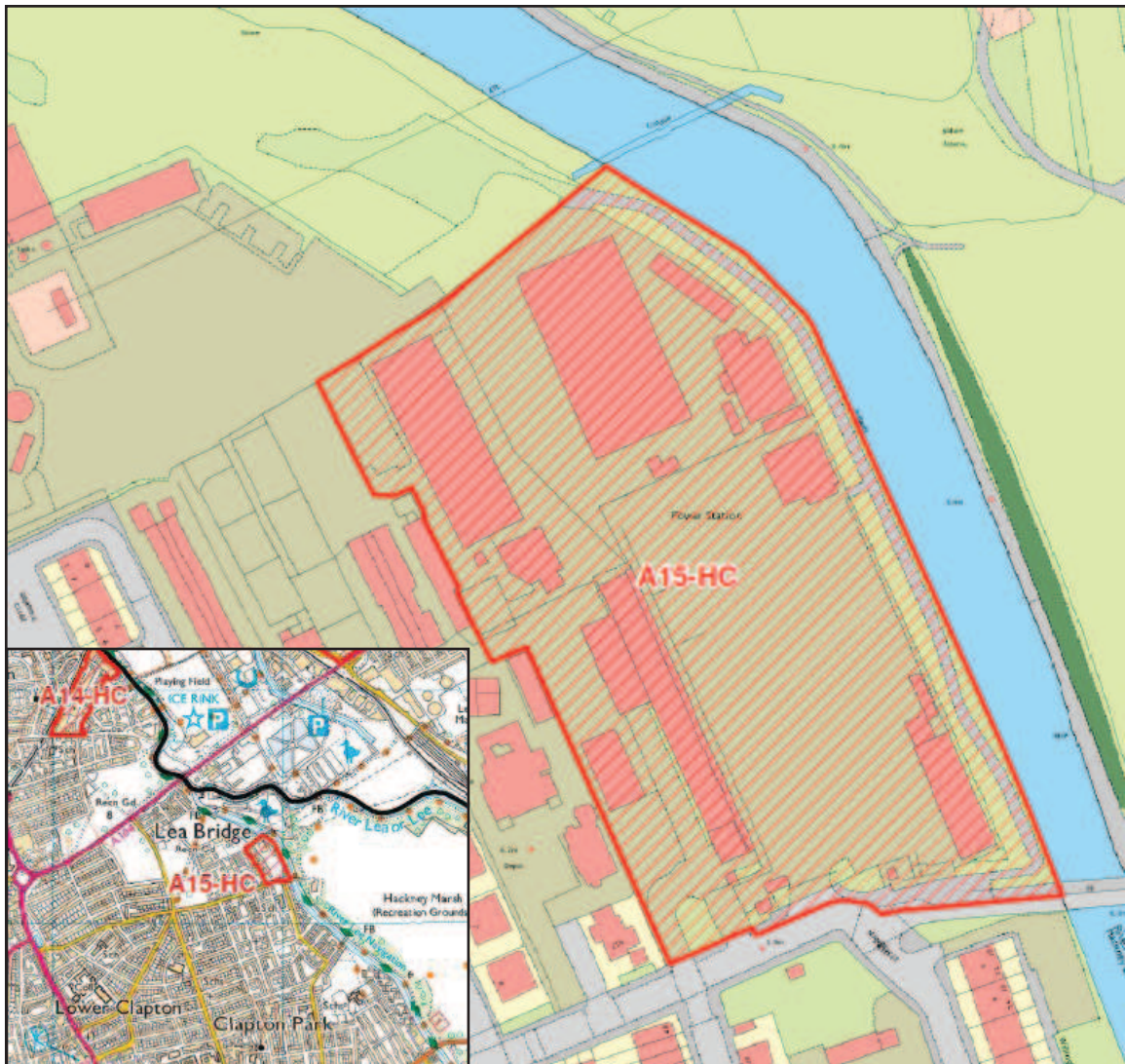
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Borough	Hackney
Type of Reference	Area
Location Reference	A14-HC - Theydon Road
Size	4.30 ha
Area Description	Site comprises industrial units and offices. Walthamstow Marshes lie to the north of site whilst residential properties lie east, south and west of site.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling

Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	Northern edge of site within Flood Zone 2 (medium potential of flooding) remainder Flood Zone 1 (lowest potential of flooding)
Key Issues	There are a number of environmental and amenity issues facing the site such as the close proximity of enclosed industrial units and offices, housing and the River Lea to the north.
Habitat Regulation Assessment	Site currently being screened

A15-HC – Millfields LSIS, Hackney

1:1,750 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



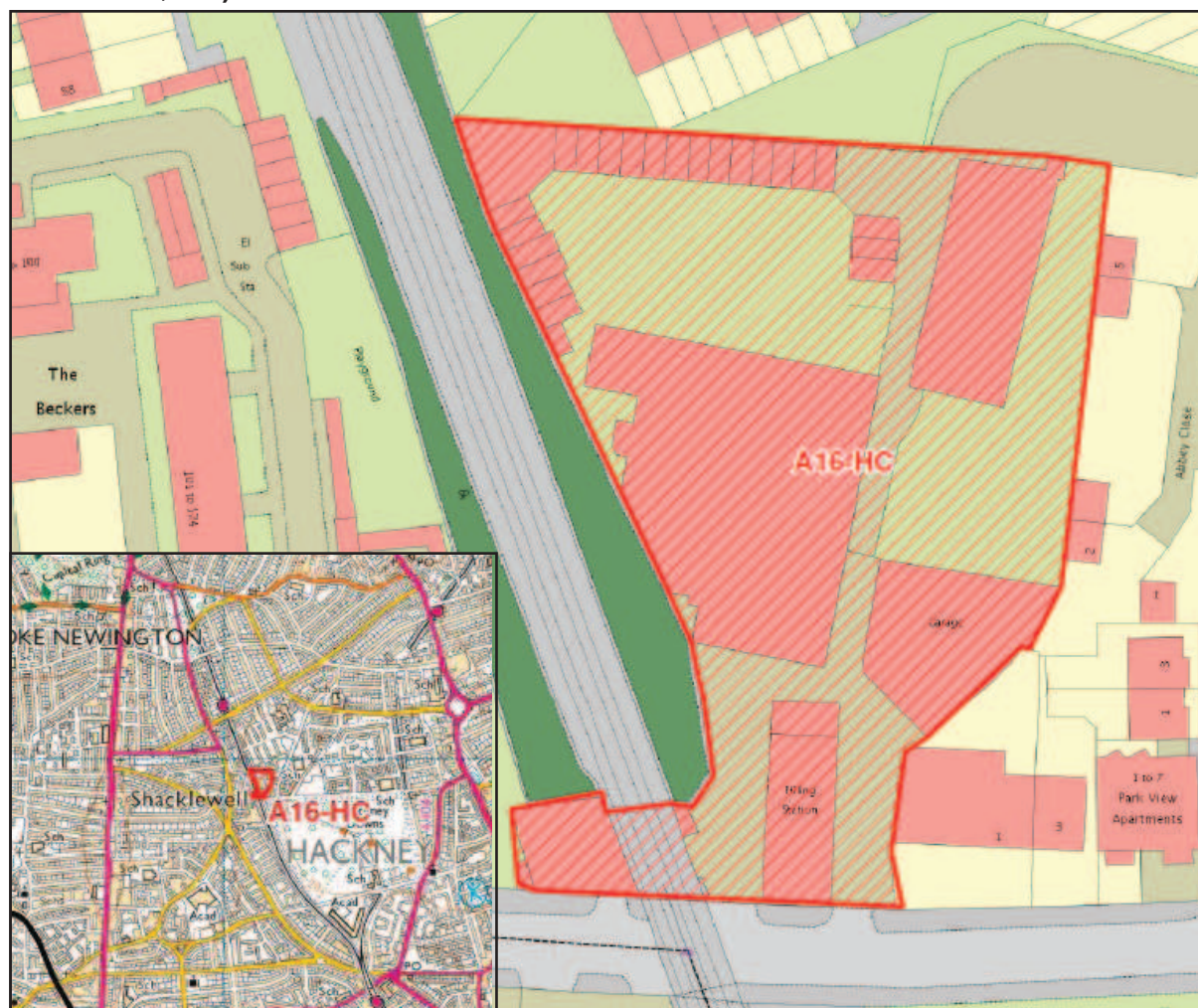
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Borough	Hackney
Type of Location	Area
Location Reference	A15-HC – Millfields LSIS
Size	2.19 ha
Area Description	The area is occupied by a Hackney Council Waste Transfer Station and Fleet Depot and a Power Station. It is bordered by a nature reserve in the north, Hackney Marsh to the east and residential properties south and west.
Potential Uses as Indicated by the Sustainability Appraisal	The waste transfer station is operated by Hackney Council whilst the Power Station is privately owned.

Uses unlikely to be suitable	N/A
Sustainability Appraisal	Existing Facility
Flood Risk Zone	Flood Zone 1 (lowest probability of flooding)
Key Issues	The majority of the site is an Active Waste Transfer Station operated by Hackney Council
Habitat Regulation Assessment	Site currently being screened

A16-HC – Hackney Downs, Hackney

1:850 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



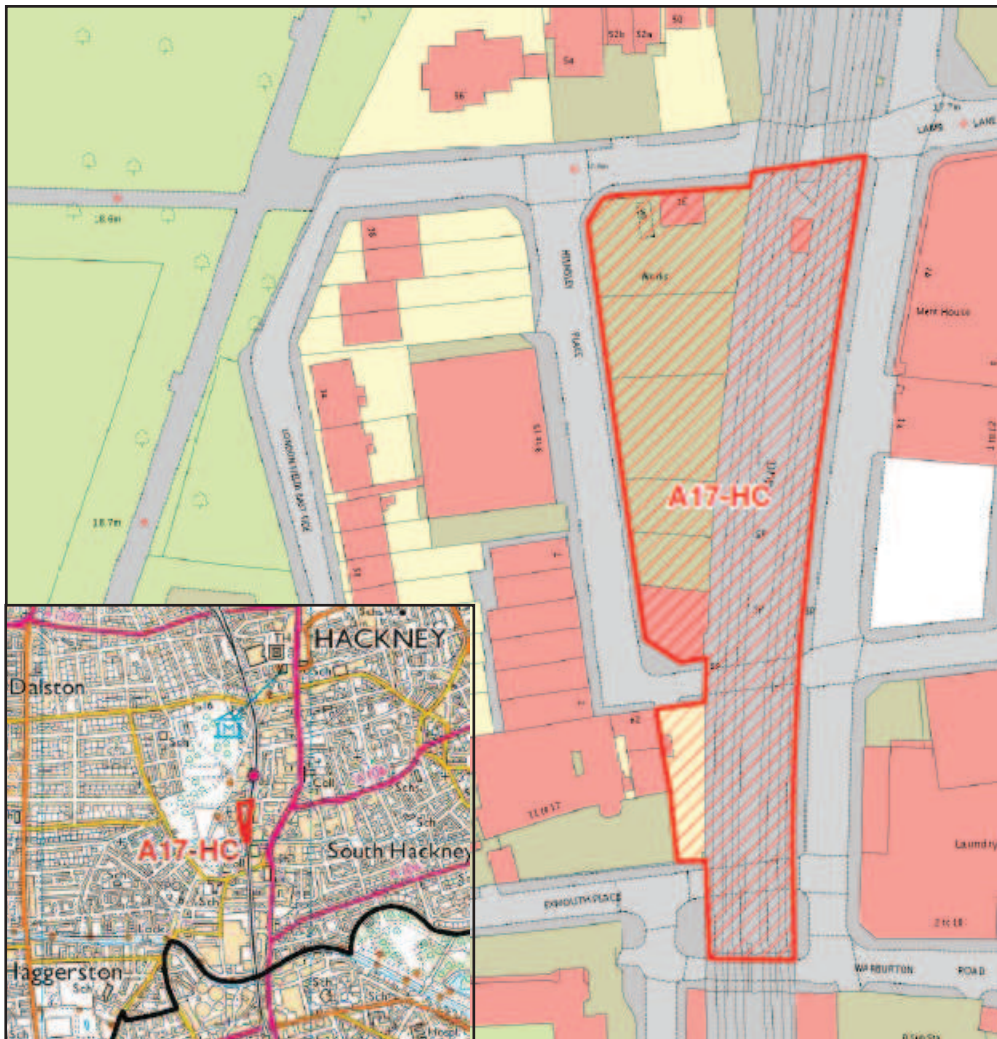
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Borough	Hackney
Type of Location	Area
Location Reference	A16-HC – Hackney Downs (north)
Size	0.55 ha
Area Description	The site is split into two areas (northern area shown in plan) by Downs Road which runs east to west through the centre. Both section of site are occupied by Industrial Properties. Residential properties lie north, east, south and west of site. Hackney Downs Park lies approximately 15m east of site
Potential Uses as Indicated by the Sustainability Appraisal	Processing and recycling

Uses unlikely to be suitable	Waste transfer, integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development in northern area possible as existing facility at site but significant planning issues require mitigation.
Flood Risk Zone	Flood Zone 1 (lowest probability of flooding)
Key Issues	Only the northern part of the area (shown in plan) should be taken forward as a Band C and this is due to the existing vehicle dismantlers.
Habitat Regulation Assessment	Site currently being screened

A17-HC – Mare Street LSIS, Hackney

1:1,250 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



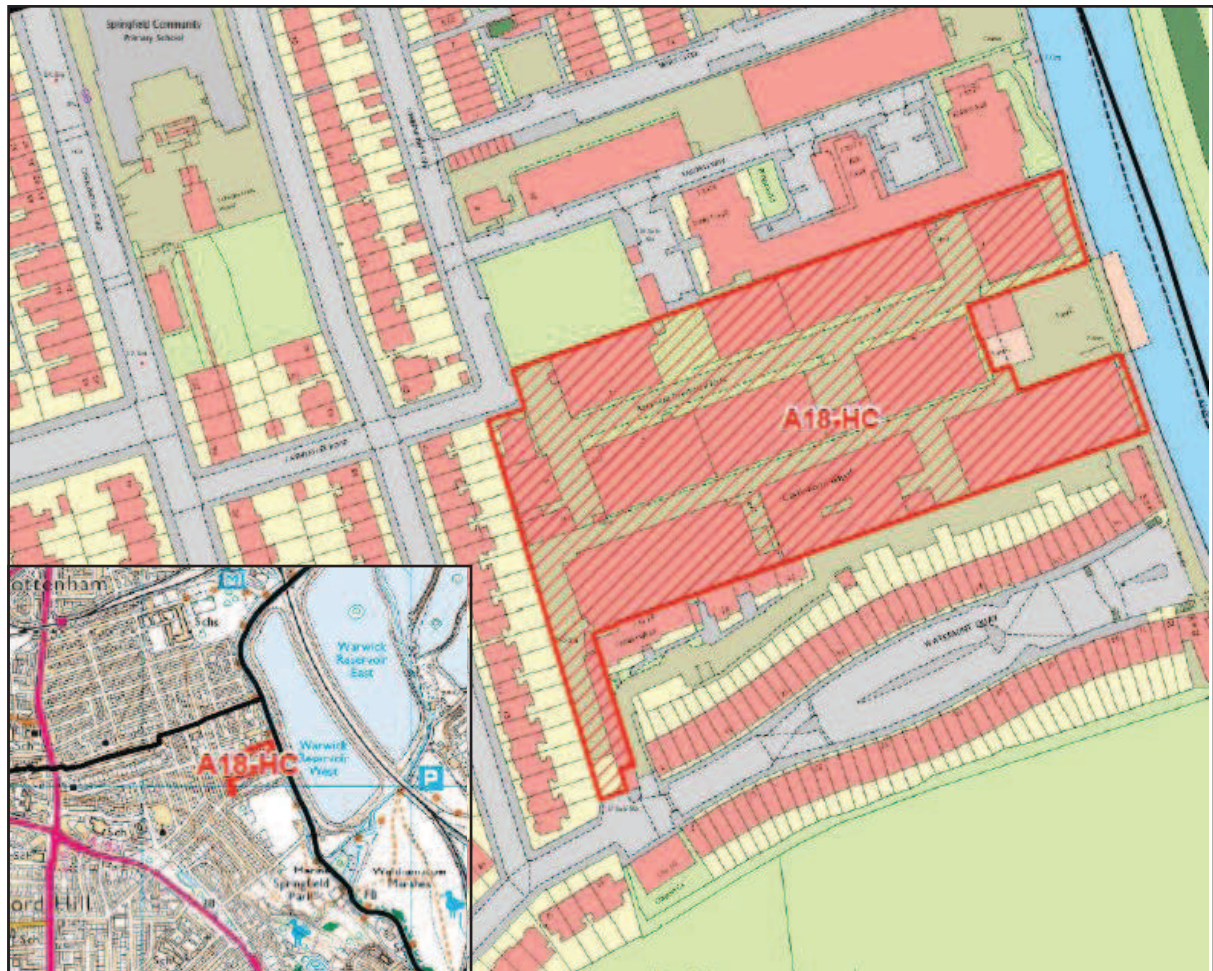
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Borough	Hackney
Type of Location	Area
Location Reference	A17-HC – Mare Street LSIS (north)
Size	0.46 ha
Area Description	The site consists of Industrial units. The site is surrounded by industrial units to the north, east and south and playing fields to the west.
Potential Uses as Indicated by the Sustainability Appraisal	Processing and recycling

