

**MEETING**

**ENVIRONMENT COMMITTEE**

**DATE AND TIME**

**THURSDAY 29TH SEPTEMBER, 2016**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

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

**Chairman:** Dean Cohen

**Vice Chairman:** Brian Salinger

**Councillors**

Alon Or-bach

Graham Old

Agnes Slocombe

John Hart

Alison Cornelius

Adam Langleben

Dr Devra Kay

Alan Schneiderman

Peter Zinkin

**Substitute Members**

Sury Khatri

Tim Roberts

Nagus Narenthira

Lisa Rutter

Laurie William

Stephen Sowerby

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

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is 26 September at 10AM. Requests must be submitted to Paul Frost on 020 8359 2205 or at [paul.frost@barnet.gov.uk](mailto:paul.frost@barnet.gov.uk)

Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
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11.	Highways Work - Quarter 1 Update	To Follow
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13.	Any Other Items that the Chairman Decides are Urgent	

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## Decisions of the Environment Committee

14 July 2016

Members Present:-

AGENDA ITEM 1

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

Councillor John Hart  
Councillor Dr Devra Kay  
Councillor Alison Cornelius  
Councillor Graham Old

Councillor Alan Schneiderman  
Councillor Agnes Slocombe  
Councillor Peter Zinkin

### 1. MINUTES OF THE PREVIOUS MEETING

RESOLVED – That the Minutes of the meeting held on 12 May 2016 be approved.

### 2. ABSENCE OF MEMBERS

Apologies for absence was received from Councillor Adam Lengleben and also from substitute member Councillor Laurie Williams who was unable to attend the meeting as he attend the Planning Committee meeting.

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

In relation to item 10, Car Club Expansion in Barnet, Councillor Brian Salinger declared a non-pecuniary interest as he owns an electric car. Councillor Salinger remained in the room for the consideration of the item and took part in the decision making process.

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

None.

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

The Environment Committee noted the details of public questions that had been submitted by residents who were given the opportunity of asking a supplementary question. Both Mr Levy and Mrs Mary O'Connor asked supplementary questions and these were verbally responded to.

Mrs Mary O'Connor addressed the Committee and made a public comment in relation to Agenda Item 12, 14 and 18.a. Following her comments Members of the Committee were given the opportunity to ask questions to Mrs O'Connor.

### 6. MEMBERS' ITEMS

The Chairman amended the order of business and therefore moved Member's Items to the end of the agenda.

The Council's Constitution, Meeting Procedural Rules section 17 states that:

*No business at any meeting of a Committee or Sub-Committee shall be transacted after 10 pm and any business transacted after that time shall be null and void.*

At 21:58 the Environment Committee agreed that there was insufficient time for the Member's Items to be considered and determined.

## **7. BARNET GROUP - STREET SCENE OVERSIGHT - VERBAL UPDATE**

The Chairman, Cllr Dean Cohen invited the Chief Executive of the Barnet Group, Troy Henshall to make a representation. He provided a verbal update in regards to the management of the street scene service.

The Chairman thanked Mr Troy Henshall for providing the update. The Committee having heard the verbal update resolved:

- That the Committee noted the update provided by Troy Henshall
- That the Committee requested that Mr Troy Henshall return in November for further update

## **8. DRAFT STREET CLEANSING FRAMEWORK**

The Commissioning Director for Environment introduced the item and the intentions of the report. He outlined the implications of the street cleansing framework which the committee considered.

Councillor Alan Schneiderman moved an additional motion to include an additional recommendation as follows:

That the committee approved to maintain the frequency of street cleansing within increased focus on residential streets.

This motion was seconded by Councillor Dr Kay

The vote was recorded as follows:

For 4

Against 6

The motion was therefore lost.

Having considered the report the Committee:

Resolved to:

- That the Environment Committee approved the adoption of the Street Cleansing Framework
- That the Environment Committee approved the adoption of the associated Action Plan.

- That the Environment Committee approved the most intense level of town centre cleaning be focused on the seven main town centres, agreed in the Entrepreneurial Barnet Strategy

The vote was recorded:

For 6

Against 0

Abstained 4

## **9. MOVING AROUND IN BARNET - "A DIRECTION OF TRAVEL"**

The Commissioning Director for Environment introduced the item and the intentions of the report.

Following the consideration of the item the Committee:

Resolved to:

- That the Environment Committee instruct the Commissioning Director for Environment to develop an overarching long term Transport Strategy for the London Borough of Barnet.
- That the Environment Committee agreed the period of the strategy to 2035.
- That the Environment Committee noted the scope of the strategy which was outlined within the report
- That the Environment Committee approved the formation the project board and an Elected Members cross party group.

The recommendations were unanimously agreed

## **10. CAR CLUB EXPANSION IN BARNET**

Councillor Salinger spoke in relation to this item following the submission of his Members Item on 8 March 2016. He welcomed the report and outlined his support.

Having considered the report the Committee:

Resolved to:

- That the Environment Committee approved the expansion of electric vehicle car clubs within Barnet on a "mixed economy basis" so that the Borough can benefit from different variants of electric car club from multiple providers.
- That the Environment Committee approved that the installation of electric vehicle car club infrastructure will be carefully considered by the Commissioning Director for Environment and therefore consultation will be conducted with Ward Members in making decisions related to the locations identified for the infrastructure.

The recommendations were unanimously agreed

## **11. STANDARD APPROACH TO FOOTWAY CONSTRUCTION**

This item was withdrawn from the agenda and not considered.

## **12. HIGHWAY MAINTENANCE - PROPOSED FOOTWAY TREATMENT TYPES**

The Director for Highways (Re) introduced the report. The Committee considered the impact of the report and the types of footway treatments. The Committee noted the cost of footway treatments types.

Having considered the report the Committee:

Resolved to:

- That the Environment Committee noted the report including the appendix 1 and 2
- That the Environment Committee agreed that type 1 ASP paving should be used mainly in town centres and conservation areas
- That the Environment Committee agreed types 2, 3 and 4 as recommended treatment types as documented in the report. The Committee agreed to delegate authority to the Commissioning Director for Environment to implement the treatment types in consultation with Ward Members, following the notification to the local residents of the proposed works. The notification will include the before and after pictures. The Committee noted that in non-conservation areas residential road type one is a recommended approach, however the committee further noted that this would be only considered in exceptional circumstances following consultation with the Ward Members
- That the Environment Committee agreed that this would be implemented for a trial period of 12 months
- That the Environment Committee agreed the tree pits types of treatments as outlined in the report which includes using porous paving as a standard treatment with the option to use Breendon Gravel in conservation areas and town centres
- That the Environment Committee agreed that all tactile paving inside conservation areas should be grey except for when they are required to be red when associated with controlled crossing

Vote

6 for

4 abstain

Following the consideration and voting of the above resolutions Councillor Alan Schneiderman moved to amend the recommendations. However the Committee had prior to that resolved to agree the recommendations above and therefore he was unable to request that the recommendations of the report be amended.

## **13. CAR PARK ALLOCATION IN BURNT OAK**

The Chairman, Councillor Dean Cohen invited Ward Member Councillor Claire Farrier to speak on the item. She welcomed the report and outlined the impact of the report.

Following the consideration of the report the Committee:

Resolved to:

- That the Environment Committee approved the formulation of detailed proposals, as indicated in this report, which will benefit local residents via increased management of the high parking demand in the Burnt Oak Town Centre area.

- That the Environment Committee approved a recommendation that the Commissioning Director for Environment be given the authority to formulate and finalise options to manage the parking in the roads local to the Burnt Oak Town Centre and encourages the use of the Watling Car Park. That Committee also provides officers with the authority to commence two linked informal consultations, one with local residents and the second with local traders and businesses.
- That the Environment Committee delegated informal consultation to Commissioning Director for Environment, in consultation with Ward Members. The Committee agreed that in the event that a Committee decision is required then a report be submitted to the relevant Area Committee for consideration.

#### **14. FOOTWAY PARKING REVIEW UPDATE**

The Commissioning Director for Environment introduced the item and the intentions of the report.

Having considered the report:

That Committee Resolved to:

- That the Environment Committee deferred the item and requested that further consultation be carried out with all Members of the Council.

#### **15. TRAFFIC CALMING**

The Commissioning Director for Environment introduced the item and the intentions of the report.

Having considered the report the Committee:

Resolved:

- That the Environment Committee noted the current approach to Traffic Calming Measures as set out in this report.
- That the Environment Committee approved the following Policy Wording: 'Generally this Council opposes the use of vertical traffic other calming measures, but acknowledges that calming measures can sometimes be appropriate. Officers should not, though, propose these apart from in exceptional circumstances and with all such decisions reserved for Members.'
- That the Environment Committee approved the process for the Consideration of Planned Maintenance schemes set out in paragraph 2.4 and that Members be consulted with from the earliest opportunity, if required.

The recommendations were unanimously agreed.

#### **16. ABERCORN ROAD TRAFFIC MANAGEMENT SCHEME**

The Commissioning Director for Environment introduced the item and the intentions of the report.

Having considered the report the Committee:

Resolved:

- That the Environment Committee noted the contents of the report to the Hendon Area Committee on 30 March and therefore noted the detail of the feasibility study as outlined in this report in relation to Abercorn Road and its junctions with Frith Lane and Dollis Road, NW7
- That the Environment Committee noted the above resolution instruct approve funding the scheme from an agreed budget prior to progress of the scheme to detailed design, public, consultation and implementation.

The recommendations were unanimously agreed

## **17. ANNUAL PERFORMANCE - 2015/16**

The Commissioning Director for Environment introduced the item and the intentions of the report and gave an update on surface dressing.

Having considering the report the Committee:

Resolved to:

That the Environment Committee noted the contents and progress on the Environment Committee Commissioning Plan as outlined in the report and within appendix A.

The Chairman noted that a report titles 'The Vale' was referred to the Environment Committee form the Finchley and Golders Green Area Committee. He stated that this item be added to the Work Programme for September consideration. The Committee requested that the Commissioning Director for Environment engages with the Environmental Health Team to carry out monitoring of the site in terms of dust, odour and local air quality

## **18. COMMITTEE FORWARD WORK PROGRAMME**

Resolved:

That the Work Programme be noted.

### **18.a**

#### **HIGHWAY REACTIVE MAINTENANCE**

**The Chairman, Councillor Dean Cohen invited Members Cllr Solcombe and Councillor Dr Kay to speak on the item.**

The Committee were requested to provide the Commissioning Director for Environment with any issues which would be duly investigated.

Having considered the reports the Committee:

Resolved:

That the Environment Committee noted the response to the two Member's items and noted the information provided in the report.

## **19. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT**

The Chairman, Councillor Dean Cohen introduced the report which had been published and circulated accordingly. He outlined the report and informed the Committee that the item had been referred from the Chipping Barnet Area Committee, this was noted.

Having considered the report the Committee:

- That the Environment Committee requested that this item be reported back to the Chipping Barnet Area Committee.
- That the Environment Committee requested that Ward Members be consulted including West Finchley Ward Members.
- That the Environment Committee further requested that the Commissioning Director consider the impact to the North London Hospice.
- The Environment Committee noted that Ward Members are able to consult with residents to understand how residents feel.

The meeting finished at 21:58

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	<h2>Environment Committee</h2> <h3>29 September 2016</h3>
<p><b>Title</b></p>	<p><b>Member's Item</b>  <b>Alan Schneiderman - Blind and Partially Sighted Bowling Club</b></p> <p><b>Alon Or-bach - Road works violations by utility companies</b></p> <p><b>Adam Langleben - Great Northern Rail</b></p>
<p><b>Report of</b></p>	<p>Head of Governance</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Enclosures</b></p>	<p>None</p>
<p><b>Officer Contact Details</b></p>	<p>Paul Frost, Governance Service Team Leader                  Email: <a href="mailto:Paul.Frost@Barnet.gov.uk">Paul.Frost@Barnet.gov.uk</a>                  Tel: 020 8359 2205</p>

<p><b>Summary</b></p> <p>The report informs the Environment Committee of a Member's Item and requests instructions from the Committee.</p>
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<p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li>1. That the Environment Committee's instructions in relation to this Member's item are requested.</li> </ol>
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## 1. WHY THIS REPORT IS NEEDED

- 1.1 Members of the Committee have requested that the items tabled below are submitted to the Environment Committee for considering and determination. The Environment Committee are requested to provide instructions to Officers of the Council as recommended.

<b>Name of Councillor</b>	<b>Member's Item</b>
<b>Alan Schneiderman</b>	<p>I would like the Environment Committee to consider the impact of the intention to save £100,000 by making all the Borough's bowling clubs self-managing and self-funding with no subsidy from the Council.</p> <p>One of the bowling clubs affected is the Blind and Partially Sighted Bowling Club who do not have their own bowling green but play at the Mill Hill and Barnet bowling clubs. The Mill Hill and Barnet Clubs allow them to use their bowling greens without charge.</p> <p>The Blind and Partially Sighted Bowling Club has been running for 40 years, the oldest member of the club is 100 years old, the team captain is 92 years old, and another member of the club is a national champion.</p> <p>Many of the Club members may not be able to continue to play if plans to make the Mill Hill Club and Barnet Club self-managing and self-funding lead to unaffordable charges.</p> <p>I ask that the Environment Committee is updated with the latest plans for the Borough's bowling clubs and that, in particular, the Committee considers this Member's Item to ensure that the future of the Blind and Partially Sighted Bowling Club is protected and that they are able to continue with their current arrangements for playing at Mill Hill and Barnet.</p>
<b>Alon Or-bach</b>	<p>The state of the Borough's roads and pavements is the second highest concern amongst Barnet residents according to the Council's latest Residents' Perception Survey, and repair of roads is one of the lowest rated Council services with only 27% of residents in the Survey rating it highly – 14% points lower than London (41%) and down 8% points from autumn 2015 (35%).</p> <p>Labour Councillors have raised the issue of damage caused to Barnet's roads by development and utility companies at a previous Environment Committee meeting and have since discovered that while LB Barnet has similar powers as Transport for London (TFL) to prosecute utility companies for road works violations, the Council has not prosecuted any utility companies for street works offences since 2010.</p>

	<p>In comparison TfL has initiated 100 prosecutions against utility companies for street works offences since 2010.</p> <p>I request that the Environment Committee is informed how Re Ltd monitor the impact of works by utility companies on Barnet's roads, and ensures appropriate enforcement action is taken where necessary.</p>
<p><b>Adam Langleben</b></p>	<p>The Great Northern route from London Moorgate to Welwyn Garden City, calls at a number of railway stations in Barnet - New Southgate, Oakleigh Park and New Barnet - but has recently suffered from regular cancellations – almost on a daily basis. One local resident has informed Labour councillors of the following cancellations to train services:</p> <ul style="list-style-type: none"> <li>· Friday 26 August, the 08.24 from New Southgate to Highbury &amp; Islington</li> <li>· Saturday 27 August, the 18.47 from Finsbury Park to New Southgate</li> <li>· Sunday 28 August, the 10.58 from New Southgate to Highbury &amp; Islington</li> </ul> <p>In each instance the cancellations had a knock on affect leading to later cancellations. The effect of so many cancellations means that local residents in the borough cannot rely on Great Northern operating the service as advertised, which is an unacceptable state of affairs.</p> <p>I request that the of the Environment Committee consider inviting the route operator, Govia, to attend a future meeting to account for the deteriorating service</p>

**2. REASONS FOR RECOMMENDATIONS**

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

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

3.1 Not applicable.

**4. POST DECISION IMPLEMENTATION**

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

**5. IMPLICATIONS OF DECISION**

5.1 **Corporate Priorities and Performance**

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

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

5.2.1 None in the context of this report.

**5.3 Legal and Constitutional References**

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

**5.4 Risk Management**

5.4.1 None in the context of this report.

**5.5 Equalities and Diversity**

5.5.1 Members' 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 None.

	<p><b>Environment Committee</b></p> <p><b>29 September 2016</b></p>
<p><b>Title</b></p>	<p><b>Cycling In Barnet</b></p>
<p><b>Report of</b></p>	<p>Commissioning Director Environment</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Urgent</b></p>	<p>No</p>
<p><b>Key</b></p>	<p>No</p>
<p><b>Enclosures</b></p>	<p>Appendix 1 - Potentially cyclelable trips in London and propensity to cycle.                  Appendix 2 - Types of Cycle Parking                  Appendix 3 - Existing cycling activities in Barnet</p>
<p><b>Officer Contact Details</b></p>	<p>Jamie Cooke, Strategic Lead, Effective Borough Travel                  Jamie.cooke@barnet.gov.uk                  0208 359 2275</p>

<p><b>Summary</b></p>
<p>In July 2016 the Environment Committee agreed the “Moving Around in Barnet, a Direction of Travel” report which detailed plans to develop a long term transport strategy for the Borough. The report identified a number of individual strategies that are likely to be developed in support of the overall transport strategy, including a cycling strategy. This report details the cycling activities that the Council already operates within the Borough and suggests further ways in which cycling could be developed in the Barnet for Members’ consideration.</p>

## **Recommendations**

- 1. That the Environment Committee agrees that a Cycling Strategy for Barnet is formulated as part of the overall Transport Strategy for the Borough.**
- 2. That the Environment Committee agrees to the proposed next steps outlined in this report to install more cycle infrastructure in the Borough and seek further data on cycling activity in Barnet.**

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

- 1.1 On average over 40% of journeys to work in London begin and end within the same towns with many of the trips to local underground or rail stations for outward commuting. Many of these journeys could easily be made via cycling. The sizes and locations of settlements within Barnet means that most trips are within a distance that could easily be made by bicycle, where 67% of journeys are less than five miles and 38% are less than two miles. However, despite this cycling is a mode of transport that is currently used for a low proportion of journeys in Barnet.

A comparison for the mode share for journeys made in Barnet in 2013 and how this relates to cycling in the Borough can be seen from the Transport for London figures below:

#### Percentage share of journeys in Barnet by travel mode in 2013

Cycling: 1%  
Walking 26%  
Car 54%  
Train 1%  
Tube 5%  
Bus 12%  
Taxi 1%

The above figures demonstrate that only a small proportion of the potentially cyclable trips in Barnet are travelled by bike. This is significant because increased cycling in Barnet has the potential to reduce pressure on other parts of the transport network as well as help deliver other objectives such as improved air quality and health in the borough.

- 1.2 Barnet's Local Plan Core Strategy and Local Implementation Plan (LIP) of the Mayor's Transport Strategy both include the objective of making cycling and walking more attractive for leisure, health and short trips and contain a target to increase cycling in the borough significantly (from a base level of 1% of trips in 2007/08 & 2009/10 to 4.3% of trips by 2026). To be on target a 2% mode share of cycling would be required by now, but the figure still remains at 1% currently. This is in comparison to a North London region average of 2% (Source Transport for London's 2015 Sub Regional Transport Plan update).

- 1.3 Classified traffic counts are undertaken by Transport for London periodically in Barnet. From analysis of the cycle counts associated with these traffic surveys, the level of cycling can be seen to be increasing gradually, but at nowhere near the rate that would be needed to achieve the target levels. The data is only collected on an occasional basis and may be affected by weather. It also relates to roads only so will not identify cyclists using off road routes.
- 1.4 Despite the mode share figures outlined above there has been an increase in certain types of cycling within the Borough. Between the 2001 and 2011 census, census responses showed that the percentage of working residents travelling to work by bicycle in Barnet rose from 0.9% to 1.4%. Over the same period the number of census output areas in the borough where no-one cycled to work reduced from 59% to 18%.
- 1.5 Transport for London undertakes the questionnaire-based London Travel Demand Survey annually. This surveys a sample of households across London and records all journeys made during the year. The survey reveals that within Barnet North Finchley stands out as having a high number of potentially cycleable trips and a high propensity to cycle, with other areas also identifiable from the report as having relatively high potential. This is further evidence of the potential for cycling to expand within the Borough. Appendix one highlights potentially cycleable trips in London and propensity to cycle.

### **Benefits of Cycling**

- 1.6 There are many benefits to the borough from an increase in cycling. These include:
- **Health:** Cycling is an excellent form of exercise and as such can increase the health of our residents.
  - **Easing congestion:** The capacity of roads and transport in North London is already under considerable pressure. Increased housing and employment growth will add to this pressure. Increasing cycling is a low cost way of reducing the strain on the Borough's transport network during peak hours.
  - **Speed of Travel:** Bikes can be used to travel greater distances more quickly than walking, with more consistent journey times than motor traffic during peak congested periods.
  - **Air quality:** Cycling does not consume fossil fuels or contribute to air pollution. Therefore more Barnet residents switching from private car use to cycling has the ability to increase air quality within the borough.

- **Convenience:** Bikes provide a door to door service without the requirement for chargeable parking. There is also no requirement to adhere to a pre-set timetable as there is with public transport.
- **Accessibility:** Cycling can increase accessibility to crucial services such as education and to sites of employment for those that find it difficult to afford public transport. Cycling can be undertaken by much of the population within Barnet, in particular children and young people. Around 50% of households own a bicycle and 85% of children have their own. It is therefore possible that more people could potentially have access to independent travel by bicycle than by private car.

### **Background: Barnet's Current Cycling activity**

- 1.7 **Cycle Training:** Cycle training is currently provided to children, adults and families in Barnet free of charge. This includes cycle training to national Bikeability standards for under 16's and adult and family cycle skills training (that offers training to an equivalent standard). Primary school teachers are trained to allow them to offer 'Balance Bike' training to children who cannot yet cycle and to provide balance bikes to assist with this. In the academic year 2015/16 2,469 pupils received Bikeability training in 71 Barnet schools and 261 adults and 29 families received cycle training. 9 Primary schools received training and balance bikes to allow them to deliver balance bike training.
- 1.8 **Bike it Plus:** This cycling programme that aims to increase the numbers of children cycling to school and to raise the profile of cycling in the school community involves intensive work with schools for one or two years by a Sustrans Bike-it officer (funded through Transport for London's Borough Cycling Programme, match funded through LIP funding) to deliver 20 cycling activities a year. Subsequently the schools are supported at a distance. In 2015/16 a Bike-It Officer worked with 29 schools. The percentage of pupils regularly cycling to school increased within intensively engaged schools by up to 12 percentage points and to around 20% in some schools.
- 1.9 **Dr Bike Sessions:** Dr Bike sessions provide an opportunity for cyclists to have their bikes checked and for minor repairs to be undertaken. They also provide a platform to promote cycling opportunities in Barnet and the cycle training on offer to adults and children.
- 1.10 **Led Rides:** Sky Ride Local and Breeze rides are local guided rides led by British Cycling ride leaders, and arranged and promoted with the borough or independently. 10-12 local Sky Rides have taken place in previous years although none were arranged specifically for Barnet this year. One Breeze Ride was arranged in conjunction with Barnet Staff sports activities.

- 1.11 Both adult and child cycle training has proved to be very popular in Barnet and demand for the training is predicted to continue to increase by over fifty percent in 17/18 when compared to 14/15 levels.

Appendix 3 provides a detailed breakdown of cycling activities within Barnet.

- 1.12 **Existing Cycle Routes and Recent Improvements:** Barnet has few on-road cycle lanes, but a good number of routes available to cyclists through parks and signed links on quieter roads. Notably there is provision for cyclists throughout much of the Dollis Valley from Chipping Barnet in the north of the borough to south of the North Circular Road either shared with pedestrians or via parallel routes off-road or via signed residential roads. A linking route connects to East Barnet and from there to Arnos Grove. Networks of signed quieter road routes exist in particular around Edgware, where signage has recently been reviewed and renewed. With the development of Colindale, off and on-road routes through the Area Action Plan area provide opportunities to link these southwards towards West Hendon and Brent Cross avoiding the A5. Recent improvements have been introduced to widen paths in Oakdene Park along the Dollis Valley, so providing space for shared pedestrian and cycle routes. A route across Sunny Hill Park in Hendon has been completed and a route linking Pursley Road to Cophallt Stadium widened. Routes are also provided on the pavement alongside some parts of the Transport for London Road network in the borough.
- 1.13 **Quietways:** Transport for London and Sustrans are working with boroughs to deliver a network of Quietway Routes in London. Quietways are a programme led by Transport for London on behalf of the Mayor of London to deliver a network of high-quality cycle routes throughout London. Linking key destinations, Quietways will follow backstreet routes, through parks, along waterways or tree-lined streets. The routes will overcome barriers to cycling, targeting cyclists who want to use quieter, low-traffic routes, providing an environment for those cyclists who want to travel at a gentler pace. LB Barnet and LB Haringey are currently working with these cyclists to develop a route from Hornsey to North Finchley. Subsequently routes from Chipping Barnet to Brent Cross and to Arnos Grove (building upon the existing provision mentioned above) are expected.

## 2. Recommended Approach

Investment in further Cycle Infrastructure as part of an incremental cycling strategy which will align with the forthcoming overall Transport Strategy:

### Public Realm Cycle Parking

On-street cycle parking is currently provided at locations across the borough and new locations have been provided in response to requests and clear demand. There are six main categories of cycle parking:

- Tubular Stands
- Cycle Loops:
- Two Tier Stands
- Cycle Loops:
- Cycle Lockers
- Shelters and Compounds:

In 2016 extensive locations across Barnet have been identified as requiring additional or new cycle parking. These have been either requested by members of the public, the London Cycling Campaign (LCC) or identified by the borough Cycling Officer as high street or transport hub locations. Investing in further cycle parking provision will make cycling a more attractive and viable alternative travel mode for our residents. Targeted installation of cycle parking around Leisure Centres and Tube stations in the borough is likely to align with the Council's forthcoming long term Transport Strategy by enabling cycling to complement other transport modes as part of a "sustainable travel" mix. There are some key principles to consider for the installation of cycle parking:

**Convenience:** The location of cycle parking is crucial to its utilisation and the popularity of the mode of travel. The cycle parking needs to be the same or easier to access than equivalent car parking spaces to encourage the use of cycling for frequent use short distance trips which would otherwise be made by car. The cycle parking needs to be located near the entrance of the trip purpose facility with 50 metres considered as a maximum distance. The cycle parking should be located at ground or basement level with step free access ramps and be well advertised on local signage to encourage usage.

**Location:** Cycle parking needs to be integrated with other street functions and located in close proximity to popular destinations to ensure the facility is well used. The cycle parking locational guidelines include:

- As close as possible to the final destination;
- Within 15 metres for short-stay parking serving a single destination;
- Within 25 metres for short-stay parking serving multiple sites;
- Within 50 metres for longer-stay parking;
- In convenient locations for entrances to and exits from the destination; and
- Where there is step-free and comfortable access

The integration of cycling within the overall mobility context needs to ensure efficient interchange with other modes. The location of cycle parking at bus and rail access points increases the overall utility of the alternative trip chain away from private car usage.