Uses unlikely to be suitable	Waste transfer, integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible due to existing facility at site but significant planning issues require mitigation.
Flood Risk Zone	Flood Zone 1 (lowest probability of flooding)
Key Issues	Only the northern area (shown in plan) should be taken forward because part of the site is an existing scrap metal recycling facility.
Habitat Regulation Assessment	Site currently being screened

A18-HC – Oak Wharf, Timberwharf Rd, Hackney

1:2,000 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



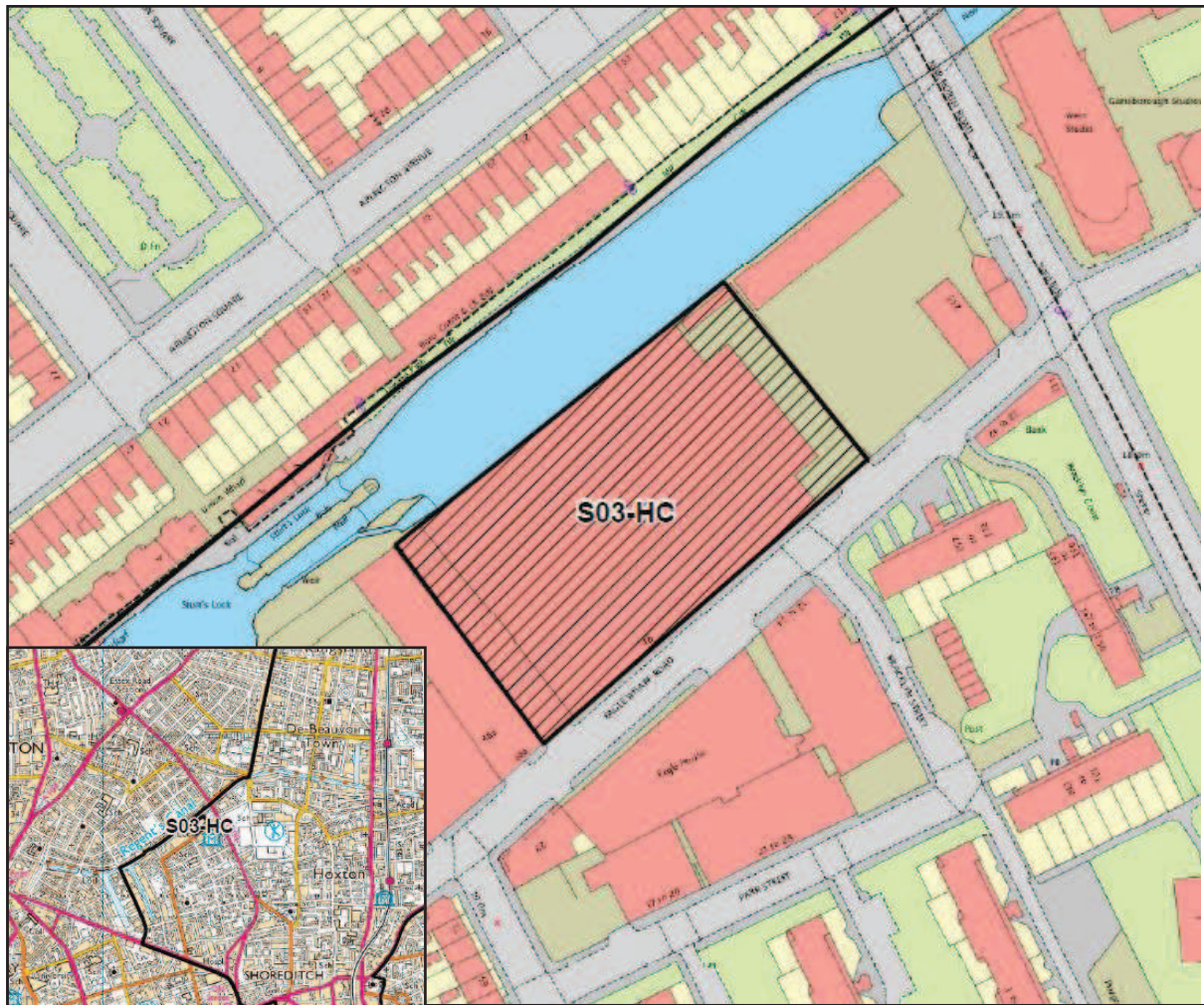
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Borough	Hackney
Type of Location	Area
Location Reference	A18-HC – Oak Wharf, Timberwharf Rd
Size	1.58 ha
Area Description	The site is an Industrial Estate. The River Lea flows adjacent to the east of site whilst residential properties border the rest of site, a school lies approximately 50m to the northwest.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling

Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	Eastern edge of site is in Flood Zone 2 (medium probability of flooding) remainder of site is Flood Zone 1 (lowest probability of flooding). The site benefits from flood defences.
Key Issues	Considering the adjacent sensitive receptors, a school and dwellings, then small scale waste management facilities would be the most appropriate option on this industrial site. There is a potential to use the River Lea Navigation to transport waste however, the feasibility is unknown at this time but should be explored at the planning stage.
Habitat Regulation Assessment	Site currently being screened

S03-HC – Eagle Wharf, Hackney

1:1,500 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



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Borough	Hackney
Type of Location	Site
Location Reference	S04-HC – Eagle Wharf
Size	0.52 ha
Site Description	The site comprises a warehouse. Site bounded by Regent's Canal to the north, with residential properties beyond. The rest of site is surrounded by industrial and residential properties.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling

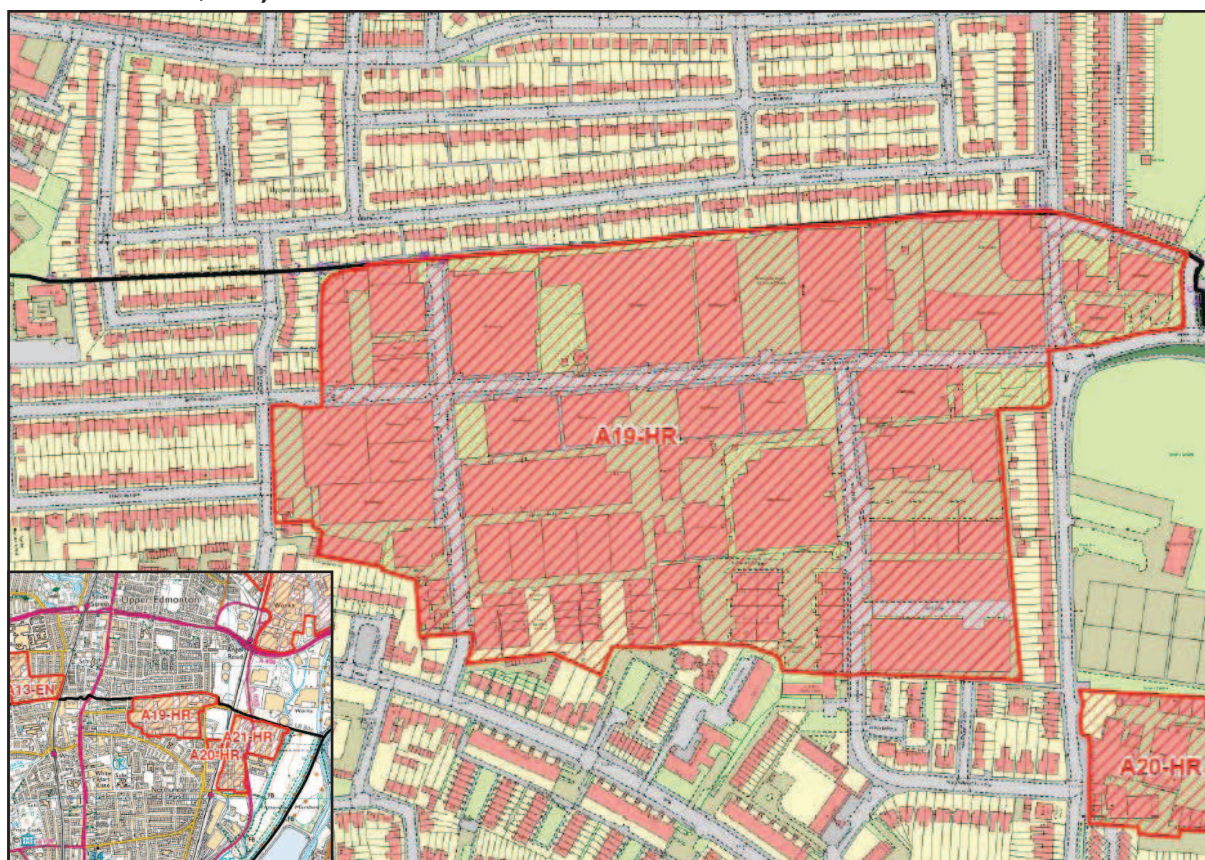
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Details of in-situ infrastructure impacting waste development	Existing building on site will restrict size and layout of any facilities.
Landowner details	The Board of Governors of the Museum of London of PO Box 270, Guildhall, London, EC2P 2EJ
Flood Risk Zone	Flood Zone 1 (lowest probability of flooding)
Key Issues	Access from the canal for the transportation of waste to this site would be viewed as a sustainable transport option but there is also an existing road access on the eastern edge of the site off Eagle Wharf Road. However, although the access is suitable for large vehicles it is one way at this location and traffic would need to access the site via residences. The old warehouse would not be considered suitable for a large facility but would be appropriate for an enclosed small scale waste management facility. Reusing the warehouse in this way would mitigate any impacts on the neighbouring sensitive uses.
Habitat Regulation Assessment	Site currently being screened

Haringey Sites and Areas

A19-HR	Brantwood Road (Area)
A20-HR	Willoughby Lane (Area)
A21-HR	North East Tottenham, Garmen Rd (Area)
A22-HR	Friern Barnet Sewage Works (Area)
A23-HR	Wood Green (Area)

A19-HR – Brantwood Road, Haringey

1:4,000 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



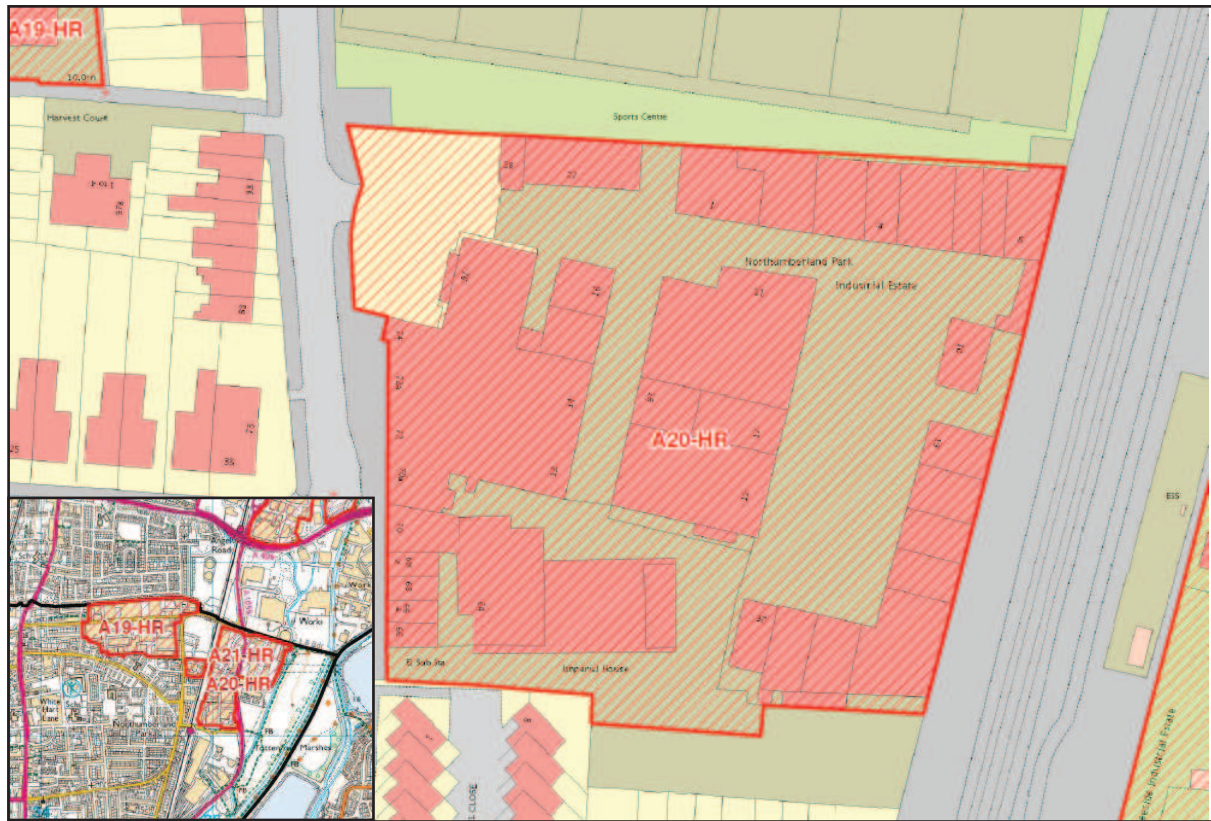
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Borough	Haringey
Type of Location	Area
Location Reference	A19-HR – Brantwood Road
Size	16.90 ha
Area Description	Industrial Estate surrounded by mainly residential properties, a sports field to the east and industrial uses to the north east.
Potential Uses as Indicated by the Sustainability Appraisal	Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, waste transfer, processing and recycling
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, outdoor composting, indoor composting and in-vessel composting.

Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	East of site within Flood Zone 2 (medium probability of flooding)
Key Issues	This is a large site but bounded on all sides by housing and a sports ground on the eastern boundary. Waste management facilities would need to be restricted to the centre of the site away from sensitive receptors.
Habitat Regulation Assessment	Site currently being screened

A20-HR – Willoughby Lane, Haringey

1:900 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



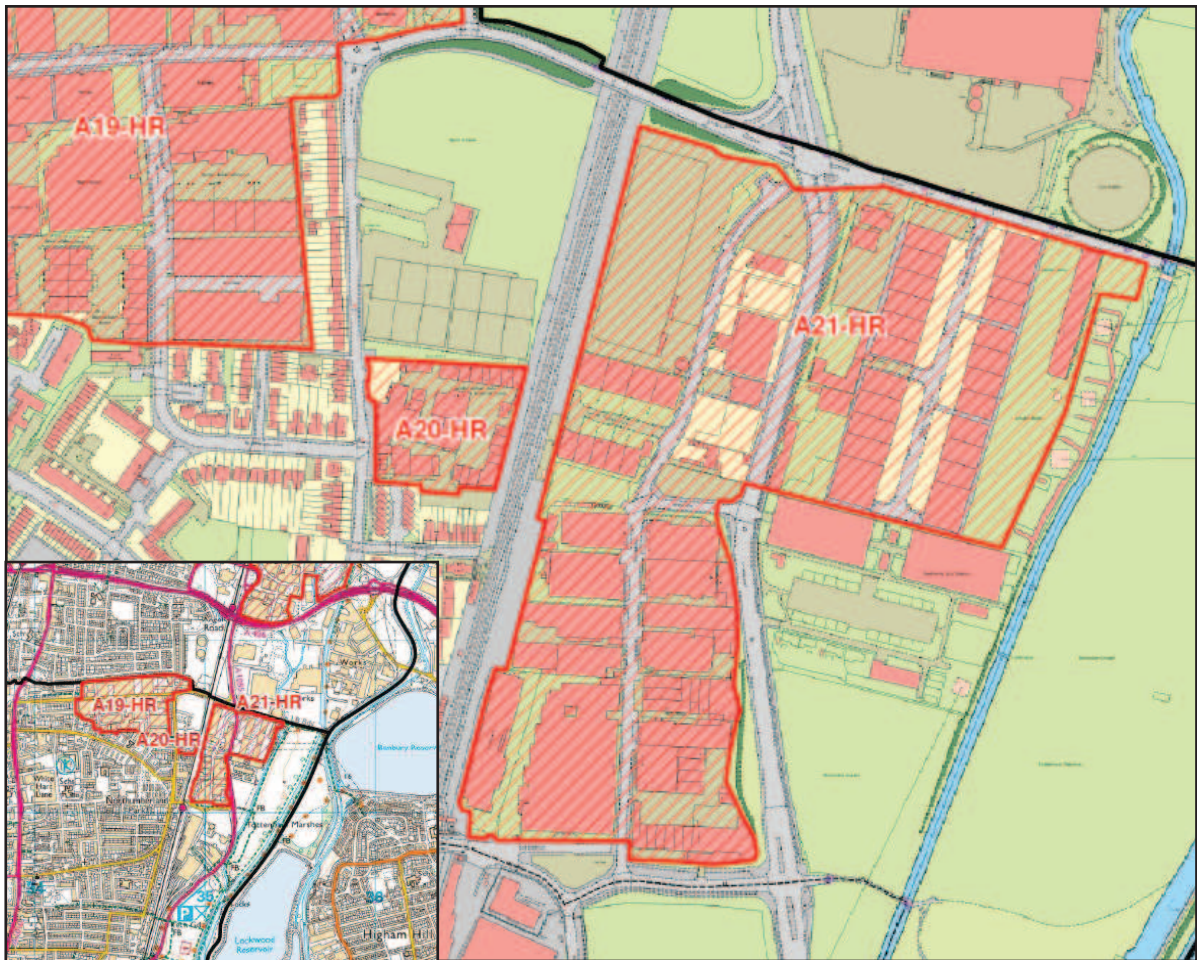
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Borough	Haringey
Type of Location	Area
Location Reference	A20-HR – Willoughby Lane
Size	1.10 ha
Area Description	Site occupied by industrial units and offices. Industrial units lie to the northwest and east, a railway line borders the eastern edge of site, residential properties lie to the south and west and a sports playing field lies to the north of site.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.

Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	Western half of site Flood Zone 2 (medium probability of flooding) eastern half is within Flood Zone 1 (lowest probability of flooding)
Key Issues	This existing industrial unit has reasonable access although it is noted that there are a number of sensitive receptors. However, provided facilities are enclosed and of a small scale it is considered that they would be suitable at this location.
Habitat Regulation Assessment	Site currently being screened

A21-HR – North East Tottenham (SIL 12), Haringey

1:4,850 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



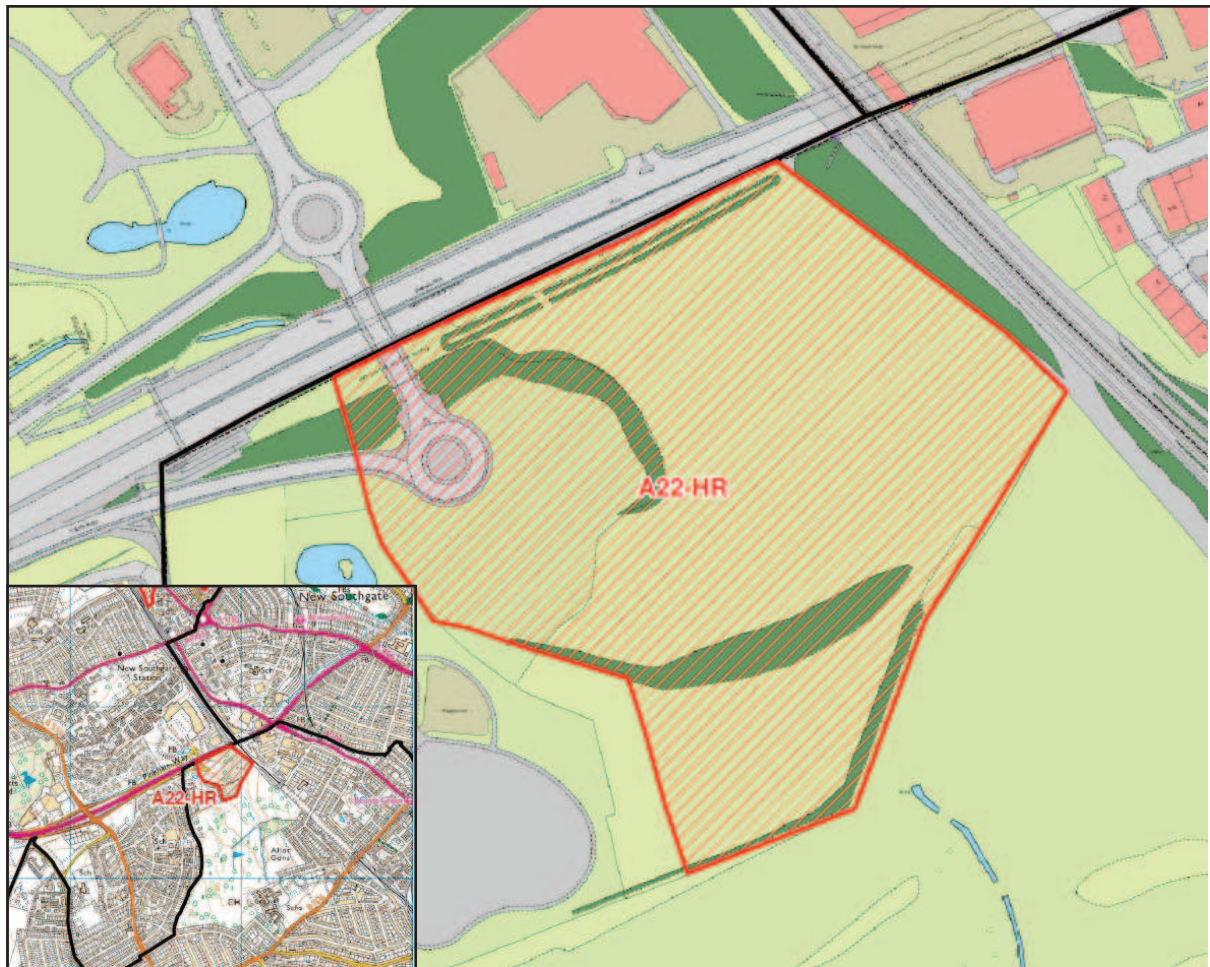
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Borough	Haringey
Type of Location	Area
Location Reference	A21-HR – North East Tottenham (SIL 12)
Size	15.40 ha
Area Description	Warehouses and Industrial units on site. Further industrial use and some residential properties to the west. To the east is an area of green open space and the western part of the site is bounded by a railway line with a train station to the south. There are also allotments to the south and an Ikea to the north.

Potential Uses as Indicated by the Sustainability Appraisal	Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, waste transfer, processing and recycling
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	The majority of site is within Flood Zone 2 (medium probability of flooding)
Key Issues	This is a large (15ha) site and is set within a larger commercial/industrial area. The railway line to the west of the site acts as a buffer to residents further to the west and there is some recreational ground to the east. Running along the western boundary of part of the site is Pymmes Brook another sensitive receptor. However, the site is of sufficient size to accommodate a number of waste management facilities without compromising the amenity of these sensitive receptors.
Habitat Regulation Assessment	Site currently being screened

A22-HR – Friern Barnet Sewage Works (LEA 4), Haringey

1:2,650 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



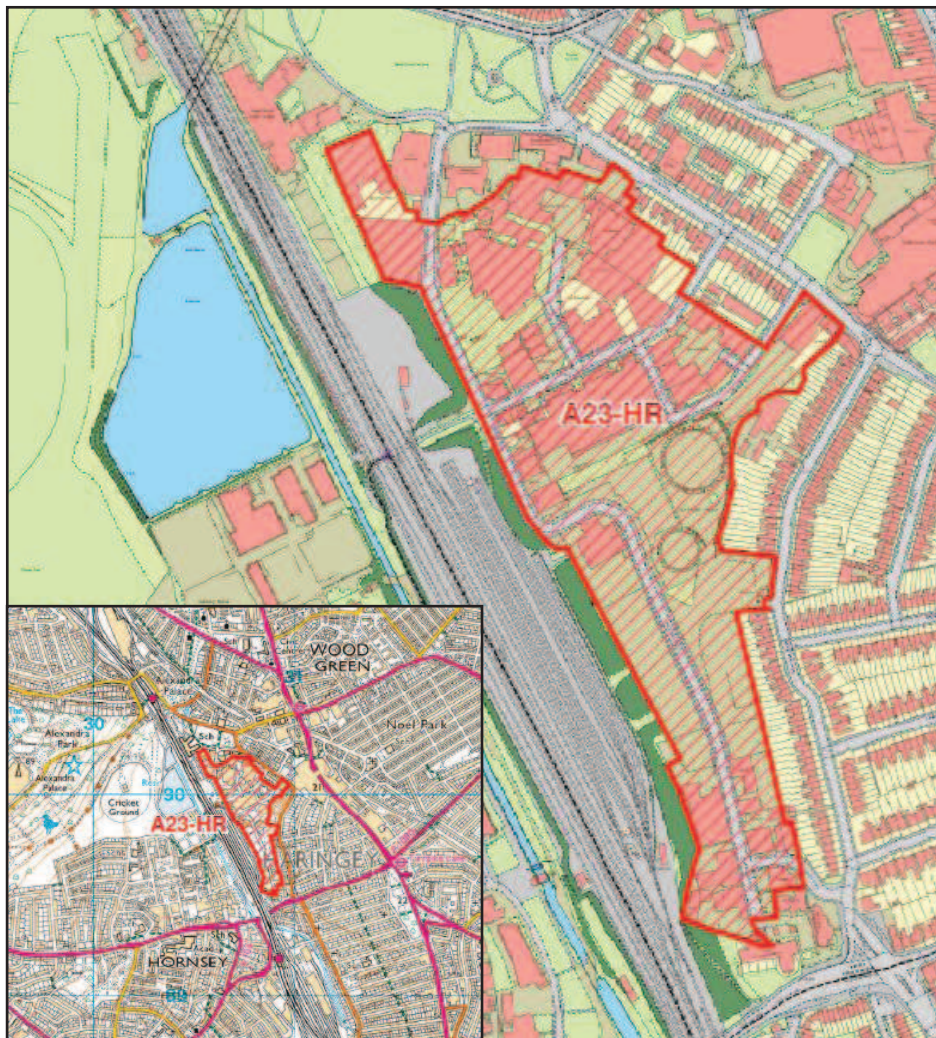
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Borough	Haringey
Type of Location	Area
Location Reference	A22-HR – Friern Barnet Sewage Works (LEA 4)
Size	5.93 ha
Area Description	Land is currently unused and has become overgrown with trees and vegetation. Pinkham Way and retail park to the north, industrial properties east, Golf Course south and a park and residential properties to the west.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling, indoor composting and in-vessel composting.

Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment and outdoor composting.
Sustainability Appraisal	Band B – Several issues requiring mitigation however, generally suitable for development.
Flood Risk Zone	Flood Zone 1 (lowest probability of flooding)
Key Issues	<p>Metropolitan Open Land lies adjacent and a Borough SINC covers the majority of the area. Hackney's Site Specific Proposal 5 requires development to be mitigated by improving the nature conservation value of the area. This will probably restrict the amount of site that can be developed.</p> <p>The site benefits from good access to the primary road network.</p>
Habitat Regulation Assessment	Site currently being screened

A23-HR – Wood Green (LEA 19), Haringey

1:5,950 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



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Borough	Haringey
Type of Location	Area
Location Reference	A23-HR – Wood Green (LEA 19)
Size	11.50 ha
Area Description	Industrial units on site. A railway line lies on the western boundary of site. Mainly residential surrounding the rest of the site. Small area of green open space to the north and a shopping mall to the north east of site.

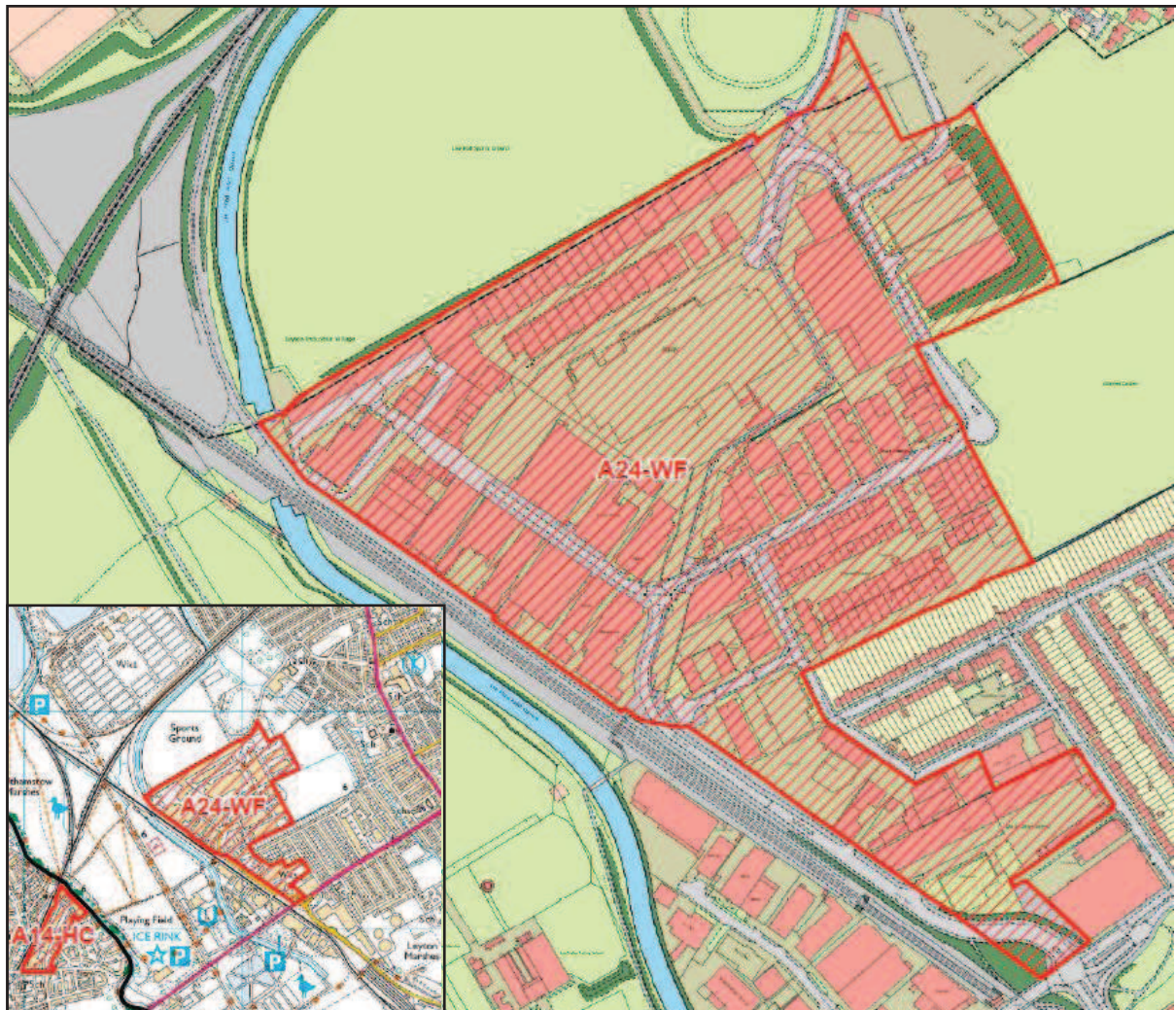
Potential Uses as Indicated by the Sustainability Appraisal	Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, waste transfer, processing and recycling
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	Flood Zone 1 (medium probability of flooding)
Key Issues	<p>Mitigation measures are likely to be required to ensure that potential adverse impacts on the amenity of those sensitive receptors are alleviated.</p> <p>We also note that there is an outline planning permission from 2012 for residential uses on site. If this planning permission is implemented, depending on the specific proposals, it is likely to impact upon the deliverability of the site.</p>
Habitat Regulation Assessment	Site currently being screened