**Transport Interchanges:** The location of cycle parking at transport interchanges improves the efficiency of travel behaviour outside the usage of the private car through effective trip chaining. Cycle parking at stations and public transport interchanges should be:

- Located within footprint of the station, with convenient access to all entrances and exits;
- Accessed via a step-free route, particularly for stands capable of accommodating larger cycles (with spaces reserved for disabled users);
- Served by lifts to platforms large enough to accommodate types of cycle used by people with physical, sensory and cognitive impairments (who will need to take their cycle onto the train);
- Provided through different types of stand;
- Well managed and maintained;
- Overlooked, with high levels of natural surveillance and CCTV coverage;
- Well integrated with pedestrian facilities (ie not an obstruction);
- Clearly signed, in and outside of the station, and shown on station maps and websites;
- Compliant with security standards for National Rail (eg Transec compliant); and
- Included in travel information provided to passengers

**Shopping Centres and other Public Buildings:** Large, multi-access sites such as hospitals, universities and colleges tend to have large numbers of people working and visiting. Cycle parking provision is likely to cater for both long-stay demand for staff and students, but also for short to medium stays, given that they have a high daily turnover of users. The key elements of cycle parking associated with public buildings are:

- Located within footprint of the facility
- Easily accessible close to entrances/exits
- Visible and/or monitored
- Covered to protect from the weather

2.1 **Residential Cycle Parking:** In 2014/2015 and 2015/16 residential cycle parking has been introduced across a range of Barnet Homes estates, funded from Transport for London's Borough Cycling Programme funding. This has delivered 22 secure cycle hangars providing 132 resident spaces in each of the two years. Further increasing this parking infrastructure will encourage those that do not have capacity to store bicycles in their own premises to take up cycling as more convenient and secure storage becomes available. The key elements of residential cycle parking include:

- Secure, with access for residents only;
- Cycle stands which allow both the frame and at least one wheel to be secured;
- Close to the entrance of the property and avoiding obstacles such as stairs, multiple doors, narrow doorways and tight corners;
- Provision for visitor parking;
- Covered to protect from the weather;
- Facilities for all types of bicycle; and
- Managed to monitor access and to provide on-going maintenance

**2.2 School Cycle and Scooter Parking and Employer Cycle Parking:** Each year Transport for London provide free cycle and scooter parking to schools throughout London. Officers who deal with cycling and travel planning support assist schools in the borough to apply for this. In 2016, 16 schools in Barnet have applied. Employers can also apply for cycle parking at their sites and are signposted to the provision as appropriate. Further rollout and promotion of this parking infrastructure will further promote cycling with those commuting to and from their workplace and schools. The key elements of workplace and school cycling infrastructure are:

- Close to the main entrance of the workplace/school
- Within the workplace/school site or within a secure facility with staff only access
- Designed to allow the frame and at least one wheel to be secured
- Covered to protect from the weather
- Conveniently located, with step-free access from outside and inside
- Fully accessible, for parking all types of bicycle

Examples of cycle parking infrastructure are shown in appendix 2

#### Policy support

### **2.3 Planning requirements:**

As part of the planning approval process developments are required to install cycle storage that is covered, accessible and secure in line with the requirements of the London Plan (as amended 2015) – examples are shown in appendix 2. For large developments additional cycling features are also required such as the provision of cycle maintenance equipment, regular Dr Bike sessions and the formation of a Bicycle Users Group or BUG and developers may have to contribute to cycle routes or improvements within or linking to the development. By ensuring that the substantial amount of new developments are in line with the planning requirements outlined above will further strengthen cycle infrastructure in the Borough and will support the long term Transport Strategy.

### **2.4 Improving the safety of Cyclists**

In 2015 there were six people who were killed or seriously (KSI) injured whilst cycling in the borough. Five of these KSIs were on Borough roads and one was on a Transport for London Network Road. Therefore, a future cycling strategy is necessary that addresses the safety of cyclists in Barnet. If the safety of cycling can be increased in Barnet then it is likely that more residents will switch to this progressive transport mode which would support the Borough's aims of an improvement in air quality and congestion relief.

Steps need to be taken to improve the actual and perceived safety of cycling within the borough. This can be achieved in a number of ways:

- Improved design of parking on new developments to improve visibility of cyclists.
- Continued rollout of cycle training.
- Continued liaison with the Police to enable the sharing of information and enforcement activity in areas where speeding is evident.
- Continued liaison with Transport for London on road safety initiatives in order that the borough can benefit from the latest thinking on safety improvement for vulnerable road users.

The above measures are designed to increase cycling and an awareness of cycling which will over time create a critical mass of increased safety awareness which will benefit all road users

## **2.5 Liaison with Transport for London to assess the potential to expand the shared bikes scheme**

Expanding this scheme into areas around tube and bus stations could provide an effective transport means by which residents could travel between transport interchanges in an affordable and time efficient way.

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

### **3.1 Allow cycling in Barnet to evolve on its own without support or coordination from the Council**

This option is not recommended as cycling has many benefits for Barnet and is likely to form an important element of the Authority's forthcoming Transport Strategy. With several cycling groups in operation in the borough, a degree of Council support, promotion and coordination is necessary in order to offer the best possible service to Barnet residents.

### **3.2 Make cycling the most prominent feature of the forthcoming Transport Strategy**

Cycling has a great deal to offer Barnet as an effective transport mode. As described above cycling is accessible, cost effective, promotes health and can contribute to an improvement in air quality. However, cycling comprises just one transport mode amongst other transport modes. For example electric vehicles, walking and public transport improvements will also form an important part of the long term strategy and also have a great deal to offer in terms of reducing congestion, improving accessibility to services and the

reduction of air pollution. Therefore it would not be appropriate to develop cycling exclusively and in preference to other transport modes.

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

4.1 A cycling strategy will be developed as part of the overarching long term transport strategy. This strategy will be formulated by the Transport Strategy Elected Members Working Group and Transport Strategy steering group.

4.2 The development of a cycling strategy as part of the overall Transport Strategy could involve the following measures subject to committee's views and approval:

- Consultation and research regarding demand for improved routes and facilities and potential for increased cycling. There is currently a lack of comprehensive data about who cycles in Barnet and for what purpose and so conducting research to obtain this data is very much a necessary first step.
- Delivery of a high quality network of quiet road and off-road routes building on the existing provision, the proposed Mayoral Quietway Routes and provision being made in and to the more major development areas.
- Comprehensive engagement with Borough cycling groups as part of the overall Transport Strategy's Steering Board Group. A range of organisations have a significant interest in Cycling in Barnet. This includes internal and external departments and organisations with parallel or overlapping objectives including:

- Transport for London
- Roads and Transport Police
- Barnet Partnership for School Sport
- Barnet Homes
- Public Health Service
- Leisure, Parks, Air Quality, Transport, Highways, Planning departments
- Sustrans
- London Cycle Campaign
- Barnet Cyclists (local LCC group)
- Adjacent boroughs and borough partnerships
- Borough schools

4.3 The following immediate actions can also be progressed as part of existing cycling initiatives that are already in place:

- Provision of improved cycle parking at transport hubs and major town centre locations including covered longer term parking.

- Continued offer of cycle training and information to maximise opportunities to cycle.
- Engagement with residents and awareness raising of cycle infrastructure. Geovey mapping software is going to be utilised to enable those who are interested in cycling in the borough to engage with the Council and help us determine where the new cycle infrastructure would be of greatest benefit.

## **5. IMPLICATIONS OF DECISION**

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

Developing the cycling in Barnet will help promote the Council's Core Values of:

- **Fairness:** By seeking to balance the needs of different groups of residents and providing various modes of transport that provide access to essential services, education and employment.
- **Responsibility:** By recognising that the existing traditional travel modes within the borough are leading to long term issues with air quality and congestion which means that action must be taken to provide and promote alternative travel modes.
- **Opportunity:** By making multiple travel modes accessible and practical to all resident groups.

5.1.1 Developing cycling in Barnet will benefit the Health and Wellbeing Strategy In Barnet as cycling is seen as a key form of affordable exercise that improves health. Cycling can also provide affordable access to healthcare as well.

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

5.2.1 The cycling strategy will be part of the overall transport strategy which is expected to cost circa £90,000. Funding for this is available from the Council's Transformation Programme. Future implementation costs for the strategy will be met by annual Transport for London Local Improvement Plan funding allocations.

5.2.2 Cycle infrastructure and cycling activities in the last few years have been funded mainly through a combination of the borough's annual LIP allocations from Transport for London and funding from a dedicated TfL Boroughs Cycling Programme. Provided below is a summary of 2015/16 and 2016/17

allocations – along with provisional allocations for 2017/18. Other funding has also been provided from the London Mayor’s Air Quality fund where cycling has supported Air Quality projects and from Barnet Partnership for School Sports (BPSS) for cycle training.

	15/16 allocation K			16/17 allocation K			17/18 allocation K **		
Cycle training	LIP	100	165	LIP	100	167	LIP	170	170
	BCP	65		BCP	67		BCP	0	
Cycling Infrastructure	LIP	217	324	LIP	420	527	LIP	120	120
	BCP	107		BCP	107		BCP	0	
Other cycle support	LIP	46	71	LIP	59	84	LIP	60	60
	BCP	25		BCP	25		BCP	0	
Cycle Routes							LIP	150	150
<b>TOTAL</b>			<b>560</b>			<b>778</b>			<b>500</b>
** 17/18 Allocation provisional, subject to Environment Committee and TfL approval									
LIP = Local Implementation Plan									
BCP = Borough Cycling Programme									

It can be seen that provisionally LIP funding has been identified for 2017/18 to maintain current activities at close to current levels, but with reduced cycling infrastructure funding.

### 5.3 Social Value

5.3.1 Developing cycling in Barnet will provide a greater level of access to travel modes across the borough and in doing so will increase social inclusion as those lower incomes will have greater access to less expensive travel modes, enabling them to have greater access to services and the opportunity provided by education and employment.

### 5.4 Legal and Constitutional References

5.4.1 The Traffic Management Act 2004, places a legal duty on the Local Authority to manage the network in the most effective way possible:

It is the duty of a local authority to manage their road network with a view to achieving, so far as may be reasonably practicable having regard to their obligations, policies and objectives, the following objectives-

- a. securing the expeditious movement of traffic on the authority's road network; and b. facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority. The action which the authority may take in performing that duty includes, in particular, any action which they consider will contribute to securing— the more

efficient use of their road network; or the avoidance, elimination or reduction of road congestion or other disruption to the movement of traffic on their road network or a road network for which another authority is the traffic authority;

The Transport Strategy and Cycling Strategy will assist the borough with the successful execution of its Network Management duties as outlined above.

- 5.4.2 The Council's constitution, Annex A to Responsibility for Functions - Membership and Terms of Reference of Committees, Sub-Committees and Partnership Boards outlines the Environment Committee's responsibilities in Transport and traffic management including agreement of London Transport Strategy-Local Implementation Planning. Annex A also outlines the Environment Committee's remit to approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.

## **5.5 Risk Management**

- 5.5.1 A full risk analysis will be performed for the Transport Strategy after the project team is mobilised. Identified risks will be managed in accordance with the Corporate Risk Management Framework.

## **5.6 Equalities and Diversity**

- 5.6.1 The Public Sector Equalities Duty under section 149(1) of the Equalities Act 2010, requires the Authority, in the exercise of its functions to, have regard to the need to advance equality of opportunity between persons, who share relevant protected characteristics and persons who do not share them.

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

- 5.6.3 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or beliefs, sex and sexual orientation.

- 5.6.4 The development of cycling in Barnet will be taken forward with the nine protected characteristic outlined above very much in mind. The strategy will be developed with residents and businesses to promote accessibility and inclusion and will aim to meet the needs of the diverse communities of Barnet.

## **5.7 Consultation and Engagement**

- 5.7.1 There will be two stages to public consultation. The first will engage key institutional stakeholders concerned with mobility within the borough. This will

inform and be followed by a full public consultation and ideas workshops to formally present the proposed strategy and its delivery.

5.7.2 A further form of consultation will be delivered online using Geovey software, which will enable residents to inform the Council where they want cycling infrastructure to be placed.

## 5.8 **Insight**

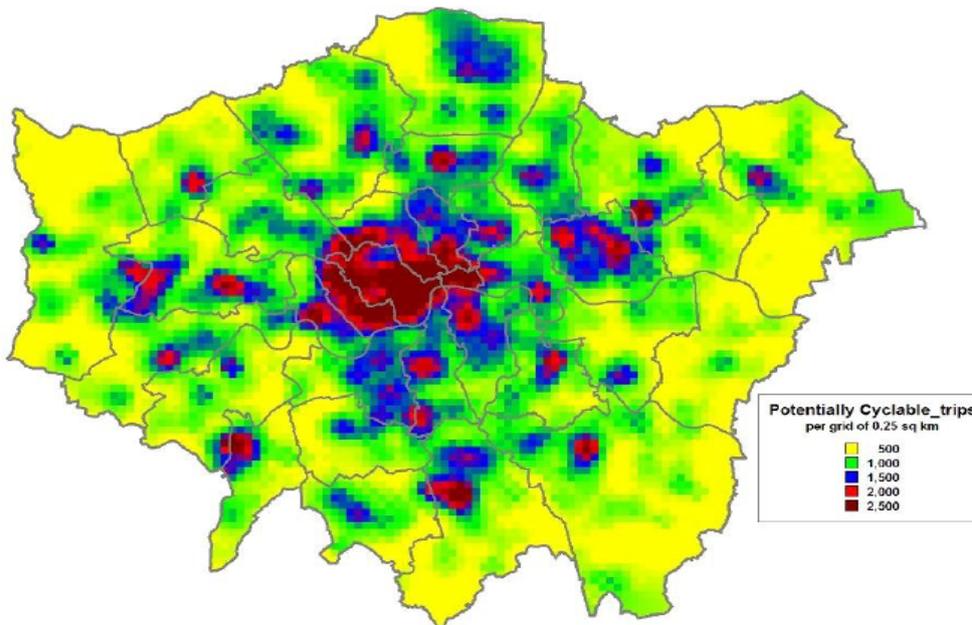
5.8.1 Work will be performed to ascertain where data already exists to inform the expansion of cycling in the borough, to inform the strategy and what additional data gathering will need to be commissioned in order to adequately identify trends and cater for the borough's needs.

## **BACKGROUND PAPERS**

1. Potentially cycleable trips in London and propensity to cycle.
2. Types of Cycle Parking
3. Existing cycling activities in Barnet

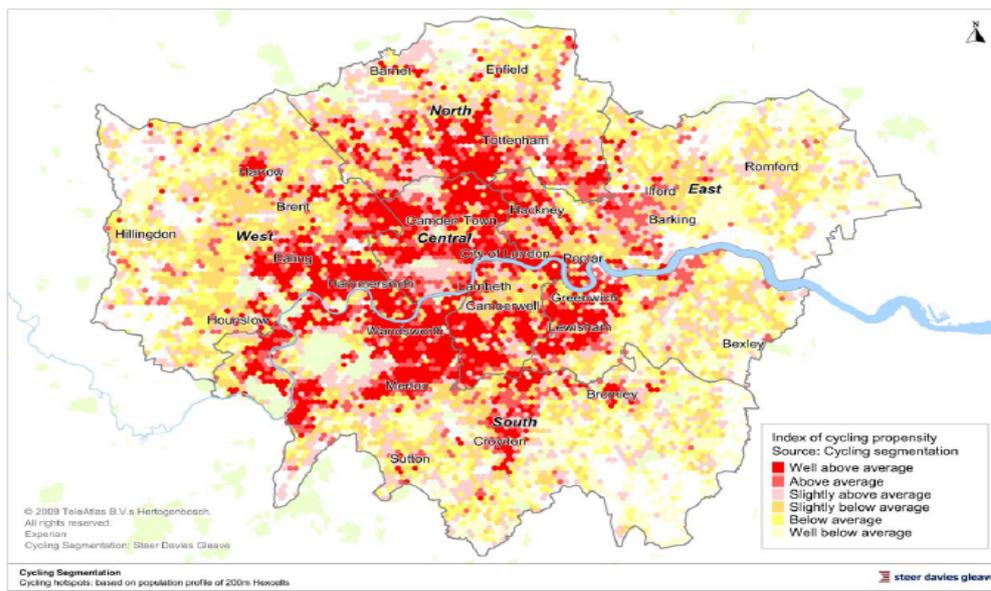
## Appendix One: Analysis of Cycling in London

Figure 2.5 Potentially cyclable trips by trip destination, London residents



Source: Analysis of Cycling Potential, London Travel Demand Survey 2005/06 to 2007/08

Figure 5.2 Propensity to cycle by postcode



Source: Cycle Market Segmentation, TfL 2010

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## Appendix 2: Types of Cycle Parking

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There are four main categories of cycle parking:

- Tubular Stands;
- Cycle Loops;
- Two Tier Stands;
- Cycle Lockers; and
- Shelters and Compounds

### Tubular Stands

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There are many types of tubular bicycle stands which can feature many different designs and materials. The two main forms are:

- Sheffield Stands;
- M-profile stands; and
- Cycle Loops

Both tubular structures consist of a metal tube bent into the shape of a square arch to enable the frame of the bicycle to be both supported and secured while parked. (Figure 1 & Figure 2)



Figure 1 Cycle Parking – Tubular - Sheffield Stand



Figure 2 Cycle Parking –Tubular - M Stand

Sustrans estimates the cost to supply and install a single Sheffield Stand to provide parking for two bicycles is £100. ([Sustrans Costing](#) )

### Two Tier Stands

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The racking system (Figure 3) stores cycles above each other, with a retractable upper tier, which increases the capacity of the parking area. It requires additional investment to allow access facilities to the upper level.

They are best served in situations where there are space constraints and a high demand for cycle parking.



Figure 3 Cycle Parking - Two Tier Stand

Sustrans estimates the cost to supply and install a single two tier stand to provide parking for two bicycles is between £200-£250. ([Sustrans Costing](#) )

### Cycle Lockers

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Cycle lockers (Figure 4) provide dry and secure cycle parking, along with other storage facilities for longer stays. However, they require additional investment and on-going management relative to other cycle parking solutions and may have space restrictions for the larger cycles.



Figure 4 Cycle Parking - Cycle Lockers

Sustrans estimates the cost to supply and install a single cycle locker to provide secure parking for one bicycle is £600. ([Sustrans Costing](#) )

A variant on the cycle locker and cycle shelter is the 'Lambeth Bikehanger' which provides the secure facilities of the locker in the form of a shelter.



Figure 5 Cycle Parking – Cycle Hangar

### Secure shelters and compounds

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The cycling shelters and compounds range from simple cycle shelters which are collections of accessible (Figure 6) or secure (Figure 7) tubular stands under a roof to dedicated secure storage facilities (Figure 8).

The latter provide additional security for longer stay cycle parking at locations such as public transport interchange points, workplaces or high density residential developments, with access via electronic means for registered users.



Figure 6 Cycle Parking – Accessible Cycle Shelter using Sheffield Tubular stands



Figure 7 Cycle Parking - Secure Cycle Shelter using Sheffield Tubular stands



Figure 8 Cycle Parking – Cycle Compound

Sustrans estimates the cost to supply and install a single cycle shelter at £2000, before the cost of the individual cycle stands which are around £100 to provide parking for two bicycles. ([Sustrans Costing](#) )

## **Current Council Led Cycling Activities in Barnet**

### **Bikeability Cycle training to the under 16's**

Schools Level 1 Bikeability training to Year 3 and 4 (4 hours over 2 days, playground based)

Schools Level 2 Bikeability training to Year 5, 6 and up (8 hours over 5 days, 2 hrs in the playground and 6 hrs on quiet residential roads)

Schools Level 3 Bikeability training to Year 7 and up (minimum of 2 hours on busy roads)

Holiday Bikeability cycle training took place over the October half term, Spring (Easter) and summer holiday.

In the academic year 2015/16 2,469 pupils received Bikeability training in 71 Barnet schools (including 2 SEN schools where 56 pupils received training). The following numbers attended each of the Bikeability training courses:

Level 1, 694 pupils

Level 2, 1738 pupils

Level 3, 37 pupils

### **Adult and Family Cycle Skills training**

Adult cycle training has now been rebranded by TfL and is now called 'Cycle Skills'

*The following training is delivered under the brand to correspond to the Bikeability levels and is now the standard message/promotion throughout London:*

#### ***Basic cycle skills (corresponds to Level 1)***

*Learn to cycle with a free session tailored to you. You'll practice in a safe, off-road environment with a fully qualified instructor. In a session you'll learn the basics, build skills and gain confidence to navigate your local area.*

#### ***Urban cycle skills (corresponds to Level 2)***

*Improve your cycling skills and confidence with a free session tailored to you. You'll start in a safe, off-road environment to refresh your cycling technique and develop new skills before moving on to practice on quiet roads. Your qualified instructor will support you throughout to help you cycle more confidently.*

#### ***Advanced cycle skills (corresponds to Level 3)***

*Perfect your cycling techniques with a free one-to-one session with a fully qualified trainer. Improve your performance when dealing with complex junctions, heavy traffic or cycling at night and receive assurance that you are cycling efficiently and effectively. Sessions are tailored to your needs and fully funded by TfL.*

#### ***Family cycle skills***

*Gain confidence and learn skills to cycle as a family with a free family cycling session. In the session a qualified instructor will teach you how to cycle with*

children, using quiet routes and parks. These sessions offer the opportunity to build on, or prepare for Bikeability skills taught in schools.

In the financial year 2015/16 Barnet trained 261 adults.  
29 families received cycle training.

### **Balance Bike training**

Balance bike training has been delivered to Primary school teachers allowing them to deliver the training to their pupils themselves each year. Each school that receives the training also receives 6 balance bikes. In 2015/16 this was delivered to 9 primary schools and 54 balance bikes were given to schools.

### **Bike It Plus**

Bike It Plus is a cycling programme devised by Transport for London with Sustrans (a national sustainable travel charity) that aims to increase the numbers of children cycling to school and to raise the profile of cycling in the school community. The project is match funded by Barnet through LiP funding. A Bike It Plus Officer (BIO) works with 2 clusters of schools, running a range of cycling activities such as skills training, Dr Bike sessions, Bikers breakfasts, Led rides, ditch the stabiliser sessions etc. Each cluster or hub consists of 5 primary schools and 1 secondary school, so that the BIO works intensively with each of the schools for one year and 2 years for the secondary school. The aim is to run 20 cycling activities within each school for the year. After the 'intensive' phase the school is then 'supported' at a distance where the aim is for the school to run various activities themselves with some support where required from the BIO.

Barnet has been running the Bike It programme from 2013/14 and started with one hub and progressed to running 2 hubs in 2014/15. In 2015/16 the BIO worked with a total of 29 schools.

### **School breakdown of pupils regularly<sup>1</sup> cycling to school during 2015/16 (Intensively engaged schools)**

Hub 1

<b>School</b>	<b>Pre Bike It Engagement (%)</b>	<b>Post Bike It Engagement (%)</b>
Finchley Catholic High School	1%	1.4%
Frith Manor Primary School	2%	3.4%
Hollickwood Primary School	6%	17.6%
Manorside Primary School	2.4%	8.4%
Moss Hall Infant School	8.8%	9.2%

Tudor Primary School	7.3%	14.6%
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## Hub 2

School	Pre Bike It Engagement (%)	Post Bike It Engagement (%)
Hendon School	0.7%	2.1%
All Saints' CofE Primary School NW2	3.4%	15.9%
Ayesha Community Education	0%	0%
Child's Hill School	8.9%	20.9%
St Agnes RC School	11.5%	19.8%
St Mary's CofE Primary School (N3)	10.1%	11%

The above chart shows cycling levels at the 2015/16 intensively engaged schools before and after Bike It Plus.

## National Cycle Challenge

Since 2015 Barnet has been promoting and taking part in the National/Cycle challenge. The challenge gets workplaces across the UK competing to get the most employees cycling. In 2015 Barnet/Re came 51st out of the 461 organisations that took part in London.

The challenge in 2016 takes place throughout September and to support the challenge Barnet will be running Complete beginner cycle training sessions for staff as well as Dr Bike sessions where staff can have their bikes checked and minor faults fixed for free.

## Dr Bikes

Dr Bikes have been held in schools and at tube and train stations across Barnet. In the financial year 2014/15 562 bicycles were checked/fixed. During summer 2016 Dr Bike events were held at the following stations along with the police who were invited along to security mark bikes:

East Finchley  
Hendon Central  
Finchley Central  
Woodside Park  
Edgware  
High Barnet

The Dr Bike session provided a platform to promote Cycling in Barnet and the cycle training on offer to adults and children.

**Led rides**

Local Sky rides / Breeze rides are arranged and promoted in Barnet. These are local guided rides led by British Cycling members with the aim of getting more people cycling. There are usually 10-12 local Sky Rides that take place in Barnet each summer, but none were arranged by British Cycling for Barnet in 2016. A recent Breeze ride which aims to get more women cycling was arranged for Barnet staff on 6<sup>th</sup> July 2016 from NLBP to Allianz Park.

**Cycle Grants for Schools**

This TfL funding is used to support school led cycling activities that are sustainable over a period of time and are accessible to as many members of the school community as possible. Schools apply for this funding via the borough Cycling Officer for activities such as training staff to deliver learn to ride sessions, pool bikes, bike clubs, cycling events and activities, etc.

In 2016, 10 schools applied for and were awarded this funding.



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	<h2>Environment Committee</h2> <h3>29 September 2016</h3>
<p><b>Title</b></p>	<p><b>Street Scene Alternative Delivery Model – Initial Outline Business Case (OBC1)</b></p>
<p><b>Report of</b></p>	<p>Commissioning Director for Environment</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Urgent</b></p>	<p>No</p>
<p><b>Key</b></p>	<p>Yes</p>
<p><b>Enclosures</b></p>	<p>Appendix A – Initial Outline Business Case (OBC1)                  Appendix B – Consultation and Engagement Plan                  Appendix C – Initial Service User EIA                  Appendix D – Initial Staff EIA</p>
<p><b>Officer Contact Details</b></p>	<p>Jamie Blake                  Commissioning Director for Environment  <a href="mailto:Jamie.Blake@barnet.gov.uk">Jamie.Blake@barnet.gov.uk</a></p> <p>Kitran Eastman                  Strategic Lead, Clean and Green  <a href="mailto:Kitran.Eastman@barnet.gov.uk">Kitran.Eastman@barnet.gov.uk</a></p>

## Summary

This report sets out a longlist of seven options for the future delivery of Street Scene services, specifically; recycling and waste collection, street cleansing, green spaces maintenance, and green spaces governance.