Waltham Forest Sites and Areas

A23-WF	Argall Avenue (Area)
A24-WF	Auckland Road (Area)

A24-WF – Argall Avenue, Waltham Forest

1:6,950 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



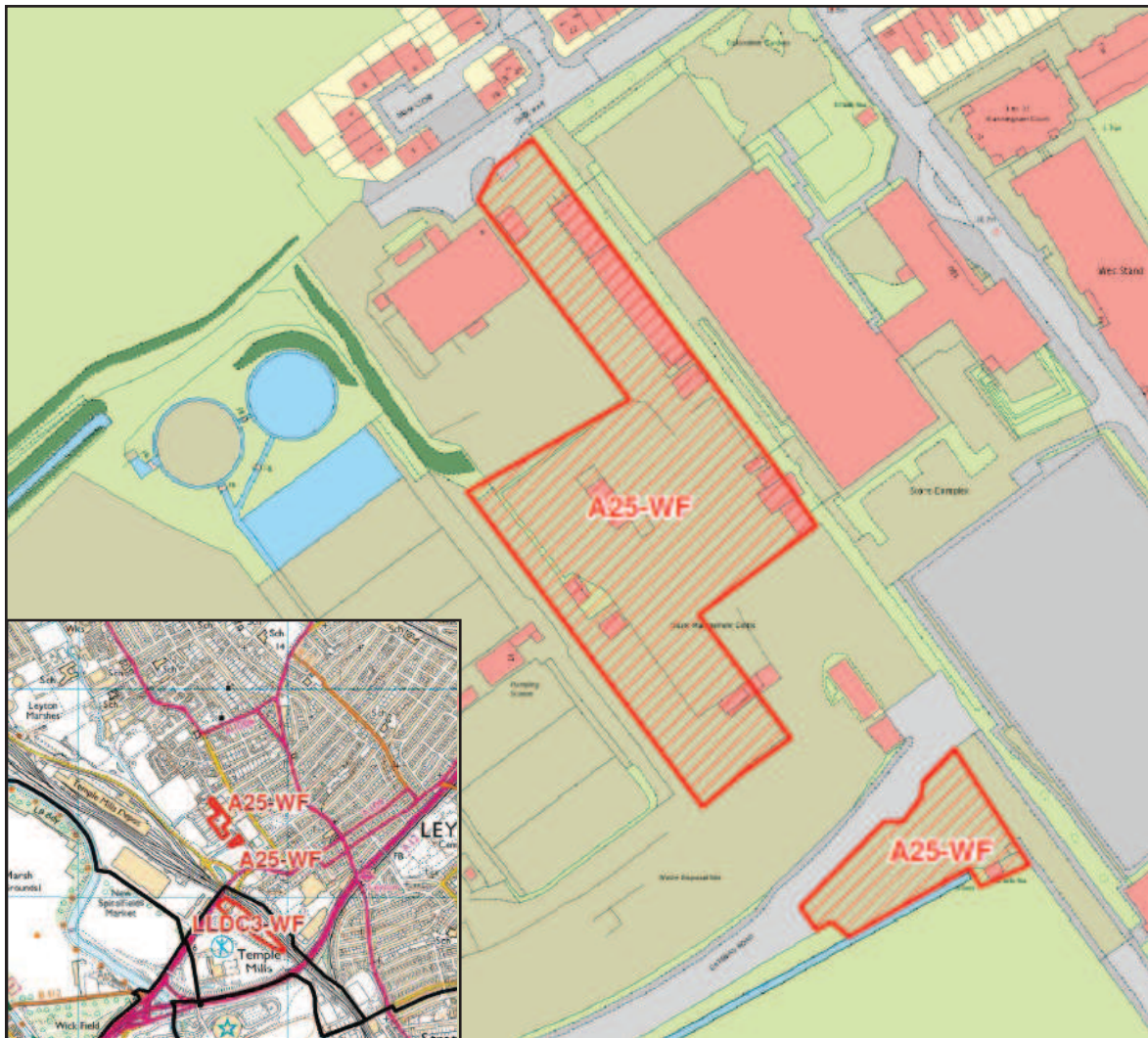
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Borough	Waltham Forest
Types of Location	Area
Location Reference	A24-WF – Argall Avenue
Size	26.80 ha
Area Description	The area is an Industrial Estate. There is a sports ground to the north, Lea Valley Park, allotments and residential properties to the east, industrial properties to the south and a railway line to the west of site with open ground beyond.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling

Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment and outdoor composting, indoor composting, in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	Majority of site covered by Flood Zone 3 (highest probability of flooding). North of site covered by Flood Zone 2 (medium probability of flooding) As part of the area lies within Flood Zone 3 it is not suitable for the handling of Hazardous Waste.
Key Issues	There are a number of amenity issues with the proximity to housing, allotments and a recreation ground. Due regard will need to be given to nearby sensitive receptors and the high flood risk potential of site.
Habitat Regulation Assessment	Site currently being screened

A25-WF – Auckland Road, Waltham Forest

1:1,950 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



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Borough	Waltham Forest
Type of Location	Area
Location Reference	A25-WF – Auckland Road
Size	1.26 ha
Area Description	Existing Household Waste Recycling Facility and Waste Transfer Station within existing industrial estate. There are allotments to north and south, community centre and sports facilities to the east and railway depot to the west of the Industrial estate.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling

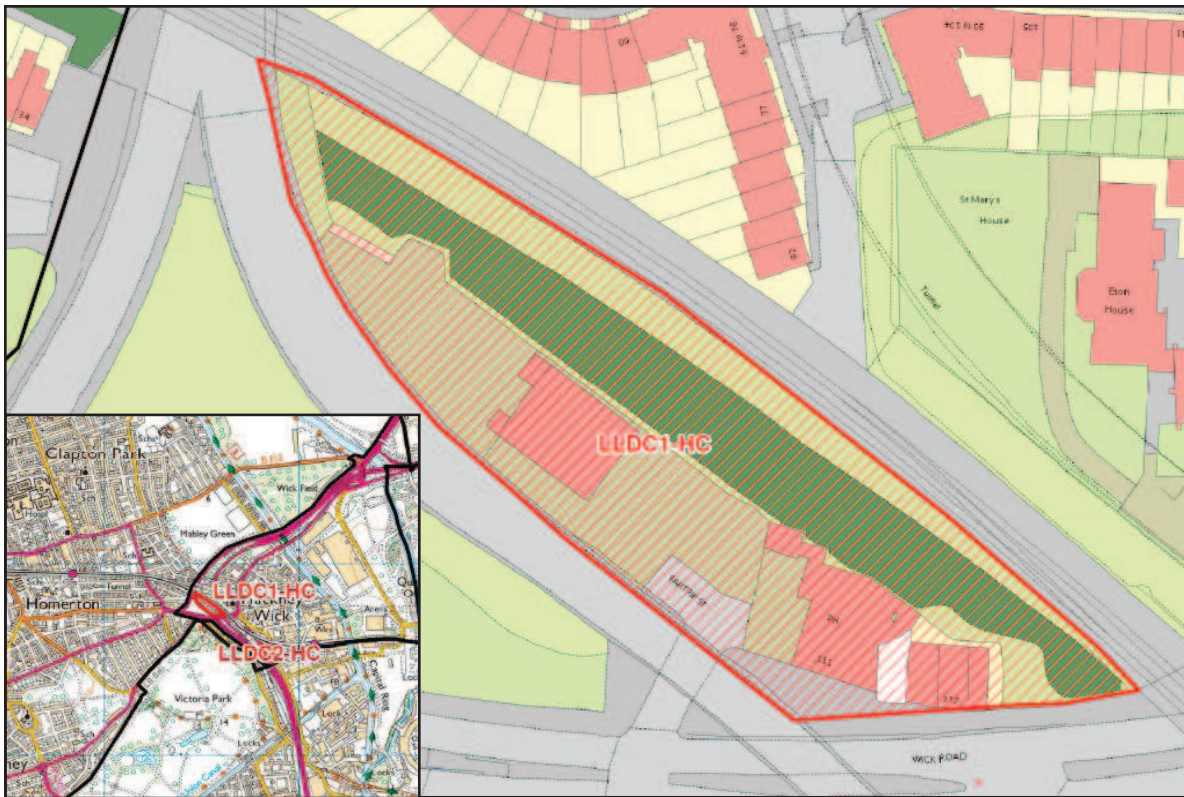
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Existing Facilities
Flood Risk Zone	Flood Zone 1 (lowest probability of flooding)
Key Issues	Existing Facilities. Owners, Bywaters, in pre application consultation with Council to redevelop the site.
Habitat Regulation Assessment	Site currently being screened

London Legacy Development Corporation (LLDC) Sites and Areas

LLDC1-HC	Bartrip Street LSIS (Area)
LLDC2-HC	Palace Close SIL (Area)
LLDC3-WF	Bus Depot, Temple Mill Lane (Area)

LLDC1-HC – Bartip Street LSIS, Hackney

1:950 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



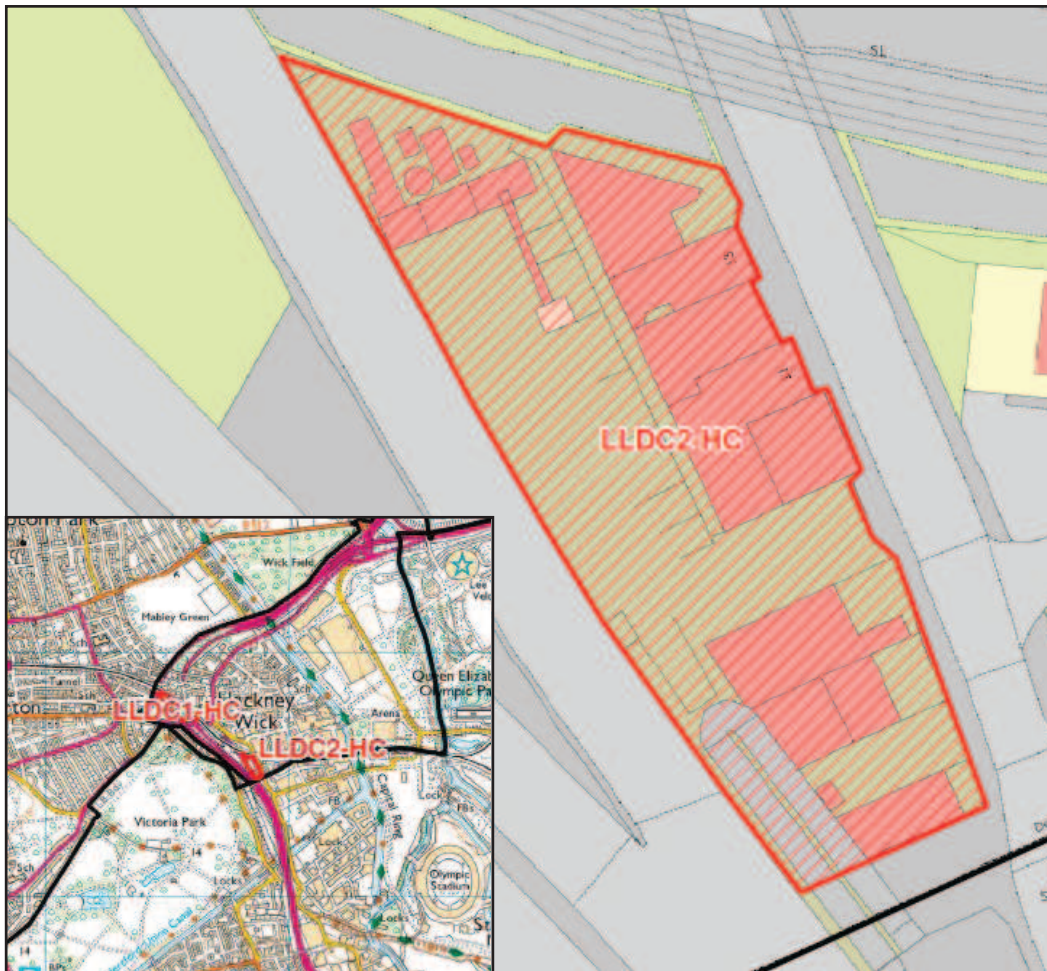
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Borough	Hackney
Type of Facility	Site
Location Reference	LLDC1-HC – Bartip Street LSIS
Size	0.60 ha
Site Description	Site contains small scale industrial, storage and distribution uses as well as an abandoned building and lodge in south of site. The site is bounded by road and railway lines on all sides. There is an area of green space to the south west. Residential properties and a church lie in close proximity to the site.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling
Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.

Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Details of in-situ infrastructure impacting waste development	Access to site restrictive with poor visibility of the highway when existing.
Landowner details	Currently unknown
Flood Risk Zone	Part covered by Flood Zone 2 (medium probability of flooding)
Key Issues	Although the site is quite small (0.6ha) there is the potential to incorporate a small waste management facility on the commercial vehicle repair yard element of the area. The two redundant buildings may not be suitable in their current form due to size and height constraints.
Habitat Regulation Assessment	Site currently being screened

LLDC2-HC– Palace Close SIL, Hackney

1:800 map of area showing outline over MasterMap base layer (inset map is of scale 1:25,000)



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Borough	Hackney
Type of Location	Area
Location Reference	LLDC2-HC – Palace Close SIL
Size	0.33 ha (western area)
Area Description	The site is occupied by industrial properties in the west and a permanent gypsy and traveller site in the east. The site is surrounded by industrial uses and a railway line borders the north of site.
Potential Uses as Indicated by the Sustainability Appraisal	Waste transfer, processing and recycling

Uses unlikely to be suitable	Integrated resource recovery facilities/resource parks, Thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment, outdoor composting, indoor composting and in-vessel composting.
Sustainability Appraisal	Band C – Development possible but significant planning issues require mitigation.
Flood Risk Zone	Flood Zone 2 (medium probability of flooding)
Key Issues	Considering the sensitive receptors of Palace Close it is considered that small scale waste management facilities that could make use of the existing buildings would be the most appropriate option on this part of a larger industrial area.
Habitat Regulation Assessment	Site currently being screened

Appendix 3: Glossary

Term	Acronym	Definition
Air Quality Management Area	AQMA	An area declared by a local authority where it predicts that national air quality objectives will not be met.
Anaerobic Digestion	AD	A process where biodegradable material is encouraged to break down in the absence of oxygen. Material is placed into a closed vessel and in controlled conditions the waste breaks down to produce a mixture of carbon dioxide, methane and solids/liquids known as digestate which can be used for fertiliser, compost or Solid Recovered Fuel (SRF)
Annual Monitoring Report	AMR	A report published by each borough on the effectiveness of policies in the Local Plan to ensure that targets and are being met
Apportionment		Please see 'London Plan Apportionment'.
Area Action Plan	AAP	Type of Development Plan Document focused on a specific location or area which guides development and improvements. It forms one component of the Local Plan.
Biodegradable		Biodegradable materials can be chemically broken down (decomposed) by naturally occurring micro-organisms into simpler compounds.
Brownfield Land		Both land and premises are included in this term, which refers to a site that has previously been used or developed and is not currently fully in use, although it may be partially occupied or utilised. It may also be vacant, derelict or contaminated. This excludes open spaces and land where the remains of previous use have blended into the landscape, or have been overtaken by nature conservation value or amenity use and cannot be regarded as requiring development.
Building Research Establishment Environmental Assessment Method	BREEAM	Standard for assessing the sustainability and environmental performance of buildings.
Civic Amenity Site	CAS	See Recycling and Reuse Centre
Civil Engineering Environmental Quality Assessment and Award	CEEQUAL	Assessment scheme for improving sustainability in civil engineering and public realm projects.