All seven options were identified and analysed by the Street Scene Alternative Delivery Model project board. The options were scored against a set of assessment criteria agreed by project board. The criteria were; (i) cost versus savings, (ii) place-based service, (iii)

technology and innovation, (iv) income generation, (v) continual service improvement, and (vi) track record.

Of the seven options in the long list, four have been recommended as a shortlist for further consideration; to continue in-house service delivery with management support from The Barnet Group, to transfer all service delivery to The Barnet Group as a Local Authority Trading Company, to outsource service delivery to an external provider(s), or to share service delivery with a neighbouring local authority. Any service provider would have to be capable of achieving the savings agreed by Environment Committee in the Medium-Term Finance Plan (MTFP).

## **Recommendations**

- 1. That Environment Committee approve the progression of the Alternative Delivery Model project towards the Revised Outline Business Case (OBC2), which will also be submitted for approval to a future Environment Committee.**
- 2. That Environment Committee approve the recommended options shortlist for further consideration in the Revised Outline Business Case (OBC2):**
  - **In-house service delivery with management support from The Barnet Group**
  - **Transfer service delivery to The Barnet Group as a Local Authority Trading Company**
  - **Outsource service delivery to an external provider(s)**
  - **Share service delivery with a neighbouring local authority**
- 3. That Environment Committee approve a public consultation on the recommended options shortlist (as above) to inform the Revised Outline Business Case (OBC2).**

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

- 1.1 In September 2015, the council commissioned the Street Scene Alternative Delivery Model project (ADM) to assess the best way of delivering Street Scene services in the future. Its purpose was both to ensure the future delivery of high performance against key strategic indicators, and to resolve the significant savings challenges facing services now and over the next several years.
- 1.2 The council has a statutory duty to maintain the urban environment via services such as; recycling and waste, street cleansing, and maintenance of green spaces. These are universal services which are highly visible to, and used by, residents.

- 1.3 As part of the Medium-Term Finance Plan approved by Environment Committee in November 2015, and by Policy and Resources Committee in February 2016, a target saving of £900k by 2019/20 has been allocated to the ADM process.
- 1.4 Additionally, the project must maintain the current recycling and waste, street cleansing, and maintenance of parks and open spaces service provision as expressed through the key drivers below; in line with the Commissioning Group intentions for 2020:
- Re-use, recycle or compost 50% of all municipal waste and minimise the amount of municipal waste being sent to landfill.
  - Provide services to residents and businesses that are cost effective, easy to use, and encourage positive behaviour change.
  - Manage and maintain a high quality physical environment that contributes to the quality of life of residents and visitors, enhances local areas, and supports a thriving local economy.
  - Work with partners to secure investment in public spaces.
  - Implement relevant delivery models that deliver a stable and sustainable financial position.
  - Build stronger local communities by promoting volunteering and other forms of community engagement.
  - Relevant and targeted enforcement that promotes prevention of forms of anti-social behaviour.
- 1.5 As part of the Street Scene Alternative Delivery Model Initial Outline Business Case (OBC1) in Appendix A, the project board have agreed that all activities currently delivered by the Street Scene Delivery Unit are in scope of the ADM project. This includes recycling and waste, fleet management, grounds maintenance, and street cleansing. Services undertaken by partners (such as CSG or Re), as well as those which are classed as being 'strategic' and therefore sit with the Commissioning Group, are considered to be out of scope.
- 1.6 This has enabled the project board to identify four possible "lots" in relation to the services identified as being in scope of the ADM. These are:
- Lot 1 – Recycling and Waste
  - Lot 2 – Street Cleansing
  - Lot 3 – Green Spaces Maintenance
  - Lot 4 – Green Spaces Governance
- 1.7 The current functions and output of the services in scope have been fully reviewed. This has enabled the identification of seven possible options for alternative delivery models, which could be used to achieve financial savings and high performance.

These seven options are fully outlined in the Initial Outline Business Case (OBC1) in Appendix A:

- In-house (pre-December 2015)
- In-house (with management support from The Barnet Group)
- Local Authority Trading Company (The Barnet Group)
- Outsourced
- Shared Service
- Employee Mutual, Social Enterprise, and Trusts
- Joint Venture and Partnerships

1.8 The following assessment criteria were identified in the Strategic Outline Case and approved by Strategic Commissioning Board on 16 February 2016. The final successful option will have to evidence, to the highest standard, how each of these criteria will be met:

- Cost versus savings
- Place-based service
- Technology and innovation
- Income generation
- Continual service improvement
- Track record

1.9 Following an operational review of Street Scene in late 2015, The Barnet Group have been awarded an interim management agreement by Barnet Council to deliver transformative work required within the Delivery Unit. This decision was approved by the Policy and Resources Committee on 22 March 2016. It is not anticipated that this agreement, effective for nine months from 01 March 2016, will have any negative impact on the ADM project. However, this agreement will have an impact on the project insofar as the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group) will now be coordinated by The Barnet Group, as opposed to by Street Scene senior management.

## **2. REASONS FOR RECOMMENDATIONS**

2.1 Four options are likely to meet the project objectives; one of the in-house options (with management support from The Barnet Group), The Local Authority Trading Company option (The Barnet Group), the outsourced option, and the shared service option.

2.2 The initial evaluation of each of these options is available in more detail in the Initial Outline Business Case (OBC1) in Appendix A. This includes detailed scoring and commentary against the assessment criteria and a list of the advantages / disadvantages for each option.

2.3 The table below summarises the initial scores given to each option. The highest possible score for an option is 18 points; with a maximum of three

points per assessment criteria (six assessment criteria in total). Initial scores rank the seven options as follows (highest-scoring first):

- 15 points: Local Authority Trading Company (The Barnet Group) and Outsourced
- 13 points: Shared service
- 12 points: In-house (with management support from The Barnet Group)
- 11 points: Joint Venture and Partnerships
- 10 points: Employee Mutual, Social Enterprise and Trusts
- 8 points: In-house (pre-December 2015)

Option	Cost vs Savings	Place-based Service	Innovation and Technology	Local Income Generation	Continual Service Improvement	Track Record	Total
In-house (pre-December 2015)	√	√ √ √	√	√	√	√	<b>8</b>
In-house (with mgt. support from TBG)	√ √	√ √ √	√	√ √	√ √	√ √	<b>12</b>
LATC (The Barnet Group)	√ √ √	√ √ √	√ √	√ √ √	√ √	√ √	<b>15</b>
Outsourced	√ √ √	√ √	√ √ √	√ √	√ √	√ √ √	<b>15</b>
Shared Service	√ √	√ √	√ √	√ √ √	√ √	√ √	<b>13</b>
Employee Mutual, Social Enterprise, and Trust(s)	√	√ √ √	√	√ √	√ √	√	<b>10</b>
Joint Venture and Partnership(s)	√ √	√ √	√ √	√ √	√ √	√	<b>11</b>

2.4 As part of the next stage of the project, further work is required to confirm the commercial, financial, and strategic viability of the four highest-scoring potential options.

## 2.5 In-house Option (with management support from The Barnet Group)

2.5.1 The Barnet Group has been engaged to provide senior management

oversight to the Delivery Unit for an interim nine-month period from March 2016 (this is the current model of service delivery). The Barnet Group are a wholly owned local authority company which is controlled by the council as a Local Authority Trading Company (LATC). This option would continue and formalise this senior management oversight arrangement. The Barnet Group would continue to use their internal management resources and utilise suitable specialist support to help develop and deliver the financial and operational Key Performance Indicators (KPIs) All staff, apart from two interim managers, have remained employees of the council, and remain on council terms and conditions<sup>1</sup> and this would continue for this model. The governance structure would continue as it is at present; with The Barnet Group providing senior management oversight of, and support to, the service.

- 2.5.2 The governance structure would continue as it is at present; with The Barnet Group providing senior management oversight of, and support to, the service. The service would continue to operate as it currently does now, however, there is a likely possibility of service transformation in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies ensuing. There could also be a need to generate income which could put further pressure on service delivery and performance but The Barnet Group offers skills and expertise, which could mitigate against any potential financial and operational risks.

## **2.6 Local Authority Trading Company Option (The Barnet Group)**

- 2.6.1 As stated above, The Barnet Group are a wholly owned local authority company which is controlled by the council as an LATC. This option would involve the transfer of all services in scope to The Barnet Group. This option would also involve a TUPE transfer of Delivery Unit staff to The Barnet Group. The Barnet Group would then be in a position to trade Street Scene services commercially and generate a profit for the council.
- 2.6.2 This model would involve a contract (which may be described as a service level agreement) between the council and The Barnet Group, setting out the key performance indicators and clearly defined savings targets. The council ultimately controls The Barnet Group as an LATC.
- 2.6.3 The Barnet Group has a strong track record in delivering services for the council, in both Housing and Adult Social Care, and has been building an effective relationship with the Street Scene Delivery Unit under the current management agreement arrangements since March 2016. A full transfer of Street Scene services, including TUPE of staff, to The Barnet Group would be an added pressure in the context of the service transformation they would be asked to deliver in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies this could entail. There could also be a need to generate income which could put further pressure on service delivery and performance but, as stated above, The Barnet Group offers skills and expertise which could mitigate against any potential financial and operational

risks. Furthermore, this option would require service performance levels to be contractually assured and managed via contractual documents such as a Service Level Agreement (SLA); transferring the ownership of risks to The Barnet Group.

## **2.7 Outsourced Option**

2.7.1 A commercial provider would be procured via a competitive procurement process to run the Street Scene service. The council would take no role in the ownership of the service model and would therefore not be involved in service governance beyond the scope of what is outlined in the contract; strategic objectives would therefore be specified in the contract. For this option, the council can choose which areas it would like to share the risk, or reward, of delivery (and any potential growth) and set the contract accordingly. This option would involve the transfer of all services and the TUPE transfer of Street Scene Delivery Unit staff to the outsourced provider(s).

2.7.2 A transfer of Street Scene services, including a TUPE transfer of staff, to an outsourced provider(s) would be an added pressure in the context of the service transformation they would be asked to deliver, in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies ensuing. There could also be a need to generate income which could put further pressure on service delivery and performance but the outsourced provider(s) would offer skills and expertise, which could mitigate against any potential financial and operational risks. Furthermore, this option would require for service performance levels to be assured and managed via a contract; transferring the ownership of risks to the outsourced provider(s). The risk with this option is that the outsourced provider(s) may have less focus on Barnet and could struggle to build upon the current relationships with other council services (and partner organisations) owing to a more commercial focus. There is the potential with this option to have multiple service models by dividing Street Scene into distinct lots, or packages. This could offer more flexibility in terms of selecting an outsourced provider(s), depending on the needs of the service, and could be seen to be a more attractive option for potential bidders. However, a procurement process would be a risk to achieving 2017/18 savings, owing to delays with project timescales and additional cost pressure.

## **2.8 Shared Service Option**

2.8.1 The council could provide services in partnership with a neighbouring local authority. Currently discussions are underway relating to the feasibility around future shared services, both with West London Alliance (WLA) Directors and North London Waste Authority (NLWA) boroughs. These discussions are in the early stages of developing options and ideas<sup>ii</sup>. It is assumed that any shared service arrangement would not include The Barnet Group; either in their current role as providing management oversight or as a full service transfer model.

2.8.2 The service would, in many respects, continue to operate as it currently does

now. However, there is a likely possibility of service transformation in order to adapt to a shared service governance structure and to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any need for service transformation and the disruption that may ensue. As with all, or most other, options there could also be a risk of potential redundancies in light of any service transformation. There could also be a need to generate income which could put further pressure on service delivery and performance. However, the assumption is that a shared service option would involve access to pooled resources (including budget) and would increase efficiencies in purchasing via economies of scale. There could also be the opportunity to share resources.

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

3.1 Three options are unlikely to meet the project objectives; one of the in-house options (pre-December 2015), the employee mutual, social enterprise, and trusts option, and the joint venture and partnerships option.

3.2 The initial evaluation of each of these options is available in more detail in the Initial Outline Business Case (OBC1) in Appendix A. This includes detailed scoring and commentary against the assessment criteria and a list of the advantages and disadvantages for each option.

#### **3.3 In-house Option (pre-December 2015)**

3.3.1 The Street Scene Delivery Unit is responsible for delivering a wide range of frontline universal services across the borough. Historically the service delivered recycling, waste and street cleansing services and a parks service. The service adapted to the delivery model that had been adopted by Barnet council in terms of the relationship between the Commissioning Group and Delivery Units<sup>iii</sup>.

3.3.2 The in-house service was put into special intervention measures in 2014 due to uncertainty in relation to the 2014/15 budget savings and the lack of senior management capacity and leadership. Time was given to the management team to turn around processes, introduce additional capacity and demonstrate that it could adapt to a changing landscape. This was not done and led to the arrangements with the Barnet Group to undertake the management of the in-house service.

3.3.3 In terms of governance structure, this option would involve the appointment of a permanent Street Scene Director and senior management team, which would see a return to the previous Delivery Unit service model (pre-December 2015). The council would deliver services directly and would be responsible for appointing and managing staff. The Commissioning Group would have strategic oversight of services and would consult with the Delivery Unit on service provision and strategic direction.

3.3.4 This option would involve a management structure that is similar to the structure that was in place until December 2015. A senior management team

would need to be placed within the structure as there presently isn't one in house. A restructure would be required quite quickly because the budget will not support the staffing level that existed before December 2015. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies ensuing. There would also be a need to generate income, which could put further pressure on service delivery and performance. If adequate income is not generated, then this could further the risk of redundancies in order to meet required savings.

### 3.4 **Employee Mutual, Social Enterprise, and Trusts Option**

3.4.1 The creation of an organisation which is not in the public sector (also referred to as 'spinning out') but delivers public services. The **employee mutual** model would involve Street Scene Delivery Unit staff at least partially owning a company that would deliver public services independently of the council. Similarly, a **trust** model would also involve service delivery which is operationally independent of the council. The **social enterprise** model would require the establishment of a separate legal entity and may or may not be owned (or partly owned) by the council. Each of the models within this option are not-for-profit organisations; any profit generated would be reinvested in services.

3.4.2 A full TUPE transfer of Street Scene staff to the **employee mutual, trust, or social enterprise** model would be an added pressure in the context of the service transformation they would be asked to deliver, in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies this could entail. There is also the question of where investment would come from and how income could be generated within services. As with the pre-December 2015 in-house option, there are concerns about the skill and capacity of the Street Scene Delivery Unit staff to successfully take ownership of services. Where a separate legal entity is created, it is assumed that financial and operational risk would be transferred to that entity. As a point of note, it is assumed that this option would not include The Barnet Group; either in their current role as providing management oversight or as a full service transfer model.

### 3.5 **Joint Venture and Partnerships Option**

3.5.1 For both models in this option, the council could procure a third party provider to co-create a new organisation to manage and deliver Street Scene services. This organisation would be jointly owned by the third party provider and the council, would have a profit making motive, but would also have clear social objectives, managed through the commissioning relationship. The council would have a role in service level commissioning and strategic commissioning. It is assumed that any joint venture and / or partnership arrangement would not include The Barnet Group; either in their current role as providing management oversight or as a full service transfer model.

3.5.2 If a full TUPE transfer of Street Scene staff to the **joint venture** and / or **partnership** organisation is required, then this would be an added pressure in

the context of the service transformation they would be asked to deliver in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies this could entail. There could also be a need to generate income which could put further pressure on service delivery and performance but the expectation would be that the partner(s) involved would offer skills and expertise, which could mitigate against any potential financial and operational risks. This option would require for service performance levels to be contractually assured and managed e.g. via a Service Level Agreement (SLA); transferring the ownership of risks to the joint venture / partner organisation. A joint venture and / or partnership would enable the third party organisation to provide much needed external funding and commercial expertise to transform existing services, identify and grow commercially viable services, and to deliver efficiencies, where applicable, in regards to existing process and practices. The council would remain a part owner in the organisation and would therefore benefit from a return on any growth, e.g. benefits from profit or increase in capital value of property. Any required procurement process would be a risk to achieving 2017/18 savings, owing to delays with project timescales and additional cost pressure.

#### 4. POST DECISION IMPLEMENTATION

- 4.1 The two tables below illustrate the difference in timescales between pursuing one of the in-house options (i.e. with management support from The Barnet Group) or The Local Authority Trading Company option (The Barnet Group) versus following a procurement process or shared service option:

Route 1: In-house Option (with management support from The Barnet Group) or Local Authority Trading Company option (The Barnet Group)

Deliverable	Date Due
OBC1 to SCB	August 2016
OBC1 to Committee	September 2016
OBC2 to SCB	February 2017
OBC2 to Committee	March 2017
Full Business Case (FBC)	May 2017
Mobilisation	June 2017
Go Live	October 2017

Route 2: Procurement Process (Outsource)

Deliverable	Date Due
OBC1 to SCB	August 2016
OBC1 to Committee	September 2016
OBC2 to SCB	February 2017
OBC2 to Committee	March 2017
Procurement	May 2017
Full Business Case (FBC)	June 2018
Mobilisation	October 2018
Go Live	January 2019

- 4.2 Route 2 allows for a procurement process with built-in contingency around decision making. It assumes a three-month period prior to mobilisation in Oct-18 and a further three-month mobilisation period prior to 'Go Live' in Jan-19.
- 4.3 The decision as to whether to proceed with route 1 or route 2 will be made by Environment Committee, depending on the outcome of OBC2 in March 2017.
- 4.4 The target dates for the Full Business Case (FBC) are dependent on the outcome of OBC2 and therefore cannot be fully scoped at this stage of the project; including when the FBC would be submitted to SCB and Environment Committee.

## **5. IMPLICATIONS OF DECISION**

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

5.1.1 The Environment strategies and frameworks set out the strategic vision and future demand management for Recycling and Waste, Parks and Open Spaces, Street Cleansing and Enforcement. The Alternative Delivery Model project will serve as a vehicle for delivering this vision at the operational level. The strategies will therefore shape the service requirements of the Alternative Delivery Model.

#### **5.1.2 Recycling and Waste**

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

#### **5.1.3 Street Cleansing**

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

#### **5.1.4 Parks and Open Spaces**

It is a Commissioning Group ambition that Barnet is seen as a national leader in developing attractive suburban parks with its communities that promote health and wellbeing, conserve the natural character of the area, and encourage economic growth. There are approximately 224 parks or open spaces in Barnet, including; 7 nature reserves, the Welsh Harp reservoir, 8 outdoor gyms, and over 40 play areas. Most homes in the borough are within one mile of the nearest park.

5.1.5 The council has also made a strategic commitment to enhancing borough infrastructure, as outlined in the Commissioning Plan for Environment (2015-20).

## 5.2 Health and Wellbeing

5.2.1 There are no health and wellbeing implications at this time.

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

### 5.3.1 Finance and Value for Money

The ADM project has been assigned a Medium-Term Finance Plan saving of £900k by 2019/20. This is divided into £250k by 2017/18, £550k by 2018/19, and £100k by 2019/20.

2015-16	2016-17	2017-18	2018-19	2019-20
£0	£0	£250k	£550k	£100k

It is anticipated that these savings will be achieved through the transformation of Street Scene services, in line with delivering the respective action plans for each of the environmental strategies.

Please refer to the Medium-Term Finance Plan (available as a background document to this report) for additional savings targets allocated to Street Scene services outside of the ADM Project.

Please refer to Appendix A of this report (section 2.3, pp. 10) for the results of an Activity-based Costing (ABC) exercise, which analysed the output, functions, and costs of running the Street Scene services in scope for financial year 2015/16.

The Activity-Based Costing model exercise will be updated in October 2016 with 2016/17 costs available to date.

### 5.3.2 Procurement

There are no procurement implications at this time. During the next stage of the project, the outsourced option will be reviewed in more detail.

### 5.3.3 Staffing

A robust approach to change management is currently in place, following the approval of the change management strategy for Street Scene by Strategic Partnership Board on 20 April 2016.

The strategy is currently being implemented by The Barnet Group. Engagement with staff, trade unions, and other senior stakeholders is ongoing.

Staff engagement activities include (but are not limited to):

- Survey
- Briefings
- Newsletter
- Change champions network
- Suggestion boxes

This approach applies to all areas of Street Scene where change management is required; not just the ADM project (e.g. Unified Reward, Mill Hill Depot relocation).

Staff are actively being encouraged by The Barnet Group and Street Scene Delivery Unit senior management to contribute suggestions for one of the in-house options (i.e. with management support from The Barnet Group) and The Local Authority Trading Company option (The Barnet Group).

#### 5.3.4 IT

The Alternative Delivery Model would need to incorporate any changes to use of IT as part of wider service delivery across the council. This is also in line with one of the assessment criteria for the ADM, which requires evidence of innovation within service delivery; making best use of existing and new technologies as available. The ADM would therefore need to be consistent with, if not better than, council IT policy and best practice.

#### 5.3.5 Property

The implementation of the Alternative Delivery Model is operationally dependent on the relocation of the depot facilities. Any delay, or unforeseen amendment, to the depot relocation will not only have a subsequent impact on day-to-day service delivery operations ('business as usual') but could also impact the delivery of the ADM (e.g. additional fuel costs, route rationalisation etc.).

#### 5.3.6 Sustainability

There are no sustainability implications at this time.

### 5.4 **Social Value**

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

### 5.5 **Legal and Constitutional References**

- 5.5.1 The Council's Constitution (Clause 15A, Responsibility for Functions, Annex A) sets out the terms of reference of the Environment Committee. This

includes:

- Commissioning refuse and recycling, waste minimisation and street cleaning.
- Approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources Committee.
- Approve fees and charges for those areas under the remit of the Committee.

5.5.2 Depending on the outcome of the alternative delivery model project the final decision is one for Full Council under paragraph 1.6 of section 15 of the constitution responsibility for functions; “*all policy matters and new proposals relating to significant partnerships with external agencies and local authority companies*”.

5.5.3 The Local Government Act 1999 requires local authorities to make arrangement to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The Local Government Act 1999 also provides that in order to fulfil this duty it must consult with representatives of persons liable to pay tax to the Authority and representatives of persons who use or are likely to use services provided by the Authority. In deciding on the persons consulted and the form, content and timing of consultation the must have regard to the Best Value Statutory Guidance 2015.

## 5.6 Risk Management

5.6.1 All project risks are managed using the risk management procedure, as set out by the Corporate Risk Management Framework.

5.6.2 A full project risks table is available in the Initial Outline Business Case (OBC1) in Appendix A.

## 5.7 Equalities and Diversity

5.7.1 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.

The nine protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Ethnicity
- Religion or belief
- Gender
- Sexual orientation
- Marriage or civil partnership

5.7.2 The complete Initial Equalities Impact Assessments (EIAs) for both service users and staff are available in Appendices C and D, respectively.

5.7.3 Results of the initial staff EIA show that the following protected characteristics are likely to be impacted by the ADM project:

- Male
- Aged 41-65
- White
- Christian
- Heterosexual

This is owing to the relatively high proportion of Delivery Unit staff to which these characteristics are attributed, when compared to the total number of Delivery Unit staff and / or the council-wide equivalent.

5.7.4 At this stage of the project, only the groups *likely* to be affected have been identified; for both the staff and service user EIAs. It is not yet known if these groups will definitely be affected and, if so, to what extent.

As the project progresses, revised EIAs will be conducted in line with project consultation requirements and in accordance with Barnet project management methodology. It is expected that the revised EIAs will show the actual scale and type of impact on both staff and service users. There are currently no proposals to change service delivery, but this and the EIA should be kept under review and the public should be consulted as appropriate.

## 5.8 Consultation and Engagement

5.8.1 As a matter of public law, the duty to consult on proposals which may vary, reduce or withdraw services will arise in four circumstances:

- Where there is a statutory requirement in the relevant legislative framework.
- Where there is a requirement to consult in order to comply with the Best Value Duty as set out in paragraph 5.4.2 above.

- 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.
- Where the matter is so important that there is a legitimate expectation of consultation.
- Where consultation is required to complete an equalities impact assessment.

5.8.2 In addition to senior council officers and members, it is anticipated that the following key stakeholders will be consulted and engaged with as the project moves towards the revised Outline Business Case (OBC2):

- Key stakeholder groups, such as residents, local businesses, trusts, or 'friends of' organisations, to understand the opportunities and appetite for different levels of involvement from the community; this would be especially relevant for any potential separate Parks and Open Spaces Alternative Delivery Model.
- Private sector providers, to explore potential opportunities and assess market appetite.
- Employees and Trades Unions, to share challenges and issues and to inform them of the potential options and project approach.

5.8.3 A full consultation and engagement plan is also available in Appendix B.

## **6. BACKGROUND PAPERS**

6.1 The Environment strategies and frameworks set out the strategic vision and future demand management for Recycling and Waste, Parks and Open Spaces, Street Cleansing and Enforcement. The ADM project will serve as a vehicle for delivering this vision at the operational level.

6.1.1 [Environment Committee March 2016 Papers](#) – including Commercial Waste Transformation and Street Scene Enforcement

6.1.2 [Environment Committee May 2016 Papers](#) – including Parks and Open Spaces Strategy, and Municipal Waste Management Strategy

6.2 [Entrepreneurial Barnet Strategy 2015-2020](#)

6.3 Audit Committee January 2016 Papers – including CAFT Review of Street Scene Delivery Unit Operations:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=144&MId=8415>

6.4 Policy and Resources Committee March 2016 Papers

6.4.1 Report on Street Scene Delivery Unit Management Changes:

<https://barnet.moderngov.co.uk/documents/s30720/Street%20Scene%20Delivery%20Unit%20Management%20Changes.pdf>

6.4.2 Delegated Powers Report (DPR):

<https://barnet.moderngov.co.uk/documents/s30721/Appendix%201%20DPR%20Street%20Scene%20Delivery%20Unit%20Management%20Changes.pdf>

6.5 Medium-Term Finance Plan (MTFP) agreed by Policy and Resources Committee on 16 February 2016:

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8351&Ver=4>

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<sup>i</sup> Extract taken from the Street Scene Delivery Unit Management Changes report, submitted to Policy and Resources Committee on 22 March 2016.