Scheme		
Climate Change		Regional or global-scale changes in historical climate patterns arising from natural and/or man-made causes that produce an increasing mean global surface temperature.
Clinical Waste		Waste arising from medical, nursing, veterinary, pharmaceutical, dental or related practices, where risk of infection may be present.
Combined Heat and Power	CHP	The combined production of heat (usually in the form of steam) and power (usually in the form of electricity). The heat can be used as hot water to serve a district-heating scheme.
Commercial and Industrial Waste	C&I	Waste arising from business and industry. Industrial waste is waste generated by factories and industrial plants. Commercial waste is waste produced from premises used for sport, recreation or entertainment and from traders, catering establishments, shops, offices and other businesses. May include food waste, packaging and old computer equipment.
Composting	-	A biological process which takes place in the presence of oxygen in which organic wastes, such as garden and kitchen waste, are converted into a stable, granular material. This can be applied to land to improve soil structure and enrich the nutrient content of the soil.
Construction Demolition and Excavation Waste	CD&E	Waste arising from the construction, maintenance, repair and demolition of roads, buildings and structures. It is mostly comprised of concrete, brick, stone and soil, but can also include metals, plastics, timber and glass.
Core Strategy		Part of the Local Plan (and a Development Plan Document) which provides a written statement of the core policies for delivering the spatial strategy and vision for a borough, supported by a reasoned justification.
Development Management Document		A set of criteria-based policies in accordance with the Core Strategy, against which planning applications for the development and use of land and buildings will be considered. Also known as Site Development Policies.

Development Plan		The Development Plan for the North London Boroughs comprises the London Plan and borough Local Plans. The NLWP must be in line with the Development Plan through general conformity with the London Plan and consistency with documents in borough Local Plans.
Development Plan Document	DPD	These are statutory local development documents prepared under the Planning and Compulsory Purchase Act 2004, which set out the spatial planning strategy and policies for an area. They have the weight of development plan status and are subject to community involvement, public consultation and independent examination.
Energy from Waste	EfW	The conversion of waste into a useable form of energy, often heat or electricity. EfW is also used to describe some thermal waste treatment plants.
Energy Recovery		The combustion of waste under controlled conditions in which the heat released is recovered to provide hot water and steam (usually) for electricity generation (see also Recovery).
End of Life Vehicle	ELV	Motor vehicles that fall into the category of 'waste' as defined by the EU Waste Directive.
Environment Agency	EA	Agency which regulates waste management activities by issuing waste management licences and other permits and exemptions. The EA also conducts national surveys of waste arising and waste facilities.
Environmental Permit	EP	A permit issued by the Environment Agency to regulate the operation of a waste management activity. Formerly known as a Waste Management Licence.
Examination		Also known as public hearings. Presided over by a Planning Inspector or a Panel of Inspectors appointed by the Secretary of State; this can consist of hearing sessions, or consideration of written representations to consider whether the policies and proposals of the local planning authority's Development Plan Documents are sound.
Further Alterations to the London Plan	FALP	In March 2015, the Mayor published (i.e. adopted) the Further Alterations to the

		London Plan (FALP). From this date, the FALP are operative as formal alterations to the London Plan (the Mayor's spatial development strategy) and form part of the development plan for Greater London.
Gasification		The thermal breakdown of organic material by heating waste in a low oxygen atmosphere to produce a gas. This gas is then used to produce heat/electricity.
Greater London Authority	GLA	The GLA is the strategic citywide government for London. It is made up of a directly elected Mayor – the Mayor of London - and a separately elected Assembly – the London Assembly.
Green Belt		A planning designation to check the unrestricted sprawl of large built-up areas.
Green Waste		Organic waste from households, parks, gardens, wooded and landscaped areas such as tree prunings, grass clippings, leaves etc.
Greenhouse Gas		A gas in the Earth's atmosphere that traps heat and can contribute to global warming. Examples include carbon dioxide and methane.
Gross Value Added	GVA	A measure of the value of the goods and services produced in the economy.
Habitat Regulation Assessment	HRA	This is a requirement of the European Habitats Directive. Its purpose is to assess the impacts of plans and projects on internationally designated sites and nature conservation sites.
Hazardous waste	-	A sub category of all waste streams. Waste that contains potentially damaging properties which may make it harmful to human health or the environment and requires specialist treatment. It includes materials such as asbestos, fluorescent light tubes and lead-acid batteries. The European Commission has issued a Directive on the controlled management of hazardous waste; wastes are defined as hazardous on the basis of a list created under that Directive.
Hectare	ha	Hectare (10,000m ² of area, which is equivalent to 2.47 acres).
Household Waste		Waste from a private dwelling or residential house or other such specified premises, and includes waste taken to

		household waste recycling centres. Together with Trade Waste known as Local Authority Collected Waste (LACW).
Household Waste Recycling Centre	HWRC	See Recycling and Reuse Centre
In-vessel Composting	IVC	Shredded waste is placed inside a chamber or container through which air is forced. This speeds up the composting process. It is a controlled process and is capable of treating both food and green waste by achieving the required composting temperatures. It is also known as enclosed composting.
Incineration		The burning of waste at high temperatures in the presence of sufficient air to achieve complete combustion, either to reduce its volume (in the case of municipal solid waste) or its toxicity (such as for organic solvents). Incinerators can recover power and/or heat. Incinerators are often referred to as EfW (energy from waste) plants.
Inert waste	-	Inert waste is waste that does not undergo significant physical, chemical or biological changes following disposal and does not adversely affect other matters that it may come into contact with, and does not endanger surface or groundwater.
Integrated resource recovery facilities / resource parks		A multi faceted waste management facility, processing recycling and treatment of waste in one location
Joint Municipal Waste Management Strategy	JMWMS	This sets out how authorities intend to optimise current service provision as well as providing a basis for any new systems or infrastructure that may be needed.
kilo-tonnes per annum	ktpa	A kilo-tonne is 1,000 tonnes
Landfill	-	Restoration of land (for example, a former quarry) using waste to provide land which may be used for another purpose..
Land recovery	-	The restoration of land using inert waste to enable the land to be used for a new purpose.
Local Authority Collected Waste	LACW	Previously known as municipal waste, LACW refers to all waste collected by a Local Authority.
Local Development Scheme	LDS	A document setting out the local planning authority's intentions for its Local Plan; in particular, the documents it intends to produce and the timetable for their production and review.

Local Plan		A portfolio of planning documents that provide the strategic and policy framework for delivering and managing development in an area.). The NLWP must be in general conformity with the London Plan.
Low level Radioactive Waste	LLW	Radioactive waste having a radioactive content not exceeding four GBq/te of alpha or 12 GBq/te of beta/gamma activity.
The London Plan	-	This is the Spatial Development Strategy for London, produced by the Mayor of London which forms part of the Development Plan for each borough and provides a strategic framework for the boroughs' Local Plans. The London Plan was updated in March 2015 to incorporate the Further Alterations. It also incorporates the Revised Early Minor Alterations to the London Plan (REMA), which were published in October 2013. See also Further Alterations to the London Plan.
London Plan Apportionment		Allocates to each individual borough a proportion of London's total waste (expressed in tonnes) for which sufficient sites for managing and processing waste must be identified within their Local Plans.
Materials Recycling Facility or Materials Recovery Facility	MRF	A special sorting 'factory' where mixed recyclables are separated into individual materials prior to despatch to reprocessors who prepare the materials for manufacturing into new recycled products.
Mechanical Biological Treatment	MBT	A combination of mechanical separation techniques and (either aerobic or anaerobic) biological treatment, or a combination of the two, which are designed to recover value from and/or treat fractions of waste.
Mechanical Heat Treatment	MHT	A combination of mechanical and heating techniques which are designed to sterilise, stabilise and treat waste and recover value from it.
Net self-sufficiency		Net self-sufficiency means providing enough waste management capacity to manage the equivalent of the waste generated in North London, while recognising that some imports and exports will continue.

North London Waste Authority	NLWA	Joint Waste Disposal Authority formed by the London boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest acting as waste collection authorities
North London Waste Plan	NLWP	The North London Waste Plan will set out the planning framework for waste management in the London boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest for the next 15 years up to 2032.
North London Joint Waste Management Strategy	NLJWMS	Document produced by the NLWA to provide the strategic framework for LACW waste management in North London for the period 2004 - 2020.
National Planning Policy Framework	NPPF	The NPPF acts as guidance for local planning authorities and decision-takers, both in drawing up plans and making decisions about planning applications.
National Planning Policy Guidance	NPPG	NPPG is an online living document providing practical guidance on delivering the NPPF.
National Planning Policy for Waste	NPPW	This document sets out the government's detailed waste planning policies.
Previously Developed Land	PDL	Land which is or was occupied by a permanent structure including any cartilage and associated fixed surface infrastructure. This excludes land that has or is occupied by agricultural or forestry building, land developed for minerals extraction or waste disposal by landfill purposes where provision for restoration has been agreed.
Policies Map		A map showing the location of the sites identified in the Local Plan. Also known as the Proposals Map.
Processing		Processing refers to the treatment of waste on site. The type of process for treating waste varies depending on the waste type but can vary from crushing construction and demolition waste into secondary aggregate to separating recyclable materials.
Pyrolysis		The heating of waste in a closed environment, in the absence of oxygen, to produce a secondary fuel product.
Railhead		This is a terminus of a railway line that interfaces with another transport mode

		e.g. road network.
RAMSAR		Sites which are wetlands of international importance designated under the Ramsar Convention.
Re-use (preparing for)		Checking, cleaning, repairing, refurbishing, whole items or spare parts.
Re-use and Recycling Centre (RRC)		Facilities to which the public can bring household waste, such as bottles, textiles, cans, paper, green waste and bulky household items/waste for free disposal
Recovery		The process of extracting value from waste materials, including recycling, composting and energy recovery.
Recycling		Turning waste into a new substance or product includes composting if it meets quality protocols.
Renewable Obligations Certificates	ROCs	Green certificates issued to operators of accredited renewable generating stations for the eligible renewable electricity they generate.
Self-sufficiency		Dealing with all wastes within the administrative region where they are produced.
Sites of Importance for Nature Conservation	SINC	SINCs are areas protected through the planning process having been designated for their high biodiversity value.
Site of Special Scientific Interest	SSSI	A specifically defined area which protects ecological or geological features.
Site Waste Management Plan	SWMP	A detailed plan setting out how waste will be managed during a construction project. This is a legal requirement for most construction projects.
Solid Recovered Fuel	SRF	These are solid fuels (also known as 'Refuse Derived Fuels' – RDF) prepared from non-hazardous waste to be utilised for energy recovery.
Sound (Soundness)		According to Planning Policy Statement 12 (para 4.52) for a plan to be "sound" it should be justified, effective and consistent with national policy. "Justified" means that the document must be: founded on a robust and credible evidence base and must be the most appropriate strategy when considered against the reasonable alternatives. "Effective" means that the document must be: deliverable, flexible, and able to be monitored
Source Protection zone		Area designated to protect groundwater
Spatial Planning		Spatial Planning goes beyond traditional

		land use planning to bring together and integrate policies for the development and use of land with other policies and programmes which influence the nature of places and how they function.
Special Protection Areas	SPA	A SPA is a site considered to be of international importance for species of birds and is designated under the EC Directive on the Conservation of Wild Birds.
Strategic Industrial Locations	SIL	Strategically important industrial areas designated by the London Plan and identified in Local Plans. SILs comprise Preferred Industrial Locations (PIL) and Industrial Business Parks (IBP) and exist to ensure that London provides sufficient quality sites, in appropriate locations, to meet the needs of the general business, industrial and warehousing sectors.
Strategic Environmental Assessment	SEA	A system of incorporating environmental considerations into policies, plans and programmes. It is sometimes referred to as Strategic Environmental Impact Assessment and is a legally enforced assessment procedure required by Directive 2001/42/EC.
Sustainability Appraisal (SA)		A formal process which analyses and evaluates the environmental, social and economic impacts of a plan or programme.
Thermal Treatment		The controlled high temperature burning of waste. Energy recovery is achieved by utilising the calorific value of the materials burnt. The most efficient facilities combine the production of heat (usually in the form of steam) with power (electricity) (combined heat and power referred to as CHP).
Tonnes per annum	tpa	Tonnes of waste each year
Trade waste		Non-household waste (eg business waste) collected by the local authority.
Transfer/Transfer Station		Facility for receiving and 'bulking up' waste before its onward journey for treatment, recycling or disposal elsewhere.
Treatment		Physical, chemical, biological or thermal waste management processes which change the characteristics of waste.
Waste arising		The amount of waste generated in a given

		locality over a given period of time.
Waste Collection Authority	WCA	Organisation responsible for collection of household and trade waste (local authority collected waste). In North London this is each boroughs.
Waste Disposal Authority	WDA	Organisation responsible for disposal of household and trade waste (local authority collected waste) and the provision of Reuse and Recover Centres (RRCs). In North London this is the North London Waste Authority.
Waste Data Interrogator/Hazardous Waste Data Interrogator	WDI/HWDI	Data tool prepared by the EA based on information provided by waste operators. It allows for assessments of strategic waste and general waste flow.
Waste Data Flow	-	WasteDataFlow is the web based system for municipal waste data reporting by UK local authorities to government
Waste Electrical and Electronic Equipment	WEEE	Term used to describe old, end-of-life or discarded appliances using electricity. This categorisation of waste electrical and electronic equipment was introduced by the European Union Waste Electrical and Electronic Equipment Directive (WEEE Directive) which aims to reduce the amount of electrical and electronic equipment being produced and to encourage everyone to reuse, recycle and recover it.
Waste facilities	-	Waste facilities include: <ul style="list-style-type: none"> • Transfer stations • Energy from Waste (Incineration with energy recovery) • Recycling facility • Treatment facility (e.g. mechanical biological treatment, mechanical heat treatment) • Composting facility (In vessel or anaerobic) • Household waste recycling centre • Anaerobic Digestion • Landfill/landraise • Materials recovery facility
Waste Hierarchy		An order of waste management methods, enshrined in European and UK legislation, based on their predicted sustainability. The hierarchy is summarised as “prevention, preparing for re-use, recycling/composting, other recovery,

		disposal”.
Waste Management Capacity		The amounts of waste currently able to be managed (recycled, composted or recovered) by waste management facilities within North London.
Waste Minimisation		Reducing the volume of waste that is produced. This is part of ‘prevention’ at the top of the Waste Hierarchy.
Waste Planning Authority	WPA	Local authority responsible for waste planning. In North London the seven boroughs are the Waste Planning Authority for their area.
Waste management routes	-	Waste management routes include: <ul style="list-style-type: none"> • Reuse • Recycling • Composting (in vessel or open windrow) • Treatment (recovery via thermal, physical, chemical or biological treatment) • Landfill/landraise • Transfer onwards to other waste management facility
Waste streams	-	Waste streams include: <ul style="list-style-type: none"> • LACW • C&I • CD&E • Hazardous • Agricultural • LLW • Waste Water/Sewage Sludge
Waste Transfer Station		A facility where waste is delivered for sorting prior to transfer to another place e.g. landfill.
Zero Waste to Landfill	-	The Mayor of London is committed to working towards zero waste to landfill by 2031. This is set out in Policy 5.16 of The London Plan which states an aim to work towards zero biodegradable or recyclable waste to landfill by 2031.