<sup>ii</sup> As above.

<sup>iii</sup> Extract taken from the Delegated Powers Report from the Chief Executive, submitted to Policy and Resources Committee on 22 March 2016.

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# Initial Outline Business Case (OBC1): Street Scene ADM Project

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Service / Dept.:	Commissioning Group, Environment
Date:	21/09/2016
Version:	9.0

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## 1. Introduction and Strategic Context

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The purpose of the Street Scene Alternative Delivery Model (ADM) project is to:

- Increase customer satisfaction with service delivery.
- Achieve the Medium-Term Financial Strategy (MTFS) savings targets.
- Identify opportunities to transform the service in order to most effectively delivery the Environmental Strategies actions plans; in line with Commissioning Group intentions for the borough.

This Initial Outline Business Case (OBC1) provides strategic context to the ADM project and explains why alternative delivery is necessary. Additionally, the document sets out the work that has been undertaken in order to assess the best way to deliver Street Scene services so that they will meet the objectives above. It also puts forward a longlist of potential alternative delivery model options for review.

Environment Committee is asked to take note of the initial scoring of the options longlist and to approve the recommendation to further investigate a shortlist of options for the revised Outline Business Case (OBC2).

### Interim Changes to Street Scene Senior Management

Following an operational review of Street Scene in late 2015, The Barnet Group have been awarded an interim management agreement by Barnet Council to deliver transformative work required within the Delivery Unit. This decision was approved by the Policy and Resources Committee on 22 March 2016:

*“The Barnet Group has been engaged to provide senior management oversight to the Delivery Unit... They will use their internal management resources and utilise suitable specialist support to help develop and deliver the short to medium term financial and operational Key Performance Indicators and to develop and deliver the Street Services Alternative Delivery Model project”.*

It is not anticipated that this agreement, effective for nine months from 01 March 2016, will have any negative impact on the ADM project. However, this agreement will have an impact on the project insofar as the Delivery Unit of the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group) will now be coordinated by The Barnet Group, as opposed to by Street Scene senior management.

### 1.1 Background

The council has a statutory duty to maintain the urban environment; via services such as waste and recycling, street cleansing, and maintenance of parks and open spaces. The current Corporate Plan includes the following statements:

- *Recycling and Waste* – Barnet has amongst the highest levels of recycling and the lowest levels of waste compared with similar councils. This results in high levels of resident satisfaction and maintains the green and clean nature of the borough.
- *Street Cleansing* – Barnet has amongst the lowest levels of littering compared with similar councils. This results in high levels of resident satisfaction and maintains the green and clean nature of the borough.
- *Parks and Open Spaces* – It is a Commissioning Group ambition that Barnet is seen as a national leader in developing attractive suburban parks with its communities that promote health and wellbeing, conserve the natural character of the area, and encourage economic growth. There are approximately 224 parks or open spaces in Barnet, including; 7 nature reserves, the Welsh Harp reservoir, 8 outdoor gyms, and over 40 play areas. Most homes in the borough are within one mile of the nearest park.

The council has also made a strategic commitment to enhancing borough infrastructure, as outlined in the Commissioning Plan for Environment (2015-20).

The Street Scene ADM project has been commissioned to assess the best way of delivering Street Scene services in the future, in light of significant savings challenges to services and performance requirements against key strategic indicators. Also relevant is the launch of the Recycling and Waste and Parks and Open Spaces strategies approved by Environment Committee in May 2016, which were publicly consulted on from January to March 2016. The Street Cleansing framework has also been approved by Environment Committee, in July 2016, as well as other initiatives that consider demand management priorities within the future delivery of these important services.

The project needs to achieve the Medium-Term Finance Plan (MTFP) savings target of £900k by 2019/20. Additionally, the project must maintain or improve the current waste and recycling, street cleansing, and maintenance of parks and open spaces service provision as expressed through the key drivers below.

The project will review the current functions and output of the services in scope, in order to identify possible alternative models of delivery which will be used to achieve financial savings.

The key drivers for the ADM are in line with the Commissioning intentions for 2020, which include:

- Re-use, recycle or compost 50% of all municipal waste and minimise the amount of municipal waste being sent to landfill.
- Provide services to residents and businesses that are cost effective, easy to use, and encourage positive behaviour change.

- Manage and maintain a high quality physical environment that contributes to the quality of life of residents and visitors, enhances local areas, and supports a thriving local economy.
- Work with partners to secure investment in public spaces.
- Implement relevant delivery models that deliver a stable and sustainable financial position.
- Build stronger local communities by promoting volunteering and other forms of community engagement.
- Relevant and targeted enforcement that promotes prevention of forms of anti-social behaviour.

## **1.2 Links to Environment Strategies**

The Environment strategies and frameworks set out the strategic vision and future demand management for Recycling and Waste, Parks and Open Spaces, Street Cleansing and Enforcement. The ADM project will serve as a vehicle for delivering this vision at the operational level.

### *1.2.1 Recycling and Waste*

The Municipal Recycling and Waste Strategy vision is to keep the local environment clean and attractive, reduce waste, and encourage increasing levels of recycling.

It has the following aims:

- Provide services that help the community to manage environmental impact.
- Manage the rising cost of waste collection and disposal by designing services that promote recycling and reuse and are integrated, intuitive and efficient.
- Encourage Barnet residents, businesses and visitors to take responsibility for recycling the waste that they produce, using enforcement where necessary.
- Embrace new technologies and ways of working that help to deliver services that respond better to the needs of the community.

### *1.2.2 Street Cleansing Framework*

The Street Cleansing Framework sets out the policy and direction, key drivers, and overall approach for the delivery of street cleansing services. The objective being a high quality environment in streets and public places throughout the borough. The

associated improvement plan will identify the short, medium and longer term actions that will deliver the strategy; these being prioritised accordingly.

The plan is expected to drive performance, thereby increasing customer satisfaction levels and enhancing the attraction and appeal of the area as a place in which to live, work and visit. This will also enhance the reputation of the council and its partners, who contribute in a significant way to achieving a high quality local environment. Priority is given to solutions that are environmentally responsible and financially sustainable in the longer term. This reflects increasing concerns about air quality, the possible impact of future climate change, natural resources, and uncertainty regarding the continued availability of adequate resources to provide core public services.

The borough cleansing framework sets out the vision of maintaining a clean street scene:

- Supporting Barnet's town centres; ensuring they are clean, litter free and welcoming (day-time and evening).
- Ensuring residential streets are litter picked and swept to a good standard.
- Recycling over 50% of waste.
- Operating in an efficient, effective and responsive manner.

To achieve this the service will:

- Be 'intelligence-led' and data driven.
- Engage with residents and businesses and enable individual and community participation.
- Use technology and mechanisation to improve efficiency.
- Follow, review, trial and implement best practice, and new ideas.
- Enforce against those who continue to degrade Barnet's street scene.
- Promote the generation of income for the service, for private works.

### *1.2.3 Parks and Open Spaces*

The Parks and Open Spaces Strategy provides a review of Barnet parks and open spaces. It has assessed the current provision of green spaces in terms of quantity and quality, public benefit or public value and accessibility. The strategy sets out details of current and future challenges including; future funding, demographics change, climate change and green infrastructure demands.

The strategy sets out the economic, social and environmental benefits of good quality parks and open spaces for Barnet and it describes the ways in which people who live and work in Barnet have contributed to the development of the strategy through an engagement process.

To help advance the parks and open spaces as community assets and be best placed to contribute to the wellbeing of the borough's residents, the draft strategy outlines a capital investment strategy identifying; investment opportunities and priorities, targeted investment themes and sites, investment programme and the revenue implications.

To meet the varying demands to be placed on these spaces, the draft strategy looks at various future funding and governance models to enable the strategy to be effectively and efficiently carried through. These include; council management, trusts, third party and / or private management, precepts and local taxation, social enterprise, and endowments.

#### *1.2.4 Enforcement*

The Enforcement Strategy and Enforcement Procedures Policy meet Barnet Council's strategic objective to improve the local environment and enhance Street Scene, by providing efficient and effective enforcement. This translates into a number of key actions to improve the local environment, such as:

- Conducting education and enforcement operations which target known 'hotspots', such as transport hubs and town centres, to reduce fly-tipping and improve cleanliness.
- Issuing fixed penalty notices (FPNs) and penalty charge notices (PCNs) for waste-related offences and increasing the proportion of those paid, or successfully prosecuted.
- Regularly reviewing duty of care compliance with high street businesses. Also ensuring compliance with time band restrictions, to enable commercial waste to be collected at the designated times.
- Working with different agencies to reduce the number of illegal waste carriers operating in the borough.
- Using CCTV monitoring equipment (both overt and covert) to identify littering and fly-tipping offences.
- Supporting the Entrepreneurial Barnet programme by removing containers from busy high streets and ensuring that businesses comply with relevant legislation.

## 2. Rationale

This section of the paper outlines the services in scope, including proposed service lots for alternative delivery, and provides an overview of the current cost of service delivery. These costs will form the baseline from which opportunities for financial and operational efficiencies will be identified.

It also sets out the Medium-Term Finance Plan (MTFP) savings assigned to the Street Scene ADM project from 2015 to 2020.

### 2.1 Services in Scope

Project board have agreed that all activities currently delivered by the Delivery Unit for Waste and Recycling, Fleet Management, Grounds Maintenance, and Borough Cleansing are in scope of the ADM; except for those which are undertaken by partners (such as CSG or Re), as well as those which are classed as being 'strategic' and would therefore sit with the Commissioning Group.

#### 2.1.1 Waste and Recycling

In Scope	Out of Scope
Refuse collection	Recycling centre (civic amenity and recycling centre)
Food waste collection	Call Centre (CSG)
Bring Bank sites	Depots (site management)
Commercial waste collection	NLWA (strategic aspects)
Education	Enforcement
Recycling collection	
Garden waste collection	
Bulky waste collection	
Clinical waste collection	
Bin delivery (operations)	
Bin delivery (orders)	
Bin delivery (entitlement)	
Skip collections	
Haulage	
NLWA (operational aspects)	

#### 2.1.2 Fleet Management

In Scope	Out of Scope
Street Scene fleet	Passenger transport brokerage (ADM)
Passenger Transport fleet*	Passenger transport service (TBA)
Other fleet(s)*	
Workshops	
Mayor's car*	

In Scope	Out of Scope
Barnet Homes fleet*	

\* All items marked above may become out of scope if the decision was taken to go out to procurement.

### 2.1.3 Grounds Maintenance

In Scope	Out of Scope
Parks (locking)	Parks (strategic development)
Parks (grounds maintenance)	Tree Preservation Orders and conservation ( <i>Re</i> )
Parks (management)	Highways ( <i>Re</i> )
Parks (pavilions and changing rooms)	Highways DLO ( <i>Commissioning Group</i> )
Closed cemeteries	
Community development	
Highways grounds maintenance	
Sports and events bookings	
Infrastructure development	
Tree management	
Barnet Homes (and other existing SLAs)	
Winter gritting (re-fill of grit bins)	
Advising on planning applications	

### 2.1.4 Borough Cleansing

In Scope	Out of Scope
Road Traffic Accident clear up	Abandoned vehicles (NSL)
Post-match cleansing (events)	Emergency (out of hours)
Residential street cleansing	Street trading ( <i>Re</i> )
Town centre cleansing	Road closures ( <i>Re</i> )
Fly tipping cleansing	Gullies ( <i>Re</i> )
Seasonal (e.g. leaf)	Market licensing ( <i>Re</i> )
Fly poster removal	Carriageway gritting ( <i>Commissioning Group</i> )
Work with Transport for London	
Town team liaison	
Graffiti removal	
Chewing gum cleansing	
Weed control	
Gritting (town centres)	
Footway gritting	

### 2.1.5 Other

In Scope	Out of Scope
	Cafés ( <i>Estates</i> )
	Automatic Public Convenience (APC)

In Scope	Out of Scope
	toilets ( <i>Commissioning Group</i> )
	Cleaning of property ( <i>CSG</i> )
	Operational crematoriums ( <i>Re</i> )
	Mortuary ( <i>Shared Service</i> )
	Street Lighting ( <i>Commissioning Group</i> )

## 2.2 Service Lots

Project board have identified four possible lots in relation to the services identified as being in scope of the ADM project.

These are:

- Recycling and Waste
- Street Cleansing
- Green Spaces Maintenance
- Green Spaces Governance

The table below outlines the anticipated delivery functions within each service lot:

Recycling and Waste	Street Cleansing	Green Spaces Maintenance	Green Spaces Governance
Household recycling and waste	Street sweeping	Green spaces grounds maintenance	Future funding
Commercial recycling and waste	Litter picking (and litter bins)	Highways grounds maintenance	Strategic management
Bulky waste	Town centres	Playing pitches	Income generation
Clinical waste	Residential areas	The Barnet Group works	Community engagement
Green waste	Fly tip clearance	External works	
Bin replacement and delivery	Dog fouling	Trees	
Mini recycling centres			

## 2.3 Financial Baseline

CSG Finance were commissioned to perform an activity based costing (ABC) exercise, in collaboration with the Delivery Unit, which analysed the output, functions and costs of running the services in scope for financial year 2015/16.

The purpose of this exercise was to obtain as much information as possible about the current operating model for each of these services, in order to inform a performance and financial baseline from which opportunities for innovation and savings can be identified.

The table below summarises the results:

Cost Type	Recycling and Waste	Street Cleansing	Green Spaces Maintenance	Green Spaces Governance
Staffing (all)	5,495,720	3,063,127	2,457,525	231,356
Supplies / equipment	217,127	170,506	191,034	
Transport	2,640,648	790,854	434,452	
Depot	92,708	63,475	71,429	
Business Improvement	173,669	86,834		
Other	10,856,878*			195,619
<b>Total</b>	<b>19,476,750</b>	<b>4,174,796</b>	<b>3,154,440</b>	<b>426,975</b>

\* This figure includes a North London Waste Authority (NLWA) levy cost of £10,735,000.00.

The Activity-Based Costing model exercise will be updated in October 2016 with 2016/17 costs available to date.

## 2.4 Medium-Term Finance Plan (MTFP) Savings

As part of the Medium-Term Finance Plan approved by Environment Committee in November 2015, and by Policy and Resources Committee in February 2016, a target saving of £900k by 2019/20 has been allocated to the ADM process.

2015-16	2016-17	2017-18	2018-19	2019-20
£0	£0	£250k	£550k	£100k

It is anticipated that these savings will be achieved through the transformation of Street Scene services, in line with delivering the respective action plans for each of the environmental strategies.

Please refer to the Medium-Term Finance Plan (available as a background document to the OBC1 cover report) for additional savings targets allocated to Street Scene services outside of the ADM Project.

### 3. Options

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This section of the paper provides an initial analysis of a longlist of potential alternative delivery model options. Environment Committee is asked to take note of the initial scoring of the options longlist and to approve the recommendation to further investigate a shortlist of options for the Revised Outline Business Case (OBC2).

The following seven options have been considered and evaluated by the Project Board:

- In-house (pre-December 2015)
- In-house (with management support from The Barnet Group)
- Local Authority Trading Company (The Barnet Group)
- Outsourced
- Shared Service
- Employee Mutual, Social Enterprise, and Trusts
- Joint Venture and Partnerships

The selection of these options was based on sector-wide best practice knowledge, experience of other alternative delivery models at Barnet Council, and current service arrangements.

#### 3.1 Definition of Assessment Criteria

The following assessment criteria were identified in the Strategic Outline Case and approved by Strategic Commissioning Board on 16 February 2016.

The successful option will evidence, to the highest standard, how each of these criteria will be met.

##### *3.1.1 Cost versus Savings*

- Understands unit costs and how these impact on service budgets
- Produces service budgets which are both thematic and place-based
- Sustains a long-term financial vision underpinned by sound financial planning
- Deliver Medium-Term Finance Plan (MTFP) savings on time and in full

##### *3.1.2 Place-Based Service*

- Understands local diversity (residents and businesses) and how this impacts on service needs
- Is aware of the importance of developing the local economy

- Is aware of how local issues can influence place-based improvements, including across other council services
- Engages effectively with stakeholders and strategic partners
- Provides evidence of solution-focused partnership working

### *3.1.3 Technology and Innovation*

- Demonstrates a working culture that supports innovation and challenges staff to engage with new technologies
- Has the ability to innovate
- Draws synergy between customer contact and improving service efficiency
- Reduces hand-offs in the customer journey
- Ensures feedback from customers that can inform future solutions

### *3.1.4 Income Generation*

- Understands the council's entrepreneurial aspirations for the borough
- Understands service income streams and demonstrates the ability to develop plans to grow key business areas
- Has a track record of gaining investment
- Provides evidence of successful bids
- Demonstrates a full understanding of; asset-based control by service, maximising financial return, and adding social value

### *3.1.5 Continual Service Improvement*

- Maintains and delivers high quality services with targets based on both quality and perception
- Demonstrates effective stakeholder engagement across a spectrum of internal and external partners
- Adapts services to meet changing needs
- Engages with diverse workforce and representatives from trade unions

### *3.1.6 Track Record*

- Is known to deliver high quality, effective services
- Track record proven by:
  - Current (or previous) working relationship with the council and / or partners
  - Professional (market) reputation
  - Examples of best practice at other local authorities

## **3.2 Definition of Options**

This section defines and analyses the advantages and disadvantages of each of the seven alternative delivery models. It does not evaluate the models against the assessment criteria but, rather, offers a more general overview.

### *3.2.1 In-house Option (pre-December 2015)*

Description

The Street Scene Delivery Unit is responsible for delivering a wide range of frontline universal services across the borough. Historically the service delivered recycling, waste and street cleansing services and a parks service. The service adapted to the delivery model that had been adopted by Barnet council in terms of the relationship between the Commissioning Group and Delivery Units<sup>1</sup>.

In terms of governance structure, this option would involve the appointment of a permanent Street Scene Director and senior management team, which would see a return to the previous Delivery Unit service model (pre-December 2015). The council would deliver services directly and would be responsible for appointing and managing staff. The Commissioning Group would have strategic oversight of services and would consult with the Delivery Unit on service provision and strategic direction.

How Would This Option Work?

This option would involve a management structure that is similar to the structure that was in place until December 2015. A senior management team would need to be placed within the structure as there presently isn't one in house. A restructure would be required quite quickly because the budget will not support the staffing level that existed before December 2015. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies ensuing. There would also be a need to generate income, which could put further pressure on service delivery and performance. If adequate income is not generated, then this could further the risk of redundancies in order to meet required savings.

Potential Advantages / Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>▪ No cost of procurement, however there could be a cost to transform the service</li> <li>▪ Minimal impact on staff (all retained in-house)</li> <li>▪ Integration with other council services, as continuing to be part of the council</li> <li>▪ Good existing understanding of residents and locality</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is potentially less of a cost saving than with outsourcing</li> <li>▪ Subject to council constraints – thus potentially limiting the capacity (and freedom) to innovate</li> <li>▪ Lack of skills and capacity of the Delivery Unit in question (audit)</li> <li>▪ Poor track record of delivery</li> <li>▪ All delivery risk retained in-house</li> <li>▪ Income growth limited</li> </ul>

*3.2.2 In-house Option (with management support from The Barnet Group)*

Description

The Barnet Group has been engaged to provide senior management oversight to the Delivery Unit for an interim nine-month period from March 2016 (this is the current model of service delivery). The Barnet Group are a wholly owned local authority

company which is controlled by the council as a Local Authority Trading Company (LATC). This option would continue and formalise this senior management oversight arrangement. The Barnet Group would continue to use their internal management resources and utilise suitable specialist support to help develop and deliver the financial and operational Key Performance Indicators (KPIs) All staff, apart from two interim managers, have remained employees of the council, and remain on council terms and conditions<sup>2</sup> and this would continue for this model. The governance structure would continue as it is at present; with The Barnet Group providing senior management oversight of, and support to, the service.

How Would This Option Work?

The service would continue to operate as it currently does now, however, there is a likelihood of service transformation in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies ensuing. There could also be a need to generate income which could put further pressure on service delivery and performance. However, The Barnet Group offers skills and expertise, which could mitigate against any potential financial and operational risks.

Advantages / Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>▪ No cost of procurement, however there could be a cost to transform the service</li> <li>▪ Minimal impact on staff (most retained in-house)</li> <li>▪ Integration with other council services, as continuing to be part of the council</li> <li>▪ Good existing understanding of residents and locality</li> <li>▪ Risks shared between the council and The Barnet Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is potentially less of a cost saving than with outsourcing</li> <li>▪ Subject to council constraints – thus potentially limiting the capacity (and freedom) to innovate</li> <li>▪ The structure would involve the senior management team being employed by a different employer to the Council employees, which can lead to operational difficulties in particular in relation to staff management</li> <li>▪ The Barnet Group are not Street Scene specialists</li> </ul>

*3.2.3 Local Authority Trading Company Option (The Barnet Group)*

Description

As stated above, The Barnet Group are a wholly owned local authority company which is controlled by the council as an LATC. This option would involve the transfer of all services in scope to The Barnet Group. This option would also involve a TUPE transfer of Delivery Unit staff to The Barnet Group. The Barnet Group would then be in a position to trade Street Scene services commercially and generate a profit for the council.

This model would involve a contract (which may be described as a service level agreement) between the council and The Barnet Group, setting out the key performance indicators and clearly defined savings targets. The council ultimately controls The Barnet Group as an LATC.

How Would This Option Work?

The Barnet Group has a strong track record in delivering services for the council, in both Housing and Adult Social Care, and has been building an effective relationship with the Street Scene Delivery Unit under the current management agreement arrangements since March 2016. A full transfer of Street Scene services, including TUPE of staff, to The Barnet Group would be an added pressure in the context of the service transformation they would be asked to deliver in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies this could entail. There could also be a need to generate income which could put further pressure on service delivery and performance but, as stated above, The Barnet Group offers skills and expertise which could mitigate against any potential financial and operational risks. Furthermore, this option would require service performance levels to be contractually assured and managed via contractual documents such as a Service Level Agreement (SLA); transferring the ownership of risks to The Barnet Group.

Advantages / Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>▪ No cost of procurement; The Barnet Group is an arms-length organisation, wholly owned by the council</li> <li>▪ Risks owned by The Barnet Group</li> <li>▪ As an external company there is more freedom to innovate</li> <li>▪ Greater potential to generate income</li> <li>▪ Governance and size of the organisation gives confidence in the ability to deliver service efficiencies and financial benefits</li> <li>▪ Opportunities for staff (e.g. The Barnet Group ‘flex’)</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is potentially less of a cost saving than with outsourcing</li> <li>▪ TUPE required (cost)</li> <li>▪ Less potential for the council to influence strategic direction of services</li> <li>▪ Any profit would be retained by The Barnet Group, rather than the council, (although the council wholly owns the Barnet Group and so ultimately owns any profit).</li> <li>▪ The Barnet Group are not Street Scene specialists</li> <li>▪ Potentially constrained by limited procurement options</li> </ul>

*3.2.4 Outsourced*

Description

A commercial provider would be procured via a competitive procurement process to run the Street Scene service. The council would take no role in the ownership of the service model and would therefore not be involved in service governance beyond the scope of what is outlined in the contract; strategic objectives would therefore be

specified in the contract. For this option, the council can choose which areas it would like to share the risk, or reward, of delivery (and any potential growth) and set the contract accordingly. This option would involve the transfer of all services and the TUPE transfer of Street Scene Delivery Unit staff to the outsourced provider(s).

How Would This Option Work?

A transfer of Street Scene services, including a TUPE transfer of staff, to an outsourced provider(s) would be an added pressure in the context of the service transformation they would be asked to deliver, in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies ensuing. There could also be a need to generate income which could put further pressure on service delivery and performance but the outsourced provider(s) would offer skills and expertise, which could mitigate against any potential financial and operational risks. Furthermore, this option would require for service performance levels to be assured and managed via a contract; transferring the ownership of risks to the outsourced provider(s). The risk with this option is that the outsourced provider(s) may have less focus on Barnet and could struggle to build upon the current relationships with other council services (and partner organisations) owing to a more commercial focus. There is the potential with this option to have multiple service models by dividing Street Scene into distinct lots, or packages. This could offer more flexibility in terms of selecting an outsourced provider(s), depending on the needs of the service, and could be seen to be a more attractive option for potential bidders. However, a procurement process would be a risk to achieving 2017/18 savings, owing to delays with project timescales and additional cost pressure.

Initial Market Testing

Initial market testing shows that there is a well-established market for outsourcing local authority environmental services, with an active tendering landscape across London. This market is attractive to many of the conventional service providers; including (but not limited to) Amey, Biffa, and Veolia. This would suggest that there would be a commercial appetite for this option, should the decision be made to outsource services to an external provider(s), although an understanding of what other contracts were being tendered at the time of any Barnet procurement would ensure that the most competitive offer could be obtained.

Advantages / Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>▪ Risks owned by the outsourced provider(s)</li> <li>▪ More freedom to innovate</li> <li>▪ Greater potential to generate income</li> <li>▪ Reputation and proven track record of the outsourced provider(s) gives confidence in the ability to deliver service efficiencies and financial benefits *</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cost and time of procurement process (risk to achieving 2017/18 savings)</li> <li>▪ TUPE required (cost)</li> <li>▪ Potential for less focus on needs in Barnet (limited input to strategic direction)</li> <li>▪ Potential for profit to be retained by the provider</li> <li>▪ Potentially has less social value</li> </ul>

Advantages	Disadvantages
	depending on the ethos of the provider (profit-focused)

\* Having a good reputation and proven track record of similar service delivery is likely to be an essential requirement of the tender process. This will provide confidence in the contractor's ability to deliver service efficiencies and financial benefits.

### 3.2.5 Shared Service

#### Description

The council could provide services in partnership with a neighbouring local authority. Currently discussions are underway relating to the feasibility around future shared services, both with West London Alliance (WLA) Directors and North London Waste Authority (NLWA) boroughs. These discussions are in the early stages of developing options and ideas<sup>3</sup>. It is assumed that any shared service arrangement would not include The Barnet Group; either in their current role as providing management oversight or as a full service transfer model.