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Schedule of changes to committee version of the draft NLWP

Nature of change	Change to text
Update to information since 6 th Draft	<p>Additional text to 1.7 as follows:</p> <p><u>The Greater London Authority (GLA) intend to carry out a full review of the London Plan which will commence in 2015. The North London Boroughs will monitor progress on this in order to reflect any relevant changes of policy in the NLWP.</u></p>
Clarification	<p>Additional note to reference to London Plan in 1.7 as follows:</p> <p><u>[1] At time of writing this is The Spatial Development Strategy For London Consolidated With Alterations Since 2011 (March 2015) also known as London Plan March 2015 (FALP)</u></p> <p>Other references to the London Plan in the 7th Draft also include the addition of <u>(March 2015)</u> where appropriate.</p>
Clarification	<p>Additional text to 2.23 as follows:</p> <p><u>There are no plans by any of the boroughs to review their Green Belt boundaries.</u></p>
Correction of terminology to be in line with the London Plan	<p>Change to 'Aim of NLWP' as follows:</p> <p><u>"To move work towards achieving net self-sufficiency in the management of North London's waste</u></p>
Correction of terminology to be in line with the London Plan	<p>Change to Strategic Object 3 as follows:</p> <p><u>To achieve work towards net self-sufficiency</u></p>
Correction	<p>Deletion of 4.7 which repeats 4.6</p>
Clarification	<p>Change to 6.4 as follows:</p> <p><u>In line with the National Planning Policy Framework (paragraph 182) to ensure the NLWP is justified, a range of options have been tested to demonstrate that <u>in the selection of the preferred strategy</u>, the North London Boroughs have considered reasonable alternatives and that the Plan follows the most appropriate strategy.</u></p>
Clarification and correction	<p>Changes to 7.1 as follows:</p> <p><u>... Using this information, the North London Boroughs propose to adopt the following approach ('Provision for North London's Waste to 2032'); this sets out in broad terms how the waste management needs in North London over the plan period will be met <u>are being planned for.</u> While some waste</u></p>

	<p>will continue to be exported to facilities which North London cannot accommodate, there is a surplus of provision for some management routes (shown as minus figures in Table 5) and therefore an equivalent quantity of waste can be provided within North London.</p>
Correction	New Figure 12: Anticipated exports to landfill during the NLWP plan period
Clarification	<p>Change to 8.4 as follows:</p> <p>Allocating both sites and areas to meet the identified capacity gaps offers considerable benefits. Allocating sites <u>will provide certainty to the waste industry that these are suitable locations for future waste development in North London and will help the North London boroughs meet the London Plan apportionments</u> that are available and suitable for waste management facilities will demonstrate that the North London Boroughs can meet the apportionment targets set out in the London Plan – boroughs are required to meet apportionment targets as a minimum. However, care needs to be taken when allocating sites to ensure there are no immitigable constraints to future development for waste management facilities.</p>
Clarification	<p>Change to 8.5 as follows:</p> <p>Identifying areas within which waste uses would be broadly acceptable will <u>is also required to ensure the NLWP can meet the aim of net self-sufficiency for LACW, C&I and C&D waste, and</u> has sufficient flexibility to cope with any future change in circumstances.</p>
Clarification	<p>Change to title of Policy 1 as follows:</p> <p><u>Policy 1: Safeguarding of existing waste management Sites and protection of allocated sites</u></p>
Clarification	<p>Change to Policy 4 as follows:</p> <p>Applications for waste development on unallocated sites outside of the sites and areas identified in Schedules 1-3 <u>will be permitted provided</u> must clearly demonstrate to the satisfaction of the relevant boroughs that the proposal:</p>
Clarification	Change to Policy 6f as follows:

	<p>there is no significant adverse impact on the historic environment, or the recreational open spaces or land in recreational use or and landscape character of the area</p>
Clarification	<p>Change to Policy 6j as follows:</p> <p>the development has no significant adverse effect on <u>the integrity of an area designated under the Habitats Directive</u> or no significant adverse effect on local biodiversity; and that there are no likely significant impacts or adverse effects affecting the integrity of an area designated under the Habitats Directive</p>
Clarification	<p>Changes to wording of 9.34 in line with changes to Policy 6j as follows:</p> <p>Waste developments should be designed to protect and enhance local biodiversity. No development will be allowed that will have likely significant impacts <u>an adverse effect</u> on any area designated under the Habitats Directive.</p> <p>Assessments undertaken for the plan have identified sites of European Community importance within and nearby the plan area. Sites at least partially within the plan boundary are the Lee Valley Special Protection Area (SPA) and RAMSAR site and part of Epping Forest Special Area for Conservation (SAC). Additional sites at least partially within 10 km of the plan area boundary are Wormley-Hoddesdon Park Woods SAC and Wimbledon Common SAC³. Developers need to be able to <u>demonstrate that their proposals will not either alone or in combination, have an adverse effect on the integrity of any European site</u> impacts on any of these sites are acceptable.</p>
Other minor grammatical changes to add clarity	Throughout plan

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JOINT WASTE PLANNING IN NORTH LONDON

*This **Memorandum of Understanding** is made this day of 20
Between*

- (1) **THE LONDON BOROUGH OF CAMDEN** of Town Hall, Judd Street, London WC1H 9LP (“Camden”) and
 - (2) **The LONDON BOROUGH OF BARNET** of Town Hall, The Burroughs, London NW4 4BG
 - (3) **THE LONDON BOROUGH OF HACKNEY** of Hackney Town Hall, Mare Street, London E8 1EA
 - (4) **THE LONDON BOROUGH OF HARINGEY** of Civic Centre, High Road, London N22 8LE
 - (5) **THE LONDON BOROUGH OF ENFIELD** of Civic Centre, Silver Street, London EN1 3XY
 - (6) **THE LONDON BOROUGH OF ISLINGTON** of 222 Upper Street, London N1 1XR.
 - (7) **THE LONDON BOROUGH OF WALTHAM FOREST** of Waltham Forest Town Hall, Forest Road, London E17 4JF
- Referred to throughout this document as the “North London Boroughs”*

I. Background and purpose of Memorandum of Understanding

- I. This Memorandum of Understanding is an updated version of a Memorandum of Understanding entered into by all the North London Boroughs on 26th February 2007.
- II. In order to meet EU and UK Government targets, there is a pressing need for new and expanded waste management infrastructure across London. There is a requirement on the North London Boroughs to make provision for managing more of the waste generated in the area.
- III. The policy of the Mayor’s London Plan is for the capital to become self-sufficient in managing waste by 2031. The North London Boroughs need to plan for a proportion of these facilities in order to maximise self-sufficiency and make provision for the management of north London’s waste in line with European, national and regional requirements.
- IV. The North London Boroughs recognise that the planning system has a central role to play in delivering the necessary infrastructure and to make the most of economic opportunities associated with re-use, recycling and recovery. Given the nature of waste arisings and the opportunity for shared use of infrastructure, the North London Boroughs agree that joint working on a Joint Waste Local Plan Document, hereinafter called the

North London Waste Plan (NLWP), is the most effective way to plan for future waste capacity needs of the North London Boroughs,. In any case, it is recognised that the production of a 'sound' NLWP will require neighbouring boroughs to collaborate in order to develop consistent policies and proposals.

- V. After the Planning Inspector declared in August 2012 that the previous version of the NLWP was not legally compliant because it did not meet the Duty to Co-operate, the North London Boroughs have all individually agreed to take part in a new NLWP and this Memorandum of Understanding details the ways the North London Boroughs will work together to facilitate the production of the new plan.
- VI. The North London Boroughs have individual responsibilities as Waste Collection Authorities and Waste Planning Authorities. Waste disposal functions are carried out on the North London Boroughs' behalf by the North London Waste Authority. This Memorandum of Understanding relates to the waste planning functions and responsibilities of the North London Boroughs, whilst being mindful of existing collection and disposal functions.
- VII. This Memorandum of Understanding provides guidance and records the agreement reached between the North London Boroughs in relation to the following areas:
- Status, duration and arrangements for amendment
 - Mission statement and objectives
 - Principles of partnership working
 - Organisational structure and accountability
 - Project management arrangements
 - Dispute resolution

Schedules

1. Organisational arrangements
2. Roles and responsibilities
3. Indicative costs and payment schedule

- VIII. The North London Boroughs are entering into this Memorandum of Understanding pursuant to section 1 of the Local Authority Goods and Services Act 1970.

1. Status

- 1.1. This Memorandum of Understanding is an agreement between the North London Boroughs to co-operate in the effective production of the North London Waste Plan (NLWP).

2. Duration

- 2.1. This Memorandum of Understanding applies to working arrangements during the lifetime of the production of the NLWP up until the point of adoption of the plan. From then on, a revised written agreement will need to be established to co-ordinate implementation and monitoring of the NLWP. An indicative timetable is set out in paragraph 8.7 below, but the North London Boroughs understand from experience that the timetable for the plan can be subject to extension because of events outside their control.

3. Arrangements for amendments

- 3.1. Any proposed amendments to the Memorandum of Understanding will be raised and discussed at meetings of the Planning Officer Group (“POG”) and Heads of Planning (“HOP”) Recommendations for amendments will be put to the Planning Members Group (“PMG”) for ratification (see **Schedule 2** for an explanation of the role of these groups). Changes to the Memorandum of Understanding should aim to enhance the delivery of the Mission Statement and objectives without prejudicing any of the partners. Changes to the Memorandum of Understanding will require approval by each of the North London Boroughs at the appropriate level of their organisation.

4. Mission Statement and Objectives

- 4.1. The Mission Statement agreed by the North London Boroughs is:

“To work together in a co-operative and transparent way to enable the effective production of a ‘sound’, legally compliant NLWP that meets the duty to co-operate and establishes a framework of policies and includes site allocations to meet future waste capacity needs in north London during the period 2016 - 2031.”

- 4.2. Within this, the North London Boroughs agree to the following Objectives:

- To develop a long-term vision for waste as a resource in north London.
- To co-ordinate the production of the NLWP as expeditiously as possible.

- To work closely with the North London Waste Authority as a key stakeholder to ensure integration with provisions for the collection and management of municipal waste.
- To ensure the NLWP conforms with the policies of the London Plan and the Local Plans of the North London Boroughs.
- To work together to raise awareness amongst stakeholders and promote sustainable waste management in north London.

5. Principles of partnership working

- 5.1. The North London Boroughs agree to conform to the following principles of partnership working:

Co-operation: agree to co-operate with each other with the aim of achieving the most sustainable waste management solutions for north London as a whole, whilst taking into consideration the implications for each North London Borough.

Accountability: actions and decisions recommended by the North London Boroughs should reflect the best interests of all council tax payers.

Transparency: will seek joint solutions to waste planning through communicating in an open and transparent manner.

6. Appointment of Lead Borough.

- 6.1. The London Borough of Camden (“Camden”) shall act as the Lead Borough and legal entity for the North London Boroughs and shall enter into all contracts with third parties on behalf of the North London Boroughs. All contracts shall be awarded by the Director of Culture and Environment at Camden in accordance with Camden’s Contract Standing Orders.
- 6.2. Camden will be responsible for the recruitment and management of the Programme Manager and any additional staff employed to support the work of the Programme Manager.
- 6.3. Camden will at all times act in accordance with the policies and project management arrangements set out in this Memorandum of Understanding.
- 6.4. Prior to entering into all contracts with third parties, Camden will convene a meeting of the Project Panel, which shall consist of the members of the POG, a representative of Camden’s Borough Solicitor, a representative of Camden’s Environment Procurement Hub and the Programme

Manager. All decisions to let contracts shall be made in consultation with this Project Panel.

7. Organisational structure and accountability

- 7.1. The North London Boroughs agree to work together within the organisational arrangements set out in **Schedule 1** and to undertake the detailed roles and responsibilities listed within **Schedule 2**.

8 Project management arrangements

Procurement of contracts

- 8.1. Camden will oversee the recruitment of consultants and contractual arrangements between Camden and the consultants. All procurement activities carried out by Camden will be conducted in line with UK and EU legislation.

Timing and frequency of meetings

- 8.2. Planning Officers Group meetings will be held every six weeks and the Heads of Planning and Planning Members Group meetings at key decision points in the plan-making process. More frequent meetings may be held to progress the plan at key stages. (See schedule 2 for terms of reference for these Groups)

Protocol for reporting and meetings

- 8.3. The North London Boroughs will provide one representative at the appropriate level to attend POG, HOP and PMG meetings and will use reasonable endeavours to provide consistent attendance of personnel.
- 8.4. The North London Boroughs will provide the consultants and the Programme Manager with information held which may assist with the production of the NLWP, with the understanding that non-publicly available information will remain confidential amongst partners.
- 8.5. The North London Boroughs will undertake regular internal briefings within their individual authority to maintain awareness of members and others and assist the decision-making process.
- 8.6. The North London Boroughs will carry out consultation arrangements in line with the timing and format set out in the revised Consultation Protocol, to be agreed by the PMG.

Decision-making arrangements

- 8.7. To enable the plan-making process to proceed as efficiently as possible, the North London Boroughs will aim to progress and not delay decisions. Predicted key decision points are listed below:

Key decision	Predicted timing
SA scoping report	Feb/March 2014
Regulation 18 draft Plan to be signed off	January 2015
Pre-submission Plan to be signed off	Winter 2015
Submission	Autumn 2016
Hearings	Winter 2017
Adoption	Autumn 2017

- 8.8. Heads of Planning will make recommendations on the content of the NLWP to the PMG. The PMG will meet before the key decision stages of the NLWP and at other times where recommended by the HOP. The PMG will review progress on the NLWP, the key issues arising during the production of the NLWP and other matters referred to them by the HOP.
- 8.9. The Programme Manager will provide Directors of Environment and HOP of the North London Boroughs with regular reports to keep them informed of progress.
- 8.10. Each of the North London Boroughs is required to seek ratification of the NLWP at each key decision stage. The North London Boroughs will use their reasonable endeavours to deal promptly and expeditiously with all required approvals of the plan in their own Borough including full Council as necessary.

Press and public relations

- 8.11. The emphasis will be on joint publicity arrangements for the NLWP in accordance with the agreed principles of partnership working and the Consultation Protocol. Publicity and public relations will be co-ordinated through the Programme Manager. Each North London Borough will endeavour to keep others informed of all relevant press releases to be publicised by Boroughs individually.

9. Costs

- 9.1. North London Boroughs agree to share on an equal basis (one seventh per borough) all costs associated with the Mission Statement and Objectives of this Memorandum of Understanding more specifically set out at paragraph 9.5 below (the "Costs") . An indicative budget for the NLWP is set out in Schedule 3. The North London Boroughs agree that control of expenditure on the NLWP is a priority and all appropriate steps will be taken by Camden to ensure that only necessary expenditure is incurred. Camden further agrees to pay the Costs only after consulting with the North London Boroughs and only on expenditure incurred which directly relates to its obligations as Lead Borough under this Memorandum of Understanding.
- 9.2. The Programme Manager will produce every quarter a financial report of the Costs of producing the NLWP, highlighting any variations. At the start

of every financial year, the Programme Manager will produce for HOP a project plan for the year ahead, reviewing expenditure in the past year and projecting expenditure for the financial year and the rest of the plan period, highlighting any changes to the indicative budget.

- 9.3 Camden will invoice each North London Borough for its share of the Costs twice a year. In October each North London Borough will be invoiced for expenditure incurred in the first half of the financial year. In March Camden will invoice each North London Borough for the remaining expenditure incurred in the financial year which will take into account any variation in costs detailed in the quarterly monitoring reports of the Programme Manager.
- 9.4 Where Camden seeks funds additional to the Costs in connection with the production of the NLWP, these will not be incurred without the approval of the HOP in conjunction with their PMG representative. Where this approval for additional expenditure is given, the North London Boroughs agree that Camden may undertake the additional expenditure or seek a variation of the contract with Urban Vision Partnership Limited, company number 5292634, (who have been appointed to advise and prepare the NLWP) and to give effect to such variation each of the North London Boroughs further undertakes to make payment of their proportion of the cost of such contract variation.
- 9.5. **Schedule 3** sets out a breakdown of the indicative Costs. Over a four year period the cost to each North London Borough will be approximately £159,000 or an average of approximately £39,750 per annum. The actual amount invoiced by Camden will vary depending on the stage of the NLWP.
- 9.6 In the event that any of the North London Boroughs for any reason withdraw from participation in this agreement they shall remain liable for all Costs and expenditure detailed in this clause 9 throughout the duration of this Agreement
- 9.7 All North London Boroughs shall make payment within thirty (30) days of receipt of an invoice for payment from Camden.
- 9.8. If any sum payable under this Agreement is in arrears for more than thirty (30) days after the due date, Camden reserves the right, without prejudice to any other right or remedy, to charge interest on such overdue sum on a day to day basis from the original due date until paid in full at a rate of 3% above Bank of England base lending rate in force from time to time.
- 9.9. Any North London Borough may notify Camden in writing within fourteen (14) days of receipt of an invoice if the North London Borough considers such invoice incorrect or invalid for any reason and the reasons for withholding payment failing which the North London Borough will raise

no objection to any such invoice and will make full payment in accordance with it.

10 Dispute resolution-

- 10.1 In the case of disagreement between the North London Boroughs, all efforts will be made to resolve problems and explore alternative solutions where appropriate to achieve the Mission Statement and Objectives of this Memorandum of Understanding.
- 10.2 The Programme Manager will oversee negotiations in resolving any dispute between the North London Boroughs.
- 10.3 The matter shall be referred in the first instance to the HOP who shall discuss the issue and use their reasonable endeavours to resolve the same.
- 10.4 If after discussion the matter has not been resolved, the matter relevant to the resolution shall be referred to the Directors of Environment or equivalent Chief Officer of each North London Borough who shall discuss the issue and use their respective reasonable endeavours to reach agreement. If agreement still cannot be reached the Directors of Environment or equivalent Chief Officer of the North London Boroughs may appoint an independent arbitrator who shall be a member of the Royal Town Planning Institute and whose decision shall be final and binding on the parties. All costs in connection with the appointment and services of the independent arbitrator shall be shared equally by the North London Boroughs.
- 10.5 Should disagreements between the North London Boroughs remain unresolved, all efforts will be made to maintain joint working arrangements between all North London Boroughs, with withdrawal from the agreement representing the last resort.
- 10.6 Any North London Borough may withdraw from participation in this Agreement by giving six months notice to the Programme Manager who will then notify the other North London Boroughs of this. Any North London Borough serving notice of withdrawal from the Agreement under this clause will remain liable for its share of the Costs throughout the remaining duration of the Agreement as set out in clause 9.6.
- 10.7 In the case of one or more of the North London Boroughs choosing to withdraw from joint working arrangements, the remaining North London Boroughs reserve the right to continue to work together to develop the NLWP for any remaining sub-regional area(s).