#### How Would This Option Work?

The service would, in many respects, continue to operate as it currently does now. However, there is a likely possibility of service transformation in order to adapt to a shared service governance structure and to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any need for service transformation and the disruption that may ensue. As with all, or most other, options there could also be a risk of potential redundancies in light of any service transformation. There could also be a need to generate income which could put further pressure on service delivery and performance. However, the assumption is that a shared service option would involve access to pooled resources (including budget) and would increase efficiencies in purchasing via economies of scale. There could also be the opportunity to share resources.

#### Initial Shared Service Research

Initial shared service research has been conducted via informal contact with several London boroughs, to establish how their environmental services are currently being delivered. Initial findings – as per the table below – revealed that the London Boroughs of Enfield, and Harrow, and Hertsmere District Council provide their environmental services in-house (current as of December 2015). One or more of these authorities could therefore be a potential shared service partner.

Council	Street Cleansing	Parks and Open Spaces	Waste & Recycling
Brent	Outsourced (Veolia)	Outsourced (Veolia)	Outsourced (Veolia)
Camden	Outsourced	Outsourced	Outsourced

Council	Street Cleansing	Parks and Open Spaces	Waste & Recycling
	(Veolia)	(Veolia)	(Veolia)
Enfield	In-house	In-house	In-house
Haringey	Outsourced (Veolia)	Outsourced (Veolia)	Outsourced (Veolia)
Harrow	In-house	In-house	In-house
Hertsmere	In-house	In-house	In-house
Hounslow	Outsourced (Hounslow Highways)	Outsourced (Carillion)	Outsourced (SITA UK)

### Advantages / Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>▪ No cost of procurement, however there could be a cost to transform the service</li> <li>▪ Minimal impact on staff (most retained in-house) *1</li> <li>▪ Good existing understanding of residents and locality – retain some Barnet focus</li> <li>▪ Risks shared with partner council(s)</li> <li>▪ Shared learning and expertise</li> <li>▪ Potential service areas for efficiencies and joint procurements (e.g. economies of scale, reduction in staffing costs, reduction in premises costs etc.)</li> <li>▪ Potential for continued use of local suppliers</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is potentially less of a cost saving than with outsourcing</li> <li>▪ Subject to (either) council constraints – thus potentially limiting the capacity (and freedom) to innovate</li> <li>▪ Could be a requirement to create a separate legal entity (cost) *2</li> <li>▪ Potentially complex governance (risk to strategic direction)</li> <li>▪ Potential difference in political preference</li> <li>▪ Risk of compromised objectives</li> </ul>

\*1 Most employees would continue to be employed by a council (although it may involve a TUPE transfer from one council to another).

\*2 This is dependent on whether or not this model could be established via an inter-authority agreement.

### *3.2.6 Employee Mutual, Social Enterprise, and Trusts*

#### Description

The creation of an organisation which is not in the public sector (also referred to as ‘spinning out’) but delivers public services. The **employee mutual** model would involve Street Scene Delivery Unit staff at least partially owning a company that would deliver public services independently of the council. Similarly, a **trust** model

would also involve service delivery which is operationally independent of the council. The **social enterprise** model would require the establishment of a separate legal entity and may or may not be owned (or partly owned) by the council. Each of the models within this option are not-for-profit organisations; any profit generated would be reinvested in services.

How Would This Option Work?

A full TUPE transfer of Street Scene staff to the **employee mutual, trust, or social enterprise** model would be an added pressure in the context of the service transformation they would be asked to deliver, in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies this could entail. There is also the question of where investment would come from and how income could be generated within services. As with the pre-December 2015 in-house option, there are concerns about the skill and capacity of the Street Scene Delivery Unit staff to successfully take ownership of services. Where a separate legal entity is created, it is assumed that financial and operational risk would be transferred to that entity. As a point of note, it is assumed that this option would not include The Barnet Group; either in their current role as providing management oversight or as a full service transfer model.

Advantages / Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>▪ Good existing understanding of residents and locality</li> <li>▪ Risks owned by the legal entity</li> <li>▪ Opportunity to trade and generate income</li> <li>▪ More freedom to innovate</li> <li>▪ Surplus income retained by the legal entity to improve services</li> </ul>	<ul style="list-style-type: none"> <li>▪ A full procurement process may be required before proceeding with this option * (time and cost; risk to achieving 2017/18 savings)</li> <li>▪ There is potentially less of a cost saving than with outsourcing</li> <li>▪ TUPE required (cost)</li> <li>▪ Requirement to create a separate legal entity (cost)</li> <li>▪ Lack of skills and capacity of the Delivery Unit in question (audit)</li> <li>▪ Poor track record of delivery</li> <li>▪ Lack of commercial expertise</li> <li>▪ Challenge to gain private investment</li> </ul>

\* This would be dependent on whether there is any applicable exemption such as with a Local Authority Trading Company.

*3.2.7 Joint Venture and Partnerships*

Description

For both models in this option, the council could procure a third party provider to co-create a new organisation to manage and deliver Street Scene services. This

organisation would be jointly owned by the third party provider and the council, would have a profit making motive, but would also have clear social objectives, managed through the commissioning relationship. The council would have a role in service level commissioning and strategic commissioning. It is assumed that any joint venture and / or partnership arrangement would not include The Barnet Group; either in their current role as providing management oversight or as a full service transfer model.

How Would This Option Work?

If a full TUPE transfer of Street Scene staff to the **joint venture** and / or **partnership** organisation is required, then this would be an added pressure in the context of the service transformation they would be asked to deliver in order to meet budget targets. There could therefore be a risk of a negative impact to service delivery, in light of any transformation and the potential staff redundancies this could entail. There could also be a need to generate income which could put further pressure on service delivery and performance but the expectation would be that the partner(s) involved would offer skills and expertise, which could mitigate against any potential financial and operational risks. This option would require for service performance levels to be contractually assured and managed e.g. via a Service Level Agreement (SLA); transferring the ownership of risks to the joint venture / partner organisation. A joint venture and / or partnership would enable the third party organisation to provide much needed external funding and commercial expertise to transform existing services, identify and grow commercially viable services, and to deliver efficiencies, where applicable, in regards to existing process and practices. The council would remain a part owner in the organisation and would therefore benefit from a return on any growth, e.g. benefits from profit or increase in capital value of property. Any required procurement process would be a risk to achieving 2017/18 savings, owing to delays with project timescales and additional cost pressure.

Advantages / Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>▪ Good existing understanding of residents and locality – retain some Barnet focus</li> <li>▪ Shared risks between the council and the partner organisation</li> <li>▪ More freedom to innovate</li> <li>▪ Opportunity to trade and generate income</li> <li>▪ Shared learning and expertise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cost and time of procurement process (risk to achieving 2017/18 savings)</li> <li>▪ TUPE required (cost)</li> <li>▪ Could be a requirement to create a separate legal entity (cost)</li> <li>▪ Potentially complex governance (risk to strategic direction)</li> <li>▪ Potentially has less social value depending on the ethos of the partner organisation (profit-focused)</li> <li>▪ Immature market for this service model</li> </ul>

**3.3 Initial Scoring**

The table below sets out the scores from the initial options analysis, agreed by project board. The options were scored against each of the assessment criteria outlined in the section above.

Option	Cost vs Savings	Place-based Service	Innovation and Technology	Local Income Generation	Continual Service Improvement	Track Record	Total
In-house (pre-December 2015)	√	√ √ √	√	√	√	√	<b>8</b>
In-house (with mgt. support from TBG)	√ √	√ √ √	√	√ √	√ √	√ √	<b>12</b>
LATC (The Barnet Group)	√ √ √	√ √ √	√ √	√ √ √	√ √	√ √	<b>15</b>
Outsourced	√ √ √	√ √	√ √ √	√ √	√ √	√ √ √	<b>15</b>
Shared Service	√ √	√ √	√ √	√ √ √	√ √	√ √	<b>13</b>
Employee Mutual, Social Enterprise, and Trust(s)	√	√ √ √	√	√ √	√ √	√	<b>10</b>
Joint Venture and Partnership(s)	√ √	√ √	√ √	√ √	√ √	√	<b>11</b>

The highest possible score for an option is **18 points**; with a maximum of three points per assessment criteria (six assessment criteria in total).

Initial scores rank the seven options as follows (highest-scoring first):

- **15 points:** Local Authority Trading Company (The Barnet Group) and Outsourced
- **13 points:** Shared service
- **12 points:** In-house (with management support from The Barnet Group)
- **11 points:** Joint Venture and Partnerships
- **10 points:** Employee Mutual, Social Enterprise and Trusts
- **8 points:** In-house (pre-December 2015)

A more detailed commentary (including the assumptions taken into account by project board) for the initial scoring of each option can be found in the table in the section below.

### 3.4 Commentary on Initial Scoring

The table below provides a commentary on the initial scores from the table above. This commentary has been reviewed and signed off by project board.

#### Commentary

	Cost versus Savings	Place-based Service	Innovation and Technology	Local Income Generation	Continual Service Improvement	Track Record
In-house (pre-December 2015)	Audit (Dec-15) identified lack of understanding of how to achieve the MTFS, failure to identify savings, lack of financial forecasting, and no assurance measures in place.	Understanding of residents and locality, locally-focused delivery in Barnet, experience of key stakeholder partners, staff-focused, understanding of borough changes. Lots of employees are also Barnet residents.	Audit (Dec-15) identified no innovation, lack of investment and no understanding of how new technology can improve services.	Poor track record, lack of understanding of where income comes from (versus expenditure), lack of income planning, no understanding of customer base.	Audit (Dec-15) identified poor track record in workforce management and governance arrangements. General lack of awareness of service policies by staff.	Audit (Dec-15) findings indicate a generally poor track record of service delivery. Substantial widespread change required.
In-house (with mgt. support from TBG)	Savings programme currently in place, plans to achieve savings in line with the ADM project, deficiencies identified by the audit are currently being addressed. Concerns regarding lack of permanent senior management in place. No track record of delivering value for money.	Understanding of residents and locality, locally-focused delivery in Barnet, experience of key stakeholder partners, staff-focused, understanding of borough changes. Lots of Employees are also Barnet residents.	Audit (Dec-15) identified no innovation, lack of investment and no understanding of how new technology can improve services. Some change evidenced in the approach to new technology but too early to assess whether this can adequately address existing and future challenges.	Greater understanding of income, expenditure and future income generation (compared to pre Dec-15). Financial tracking provided by activity-based costing (ABC) and MTFS savings programme. Understanding of customer base. Temporary senior management, risk of high staff turnover.	Improved services, started to adopt change management and staff communications process. Yet to demonstrate full engagement with diverse workforce. Need to evidence how can adapt to meet needs of the service.	Evidence of building change but progress still required. Need to fully demonstrate service change.
LATC (The Barnet Group)	Have demonstrated sound financial management in challenging circumstances across local authority services. Would provide ongoing senior management oversight to deliver further efficiency savings. ADM proposal committed to long-term savings.	Understanding of residents and locality, locally-focused delivery in Barnet, experience of key stakeholder partners, staff-focused, understanding of borough changes.	Some change evidenced in the approach to new technology but too early to assess whether this can adequately address existing and future challenges. However, has a good track record of applying expertise to successfully manage the customer journey.	Track record of financial returns, asset development, social value, successful bids (council contracts), investment for development. Understands entrepreneurial Barnet and growth through business planning and processes.	Improved services, started to adopt change management and staff communications process. Yet to demonstrate full engagement with diverse workforce. Need to evidence how can adapt to meet needs of the service. Large service for The Barnet Group to take on.	Successful track record in other services but previously only a small organisation (e.g. grounds and caretaking).
Outsourced	Mature market in service area. Contractors would offer specialist expertise and better unit costs (procurement savings). Experience of transformation of other local authorities and of delivering savings programmes. Encourages better competition and options for service lots. A procurement process would be a risk to achieving 2017/18 savings, owing to delays with project timescales and additional cost pressure.	Profit-driven, staff turnover may be more likely, weak local knowledge and understanding, contracts and / or interests elsewhere.	Specialist companies bring bespoke technology, delivery through procurement, commercial drive to innovate, clear understanding of the customer journey. Wider pool to learn from other contractors.	Growing income streams, gaining investment, successful bidding. No local knowledge or asset base, no social value.	Good track record in meeting changing needs of a diverse workforce. Mixed relationship with trade unions. First generation of outsourced contract typically delivers more savings but takes longer to embed social values.	Proven track record, works well elsewhere.
Shared Service	Economies of scale, shared experience and joint resource of senior level management.	Potential difference in political bias, focus on other area ("dilution effect"), partner-dependent,	Poor track record from Delivery Unit, as per audit findings. Some change evidenced in the	Understanding of income, expenditure and future income generation, understanding of	Improved services, started to adopt change management and staff communications process. Yet	Evidence of building change but progress still required. Need to fully demonstrate service

	Cost versus Savings	Place-based Service	Innovation and Technology	Local Income Generation	Continual Service Improvement	Track Record
	Risk of less efficient service, dependent on experience of Delivery Unit to inform a shared service.	governance risk.	approach to new technology but too early to assess whether this can adequately address existing and future challenges. Scope for partner borough to drive forward innovation.	customer base. Temporary senior management, risk of high staff turnover. Some economies of scale, some understanding of larger businesses, assets and social value.	to demonstrate full engagement with diverse workforce. Need to evidence how can adapt to meet needs of the service. Elements of risk involved in working across larger authorities, need to align services. Dilution of strategic direction across two complex authorities.	change. No track record of delivering Street Scene services in partnership (some experience with other services).
Employee Mutual, Social Enterprise, and Trust(s)	No track record of value for money, lack of permanent senior management, inability to access monies in a competitive market place, no economies of scale (procurement).	Understanding of residents and locality, locally-focused delivery in Barnet, experience of key stakeholder partners, staff-focused, understanding of borough changes.	No innovation, lack of investment and understanding of how new technology can improve services. Council constraints.	Poor track record, lack of understanding of where income comes from versus expenditure, lack of income planning, no understanding of customer base. Greater understanding of social value, better at bidding.	Audit (Dec-15) identified poor track record in workforce management and governance arrangements. Opportunity to improve internal employee communications and engagement.	Audit (Dec-15) findings indicate a generally poor track record of service delivery. Substantial widespread change required. Unlikely to have experience in the service area, not usual for the industry to adapt this type of service model.
Joint Venture and Partnership(s)	Trade off track record and size of joint venture / partner. Not a typically model for the sector and service areas; high risk and threat to value for money. Any required procurement process would be a risk to achieving 2017/18 savings, owing to delays with project timescales and additional cost pressure.	Profit-driven, staff turnover more likely, weak local understanding, contracts and / or interests elsewhere.	Poor track record from Delivery Unit (pre Dec-15). Some change evidenced in the approach to new technology but too early to assess whether this can adequately address existing and future challenges. Scope for partner organisation to provide a different technological approach but risk of lack of experience and / or expertise.	Growing income streams, gaining investment, successful bidding. Some local knowledge and understanding of entrepreneurial Barnet. Less economies of scale, less social value.	Improved services, started to adopt change management and staff communications process. Yet to demonstrate full engagement with diverse workforce. Need to evidence how can adapt to meet needs of the service. Elements of risk involved in working across larger authorities, need to align services. Dilution of strategic direction across two complex authorities. Potentially more expertise; including from other contracts.	Little evidence of this type of business model.

## **3.5 Conclusions and Recommendations**

### *3.5.1 Conclusions*

Based on the detailed evaluation of the seven possible options in the section above, and taking into account initial market testing and shared service research, project board has reached the following conclusions:

- Three options are unlikely to meet the project objectives; one of the in-house options (pre-December 2015), the employee mutual, social enterprise, and trust option, and the joint venture and partnership option.
- Four options are likely to meet the project objectives; one of the in-house options (with management support from The Barnet Group), the Local Authority Trading Company option (The Barnet Group), the outsourced option, and the shared service option.
- Further work is required to confirm the commercial, financial, and strategic viability of these four potential options.

### *3.5.2 Recommendations*

Following the conclusions in the section above, project board makes the following recommendations:

- The council should proceed with an alternative delivery model for Street Scene services.
- One of the in-house options (with management support from The Barnet Group), the Local Authority Trading Company option (The Barnet Group), the outsourced option, and the shared service option should remain open for further consideration.
- A revised Outline Business Case (OBC2) confirming the preferred option – of these four – will be submitted to Members for approval in March 2017.

## **4. Project Approach**

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This section of the paper describes the project approach, including:

- Approach to the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group)
- Approach to the initial and revised Outline Business Cases (OBC1 and OBC2)
- Key project activity

- Project resources

#### **4.1 Approach to the shortlisted in-house option (i.e. with management support from The Barnet Group) and The Local Authority Trading Company option (The Barnet Group)**

The shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group) will not be entered into a competitive procurement process; rather, they will be evaluated first.

The proposed approach is as follows:

- Data from the ABC model has provided a financial overview of how services are being run at present.
- The Commissioning Group has prepared Authority Requirements (ARs) as a minimum specification of how the service could be delivered in order to achieve financial savings, service efficiencies and improved rates of customer satisfaction. This has involved input and specialist advice from the Delivery Unit.
- The Delivery Unit are in the process of preparing one of the in-house options (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group) to submit in response to the Commissioning Group specification.
- The shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group) will be evaluated by a panel, facilitated by the project team, which will then make a final recommendation in the revised Outline Business Case (OBC2) as to whether or not to proceed with either option.
- This final recommendation will be submitted to committee, for approval by Members.

The decision on whether or not to undertake a procurement exercise, or start formal discussions with possible shared service partners, will be dependent on whether Members are satisfied with the quality of either of the options put forward (as listed above).

#### **4.2 Approach to the Initial and Revised Outline Business Cases**

Typically, the assessment phase would involve the production of an Outline Business Case (OBC) and a Full Business Case (FBC). However, in the case of the Street Scene ADM, Strategic Commissioning Board requested that two OBCs are produced, followed by an FBC, to better ensure a robust approach to the options analysis process.

##### *4.2.1 Initial Outline Business Case (OBC1)*

- Define service lots that offer the best opportunities for financial efficiencies and service innovation.
- Define a robust set of options appraisal criteria to be used to evaluate the options for alternative delivery.
- Define and assess a longlist of options for alternative delivery; including the in-house options (pre-December 2015) and (with management support from The Barnet Group), and the Local Authority Trading Company option (The Barnet Group).
- Propose a shortlist of options for alternative delivery recommended for full evaluation in OBC2.
- Prepare the Authority Requirements (ARs) and service specifications for which the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group) will price against.
- Begin staff and trade union engagement on the ADM process, including project progress to date, as per the change management strategy plan.
- Prepare and agree the approach to public consultation on the shortlist of options for alternative delivery. This will be dependent on whether the recommended shortlist is approved by Committee.
- Complete initial Equality Impact Assessments (EIAs) for both staff and service users to identify whether there any protected groups which could be affected by any possible changes to service delivery.

#### *4.2.2 Revised Outline Business Case (OBC2)*

- Confirm options shortlist as recommended in the initial Outline Business Case (OBC1). It is recommended that this will include one of the in-house options (with management support from The Barnet Group), the Local Authority Trading Company option (The Barnet Group), the shared service option, and the outsourced option\*.
- Complete a refreshed Activity-Based Costing (ABC) model for 2016-17 to be used as a financial baseline for evaluating the shortlisted in-house option (with management support from The Barnet Group), and the Local Authority Trading Company option (The Barnet Group).
- Submit the shortlisted in-house option (with management support from The Barnet Group), and the Local Authority Trading Company option (The Barnet Group) for review. This review would be prior to a formal evaluation of each of the shortlisted options as part of the revised Outline Business Case (OBC2). The purpose of reviewing these options at this stage (i.e. before formal evaluation) is to ensure that either option would be viable before proceeding with OBC2.

- Deliver public consultation activity on the options shortlist (dependent on OBC1) and pay due regard to results.
- Complete revised Equality Impact Assessments (EIAs) for both staff and service users to identify whether any protected groups could be affected, should any of the shortlisted options be implemented.
- Refresh market research and soft market testing for benchmarking against the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group).
- Refresh shared service research and confirm the viability of a shared service option.
- Fully evaluate the options shortlist and identify a preferred option.
- Deliver the revised Outline Business Case (OBC2), which provides a detailed analysis and appraisal of the options shortlist; including a recommended option.
- Develop the recommended option to Full Business Case (FBC); including a complete financial case and implementation plan.

[Or]

- Move to procurement exercise.

\* It is worth noting that the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group) will not be entered into a competitive procurement process. Instead these options will be evaluated first, rather than in parallel to any external bids.

The diagram below depicts the anticipated process for progress towards the revised Outline Business Case (OBC2), as described above:



#### 4.2.3 Key Milestones

The table below identifies target dates for the assessment phase of the project, up to OBC1 and OBC2.

This summarises the approach outlined in the section above.

Key Milestone	Deliverable	Date Due	RAG
Initial Outline Business Case (OBC1)	Development of OBC1	March to July 2016	Complete
	Agree service lots	March 2016	Complete
	Change Management Strategy to SPB	April 2016	Complete
	Develop ARs	April to June 2016	Complete
	Staff engagement on in-house option (TBG) and LATC option (TBG)	May to October 2016	Green
	Update to SCB	May 2016	Complete
	Initial scoring of options longlist	June 2016	Complete
	Identify options shortlist	June 2016	Complete
	In-house options response time opens	June 2016	Complete
	Initial EIAs complete (staff and service users)	July 2016	Complete
	Consultation and engagement plan complete	July 2016	Complete
	Draft OBC1 to project	August 2016	Complete

Key Milestone	Deliverable	Date Due	RAG
	board		
	<b>Final OBC1 to SCB</b>	<b>August 2016</b>	<b>Complete</b>
	<b>Final OBC1 to Committee</b>	<b>September 2016</b>	<b>Green</b>
Revised Outline Business Case (OBC2)	Development of OBC2	October 2016 to February 2017	Green
	Options shortlist confirmed (dependent on outcome of OBC1)	October 2016	Green
	Refresh ABC Financial Model (2016-17)	October 2016	Green
	In-house option (TBG) and LATC option (TBG) response time closes	October 2016	Green
	In-house option (TBG) and LATC option (TBG) reviewed	October 2016	Green
	Public consultation period	November 2016 to January 2017	Green
	Refresh market research and soft market testing	November 2016 to January 2017	Green
	Refresh shared service research	November 2016 to January 2017	Green
	Revised EIAs complete (staff and service users)	January 2017 (by end of consultation)	Green
	Fully evaluate options shortlist and identify recommended option	February 2017	Green
	Draft OBC2 to project board	February 2017	Green
	<b>Final OBC2 to SCB</b>	<b>February 2017</b>	<b>Green</b>
	<b>Final OBC2 to Committee</b>	<b>March 2017</b>	<b>Green</b>

The target dates for the Full Business Case (FBC) are dependent on the outcome of OBC2 and therefore cannot be fully scoped at this stage of the project.

The two tables below illustrate the difference in timescales between pursuing the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group), versus following a procurement process:

*Route 1: Shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group)*

OBC1 to SCB	OBC1 to Committee	OBC2 to SCB	OBC2 to Committee	FBC	Mobilisation	Go Live
Aug-16	Sep-16	Feb-17	Mar-17	May-17	Jun-17	Oct-17

*Route 2: Procurement Process (Outsource)*

OBC1 to SCB	OBC1 to Committee	OBC2 to SCB	OBC2 to Committee	Procurement	FBC	Mobilisation	Go Live
Aug-16	Sep-16	Feb-17	Mar-17	May-17	Jun-18	Oct-18	Jan-19

Route 2 allows for a procurement process with built-in contingency around decision making. It assumes a three-month period prior to mobilisation in Oct-18 and a further three-month mobilisation period prior to 'Go Live' in Jan-19.

Any delay to implementing the chosen alternative delivery model carries the risk of not fully achieving the MTFP targets for 2017/18 and 2018/19. This is a greater risk for those models which will involve a procurement process. There are also the costs of change to be factored in, which may negate a portion of the short-term savings to be achieved. However, there is the potential for greater value for money to be achieved throughout the lifecycle of any external contract put in place than perhaps there would be with the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group).

### 4.3 Key Project Activity

The table below outlines the approach taken to key assessment phase project activities, as per the Barnet Project Management Toolkit.

These activities are in addition to the work being done towards the submission of the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group).

Activity	OBC1	OBC2	Owner	Description
Consultation and Engagement	N	Y	Workstream Lead	Confirm need for consultation and engagement, identify external stakeholders and agree public consultation activity. Identify opportunities to link with existing consultation activity in the wider Street Scene programme.

Activity	OBC1	OBC2	Owner	Description
Change Management (staff engagement)	Y	Y	The Barnet Group ( <i>previously Change Management Lead</i> )	Confirm need for change management, identify internal stakeholders, define key messages and agree staff engagement activity.
Initial Equalities Impact Assessment (staff and public)	Y	Y	Project Manager	Conduct predictive internal (employee) and external (service user / resident) equality impact assessments to identify whether the project will have any impact on groups with protected characteristics.
Market Engagement	N	Y	Procurement Lead	Requirements for market engagement: <ul style="list-style-type: none"> <li>▪ Formalities / 'due process'</li> <li>▪ Timescales</li> <li>▪ Appetite</li> </ul> This will also include shared service research and soft market testing.

#### 4.3.1 Consultation and Engagement

As a matter of public law, the duty to consult on proposals which may vary, reduce or withdraw services will arise in four circumstances:

- Where there is a statutory requirement in the relevant legislative framework.
- Where there is a requirement to consult in order to comply with the Best Value Duty to secure continuous improvement in the way in which the Council's functions are exercised, having regard to a combination of economy, efficiency and effectiveness in accordance with the Local Government Act 1999.
- 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.
- Where the matter is so important that there is a legitimate expectation of consultation.
- Where consultation is required to complete an equalities impact assessment.

There are currently no proposals to change service delivery, however the council should consider consulting the public regarding the aspects of service delivery that they consider to be important. In addition to senior council officers and members, it is anticipated that the following key stakeholders may be consulted and engaged with as the project moves towards the revised Outline Business Case (OBC2):

- Key stakeholder groups, such as residents, local businesses, trusts, or ‘friends of’ organisations, to understand the opportunities and appetite for different levels of involvement from the community; this would be especially relevant for any potential separate Parks and Open Spaces Alternative Delivery Model.
- Employees and Trades Unions, to share challenges and issues and to inform them of the potential options and project approach.

Please also refer to the ‘Approach to Consultation’ section of this report for further detail on the approach to consultation and engagement. A full consultation and engagement plan is also available in Appendix B.