11. Further Agreements

11.1 The North London Boroughs agree to consider any legislative changes affecting this Agreement and shall consider whether any additional agreements for specific services entered into by all or some of the North London Boroughs affect this Agreement in any material way and will if necessary enter into any further Agreements.

12 Confidentiality

12.1 The North London Boroughs shall not divulge or dispose of or part with possession, custody or control of any confidential material or information provided to the North London Boroughs pursuant to this Agreement or obtained by the North London Boroughs pursuant to the Agreement, other than in accordance with the express written instructions of the other North London Boroughs.

12.2 The North London Boroughs shall take all reasonable steps as from time to time shall be necessary to ensure compliance with the provisions of Clause 12 by its employees and agents.

12.3 Clause 12 shall survive any termination of the Agreement.

13 Indemnity

13.1 Subject to clause 13.4 below the North London Boroughs will fully indemnify each other in respect of any and all costs, expenses and liabilities incurred directly or indirectly as a result of the performance of their obligations under this Agreement

13.2 Subject to clause 13.4 below the North London Boroughs will fully indemnify Camden the lead Borough in respect of all reasonable costs expenses and liabilities directly incurred with regard to the performance of all of Camden's obligations under the terms of this Agreement.

13.3 It is hereby agreed that none of the North London Boroughs shall be liable to indemnify each other or Camden for any costs expenses and liabilities (hereafter "costs") ,howsoever arising, if these costs are incurred as a result of the wilful misconduct or negligence of any of the North London Boroughs or Camden.

13.4 To avoid doubt each North London Borough's liability under this Agreement is several and not joint.

14. Intellectual Property Rights

14.1 Camden shall procure that it shall include a clause in any consultant's or contractor's appointment appointed to carry out services or works pursuant to Camden's role as Lead Council, requiring the consultant or

contractor to grant to each of the North London Boroughs all necessary intellectual property rights to copy and make full use of any work undertaken by or on behalf of the North London Boroughs for the purpose of their appointment (including but not limited to any data, reports, drawings, specifications, designs, inventions or other material produced or acquired in the course of such work).

14.2 Each North London Borough (the Licensor) grants to each of the other North London Boroughs (the Licensee) an irrevocable, non-exclusive, non-terminable, royalty-free licence, to copy and make full use of any work carried out by the Licensor in any work undertaken by or on behalf of the North London Boroughs for the purpose of this Agreement.

14.3 The North London Boroughs together reserve the right to determine whether the result of the works shall be published and if so on what conditions.

14.4 The North London Boroughs acknowledge and agree that any proposal by one member to grant a licence to a third party to use the documents and materials described in 14.1, shall be subject to the agreement of all the other North London Boroughs.

14.5 Any changes or edits made to the documents and materials by any of the North London Boroughs, if made under the terms of the Agreement shall be jointly owned by the North London Boroughs. Copyright in any edits or changes made to the documents and materials at the expiration of the term shall be owned by the relevant author.

15. Third Parties

15.1 A person who is not a party to this Memorandum of Understanding shall have no rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any of its terms.

16. Governing Law and Jurisdiction

16.1 This Memorandum of Understanding shall be governed by English law, and each of the parties hereby submits to the exclusive jurisdiction of the Courts of England and Wales.

17. Counterparts

17.1 This Memorandum of Understanding may be entered into in the form of two or more counterparts, each executed by one of the parties.

IN WITNESS whereof this document has been executed and delivered as a Deed by the parties the day and year first before written.

THE COMMON SEAL of THE)
MAYOR AND BURGESSES OF THE)
LONDON BOROUGH OF CAMDEN)
was hereunto affixed in the presence of:-)

Authorised Signatory

Authorised Signatory

THE COMMON SEAL of THE)
MAYOR AND BURGESSES OF THE)
LONDON BOROUGH OF BARNET)
was hereunto affixed in the presence of:-)

Authorised Signatory

Authorised Signatory

THE COMMON SEAL of THE)
MAYOR AND BURGESSES OF THE)
LONDON BOROUGH OF HACKNEY)
was hereunto affixed in the presence of)

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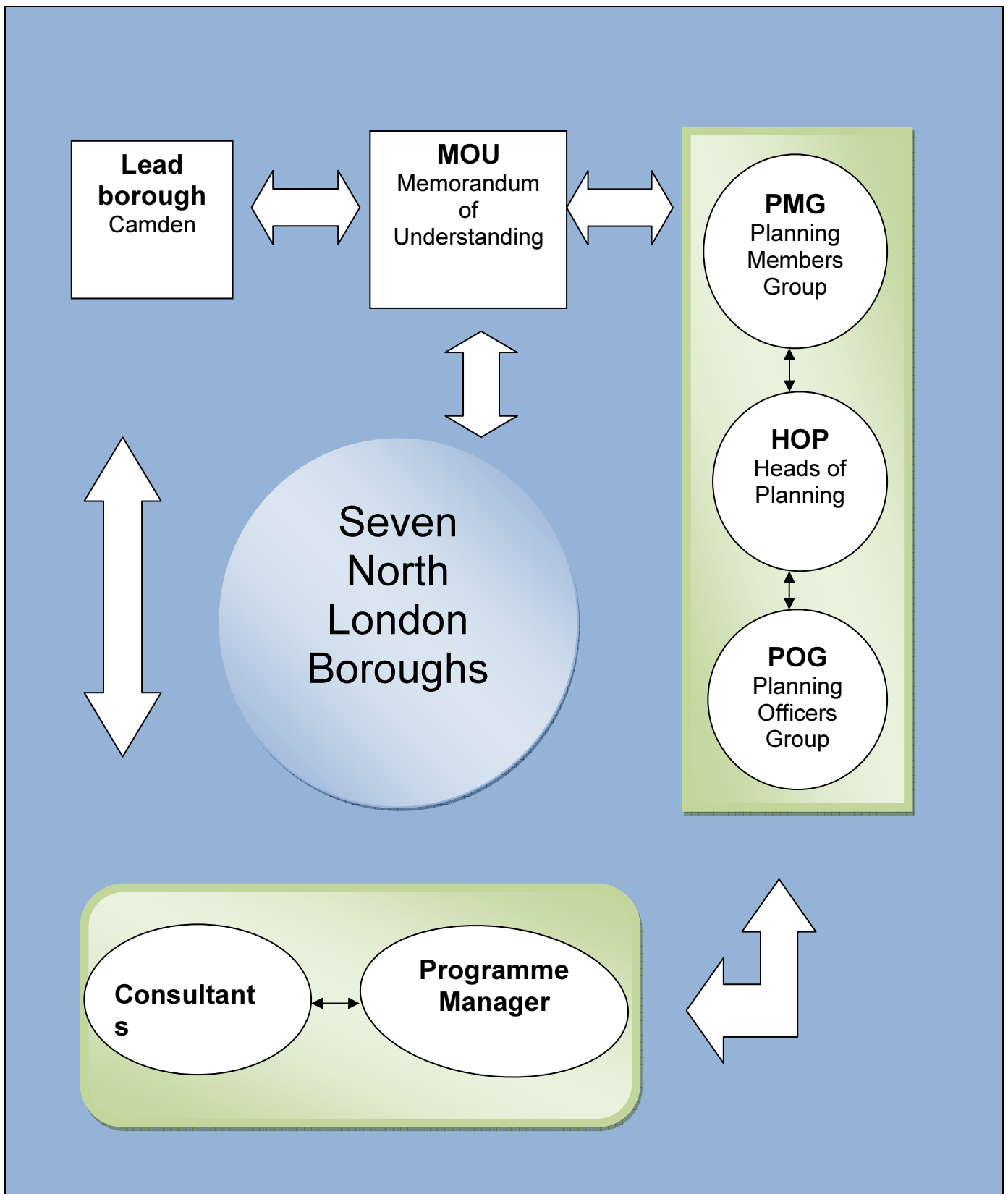
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SCHEDULE 1

Organisational arrangements

Organisational arrangements



SCHEDULE 2
Roles and responsibilities

Planning Officers Group (POG)

Role

- To take ownership of the plan preparation process through a close working relationship with the Programme Manager, the consultants, the Heads of Planning (HOP), and the Planning Members Group (PMG), and where necessary provide additional capacity as a working group.

Membership/personnel

- Each North London Borough will provide one senior level planning officer to attend the POG. Officers should currently work in forward planning, and have a good overview of the Local Plan preparation process within their Borough and a broad understanding of waste planning issues.
- There may also be a need for involvement of other appropriate officers from each Borough with a background in sustainable development, at key stages of the SA/SEA process.
- The Group will be chaired by a planner from one of the North London Boroughs in rotation.
- A programme of meetings will be organised by the Programme Manager. However if two or more North London Boroughs wish there to be a meeting outside these arrangements, they may request the Programme Manager to convene a meeting and such a meeting shall take place as soon as practicably possible

Responsibilities of POG members

- To actively participate in regular six-weekly meetings with the other boroughs and the consultants, to steer the NLWP preparation process.
- To contribute to progress reports with recommendations to be put to the HOP and PMG for joint decision-making where appropriate.
- To provide comments on the work of the consultants and on documents and proposals from the Programme Manager when requested
- To provide additional working capacity at certain stages in the process – in particular logistical arrangements during consultation stages.
- Each planning officer to take responsibility for reporting progress internally within their Borough and provide regular feedback to POG members, particularly where problems are identified.
- Each planning officer to take responsibility for arranging reporting mechanisms internally within their Borough, to enable ratification of the plan to proceed according to plan-making timetable.

Heads of Planning (HOP)

Role

- To oversee the NLWP preparation process
- To consider the recommendations of the Planning Officers Group (POG) and to make recommendations to Planning Members Group (PMG) on the content of the NLWP
- To agree the timetable, and budget of the NLWP and agree any necessary changes

Membership/personnel

- The North London Boroughs shall be represented equally by the Head of the Planning Service in each of the North London Boroughs
- Meetings will be convened by the Lead Borough, through the Programme Manager. However if two or more North London Boroughs wish there to be a meeting outside these arrangements, they may request the Programme Manager to convene a meeting and such a meeting shall take place as soon as practicably possible.

Responsibilities of HOP members

- To meet at key decision points in the preparation of the plan
- To consider whether the NLWP is in line with the Local Plan and the Sustainable Community Strategy/Corporate Plan of their own Borough and to bring to the attention of HOP any inconsistencies at the earliest opportunity
- To brief the Lead Member for Planning and the PMG member, if different, within their own Borough on the progress of the NLWP and any issues that arise
- To secure funding within own Borough for the agreed budget of the NLWP
- To ensure that any approval process required for the NLWP in each North London Borough is carried out promptly and expeditiously

Planning Members Group (PMG)

Role

- To oversee the plan preparation process and provide feedback in response to recommendations of the Heads of Planning (HOP).
- To jointly approve recommendations wherever possible and seek the approval of Borough Cabinet/Executive/Policy and Resources Committee (“executive”)¹ or Full Council approval where necessary.

Membership/personnel

- The North London Boroughs will be represented equally, with one executive member or deputy (with responsibility for planning, environment or similar) from each of the seven North London Boroughs.
- Meetings will be convened by the Lead Borough, through the Programme Manager. However if two or more North London Boroughs wish there to be a meeting outside these arrangements, they may request the Programme Manager to convene a meeting and such a meeting shall take place as soon as practicably possible.

Responsibilities of PMG members

- To meet at key decision points in the plan preparation process.
- To make arrangements for appointing the chair and vice chair(s) of the PMG.
- To make joint decisions in response to recommendations from HOP throughout the development of the plan, where Borough executive or Full Council approval is not required.
- To consider agreements with other local planning authorities relating to a jointly agreed strategy on cross boundary matters under the Duty to Co-operate.
- To provide the main link between key decisions made within individual Boroughs and decisions made through joint working on the PMG
- To report back to the executive within their respective Borough and ensure key decisions are made at executive level and fed back via the Programme Manager.
- To report to Full Council and help to ensure approval is made at the Submission and Adoption stages. To report this back via the Programme

¹ Camden, Enfield, Hackney, Haringey and Waltham Forest have a Cabinet. Islington has an Executive. Barnet has a Policy and Resources Committee.

Manager.

- To use information provided by the HOP to promote progress on the development of the NLWP within their respective Borough decision-making machinery.

Programme Manager

Role

- To lead in co-ordinating activity and ensuring progress on all aspects of the plan-making process, and to provide the main point of contact for all parties.

Membership/personnel

- The Programme Manager will be a full time post suitable for a Senior Officer to be recruited externally or provided by one of the North London Boroughs, and managed and accommodated within one of the Borough's offices by Camden.

Responsibilities of Programme Manager

- To lead and take responsibility for the project programme, ensuring necessary outputs are produced by all partners at key stages of the process.
- To oversee the NLWP budget, and report on financial arrangements, ensuring Boroughs are informed of payment requirements.
- To act as the main representative for the North London Boroughs in communicating with external organisations, in particular the Greater London Authority and London Councils at key points in the process and to represent the North London Boroughs in discussions with key stakeholders.
- Take a lead on co-ordinating all aspects of consultation, in conjunction with the consultants and key external stakeholders such as the North London Waste Authority.
- To lead on the responsibilities of the North London Boroughs on the Duty to co-operate and to make responses on behalf of the North London Boroughs on relevant correspondence, plans and programmes of other organisations.
- To report recommendations from the POG to HOP and from HOP to PMG at key points in the process and report back to all bodies on all decisions made.
- To co-ordinate the production of progress reports to Directors of Environment and Heads of Planning of the North London Boroughs
- To maintain regular liaison with North London Borough Cabinet members to enable key decisions to be reported back to HOP and POG.
- To manage the contract and maintain regular liaison with the consultants

outside scheduled meetings in relation to progress, logistical arrangements etc.

- To provide members of the POG with 3-4 months notice of each ratification stage of the plan-making process, to enable reporting mechanisms to be arranged within each North London Borough in accordance with the plan-making timetable.
- To provide support to the North London Boroughs outside POG meetings in order to facilitate the plan-making process e.g. training programmes for officers and members.
- To oversee negotiations in the case of any dispute between the North London Boroughs.
- To report to the POG, HOP and PMG and act upon agreements made
- To manage additional NLWP staff

SCHEDULE 3

Indicative costs and payment schedule

Indicative Budget for the NLWP

	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Consultant Data Study	£42,956					£42,956
Consultant Plan	£34,186	£113,302	£106,624	£73,097	£10,076	£337,284
Programme Management	£99,921	£105,372	£110,678	£87,701	£16,188	£419,860
Publicity	£2,065	£2,041	£43,200	£29,700	£12,700	£89,706
Legal	£2,500	£8,650	£10,000	£44,000	£5,000	£70,150
Examination				£135,000		£135,000
TOTAL	£181,628	£229,365	£270,502	£369,498	£43,963	£1,094,955
Per borough	£25,947	£32,766	£38,643	£52,785	£6,280	£156,422

All costs are shared equally by the boroughs. The indicative budget for the NLWP is based on the following assumptions

- Procurement of the NLWP data study contract
- Procurement of the NLWP consultancy support contract
- Employment of Programme Manager to end of project
- Employment of Principal Planner up to September 2016 (end of hearings)
- The NLWP goes through the following stages: Regulation 18, Regulation 19, Examination and Adoption
- Costs associated with consultation at all stages
- Provision of legal advice
- Costs of holding examination including employment of Programme Officer

Planning and Compulsory Purchase Act, Section 33A – Duty to Co-operate

Memorandum of Understanding (“MoU”) providing a framework for co-operation between London Legacy Development Corporation (“Legacy Corporation”) and the North London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest (“North London Boroughs”) undertaking the North London Waste Plan (“NLWP”).