#### *4.3.2 Change Management*

A robust approach to change management is currently in place, following the approval of the change management strategy for Street Scene by Strategic Partnership Board on 20 April 2016.

The strategy is currently being implemented by The Barnet Group. Engagement with staff, trade unions, and other senior stakeholders is ongoing. Staff engagement activities include (but are not limited to):

- Survey
- Briefings
- Newsletter
- Change champions network
- Suggestion boxes

The strategy applies to all areas of Street Scene where change management is required; not just the ADM project (e.g. Unified Reward, Mill Hill Depot relocation). Staff are also being engaged with on service transformation and the implications of the Medium-Term Finance Plan savings targets.

Staff are actively being encouraged by The Barnet Group and Street Scene Delivery Unit senior management to contribute suggestions for both the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group).

#### *4.3.3 Market Engagement*

A market research and soft testing approach will be developed by the Procurement Lead as the project moves towards the revised Outline Business Case (OBC2). It is anticipated that the results of the market research and soft testing will provide benchmarks against which to review the shortlisted in-house option (with management support from The Barnet Group) and the Local Authority Trading Company option (The Barnet Group). This piece of work would be preliminary to a possible procurement process; depending on the success of either option.

#### 4.3.4 Equalities Impact Assessment

Full initial equalities impact assessments (EIAs) for staff and service users have been included as appendices to this document, in accordance with Barnet project management methodology.

At this stage of the project, only the groups *likely* to be affected have been identified; for both the staff and service user EIAs. It is not yet known if these groups will definitely be affected and, if so, to what extent.

As the project progresses, revised EIAs will be conducted in line with project consultation requirements and in accordance with Barnet project management methodology. It is expected that the revised EIAs will show the actual scale and type of impact on both staff and service users.

#### Staff

Results of the initial staff EIA show that the following protected characteristics are likely to be impacted by the ADM project:

- Male
- Aged 41-65
- White
- Christian
- Heterosexual

This is owing to the relatively high proportion of Delivery Unit staff to which these characteristics are attributed, when compared to the total number of Delivery Unit staff and / or the council-wide equivalent.

### 4.4 Project Resources

#### 4.4.1 Project Governance

Full terms of reference for project board were outlined in the Strategic Outline Case (SOC), approved by Strategic Commissioning Board (SCB) on 16 February 2016.

Project board membership has been revised and updated as appropriate, in accordance with the needs of the project.

The project board is in two parts and representatives from The Barnet Group are not involved in the evaluation of the proposals. The Barnet Group members of the project board are listed below under 'Part Two'.

Project board membership is currently as follows (updated on 19/07/16):

#### 'Part One'

Name	Title	Project Role
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Name	Title	Project Role
Jamie Blake	Commissioning Director for Environment	Project Sponsor & Senior User
Helen Bailey	Partnership Relationship Manager	Commercial Advisor
Amy Blong	Project Manager, CSG	Project Manager
Chris Dawson	Procurement Transformation Lead, CSG	Procurement Lead
Kitran Eastman	Strategic Lead, Clean and Green	Senior User
Cara Elkins	Programmes and Resources Advisor	Project Assurance and Resources Advisor
Philip Hamberger	Partnership Relationship Manager	Commercial Advisor
Laura Hannan	Transformation Portfolio Manager, CSG	Street Scene Programme Lead
Dennis Holmes	Interim Lead Commissioner, Parks and Green Spaces	Senior User
Patricia Phillipson	Interim Finance Director	Finance Advisor
James Wills-Fleming	Director of Corporate Programmes, CSG	Strategic Advisor

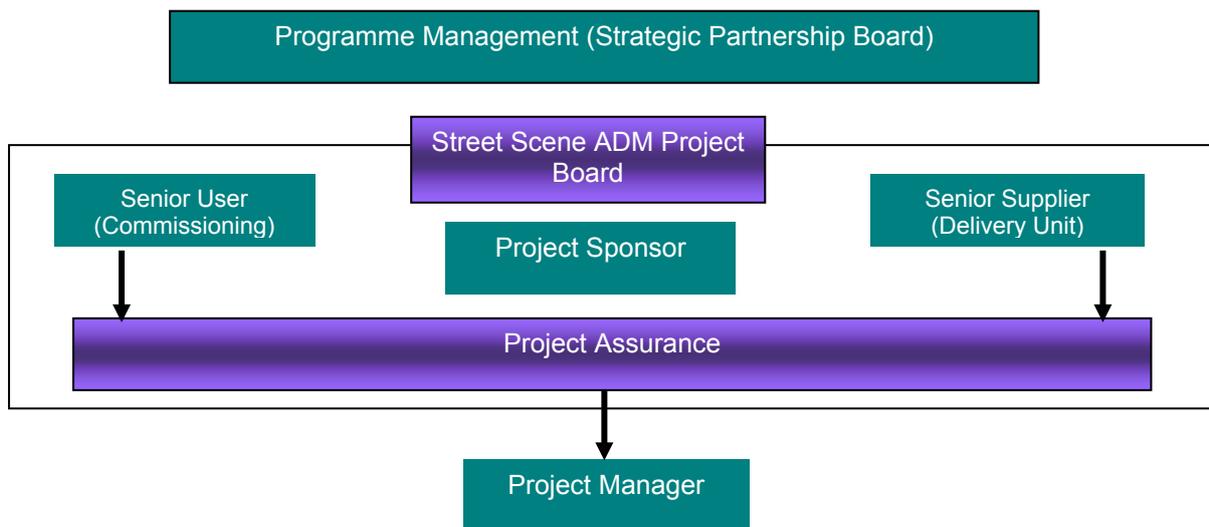
### 'Part Two'

Name	Title	Project Role
Troy Henshall	Chief Executive, The Barnet Group	Senior Supplier
Graeme Lawes	Interim Street Scene Director	Senior Supplier
Shaun Morley	Interim Street Scene Director	Senior User
James Yurky	Consultant, The Barnet Group	Transformation Advisor

Subject matter experts from elsewhere in the council (and partners) attend project board as needed.

The role of the project board is to provide strategic direction for the project and to fulfil an assurance role in regards to products, timescales and costs.

The chart below depicts the role of project board in relation to senior stakeholders and the project manager:



The Programme Management function in the diagram above refers to the wider Environment Portfolio, which is managed through the Strategic Partnership Board (SPB). The ADM Project Board has a dotted line reporting function up to the Programme Level.

#### 4.4.2 Project Team

The role and function of the project team differs from that of the project board. Project team members are responsible for the operational delivery of the project; including relevant products and deliverables as approved by the board.

As the project moved into the Assessment Phase, the project team has been delivering specified activities and products. Strategic input from the Procurement Lead and Change Management Lead has been made available to the Commissioning Group, The Barnet Group and the wider Street Scene Delivery Unit. Operational support has continued to be provided by the Project Manager.

#### 4.4.3 Project Budget

Project costs for the Street Scene ADM are being funded from the Street Scene Transformation budget, which is controlled by the project sponsor.

## 5. Expected Benefits

The table below summarises the anticipated financial and non-financial benefits to be realised by 2020. These benefits are in line with;

- MTFP allocation
- Environmental commissioning intentions for the borough
- Increased customer satisfaction
- Transformation of services (to deliver strategy action plans)

Type	Description	Recipient	Value (£)	Deadline
Financial	MTFP savings allocation	Council	£900k	2017/18 (£250k) 2018/19 (£550k) 2019/20 (£100k)
Non-financial	50% recycling rates across the borough	Council & Public	-	2020
Non-financial	Positive service user behaviour change	Council & Public	-	2020
Non-financial	High quality physical environment	Public	-	2020
Financial	Investment in public spaces	Council & Public	(tbc)	2020
Non-financial	Stronger local communities	Public	-	2020
Non-financial	Reduction in anti-social behaviour	Council & Public	-	2020
Non-financial	Improved customer satisfaction	Public	-	2020

These benefits are consistent with the assessment criteria outlined in the options appraisal. A more detailed analysis of how the individual alternative delivery model options can demonstrate these benefits will be fully developed for the revised Outline Business Case (OBC2), as part of the evaluation process.

Benefits cards and will be developed for each shortlisted ADM option, in accordance with Barnet project management methodology.

## 6. Risks

All risks are being recorded and monitored in accordance with Barnet project management methodology.

The table below summarises the highest scoring project risks:

Description	Score	RAG	Mitigation
If the ADM project does not achieve the projected £900k savings by the timescales specified in the Commissioning Plan, then there will be increased pressure on Street	12	A	There will be a detailed analysis of the timescales and value of savings to be realised through the ADM. A financial model will be produced using the results from an Activity-

Description	Score	RAG	Mitigation
Scene to make savings elsewhere.			based Costing (ABC) exercise. Opportunities for improvement will be identified as part of the in-house options.
If one of options for alternative delivery is to procure services and there is not a market for this (i.e. little or no interest from potential bidders), then there is a risk that no bids of sufficient quality will be received. If this happens, then procurement requirements will have to be re-evaluated and the tender process repeated. This would have a significant impact on project timescales and costs. It would also delay the realisation of financial and non-financial benefits.	12	A	Market engagement and soft market testing will be carried out in order to refine requirements and to ensure a viable offer is created, which will attract a range of potential providers. There is scope to learn from the experiences of other LBB ADM procurement exercises.
If there is not Member support for the project, then there is a risk of significant delay as a result of needing to re-evaluate alternative delivery options. There would also be a potential risk of project closure, if revised options are not approved.	12	A	The project sponsor will ensure regular and comprehensive Member engagement via updates to the Leader and portfolio holder for Environment.
If the cost and legal scope of the CSG contract is not identified prior to the closure of the in-house options response period, then there is a risk that the completion of the offers could be delayed until this information is available. This could delay the submission of OBC2, which would delay project delivery timescales.	12	A	Work-stream lead to liaise with LBB's Commercial team, as a matter of urgency, for advice and guidance on the cost and legal scope of the CSG contract. Project manager to raise this delay as a risk at the next project board.
If the proposed increased annual leave entitlement is enforced as part of the Unified Reward contractual changes, then there is a risk that staffing levels will need to increase in order to ensure consistency of service. Levels would increase either by using agency staff or by recruiting permanent staff. This will be at additional cost to the Delivery Unit and may have implications for annual savings targets.	12	A	Project board to be kept informed of any updates to the implementation of Unified Reward (UR), via standard internal council communications channels. Alternative Delivery Model (ADM) option leads to ensure that the options submitted for evaluation incorporate the Unified Reward contractual changes. Monitoring should continue until the contractual changes have been formally implemented across the council.

## 7. Project Assurance

The approach to project assurance is being managed in accordance with Barnet project management methodology.

A full Project Assurance Plan will be developed as the project moves towards the revised Outline Business Case (OBC2). To date, assurance has largely been provided by project board; through the strategic direction of project activity and quality control of key products. Key products have been approved as per Barnet corporate governance procedures.

The table below summarises assurance activity thus far:

Deliverable / Product	Author	Reviewers	Acceptor
Project Initiation Document	Programmes and Resources Advisor	<ul style="list-style-type: none"> <li>▪ Project Sponsor</li> <li>▪ Project Board</li> </ul>	Strategic Commissioning Board
ABC Financial Model (2015-16)	CSG Finance	<ul style="list-style-type: none"> <li>▪ Street Scene Delivery Unit</li> <li>▪ Commissioning Group</li> <li>▪ Project Sponsor</li> <li>▪ Project Board</li> </ul>	Project Board
Strategic Outline Case	Project Manager	<ul style="list-style-type: none"> <li>▪ Project Sponsor</li> <li>▪ Project Board</li> </ul>	Strategic Commissioning Board
Initial Options Analysis (longlist)	Project Manager	<ul style="list-style-type: none"> <li>▪ Project Sponsor</li> <li>▪ Project Board</li> </ul>	Project Board
Change Management Strategy (staff)	Change Management Lead	<ul style="list-style-type: none"> <li>▪ Street Scene Delivery Unit</li> <li>▪ The Barnet Group</li> <li>▪ Project Sponsor</li> </ul>	Strategic Partnership Board
Consultation and Engagement Plan	Project Manager	<ul style="list-style-type: none"> <li>▪ Project Sponsor</li> <li>▪ Project Board</li> <li>▪ Consultation and Engagement Lead (LBB)</li> </ul>	Consultation and Engagement Lead (LBB)
Initial Equalities Impact Assessments x2 (staff and service user)	Project Manager	<ul style="list-style-type: none"> <li>▪ Project Sponsor</li> <li>▪ Project Board</li> <li>▪ Equalities Lead (LBB)</li> </ul>	Equalities Lead (LBB)
Initial Outline	Project Manager	<ul style="list-style-type: none"> <li>▪ Project Sponsor</li> </ul>	Environment

Deliverable / Product	Author	Reviewers	Acceptor
Business Case (OBC1)		<ul style="list-style-type: none"> <li>▪ Project Board</li> <li>▪ Strategic Commissioning Board</li> </ul>	Committee

## 8. Dependencies

All dependencies are being recorded and monitored in accordance with Barnet project management methodology.

The table below summarises the project dependencies as follows:

Description	Monitoring Required
<p><b>Street Scene Strategies</b> The Alternative Delivery Model (ADM) will be the delivery vehicle for the following strategies:</p> <ul style="list-style-type: none"> <li>- Waste and Recycling</li> <li>- Parks and Open Spaces</li> <li>- Street Cleansing Framework</li> <li>- Playing Pitch</li> <li>- Enforcement</li> </ul> <p>The strategies will therefore shape the service requirements of the ADM. Any delay, or amendment, to implementing the strategies will have a subsequent impact on the delivery timescales, or content, of the ADM.</p>	<p>This will be monitored as needed by the project manager and Commissioning Group (author of the Street Scene strategies) until such a time as the final versions of each strategy have been formally signed off by Environment Committee. It will then be reassessed at such a time as the Alternative Delivery Model (ADM) options are being evaluated, to ensure that they are in line with the strategic drivers for the service.</p>
<p><b>Depot Relocation Project</b> The implementation of the Alternative Delivery Model (ADM) is operationally dependent on the relocation of the depot facilities. Any delay, or unforeseen amendment, to the depot relocation will not only have a subsequent impact on day-to-day service delivery operations ('business as usual') but could also impact the delivery of the ADM (e.g. additional fuel costs, route rationalisation etc.)</p>	<p>ADM Project Manager to liaise with the Depot Relocation Project Manager (and / or the Project Sponsor) to monitor depot relocation progress. Escalate any changes project delivery to project board members as appropriate, including ADM option leads, up to the submission of the ADM options for evaluation.</p>
<p><b>Medium-Term Finance Plan (MTFP)</b> The savings target assigned to the Alternative Delivery Model (ADM) is dependent on the MTFP requirements within the wider Street Scene programme.</p>	<p>Project Manager to monitor MTFP savings allocation within the wider Street Scene Programme and escalate any changes in allocation (anticipated or actual) to project board members as appropriate, including</p>

Description	Monitoring Required
<p>To date, the ADM has been assigned a total of £900k to be achieved by 2019/20 (£250k in 2017/18, £550k in 2018/19, and £100k in 2019/20). If there were any changes to the MTFP allocation for the ADM, then this could have an impact on the service requirements of the ADM (e.g. a higher savings target could alter how services would need to be delivered).</p>	<p>ADM option leads, up to the submission of the ADM options for evaluation.</p>
<p><b>Smarter Working</b> There are two ways in which the Alternative Delivery Model (ADM) could be dependent on Smarter Working. The first is if the principle of locality-based working is adopted; whereby staff would be based in 'hubs' throughout the borough, rather than in a central office. The second is through the use of smarter technology (e.g. smartphones); whereby staff could be encouraged to adopt a more innovative to service delivery (e.g. communicating with customers and / or colleagues via an app). Any proposed ADM would need to incorporate these potential changes, as determined by the strategic direction of Smarter Working.</p>	<p>Project board to be kept informed of any updates to the implementation of Smarter Working, via standard internal council communications channels. Alternative Delivery Model (ADM) option leads to ensure that the options submitted for evaluation are in line with known Smarter Working strategic drivers (where possible). Monitoring should continue until the ADM options have been submitted for evaluation.</p>
<p><b>Customer Access Strategy</b> The Alternative Delivery Model (ADM) would need to be able to incorporate any changes to customer service proposed by the strategy. The strategy will therefore shape the customer service requirements of the ADM. Any delay, or amendment, to implementing the strategy would require the ADM to adapt service plans as necessary.</p>	<p>Project board to be kept informed of any updates to the implementation of the Customer Access Strategy, via standard internal council communications channels. Alternative Delivery Model (ADM) option leads to ensure that the options submitted for evaluation are in line with known Customer Access strategic drivers (where possible). Monitoring should continue until the ADM options have been submitted for evaluation.</p>
<p><b>Information Technology</b> As with the dependency on Smarter Working, the Alternative Delivery Model (ADM) would need to incorporate any changes to use of information technology (IT) as part of wider service delivery across the council. This is also in line with one of the assessment criteria for the ADM, which requires evidence of innovation within service delivery; making best use of existing and new technologies as available. The ADM would therefore need to be consistent with, if not better</p>	<p>Project board to be kept informed of any updates to the council-wide use of IT, via standard internal council communications channels. Alternative Delivery Model (ADM) option leads to ensure that the options submitted for evaluation incorporate IT best practice and, where possible, examples of technological innovation. Monitoring should continue until the ADM options have been submitted for evaluation.</p>

Description	Monitoring Required
than, council IT policy and best practice.	

## 9. Approach to Consultation

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In most cases consultation will be necessary and will be a relevant consideration in decision-making. It is anticipated that public consultation will need to take place as the project progresses towards the revised Outline Business Case (OBC2). The consultation will feature the options shortlist and is therefore dependent on the outcome of the recommendations in this initial Outline Business Case (OBC1).

There are a variety of legal requirements to consult; firstly, a statutory duty, secondly, a common law duty of fairness and, thirdly, a legitimate expectation based on custom and practice or promise of consultation.

Findings from consultation will form a central part of the decision-makers' consideration of project proposals and any subsequent policies. In considering the findings decision-makers will consider the alternatives and all the countervailing circumstances; including, where appropriate, any budgetary requirements when making their decision.

The project team must recognise the best value duty to consult, the best value principles, plus any other statutory consultations linked to the project. In particular, the project team will need to ensure that the consultation findings will allow decision-makers to pay due regard to any protected characteristics which could be impacted by any proposed changes.

A full Consultation and Engagement Plan will be used to demonstrate how the council has consulted with its citizens at various stages of the project life cycle, and a library of evidence will also be kept by the project team to promote transparency.

A full Consultation and Engagement Plan has been included as an appendix to this document.

## 10. Appendices

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This document is an appendix to the Initial Outline Business Case (OBC1) Cover Report submitted to Environment Committee for approval on 15 September 2016.

The following additional appendices are also available:

- Appendix B – Consultation and Engagement Plan
- Appendix C – Initial Service User Equality Impact Assessment
- Appendix D – Initial Staff Equality Impact Assessment

## Document History

Date	Version	Reason for Change
13/07/16	1.0 (draft)	-
22/07/16	2.0 (draft)	Input from Project Sponsor
09/08/16	3.0 (draft)	Input from Project Board
19/08/16	4.0 (draft)	Input from Strategic Commissioning Board and HB Public Law
06/09/16	5.0 (draft)	Input from clearance process
13/09/16	6.0 (draft)	Input from HB Public Law
16/09/16	7.0 (final)	Input from Finance
20/09/16	8.0 (revised final)	Input from HB Public Law
21/09/16	9.0 (final)	Final version

## Distribution List

Name	Role	Version	Date
Jamie Blake	Project Sponsor	1.0 (draft)	21/07/16
Project Board	Project Governance	2.0 (draft)	26/07/16
HB Public Law	Legal Advice	3.0 (options only)	08/08/16
Strategic Commissioning Board	Project Governance	3.0 (draft)	11/08/16
Clearance List	Clearance Process	4.0 (draft)	19/08/16
HB Public Law	Legal Advice	5.0 (draft)	09/09/16
Trade Unions	Trade Unions	6.0 (draft)	13/09/16
Governance Team	Corporate Governance	7.0 (final)	19/09/16
Governance Team	Corporate Governance	8.0 (revised final)	20/09/16
Governance Team	Corporate Governance	9.0 (final)	21/09/16

<sup>1</sup> Extract taken from the Delegated Powers Report from the Chief Executive, submitted to Policy and Resources Committee on 22 March 2016.

<sup>2</sup> Extract taken from the Street Scene Delivery Unit Management Changes report, submitted to Policy and Resources Committee on 22 March 2016.

<sup>3</sup> As above.

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## Consultation and Engagement Plan Street Scene ADM Project

Service:	Commissioning Group for Environment
Date:	13/09/16
Version:	3.0

This Consultation and Engagement plan is a live document that should be continuously referred to and updated as you progress through the stages of the project.

### 1. Introduction

Barnet Council is committed to involving local people in shaping their area 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 know how they can get involved
- Have their views fed into the democratic decision-making process

This plan aims to provide an effective consultation and engagement programme to help inform the council’s proposal for an alternative delivery model(s) of Street Scene services.

The plan aligns to the standards and key guiding principles set out in the council’s Consultation and Engagement Strategy and supports the council’s Corporate Plan priority ‘to improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study; promote responsible growth, development and success across the borough’.

## 2. Consultation and Engagement Objectives

The consultation and engagement objectives are to:

- Engage and consult with key stakeholders throughout the project, so that key decisions can be made in an informed manner and by taking public opinion into account
- Encourage key stakeholders to contribute to the solution, where possible
- Keep stakeholders informed about the progress of the project
- Communicate and raise awareness of the consultation
- Provide information on how stakeholders can take part and how their views will be used

## 3. Key Milestones

Date	Milestone
03 August 2016	Initial Outline Business Case (OBC1) and draft consultation plan approved by Project Board
16 August 2016	Initial Outline Business Case (OBC1) and draft consultation plan approved by Strategic Commissioning Board
29 September 2016	Initial Outline Business Case (OBC1) and draft consultation plan approved by Environment

Date	Milestone
	Committee; including permission to consult
04 October 2016	Consultation document approved by Project Board
04 October 2016	Consultation questions approved by Project Board (e.g. survey content)
November 2016 to January 2017	Formal public consultation period (12 weeks)
February 2017	Consultation results analysed and incorporated into the Revised Outline Business Case (OBC2)
February 2017	Revised Outline Business Case (OBC2) approved by Project Board
February 2017	Revised Outline Business Case (OBC2) approved by Strategic Commissioning Board
March 2017	Revised Outline Business Case (OBC2) approved by Environment Committee

#### 4. Delivery of Messages

When delivering an effective consultation and engagement programme we need to ensure messages reach all intended audiences, which is why we must adopt a more targeted approach to consultation and engagement by:

- Promoting the process as being an open, honest and truly consultative
- Identifying different audiences and preparing communication and engagement tools to meet their needs
- Ensuring that our approach to consultation and engagement is consistent
- Planning and delivering core messages and intended outcomes through identified communication channels
- Ensuring that all communications and engagement is meaningful and includes all relevant parties
- Providing answers to any queries

## 5. Stakeholders

Key Target Audiences and Areas for Consultation	Consultation Methods	Methods of Promoting the Consultation
<p><b>LBB Governance</b></p> <p>All Councillors            Environment Committee            Strategic Commissioning Board            Commissioning Group</p>	<ul style="list-style-type: none"> <li>• Online survey</li> <li>• Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Engage Barnet</li> <li>• Staff newsletter</li> <li>• Staff briefings</li> <li>• Member engagement</li> <li>• Trade Union engagement</li> <li>• Project documentation (e.g. Committee reports)</li> </ul>
<p><b>Street Scene Delivery Unit</b></p> <p>The Barnet Group (Chief Executive and Senior Management)            Interim Street Scene Directors            Street Scene Senior Management Team            All Street Scene Staff</p>		
<p><b>Other</b></p> <p>Customer and Support Group (CSG), Capita            Trade Union Representatives (GMB, Unison)</p>		
<p><b>Public</b></p> <p>Residents            Businesses            All Service Users</p>		

## 6. Outline of Consultation Approach

### Phase 1: Strategic Outline Case (SOC)

- **Public** consultation on the Waste & Recycling and Parks & Open Spaces strategies through online surveys. Promoted on Engage Barnet as per LBB corporate guidelines.
- **Trade Union** engagement on progress with the Street Scene Alternative Delivery Model project. Engagement led by the Project Sponsor as per LBB corporate guidelines.
- Update to **Strategic Commissioning Board** on progress with the Street Scene Alternative Delivery Model project through the use of project documentation, as per LBB project management toolkit.

### Phase 2: Initial Outline Business Case (OBC1)

- **Trade Union** engagement on progress with the Street Scene Alternative Delivery Model project. Engagement led by the Project Sponsor as per LBB corporate guidelines.
- **Street Scene Senior Management Team (SMT)** engagement on the Alternative Delivery Model process. Workshop led and delivered by the workstream lead.
- **Street Scene Staff** engagement on change management updates across the Delivery Unit; including information about the Alternative Delivery Model process and timescales. Engagement via a series of staff briefings to be led by the Interim Street Scene Directors.
- **Street Scene Staff** engagement on contributing to the Alternative Delivery Model In-house option. Engagement to be led by the Interim Street Scene Directors (e.g. briefings, suggestions box, 1:1s, staff newsletter).
- Update to **Strategic Commissioning Board** on progress with the Street Scene Alternative Delivery Model project through the use of project documentation, as per LBB project management toolkit.

- Update to **Environment Committee** on progress with the Street Scene Alternative Delivery Model project through the use of project documentation, as per LBB project management toolkit.

### Phase 3: Revised Outline Business Case (OBC2)

- **Trade Union** engagement on progress with the Street Scene Alternative Delivery Model project. Engagement led by the Project Sponsor as per LBB corporate guidelines.
- Full **Public Consultation** on Alternative Delivery Model proposals for future Street Scene service(s) delivery as per LBB corporate guidelines. This will be delivered as an online survey, as per the environmental strategy consultation.
- Update to **Strategic Commissioning Board** on progress with the Street Scene Alternative Delivery Model project through the use of project documentation, as per LBB project management toolkit.
- Update to **Environment Committee** on progress with the Street Scene Alternative Delivery Model project through the use of project documentation, as per LBB project management toolkit.

### Phase 4: Full Business Case (FBC)

The approach to consultation and engagement for phase 4 (FBC) has yet to be confirmed. The approach will be dependent on the outcome of phase 3 (OBC2).