Background

1 The North London Boroughs are working together as waste planning authorities (“WPAs”) to prepare the NLWP. The NLWP will set out the planning framework for waste management in the North London Boroughs for the next 15 years. It will identify sites for waste management use and set out policies for determining waste planning applications. Adoption of the NLWP is expected to be in early 2017.

2 The Legacy Corporation is a Mayoral development corporation, established in March 2012 with responsibility for securing the regeneration of an area of London focused on the former Olympic Park. The Legacy Corporation’s area includes parts of the London Boroughs of Newham, Waltham Forest, Hackney and Tower Hamlets (“Host Boroughs”). The London Boroughs of Hackney and Waltham Forest are both members of the North London Boroughs.

3 By virtue of article 3 of the London Legacy Development Corporation (Planning Functions) Order 2012 (“2012 Order”) and section 7A of the Town and Country Planning Act 1990, the Legacy Corporation is the planning authority for the defined “*development area*”¹ for the purposes of Part 3 of the Town and Country Planning Act 1990 and Parts 2 and 3 of the Planning and Compulsory Purchase Act 2004. As a result it is responsible for all development management decisions and development plan preparation including waste planning within the Legacy Corporation’s area. In August 2014, the Legacy Corporation published its draft local plan for statutory consultation (“Local Plan”). The draft Local Plan carries forward and develops growth ambitions for the Legacy Corporation’s area that are set out in the London Plan 2011 and builds on the Host Borough development plan documents that were adopted at the time that the Legacy Corporation received its planning powers.

4 The London Plan has a strategy for London to achieve net self-sufficiency in managing waste arising in London by 2026. Under the London Plan, each London borough including each of the North London Boroughs is given an apportionment of waste arisings for which it should plan waste management provision. The North London Boroughs are planning to meet their combined apportionment targets through the NLWP. The London Plan does not include a waste apportionment for the Legacy Corporation planning authority area, which includes parts of Hackney and Waltham Forest from the North London Boroughs. A formal working relationship is required between the Legacy Corporation and the North London Boroughs in securing the delivery of an effective waste plan for North London.

Proportion of North London Boroughs within Legacy Corporation area

5 The proportion of each borough area that falls within the Legacy Corporation Boundary is set out within Table 1 below.

¹ Defined in Article 2 to the Order as meaning the area of land described as a Mayoral development area, and in relation to which a Mayoral development corporation is established, by the London Legacy Development Corporation (Establishment) Order 2012

Table 1 Proportion of Legacy Corporation Area by Borough

LB Newham	63%
LB Tower Hamlets	16%
LB Hackney	16%
LB Waltham Forest	5%

6 Approximately seventy six percent (76%) of the projected growth in the Legacy Corporation's draft Local Plan is expected to come forward within the boundary of the London Borough of Newham. Just over a further eighteen percent (18%) is expected in the London Borough of Tower Hamlets, and the remaining six percent (6%) is expected to come forward within the London Borough of Hackney. None is planned within the London Borough of Waltham Forest as this portion comprises the Lea Valley Hockey and Tennis Centre at Eton Manor and Chobham Academy school playing fields which have open space/MOL designation, and the established Temple Mills Bus Depot site, designated as a Locally Significant Industrial Site.

Existing Frameworks for Co-operation

7 A formal memorandum of understanding governing co-operation in plan making (amongst other activities) between the Legacy Corporation and the London Boroughs of Hackney and Waltham Forest was agreed in 2013. Co-operation is already taking place between the Legacy Corporation and the London Boroughs of Hackney and Waltham Forest in terms of plan-making. This includes attendance of borough officers representing Hackney and Waltham Forest at the established Planning Policy Forum Meetings.

8 A further formal memorandum of understanding exists between the seven North London Boroughs as the basis of working collaboratively on the NLWP. It establishes the lead borough, sets out how contracts will be let and creates terms of reference for the inter-borough grouping. The memorandum of understanding between the seven North London Boroughs describes how disputes will be resolved. It sets out the timetable and budget for the NLWP and how costs will be shared.

9 The North London Boroughs have prepared a Duty to Co-operate Protocol which will be used as the basis of co-operation; principally with other WPAs who receive significant quantities of waste from north London.

Co-operation between Legacy Corporation and the North London Boroughs

10 The North London Boroughs and Legacy Corporation have co-operated in the preparation of:

- the Legacy Corporation draft Local Plan through meetings and correspondence via email and letter; and
- the NLWP through feedback on potential sites in the Legacy Corporation area provided by Legacy Corporation.

11 Co-operation will continue to take place through appropriate methods including:

- written correspondence
- exchange of information and verification of data
- meetings:
 - Attendance of borough officers representing London Boroughs of Hackney and Waltham Forest at the established Planning Policy Forum Meetings, which take place every month to six weeks in accordance with the 2013 memorandum of understanding.
 - Meetings between officers of the North London Boroughs and the Legacy Corporation at least annually and more frequently where it is agreed that such additional meetings are appropriate and necessary to the preparation or

review of relevant Development Plan Documents.

- agreement of key issues
- statement of common ground
- Memorandum of Understanding

12 The future co-operation between the Legacy Corporation and the North London Boroughs will be focused on the following areas with a view towards maximising the effectiveness of our respective plan making and securing sustainable development in accordance with our respective corporate objectives:

- policy approach to planning for waste within each local plan
- site analysis and selection within each local plan
- the further preparation, collection and updating of evidence base documents relating to waste planning
- the exchange of data (including electronically held data and GIS mapping data) relating to the evidence base for development plan documents
- the approach of the NLWP to identifying potential waste sites in North London to meet future capacity requirements in compliance with the London Plan
- the approach of the Legacy Corporation to meeting its strategic waste planning responsibilities where site capacity for waste management has not been or cannot be met by appropriate identified sites within the Legacy Corporation Local Plan for the areas of Hackney and Waltham Forest within the Legacy Corporation area

13 To secure the delivery of an effective waste plan for North London, the North London Boroughs and the Legacy Corporation agree that the areas listed in Table 2 are potentially suitable for waste management use. The North London Boroughs and Legacy Corporation have reached this conclusion after carrying out their own assessments of the areas described in evidence base documents. Acceptability of proposals for waste management uses in those locations will be determined with reference to Policy IN.2 and other relevant policies within the Legacy Corporation Local Plan and any other relevant material considerations that apply to that proposal. The North London Boroughs and the Legacy Corporation will take steps to reflect this in their respective plans.

Table 2 Areas in Hackney and Waltham Forest portions of the Legacy Corporation area potentially suitable for waste management use

Area ref	Site Name	Borough	Waste facility type: potential suitability
HAC09	Bartrip Street LSIS	Hackney	Waste transfer; Processing and recycling
HAC13	Palace Close SIL (to the west of Chapman Road)	Hackney	Waste transfer; Processing and recycling
	Temple Mills Lane LSIS	Waltham Forest	Waste transfer; Processing and recycling

14 The Legacy Corporation will decide planning applications for waste uses in its area in line with its Local Plan including Policy IN.2: Planning for waste, taking full account of the waste apportionment targets set for each Borough within the London Plan, the adopted local waste plans or waste planning policy for that Borough and the development of new or review of existing adopted waste plans for that Borough.

Resources and timescales

15 The Legacy Corporation and the North London Boroughs will use reasonable endeavours to respond in a timely manner to any request for information from the other.

16 The Legacy Corporation and the North London Boroughs officers had a preliminary agreement in place for the hearings of the Legacy Corporation Local Plan in March 2015 which will be subject to formal ratification by each North London Borough. An update to this agreement may be required in 2016 at the submission of the NLWP to the Secretary of State.

17 Both parties will inform each other of any changes in their plan making timetable.

Level of sign off -

18 The North London Boroughs will sign off agreements under the Duty to Co-operate using appropriate measures under their respective constitutions.

19 The Legacy Corporation will sign off agreements under the Duty to Co-operate using delegated powers.

Confidentiality

20 In the course of our co-operation, the Legacy Corporation and the North London Boroughs may exchange confidential information. Each organisation will treat any confidential information provided to it by the other with the same degree of care that it treats its own confidential information, and never with less than reasonable care, and shall not at any time disclose such information except:

- a) to employees, members, officers, representatives or advisers who need to know such information for the purposes of carrying out their organisation's obligations under this letter; or
- b) as may be required by law, a court of competent jurisdiction or any governmental or regulatory authority.

21 The Legacy Corporation and the North London Boroughs shall ensure that employees, officers, representatives or the advisers to whom confidential information is disclosed shall comply with the above restrictions. Neither the Legacy Corporation nor the North London Boroughs shall use the other's confidential information for any purpose other than to perform its obligations under this letter.

Monitoring

22 This Memorandum shall continue until such time as the Legacy Corporation ceases to be the local planning authority for the development area (see para 3 above) or any part thereof. The terms of this MoU will be reviewed at a meeting between officers of the Legacy Corporation and the North London Boroughs at least annually. If either the Legacy Corporation or the North London Boroughs thinks it necessary, the terms of the co-operation can be reviewed earlier on at least seven days written notice. If following any review, either the Legacy Corporation or the North London Boroughs reasonably considers that modifications to this MoU are necessary to maximise the effectiveness of our respective plan making, the Legacy Corporation and the North London Boroughs shall use reasonable endeavours to agree such modifications.

23 Neither the Legacy Corporation nor the North London Boroughs intend this MoU to create legally enforceable obligations, and nothing in this letter should be construed as conflicting with any agreement or contract involving either the Legacy Corporation or any of the North London Boroughs, or with any statutory or other legal duties of the Legacy Corporation or any of the North London Boroughs.

Signed on Behalf of the
London Borough of Barnet

Date

Signed on Behalf of the
London Borough of Camden

Date

Signed on Behalf of the
London Borough of Enfield

Date

Signed on Behalf of the
London Borough of Hackney

Date

Signed on Behalf of the
London Borough of Haringey

Date

Signed on Behalf of the
London Borough of Islington

Date

Signed on Behalf of the
London Borough of Waltham Forest

Date

Signed on Behalf of the London
Legacy Development Corporation

Date

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AGENDA ITEM 15



Policy and Resources Committee
9 July 2015

Title	Policy and Resources Committee Work Programme
Report of	Andrew Travers, Chief Executive Kate Kennally, Strategic Director for Commissioning
Wards	All
Status	Public
Enclosures	Committee Work Programme July 2015-May 2016
Officer Contact Details	Faith Mwende: faith.mwende@barnet.gov.uk 020 8359 4917

Summary

The Committee is requested to consider and comment on the items included in the 2015-16 work programme

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 Policy and Resources Committee's Work Programme 2015-16 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 2015-20.

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 Policy and Resources 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
Policy and Resources
Committee Work Programme
June 2015 - May 2016**

Contact: Faith Mwende 020 8359 4917 faith.mwende@barnet.gov.uk

Subject	Decision requested	Report Of	Contributing Officer(s)
9 July 2015			
North London Waste Plan (Reg 18 stage)	<ol style="list-style-type: none"> 1. To approve the North London Waste Plan (NLWP) for public consultation. 2. To approve the revised Memorandum of Understanding as the formal arrangement for Barnet's continued involvement in the NLWP. 3. To approve the principles and aims for NLWP Memoranda of Understanding which satisfy the duty to co-operate. 4. To approve the Memorandum of Understanding with the London Legacy Development Corporation (LLDC) 	Commissioning Director, Growth and Development	Planning Policy Manager
Business Planning 2015/16 - 2019/20	To consider an update on the Business Planning process for the period 2015/16 to 2019/20.	Chief Operating Officer (Director of Finance / Section 151 Officer)	Assistant Director for Finance Head of Finance
Barnet's Annual Equalities Report	To approve the Annual Equalities Report 2015 before its publication on the Council's website.	Strategic Director for Commissioning	Community Engagement, Participation & Strategy Lead Commissioning and Equalities Policy Officer
Delegating Community Infrastructure Levy (CIL) income to the Council's Area Committees	To approve the proposals to delegate a 15% proportion of net CIL income for each constituency to the Area Committee.	Strategic Director for Commissioning	Community Engagement, Participation & Strategy Lead Infrastructure Planning & Delivery Manager

Subject	Decision requested	Report Of	Contributing Officer(s)
West London Economic Prosperity Board	To approve the terms of references for the West London Alliance Economic Prosperity Board, a Board bringing together West London Councils and business representatives to promote economic prosperity, and also appoint the Barnet Member of the Board.	Chief Executive	Commissioning Director, Growth and Development Commissioning Lead, Entrepreneurial Barnet
Managing urgent sale of council interests / Sale of Claim in Glitnir hf	To delegate to the Chief Operating Officer authority to sell the Council's interest in the insolvent estate of the Icelandic bank Glitnir hf and to set the reserve price of any future sale.	Chief Operating Officer (Director of Finance / Section 151 Officer)	Head of Treasury
Authorisation of Energy Review and Forward Procurement of Energy Requirements	To approve the procurement of new energy contracts to enable forward purchase of energy.	Chief Operating Officer (Director of Finance / Section 151 Officer), Commercial and Customer Services Director	Business Partner Corporate and Street Scene Energy Asset Manager
Royal Mail Post Contract Extension.	To approve an 1 year extension of the the current Royal Mail Post contract ending September 2015.	Chief Operating Officer (Director of Finance / Section 151 Officer), Commercial and Customer Services Director	Document Centre Manager
2 September 2015			
Draft Affordable Housing Supplementary Planning Document	To approve the draft Supplementary Planning Document for Affordable Housing for consultation.	Commissioning Director, Growth and Development	Planning Policy Manager

Subject	Decision requested	Report Of	Contributing Officer(s)
Draft Grahame Park Phase B Supplementary Planning Document	To approve the Supplementary Planning Document for the regeneration of Grahame Park for consultation	Commissioning Director, Growth and Development	Planning Policy Manager
Barnet Fostering Loft Conversion and Extension Policy	To delegate to the Director of Family Services the authority to grant loans to fostering households.	Family Services Director	
Creation of a new legal entity within The Barnet Group	To approve the business case for the creation of a new legal entity within The Barnet Group with new company terms and conditions including a new pay and grading model, pension scheme and a flexible benefits solution.	Interim Chief Executive, Commissioning Director, Growth and Development	
Fleet transport procurement	To seek a single source contract re fleet transport.	Commissioning Director, Growth and Development	
Corporate Travel Contract Arrangements	To approve the procurement of a new corporate travel arrangement contract for a three year period.	Chief Operating Officer (Director of Finance / Section 151 Officer), Commercial and Customer Services Director	
Temporary workforce contract update	To approve the extensions of the Comensura contract arrangements to enable preparation for and procurement of new contract arrangement for temporary workforce provision.	Chief Operating Officer (Director of Finance / Section 151 Officer), Commercial and Customer Services Director	

Subject	Decision requested	Report Of	Contributing Officer(s)
Customer Access Strategy	To approve the Customer Access Strategy	Commercial and Customer Services Director	
Site Allocations (Reg 18)	To approve the Draft Site Allocations document for public consultation.	Commissioning Director, Growth and Development	
14 October 2015			
1 December 2015			
Grahame Park Stage B Supplementary Planning Document	To approve the Supplementary Planning Document for the regeneration of Grahame Park following consultation.	Commissioning Director, Growth and Development	
Draft Green Infrastructure Supplementary Planning Document	To approve the draft Supplementary Planning Document for Green Infrastructure for consultation.	Commissioning Director, Growth and Development	
Affordable Housing Supplementary Planning Document	To approve for adoption: Affordable Housing Supplementary Planning Document	Commissioning Director, Growth and Development	
Education and Skills ADM FBC			
12 January 2016			
16 February 2016			

Subject	Decision requested	Report Of	Contributing Officer(s)
22 March 2016			
17 May 2016			
Date TBC			
Changing scheme for financing schools		Chief Operating Officer (Director of Finance / Section 151 Officer)	Head of Finance
Inter Authority Agreement between North London Waste Authority and it's seven Constituent Authorities	To agree the Inter Authority Agreement between the North London Waste Authority (NLWA) and the seven constituent authorities. The main item in the Inter Authority Agreement is the agreement to change to menu pricing, which will alter the way in which the constituent authorities pay NLWA, which will lead to a fairer system. In 2014/15 Barnet's payments to NLWA will be approximately £11m.	Street Scene Director	
Provision of support services for carers	To authorise the commence the procurement process for the provision of support services for carers.	Adults and Communities Director	
Variation to Your Choice Barnet Day Services		Adults and Communities Director	