## 7. Key Communication Messages

Key messages are yet to be identified but will be developed as part of the preparation for public consultation in phase 3 (OBC2).

## 8. Levels of Engagement

This plan refers to the different levels of engagement as outlined in LBB Consultation and Engagement Strategy to help identify and clearly define the variations of engagement.

<b>Insight</b>	Understand better the needs, views, and concerns of our residents using existing data
<b>Inform</b>	As an open council provide balanced information to assist understanding about something that is going to happen or has happened.
<b>Consult</b>	Capture residents' views on issues of relevance to them. Give an extensive range of opportunities for residents to have their say
<b>Involve</b>	Involve residents in testing, designing, and evaluating what we do to ensure that concerns and aspirations are understood and considered prior to decision making.
<b>Empower</b>	Empower public/service users to co-design, develop, manage and evaluate services. Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.

## 9. Consultation and Engagement Plan

Phase 1: Strategic Outline Case (Sept-15 to Feb-16)							
Level of Engagement	Stakeholders	Specific Group	Method	Objectives / Key line of questioning	Task	Deadline/ events dates	Officer Lead
<b>Consult</b>	The Public	All residents, businesses and service users in Barnet	Online surveys, Engage Barnet	Views on potential alternative delivery models (high level)	-	Jan-16 to Mar-16	Kitran Eastman
<b>Inform</b>	Trade Unions	GMB, Unison	Email, Discussion	Update on Alternative Delivery Model project progress	-	Ongoing	Jamie Blake
<b>Involve</b>	Strategic Commissioning Board	LBB Chief Executive and Senior Management	Project docs (SOC)	Update on Alternative Delivery Model project progress	-	Feb-16	Jamie Blake

Phase 2: Initial Outline Business Case (Mar-16 to Sept-16)							
Level of Engagement	Stakeholders	Specific Group	Method	Objectives/ Key line of questioning	Task	Deadline/ events dates	Officer Lead
<b>Inform</b>	Trade Unions	GMB, Unison	Email, Discussion	Update on Alternative Delivery Model project progress	-	Ongoing	Jamie Blake

<b>Empower</b>	Street Scene Staff	Senior Management Team (SMT)	Workshop	Engagement on ADM in-house option process	-	May-16	Kitran Eastman
<b>Inform</b>	Street Scene Staff	All Staff	Briefing	Change Management across Delivery Unit; including the ADM project	-	Jun-16 to Sep-16	Interim Street Scene Directors
<b>Empower</b>	Street Scene Staff	All Staff	Various	Contribute to ADM in-house offer	-	Jul-16 to Oct-16	Interim Street Scene Directors
<b>Involve</b>	Strategic Commissioning Board	LBB Chief Executive and Senior Management	Project docs (OBC1)	Update on ADM project progress	-	Aug-16	Jamie Blake
<b>Involve</b>	Environment Committee	Lead Member for Environment, Councillors, LBB Chief Executive and Senior Mgt.	Project docs (OBC1)	Update on ADM project progress	-	Sep-16	Jamie Blake

### Phase 3: Revised Outline Business Case (Oct-16 to Mar-17)

<b>Level of Engagement</b>	<b>Stakeholders</b>	<b>Specific Group</b>	<b>Method</b>	<b>Objectives/ Key line of questioning</b>	<b>Task</b>	<b>Deadline/ events dates</b>	<b>Officer Lead</b>
<b>Inform</b>	Trade Unions	GMB, Unison	Email, Discussion	Update on ADM project progress	-	Ongoing	Jamie Blake

<b>Consult</b>	The Public	All residents, businesses and service users in Barnet	Online survey, Engage Barnet	Views on proposed alternative delivery model options (shortlist)	-	Nov-16 to Jan-17	Kitran Eastman
<b>Involve</b>	Strategic Commissioning Board	LBB Chief Executive and Senior Management	Project docs (OBC2)	Update on Alternative Delivery Model project progress	-	Feb-17	Jamie Blake
<b>Involve</b>	Environment Committee	Lead Member for Environment, Councillors, LBB Chief Executive and Senior Management	Project docs (OBC2)	Update on ADM project progress	-	Mar-17	Jamie Blake

<b>Phase 4: Full Business Case</b>							
<b>Level of Engagement</b>	<b>Stakeholders</b>	<b>Specific Group</b>	<b>Method</b>	<b>Objectives/ Key line of questioning</b>	<b>Task</b>	<b>Deadline/ events dates</b>	<b>Officer Lead</b>
[tbc]	[tbc]	[tbc]	[tbc]	[tbc]	[tbc]	[tbc]	[tbc]

## 10. Consultation and Engagement Timeline

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b><u>Phase 1 - Complete</u></b>																			
Trade Union Engagement – Project Sponsor																			
LBB Governance – Strategic Outline Case submitted to SCB																			
Public Consultation – Recycling and Waste Strategy																			
Public Consultation – Parks and Open Spaces Strategy																			
<b><u>Phase 2 - Ongoing</u></b>																			
Trade Union Engagement – Project Sponsor																			
Street Scene Senior Management Team Engagement – ADM Workshop																			
Street Scene Staff Engagement – Staff Change Management Briefings																			

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Street Scene Staff Engagement – ADM ‘In-house’ Option																			
LBB Governance – Initial Outline Business Case submitted to SCB																			
LBB Governance – Initial Outline Business Case submitted to Environment Committee																			
<b><u>Phase 3 – Pre-initiated</u></b>																			
Trade Union Engagement – Project Sponsor																			
Public Consultation – Street Scene ADM Delivery Model Proposals																			
LBB Governance – Revised Outline Business Case to SCB																			
LBB Governance – Revised Outline Business Case to																			

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Environment Committee																				
<b><u>Phase 4 – Pre-initiated</u></b>																				
[tbc]																				

### 11. Approximate Costs to Consider

Item	Amount	Approximate Costs
[tbc]	[tbc]	[tbc]

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## Initial Equality Analysis (EIA) Resident/Service User

<b>1. Details of function, policy, procedure or service:</b>	
<b>Title of what is being assessed:</b> Street Scene ADM Project	
<b>Is it a new or revised function, policy, procedure or service?</b> Potential delivery of new / alternative service models	
<b>Department and Section:</b> Commissioning Group for Environment (project owners) and Street Scene Delivery Unit (services in scope)	
<b>Date assessment completed:</b> 28/04/16	
<b>2. Names and roles of people completing this assessment:</b>	
<b>Lead officer</b>	Kitran Eastman, Strategic Lead for Clean and Green
<b>Other groups</b>	N/A
<b>3. Employee Profile of the Project</b>	<p><b>Will the proposal affect employees?</b> YES</p> <p><b>If no please explain why.</b></p> <p><b>If yes, please seek assistance from HR to complete the employee EIA.</b></p>

<b>4. How are the following equality strands affected? Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data</b>			
<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>	<b>Indicate what action has been taken / or is planned to mitigate impact?</b>
<b>1. Age</b>	Yes	May impact older service users.	Impact to be assessed.
<b>2. Disability</b>	Yes	May impact service users with a physical and / or sensory disability.	Impact to be assessed.
<b>3. Gender reassignment</b>	No	N/A	N/A
<b>4. Pregnancy and maternity</b>	Yes	May impact pregnant women and / or mothers with babies and young children.	Impact to be assessed.
<b>5. Race / Ethnicity</b>	Yes	May impact service users who do not speak English as a first language.	Impact to be assessed.

<b>6. Religion or belief</b>	Yes	May impact on some religious practices / customs.	Impact to be assessed.
<b>7. Gender / sex</b>	No	N/A	N/A
<b>8. Sexual orientation</b>	No	N/A	N/A
<b>9. Marital Status</b>	No	N/A	N/A
<b>10. Other key groups?</b>	No	N/A	N/A
<b>Carers</b>	No	N/A	N/A
<b>People with mental health issues</b>	No	N/A	N/A
<b>Some families and lone parents</b>	No	N/A	N/A
<b>People with a low income</b>	No	N/A	N/A
<b>Unemployed people</b>	No	N/A	N/A
<b>Young people not in employment education or training</b>	No	N/A	N/A

**5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?**

*Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes*

The project is currently at the initial Outline Business Case (OBC1) stage and the impact of the alternative service delivery model(s) on service users is not yet known. This is because the detail of how this model(s) could be delivered in practice is not yet known.

As the project proceeds towards the revised Outline Business Case (OBC2), the detail of the alternative service delivery model(s) will be developed. This will enable the project team to monitor the impact of the model(s) on service users, as the detail of how services could change becomes available. The following paragraphs outline the ways in which the impact

could be monitored.

One method of monitoring the impact of the project is to engage with service users via consultation. A consultation on the recycling and waste strategy was open for eight weeks from 18 January 2016 via the 'Engage Barnet' website (<http://engagebarnet.gov.uk>). This consultation included initial engagement on potential alternative delivery models for waste and recycling services. As the Street Scene ADM project progresses, it is likely that more project-specific consultation will take place. This will allow the project team to monitor the ongoing equalities impact on service users of the potential delivery models in scope.

Additional methods have yet to be agreed by project board but are likely to include; resident satisfaction surveys, use of council-held demographic data (per household), and real-time monitoring by the appropriate service areas (e.g. waste collection).

6. Initial Assessment of Overall Impact		
<b>Positive Impact</b>	<b>Negative Impact or Impact Not Known<sup>1</sup></b>  √ (Impact not yet known)	<b>No Impact</b>
7. Scale of Impact		
<b>Positive impact</b>	<b>Negative Impact or Impact Not Known</b>  √ (Scale of impact not yet known)	

8. Outcome			
<b>No change to decision</b>  √	<b>Adjustment needed to decision</b>	<b>Continue with decision</b> <i>(despite adverse impact / missed opportunity)</i>	<b>If significant negative impact - Stop / rethink</b>

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

## 9. Please give a full explanation for how the initial assessment and outcome was decided. .

As referred to in section 5 above, the actual impact on service users is not yet known because the detail of how Street Scene services could change as part of the alternative delivery model option(s) is not yet known. However, there are five service user groups with protected characteristics that have been identified as having the potential to be impacted by the alternative service delivery model(s), as noted in section 4 above.

These groups are:

- Older people
- People with disabilities
- Pregnant women and / or mothers with babies and young children
- People who do not speak English as a first language (or at all)

There is also the potential for there to be an impact on some religious practices or customs.

These groups have been noted because they are currently impacted by business as usual service delivery, so it is not unreasonable to assume that they would be in scope of any potential changes which may be implemented by the alternative service delivery model(s).

This assumption is founded on evidence from previous engagement with service users as part of; strategy consultation, ongoing performance monitoring through resident satisfaction surveys, complaints monitoring, and requests for supported services (e.g. assisted bin collection).

However, it is not yet known if these groups will definitely be affected and, if so, to what extent. As the Street Scene ADM project progresses, a further EIA will be conducted in line with project consultation requirements and in accordance with Barnet project management methodology.

### Borough Data

The link below is to demographic data held by the council, by borough and by ward, which can be used to identify who the protected groups might be and where they might be located. This data is not only useful for conducting an EIA but can also be used as a tool for effective demand management; whereby services can be targeted to those who need them most:

<https://employeeportal.lbbarnet.local/home/departments-and-services/central-services/Barnet-Facts-and-Figures.html>

## Employee Equality Impact Analysis (EIA)

<b>1. Delivery Unit/Function and/or Service:</b> Street Scene Delivery Unit	
<b>Date assessment completed:</b> 01/07/16	
<b>Title of project / proposal/policy change / Alternative Delivery model / organisation change being assessed:</b> Street Scene ADM Project	
<b>2.This EIA is being undertaken because it is:</b> Part of a project proposal or Barnet Transformation programme 2016 – 2020	
<b>3.Names and roles of officers completing this assessment:</b>	
Lead officer	Kitran Eastman, Strategic Lead for Clean and Green
Stakeholder groups	Street Scene Delivery Unit (all staff)
Representative from internal stakeholders (please specify)	n/a
Representative from external stakeholders (please specify)	n/a
Delivery Unit Equalities Network rep	n/a
Commissioning Equalities rep (where appropriate)	n/a
HR rep (for employment related issues)	Sharni Kent, HR Business Partner

### 4. Employee Profile for the Proposal

HR will help you to complete the table below and analyse the equality impacts of the proposal. Please record HR contact above. Please indicate the source of employee data and use the most relevant data (for example Delivery Unit / Service level or team level. The council will also meet its responsibilities under the Data Protection Act and avoid encroaching on individual privacy. No sensitive personal data should be published that will allow identification of individuals. Please use this information in sections 4 – 8 of this EIA.

X = Ten or less.

Protected Characteristic	Team / Workforce Group	Delivery Unit	Barnet Workforce
<b>Total Number of Staff</b>	Not Recorded	<b>477</b>	<b>1633</b>
<b>Gender</b>			
Female	Not Recorded	102	980
Male	Not Recorded	375	642
<b>Age / Date of Birth</b>			
<b>1986 - 1997</b>	Not Recorded	43	217
<b>1976-1986</b>	Not Recorded	85	347
<b>1966-1975</b>	Not Recorded	110	383
<b>1965-1951</b>	Not Recorded	216	625

Protected Characteristic	Team / Workforce Group	Delivery Unit	Barnet Workforce
<b>Total Number of Staff</b>	Not Recorded	<b>477</b>	<b>1633</b>
<b>1950-1941</b>	Not Recorded	22	53
<b>1940 and Earlier</b>	Not Recorded	X	X
<b>Ethnicity</b>			
<b>White</b> British Irish Other White	Not Recorded	323	948
<b>Mixed</b> White and Black Caribbean White and Black African White and Asian Other Mixed	Not Recorded	X	50
<b>Asian and Asian British</b> Indian Pakistani Bangladeshi Other Asian	Not Recorded	32	152
<b>Black or Black British</b> Caribbean African Other Black	Not Recorded	67	242
<b>Chinese or Other Ethnic Group</b> Chinese Other Ethnic Group	Not Recorded	X	14
<b>Disability</b>			
<b>Physical co-ordination</b> (such as manual dexterity, muscular control, cerebral palsy)	Not Recorded	Unknown	Unknown
<b>Hearing</b> (such as: deaf, partially deaf or hard of hearing)	Not Recorded	X	X
<b>Vision</b> (such as blind or fractional/partial sight. Do not include people who wear glasses/contact lenses)	Not Recorded	X	X
<b>Speech</b> (such as impairments that can cause communication problems)	Not Recorded	X	X
<b>Reduced physical capacity</b> (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)	Not Recorded	X	X
<b>Severe disfigurement</b>	Not Recorded	Unknown	Unknown
<b>Learning difficulties</b> (such as	Not Recorded	X	20

Protected Characteristic	Team / Workforce Group	Delivery Unit	Barnet Workforce
<b>Total Number of Staff</b>	Not Recorded	<b>477</b>	<b>1633</b>
dyslexia)			
<b>Mental illness</b> (substantial and lasting more than a year)	Not Recorded	X	X
<b>Mobility</b> (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	Not Recorded	X	X
<b>Gender Identity</b>			
<b>Transsexual / Trans-gender</b> (people whose gender identity is different from the gender they were assigned at birth)	Not Recorded	X	X
<b>Pregnancy and Maternity</b>			
Pregnant	Not Recorded	X	X
Maternity Leave (current)	Not Recorded	X	32
Maternity Leave (in last 12 months)	Not Recorded	X	63
<b>Religion or Belief</b>			
Christian	Not Recorded	203	687
Buddhist	Not Recorded	X	X
Hindu	Not Recorded	23	84
Jewish	Not Recorded	X	39
Muslim	Not Recorded	22	75
Sikh	Not Recorded	X	X
Other religions	Not Recorded	23	52
No religion	Not Recorded	97	226
Not stated	Not Recorded	15	37
<b>Sexual Orientation</b>			
Heterosexual	Not Recorded	328	1089
Bisexual	Not Recorded	X	X
Lesbian or Gay	Not Recorded	X	32
<b>Marriage and Civil Partnership</b>			
Married	Not Recorded	136	556
Single	Not Recorded	169	534
Widowed	Not Recorded	X	X
Divorced	Not Recorded	25	70
In Civil partnership	Not Recorded	X	14

**5. How are the equality strands affected?** Please detail the positive / negative or neutral effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data and source. If you do not have relevant data please explain why and when you will capture the data.

Equality Strand	Affected?	Explain how affected	Indicate any action planned or taken to mitigate negative impact?
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Staff Equality Impact Assessment - Form

<b>1.</b> Age	Yes	The type of impact is not yet known.	To be assessed.
<b>2.</b> Disability	No	Neutral	n/a
<b>3.</b> Gender reassignment	No	Neutral	n/a
<b>4.</b> Pregnancy and maternity	No	Neutral	n/a
<b>5.</b> Race / Ethnicity	Yes	The type of impact is not yet known.	To be assessed.
<b>6.</b> Religion or belief	Yes	The type of impact is not yet known.	To be assessed.
<b>7.</b> Gender / sex	Yes	The type of impact is not yet known.	To be assessed.
<b>8.</b> Sexual orientation	Yes	The type of impact is not yet known.	To be assessed.
<b>9.</b> Marital Status	No	Neutral	n/a
<b>10.</b> Other key groups?	No	Neutral	n/a
Carers	Unknown	Unknown	

6. Overall impact and Scale		
Positive impact	Negative Impact	Impact Not Known
Minimal Significant	Minimal Significant	<b>X</b>

7. Outcome			
No change to decision	Adjustment needed to decision	Continue with decision <i>(despite adverse impact / missed opportunity)</i>	If significant negative impact - Stop / rethink
<b>X</b>			

8. Please give full explanation for how the overall assessment and outcome was decided
<p>This initial EIA assessment has been carried out in the context of not yet being able to determine the type of impact (positive, negative, neutral) which the Street Scene ADM project will have on Delivery Unit Staff with certain protected characteristics. This is due to not yet knowing which of the proposed alternative delivery options will be implemented.</p> <p>It has, however, been possible to estimate the likely scale of impact which the Street Scene ADM project will have on Delivery Unit staff with certain protected characteristics. The scale has been measured in two ways; first, by comparing the statistic for any given characteristic against the total number of Delivery Unit staff and, second, by comparing this with the council-wide equivalent.</p> <p>For example; the Delivery Unit has a predominantly male workforce (375 out of 477) when compared to the wider council (642 out of 1633). It is therefore reasonable to assume that any changes resulting from the ADM project will have a significant impact on male Delivery Unit staff.</p> <p>The overall result of the assessment shows that the following protected characteristics are likely to be impacted by the ADM project, owing to the relatively high proportion of Delivery Unit staff to which these characteristics are attributed when compared to (both) the total number of Delivery Unit staff and / or the council-wide equivalent. However, it is not yet known if these groups will definitely be affected and, if so, to what extent:</p> <ul style="list-style-type: none"> <li>▪ Male</li> <li>▪ Aged 41-65</li> <li>▪ White</li> <li>▪ Christian</li> </ul>

- Heterosexual

As the project progresses, a further EIA will be conducted in line with project consultation requirements and in accordance with Barnet project management methodology. It is expected that the revised EIA will show both the scale and type of impact on Delivery Unit staff.

### Equality Improvement Plan

This is to be assessed as part of the revised Equality Impact Analysis. There is currently insufficient data about the type of impact on identified protected characteristics to identify possible mitigation.

Equality Mitigation	Action	Officer responsible	By when	

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	<h2>Environment Committee</h2> <h3>29 September 2016</h3>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Silk Stream Valley Park Transformation</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Commissioning Director - Environment</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>Burnt Oak &amp; Collingdale</p>
<p style="text-align: right;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Key</b></p>	<p>No</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>Appendix 1 – Park Design and consultation responses</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>Kitran Eastman – Strategic Lead – Clean &amp; Green  <a href="mailto:Kitran.eastman@barnet.gov.uk">Kitran.eastman@barnet.gov.uk</a> 020 8359 2803</p>

<h2>Summary</h2>
<p>The Council recognises that good quality parks and open spaces will to play a major role in its continued drive to improve and secure a sustainable future for the built and natural environments of the Borough, and that investment in its green infrastructure is as important as investment in its built infrastructure</p> <p>On the boundary of Burnt Oak ward and Collingdale Ward the parks of Silk Stream and Montrose Playing fields are undergoing redevelopment, using £5 million of funding from the regeneration in the local area. A public consultation on the draft design took place in July 2016, and the results of the consultation have been reflected in updates to the design of the park.</p>

<h2>Recommendations</h2>
<ol style="list-style-type: none"> <li>1. That the Environment Committee notes the results from the engagement and consultation for the current design plan for Silk Stream Valley Park, and endorses a planning application based on the design principles in Appendix 1.</li> <li>2. That the Environment Committee notes the miss alignment of timescales for the Silk Stream Valley Park transformation and Environment Agency flood alleviation in the Silk Stream Valley. The committee also requests the Commissioning Director for Environment continues to work with the</li> </ol>

**Environment Agency to understand the implications and risks to both project and update the committee at a future meeting.**

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

- 1.1 The Council is redeveloping the parks of Silk Stream and Montrose Playing fields. This report updates Environment Committee on progress of the redevelopment, the results of the public consultation, and the miss alignment with the current Environment Agency timescales for flood alleviation. It also highlights the current design for the redevelopment of the parks, and the timescales for the project completion.
- 1.2 The Council has developed a strategy for parks and open spaces which reflects the needs and aspirations of residents, businesses and visitors to the Borough. The development of these parks is in line with Barnet's Parks and Open Spaces Strategy which was adopted in May 2016.

### **Silk Stream and Montrose Parks**

- 1.3 Silk Stream and Montrose Parks are located on the boundary of Burnt Oak ward and Collingdale ward close to significant areas of regeneration. This regeneration will increase the population in the area, including the number of households who do not have access to a private garden. To support this regeneration area funding has been allocate to redevelop the parks of Silk Stream and Montrose Playing fields
- 1.4 Silk Stream and Montrose Playing fields are being designed as one park, with zoned areas, and will be referred to in this report as "Silk Stream Valley Park".
- 1.5 Silk Stream Park and Montrose Playing Field are two of eight local parks. Montrose Playing Field being the largest of these local parks, with an area of 11 hectares. Silk Stream Park is 4.2 hectares of parkland located to the north-west of Montrose. Both parks are currently class by the Park and Open Spaces Strategy as "**High Value**" but "**Low Quality**". Meaning that the potential for the parks to aid social (including health), economic and environmental improvement for the local area are high, but the current parks do not meet a good standard to achieve these at the moment. As such investment in the Silk Stream Valley Park will improve its quality and enable it to deliver good outcomes in the local area.
- 1.6 Together as one park the project aims to create a high quality park which will:
- Aid with flood alleviation in the local area
  - Enable play for all ages
  - Promote and enable a healthy active life style
  - Facilitate recreation use of the green space
  - Promotes biodiversity
  - Provides facilities such a toilets and cafes

1.7 More information on the categorisation of Barents parks, for value and quality can be seen in the background documents linked to the report in section 6.

### **Time Scales for Redevelopment**

1.8 The table below shows the key milestones for the project:

#	Time Scale	Stage
1.	October 2016	Planning Application Submission
2.	June 2017	Finalisation of tender documentation
3.	Summer 2017	Procurement
4.	Autumn 2017	Redevelopment commence
5.	Spring 2019	Project Completion

### **Park Design**

1.9 The design of the new park can be seen in Appendix 1 between pages 7 and 16. The design holds 20 specific features which can be seen in detail with design concept pictures in Appendix 1

- Flood Attenuation/ Wet meadow
- Floodable central social space
- Play area
- Grass amphitheatre
- Flood Attenuation/ Accessible beach with incidental natural play
- Raised road table and cycle crossing
- Youth zone & social space (within the park but not part of this project)
- Flood attenuating skate park
- Re-located tennis courts
- Accessible beach with incidental natural play
- Events space
- Wildflower meadow
- Refurbished pavilion
- Formal entrance and sensory garden
- Play zone
- Football pitches
- Planted terraces
- Re-purposed tram shed
- Community orchard & foraging zones
- Natural play & picnic area

### **Parks and Open Spaces Strategy Policy's**

1.10 In May 2016 the Environment Committee adopted 11 new policies for the Boroughs Green Spaces. The development of the Silk Stream Valley Park meets the following policy's.

<p><b><u>Place</u></b></p> <p>The development of a design-led service delivery model for Barnet's parks service to deliver the goals of the strategy.</p>	<p>The Council should:</p> <ul style="list-style-type: none"> <li>• Develop distinctive places that reinforce the identity of individual parts of the borough</li> <li>• Record the borough's natural and cultural heritage through the preservation and restoration of the borough's heritage assets</li> <li>• Enhance destination parks and town centre spaces that can contribute to their attractiveness and economic success as distinctive places</li> <li>• Establish connected green networks to build a parks system to aligned with the All London Green Grid Supplementary Planning Guidance</li> <li>• Design an inclusive public realm conforming to principles established in Accessible London Supplementary Planning Guidance</li> </ul>
<p><b><u>Community safety:</u></b></p> <p>Parks and open spaces should be safe places that are welcoming to Barnet's residents. Such places can help deliver a greater range of positive environmental, economic and social outcomes for Barnet's communities</p>	<p>The Council should:</p> <ul style="list-style-type: none"> <li>• Maintain safe spaces where people want to visit, stay and play using design interventions to reduce opportunities for anti-social behavior</li> <li>• Respond to the needs of its communities in managing its parks and open spaces</li> </ul>
<p><b><u>Play:</u></b></p> <p>Good quality play facilities offer and support quality of life and enhance educational attainment for children</p>	<p>The Council should:</p> <ul style="list-style-type: none"> <li>• Improve the number and quality of play spaces with a variety of play offers including natural play and more diverse spaces for young people including MUGA' skate parks etc.</li> <li>• Review the provision for adults and children with learning difficulties and disabilities</li> </ul>
<p><b><u>Sports</u></b></p> <p>Barnet's residents have identified parks</p>	<p>The Council should:</p> <ul style="list-style-type: none"> <li>• Create new sports hubs across the borough as centres of excellence for sports</li> </ul>

and open spaces as offering good places to adopt an active lifestyle	<ul style="list-style-type: none"> <li>• Support and expand the network of outdoor gyms and trim trails</li> <li>• Implement the recommendations of the Barnet Playing Pitch Strategy in respect of future sports provision</li> </ul>
<p><b><u>Facilities</u></b></p> <p>Response to the Open Space Strategy engagement process has highlighted resident's desire for an enhancement of facilities across parks and open spaces</p>	<p>The Council should:</p> <ul style="list-style-type: none"> <li>• Provide good quality accessible toilets at main traditional parks and sports grounds, meeting the British Toilet Association standard</li> <li>• Improve the quality of facilities to promote greater commercial use through concessions, cafés, events etc.</li> </ul>
<p><b><u>Health:</u></b></p> <p>Through increasing accessibility and levels of physical activity parks and open spaces can play a key part in keeping people healthy</p>	<p>The Council should:</p> <ul style="list-style-type: none"> <li>• Develop partnerships to reinforce the potential of parks and open spaces to deliver successful health outcomes particularly in respect of coronary heart disease, type 2 diabetes, obesity and mental health.</li> </ul>
<p><b><u>Education:</u></b></p> <p>Understanding nature helps to enhance educational attainment</p>	<p>The Council should:</p> <ul style="list-style-type: none"> <li>• Develop stronger partnerships with Barnet's schools to support the potential of parks to deliver positive outcomes for education</li> <li>• Work with partners to develop forest school learning programmes in Barnet</li> <li>• Invest in biodiversity skills, staff training and investigate apprenticeship</li> </ul>
<p><b><u>Engagement:</u></b></p> <p>Local communities play an important role in determining the future of parks and open spaces in Barnet</p>	<p>The Council should:</p> <ul style="list-style-type: none"> <li>• Develop a stronger community base of friends and user groups</li> <li>• Actively encourage volunteering in Barnet</li> </ul>

### **Consultation Results**

1.11 In July 2016 consultation and engagement took place, to gain views of the design for the redeveloped Silk Stream and Montrose Park.

1.12 The results of the consultation can be seen in Appendix 1, page 17 to 22.

### **Environment Agency**

- 1.13 Current discussions with the Environment Agency are ongoing to understand where the redevelopment of Silk Stream Valley Park, aligns with Environment Agency plans for flood alleviation in the area. Recent information indicates that funding and timescales of the Councils and the Environment Agency project are out of sync, as the Environment Agency are at the Strategic Outline Case phase, meaning that any construction may not be able to start until Autumn 2018 or beyond, a year later than the current build phase is due to start.
- 1.14 Discussion to understand the risk and implications on both the Silk Stream Valley Park transformation project and Environment Agency flood alleviation in the Silk Stream Valley project, and currently ongoing.

### **Further Parks development and improvement**

- 1.15 In line with the Environment committee recommendation in May 2016:
- That the Environment Committee instructs officers to maximise the value of external funding to support the aims of the strategy
  - That the Environment Committee instructs officers to submit a capital bid as part of the Councils Capital Programme to support the aims of the strategy

Capital programme options are currently being submitted, these are focusing on utilising both the value/quality matrix, the 11 new policies for the Boroughs Green Spaces and maximizing opportunities for increasing external funding. Further details will be reported to Environment Committee in November 2016.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 **Recommendation 1** – It is recommended that the Environment Committee notes the results from the engagement and consultation for the current design plan for Silk Stream Valley Park, and endorses a planning application based on the design principles in Appendix 1. This confirms that members of the committee are abreast of the results and feedback of the consultation, and are happy for the design to proceed to the planning application stage.
- 2.2 **Recommendation 2** - It is recommended that the Environment Committee notes the miss alignment of timescales for the Silk Stream Valley Park transformation and Environment Agency flood alleviation in the Silk Stream Valley. That the committee requests the Commissioning Director for Environment continues to work with the Environment Agency to understand the implications and risks to both project and update the committee at a future meeting. This recommendation will enable ongoing discussion to work through the implications on project of progressing without knowledge of what future work may be done in the area, or of delaying the project to redevelop the park.

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

- 3.1 To not continue with the redevelopment of the park, however, this would not result in any benefits to the local area.

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

- 4.1 If the Committee is so minded to approve recommendations the project will progress based on the timescales set out in section 1.8, but with additional discussions with the Environment Agency.

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

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

- The Corporate Plan 2015-2020 is based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:
  - Of opportunity, where people can further their quality of life
  - Where people are helped to help themselves, recognising that prevention is better than cure
  - Where responsibility is shared, fairly
  - Where services are delivered efficiently to get value for money for the taxpayer
  
- The Corporate Plan includes the following outcomes and targets that can be delivered, partially or fully by Parks and Open Spaces
  - To increase the percentage of people satisfied with Barnet's parks, playgrounds and open spaces, both across the borough as a whole and within parks currently scoring the lowest levels of satisfaction
  - Driving an increase in overall resident satisfaction with Barnet as a place to live to amongst the highest of any Outer London borough
  - Facilitating economic growth and the success of residents, and removing any barriers or unnecessary costs to growth for successful local businesses
  - With the help of residents protecting, conserving and enhancing green space and the leafy character of Barnet for current and future generations
  
- Supporting and improving the health and wellbeing of the population by linking with
  - Linking with the Health and Wellbeing Strategy,
  - By providing safe green spaces to play by making them more family friendly and linking with the Safer Communities Strategy,
  - Participate in sports and physical activity, walking and cycling
  - Linking with the forthcoming Sport and Physical Activity Strategy and Playing Pitch Strategy.
  
- Establish Barnet as a place that supports growth in a way that allows both existing and future residents to succeed, and which drives

satisfaction with the Borough as a place to live to amongst the highest in the country

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

5.2.1 **Finance & Value for Money:** The redevelopment of Silk Stream and Montrose Park has an agreed Capital budget of £5 million. This £5m budget is within a £12m approved programme, budgeted to be spent over a 5 year period from 2015/16 to 2019/20.

5.2.2 **Procurement:** There are no implications at this time. Procurement will commence in 2017/18.

5.2.3 **Staffing:** There are no implications at this time. Project management is being carried out by RE.

5.2.4 **Property:** Development of the current property within the site, such as the pavilions is considered within the overall design of the sites.

5.2.5 **IT:** There are no implications at this time.

5.2.6 **Sustainability:** The design of the park looks to increase the sustainability of the area including outcome such as:

- Improved river corridors and flood risk management
- Improved Sustainable travel routes facilitating the growth of walking and cycling
- Improved quality of the environment and its management

## 5.3 Social Value

5.3.1 Public Services (Social Value) Act 2012, section 1(3) requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. The three key themes within the Strategy are:

- Social Outcomes and Benefits
- Environmental Outcomes and Benefits
- Economic Outcomes and Benefit

## 5.4 Legal and Constitutional References

5.4.1 The Council's Constitution, Annex A (, Responsibility for Functions,) sets out the terms of reference of the Environment Committee. This includes

- Commissioning for parks and open spaces, refuse and recycling, waste minimisation and street cleaning,

5.4.2 This matter is not reserved to Full Council or to the Policy and Resources Committee as the Constitution specifically allocates matters of this type to the Environment Committee.

## 5.5 Risk Management

5.5.1 The main risks within the project are

- Delay in Environment Agency funding and project for flood alleviation in the Silk Stream Valley – See section 1
- Planning Permission not be granted

## 5.6 Equalities and Diversity

5.6.1 The Corporate Plan 2015-2020 sets the Strategic Equalities Objective, which is: that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible before final decisions are made.

5.6.2 The consultation and the new design of Silk Stream and Montrose Park have been reviewed against the protective characteristics groups under section 149 of the Equality Act 2010 namely age, disability, ethnicity, gender, gender reassignment, pregnancy and maternity, marriage and civil partnerships religion and belief, sexual orientation and transgender. The key equalities impact highlighted were the wide range of users to the park based on the population of the local area. As such the design has looked to provide space for all ages, access for those with disabilities, and quiet and no dog areas for those with learning disabilities as highlighted in the parks and open spaces consultation.

## 5.7 Consultation and Engagement

5.7.1 The results of the consultation can be seen in Appendix 1, page 17 to 22.

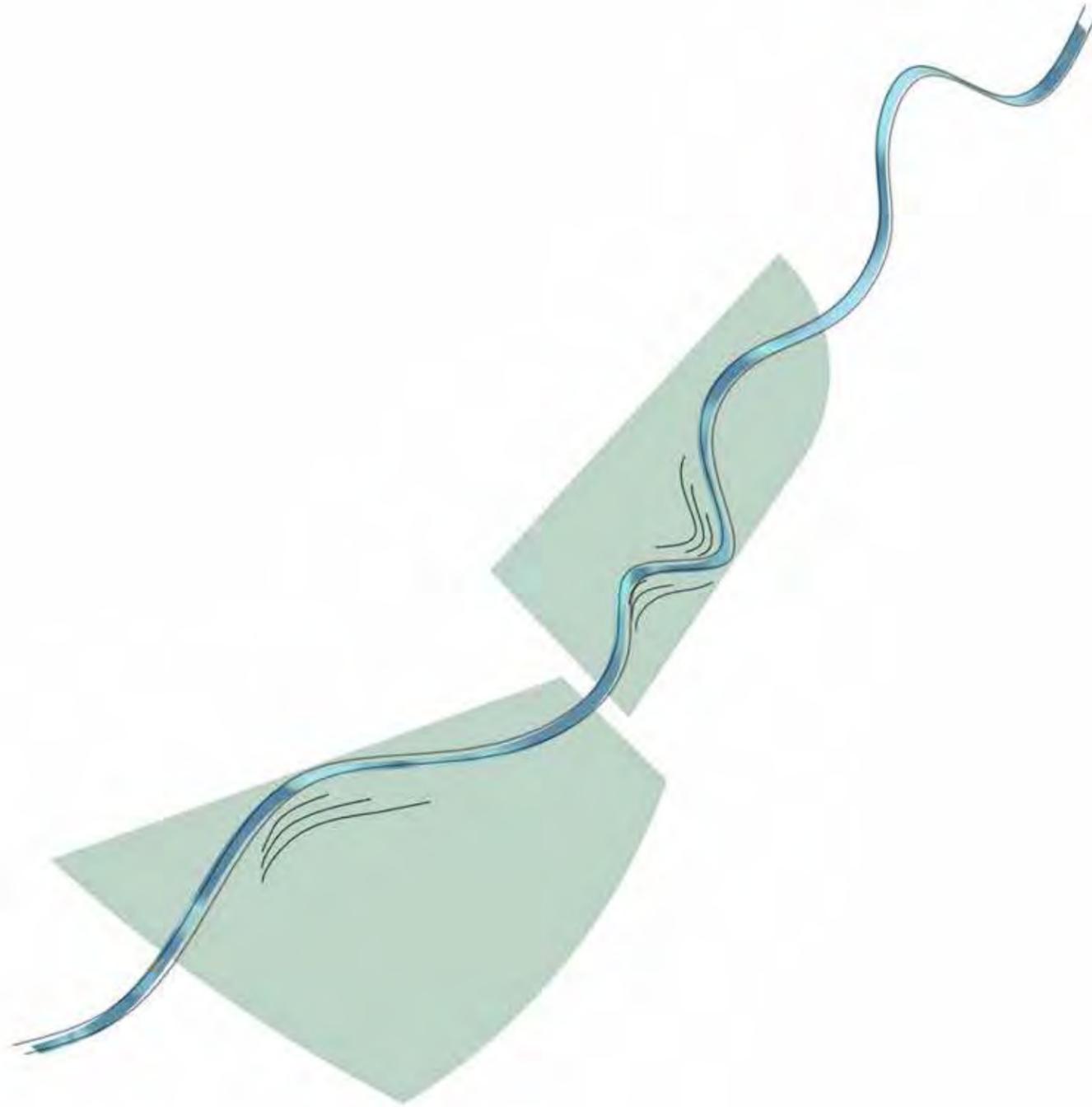
## BACKGROUND PAPERS

6.1 [Environment Committee May 2016 Papers](#) – including Parks and Open Spaces Strategy, and Municipal Waste Management Strategy

6.2 [Assessing quality and value of Parks](#) – Document to support the Parks and Open Spaces Strategy

6.3 [Quality and value combined assessment](#) - Document to support the Parks and Open Spaces Strategy

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**Silk Stream and Montrose Park**  
Redevelopment Update Sept 2016

# Silk Stream and Montrose Park Redevelopment Update

Sept 2016

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# 1

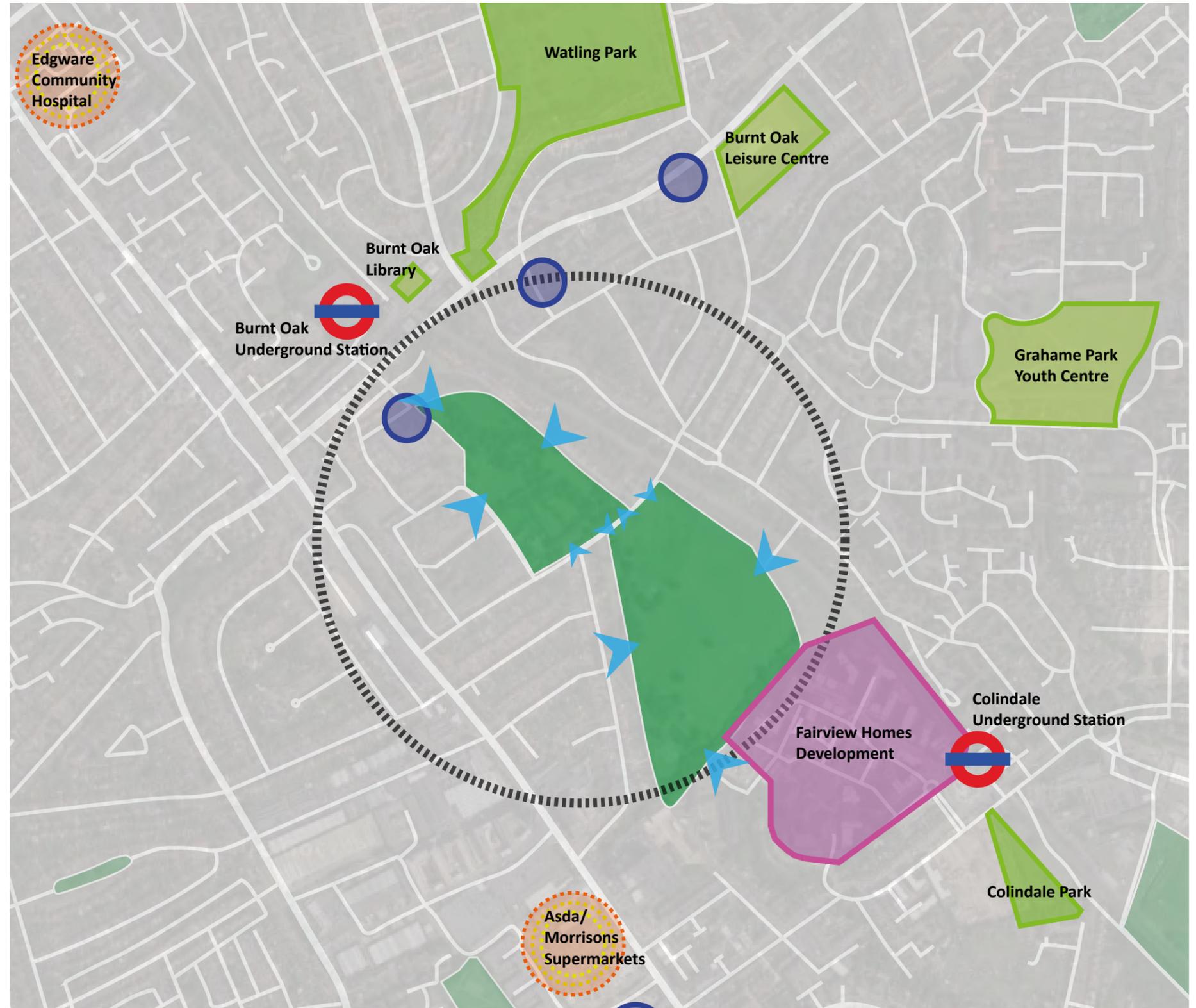
## INTRODUCTION

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### SITE AND CONTEXT

Silkstream Park and Montrose Playing Field are two parks that make up one of the largest open green spaces in Colindale in the London Borough of Barnet. Due to the growing immediate population of the area (Rising population- 21% increase by 2041 ) there is a greater demand for a high quality open space that meets the requirements of the local residents. With the publication of the Barnet Open Space Strategy, a meaningful approach has been presented; creating open spaces that will aim to become a practical and well-used part of the fabric of the local community. The Silk Stream Valley project is the first park regeneration project in Barnet to express the strategy in action.

Silkstream Park and Montrose Playing Field are 2 of the 8 local parks within the Colindale area, Montrose Playing Field being the largest of these local parks, with an area of 11 hectares. Montrose Playing Field is predominantly used for organised sports as it currently provides a range of sports pitches including a Gaelic pitch, tennis courts and a hard court play area; Silkstream Park is 4.2 hectares of parkland located to the north-west of Montrose, and contains children's play facilities and several mature trees. The two parks are separated by Montrose Avenue, however there is a longitudinal connection created by the Silk Stream that runs through both.



**SITE CONTEXT - KEY**

500 metre radius from Montrose Avenue

Main entrances

London Underground Station

Schools

Amenity

Leisure

New housing development

# 2 LANDSCAPE MASTERPLAN

---



- |  |                                       |
|--|---------------------------------------|
| 1 Flood Attenuation/ Wet meadow                                    | 11 Events space                       |
| 2 Floodable central social space                                   | 12 Wildflower meadow                  |
| 3 Play area  | 13 Refurbished pavilion               |
| 4 Grass amphitheatre   | 14 Formal entrance and sensory garden |
| 5 Flood Attenuation/ Accessible beach with incidental natural play | 15 Play zone                          |
| 6 Raised table and cycle crossing                                  | 16 Football pitches                   |
| 7 Youth zone & social space  | 17 Planted terraces                   |
| 8 Flood attenuating skate park                                     | 18 Re-purposed tram shed              |
| 9 Re-located tennis courts   | 19 Community orchard & foraging zones |
| 10 Accessible beach with incidental natural play                   | 20 Natural play & picnic area         |

**KEY DESIGN PRINCIPLES**

While designing the current masterplan for Silkstream Park our main goal was to create a dynamic, meaningful and practical environment.

The key design principles are:

- promote an array of activities connected by the stream;
- enhance the stream and promote it as a valuable amenity within the local area;
- reinforce visual and physical links between spaces and uses;
- promote movement through the site as a whole;
- enhance the natural characteristics of the site to develop flood attenuation
- reinforce the site's natural heritage
- enhance playability by providing incidental play across both sites
- develop a stronger play offer in Montrose Park



### 1 FLOOD ATTENUATION/ WET MEADOW

Landform in this part of the park suggests water meadow. By re-grading the river bank, landform can be adopted for flood attenuation. This will create an ideal environment for different plant communities and an interesting environment for educational and recreational purposes. Surplus material will be relocated across the site to create interesting landforms and level playing pitches.

### 2 FLOODABLE CENTRAL SOCIAL SPACE

The new floodable social space will create a new focal point for Silkstream Park, creating a real sense of place and helping form a new park community. It will be engineered using the bioswale principles, providing further flood attenuation. A bioswale is a form of bioretention used to partially treat water quality, attenuate flooding and convey storm-water away from critical infrastructure. With well thought out planting and design this can have a significant impact on the volume of surface run off particularly in seasonal flood episodes.

Maintenance-free recycled plastic board walks will connect the park either side of the stream to allow free movement and interaction with other spaces across the park and will allow users access to the planted areas with the flood attenuation zone.

Scale 1:500 @ A3



Flood attenuation/ Wet Meadow



Floodable central social space



Board walk



### 3 PLAY AREA

The main play area will remain in this current position. The play area has occupied this site the 1930s providing a link to the site's heritage.

### 4 GRASS AMPHITHEATRE

Excavated material from flood attenuation areas will be mounded into sculptured landforms to provide a striking focal point at the centre of the park.

### 5 FLOOD ATTENUATION AND ACCESSIBLE BEACH WITH INCIDENTAL NATURAL PLAY

By introducing an accessible beach people are encouraged to interact with the stream and enjoy its natural characteristics. Creating a new functionality for the site, the beach will be designed to allow water to percolate into the meadow beyond, providing further attenuation. Incidental play will further enhance the utility of the space with stepping stones creating informal stream crossings.

Scale 1:500 @ A3



Grass Amphitheatre



Accessible Beach



Play Area



**6 RAISED TABLE AND CYCLE ROUTE**

The raised table between the two parks will connect the adjoining spaces, creating a single entity. The table will be a shared surface with appropriate calming measures and a dual cycle and pedestrian crossing. A designated cycle route run will run parallel with the main pedestrian route through the park linking Burnt Oak to the Fairview Homes development entrance.

**7 NEW CIVIC, SOCIAL SPACE & YOUTH ZONE**

The council intends to enter in an agreement with a third party provider for the new Youth Zone. The adjacent social space integrates building and landscape whilst providing a new civic space and social hub for Montrose Playing Fields, linking the skate zone, youth zone and sports and activity zone. The area is intended to be fully skate-able and along with the skate park provides skaters with a high quality skate offer within the park.

**8 FLOOD ATTENUATING SKATE PARK**

Two half pipe skating structures will be placed strategically along the stream. During flood episodes, these half pipes will fill and redirect excess water further downstream at a calmer velocity.

**9 SPORTS AND ACTIVITY ZONE**

The sports and activity zone features a new fenced multi-use games area, relocated tennis courts and a free sports area, with a basket ball net, free-style soccer area, outdoor gym and seating.

Scale 1:500 @ A3



Flood attenuating skate park



New Youth Zone building



Sports and Activity Zone



**10 ACCESSIBLE BEACH WITH INCIDENTAL NATURAL PLAY**

A second accessible beach will form part of the improved play offer across Montrose Park, with incidental natural play and stepping stones. This will encourage people to use the western bank of the stream and connect park users to the water body as well as providing an informal crossing point to the opposite shore.

**11 EVENTS SPACE**

A large multi-functional events space with good vehicular accessibility will allow the possibility of fairs, festivals and other seasonal events to take place in Montrose Park.

**12 WILDFLOWER MEADOW**

Wildflower meadows will increase the variety of wildlife habitats within the site and soften the landscape aesthetically.

Scale 1:500 @ A3



Accessible beach



Accessible beach



Wildflower meadow



**13 REFURBISHED PAVILION**

The existing pavilion building will be refurbished and used as a fully functioning cafe with community space for hire. The location is ideal as it is at a point where visual and physical paths converge. The cafe will become a focus for socialisation at a key entrance confluence of routes.

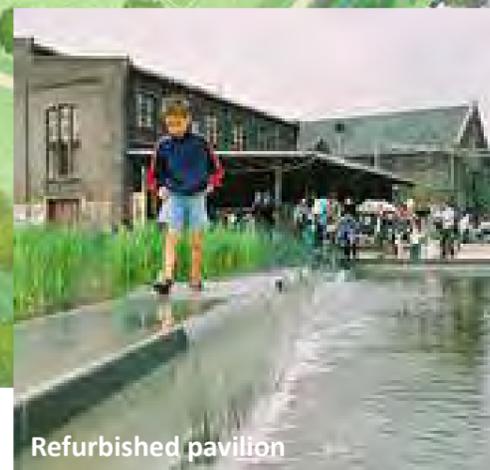
**14 FORMAL ENTRANCE/SENSORY GARDEN**

As one of the larger points of access, this provides the perfect formalised entrance. The linearity and angular nature of the design will offset the flowing structure of the park as a whole. This 'garden within the park' will provide an area of traditional, high quality, sensory park planting. The area also provides the residents of the Greenway Gardens and Southbourne Avenue environs the chance to have a pocket park/for quiet informal enjoyment. The entrance also forms a fitting gateway to the developing activity hub of the cafe and play areas and playing areas beyond.

**15 NEW PLAY ZONE**

A new play zone, centrally located and adjacent to the entrance and the stream, in the vicinity of the cafe will significantly improve the play offer in Montrose Park.

Scale 1:500 @ A3



Refurbished pavilion



Pavilion/Water edge



Formal Entrance



Scale 1:500 @ A3

### 16 FOOTBALL PITCHES

New football pitches have been arranged to meet the client's requirements. These include one senior, one 9 a-side, and two 7 and 5 a-side pitches. The site of the Gaelic football pitch is the location for the new senior pitch making use of the already engineered ground surface.

### 17 PLANTED TERRACES & WOODLAND WALK

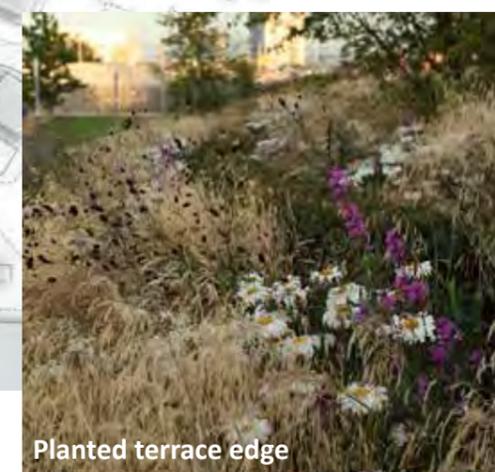
The existing terraces and copse adjacent to the stream to the south-west will be improved with new planting to create a textured valley. The existing copse will be thinned and replanted with native species creating new views to the park and a delightful woodland walk.

### 18 RE-PURPOSED TRAM SHED

The tram shed will be brought back into use, possibly as a fitness/active lifestyle centre or as a resource to support food growing and foraging.

### 19 COMMUNITY ORCHARD & FORAGING ZONES

The new community orchard offers guided views across the stream with the use of trees planted in a linear pattern. Edible planting such as nut and fruit bearing shrubs and plants to attract insects and birds across both parks will also allow foraging opportunities and increase biodiversity. New opportunities for quiet outdoor activities such as chess and petanque will animate this part of the park.



Planted terrace edge



Orchard



## 20 NATURAL PLAY AND PICNIC AREAS

Towards the north-east corner of Montrose Playing Fields the path has been re-aligned to form a more direct connection with the Fairview Homes entrance for both pedestrians and cyclists. A new natural play and picnic area nestles alongside the allotments.

This area will also provide foraging opportunities with edible planting such as fruit trees and a native species hedge containing sloe bushes and gooseberries. This new planting will also provide a buffer planting between the new natural play area and the existing allotments.

Towards the south-east corner of Montrose Playing Fields a second natural play area and trim trail sits near to the new entrance. This will allow children from the new housing developments access to a brand new local amenity. With similar low key natural play equipment such as logs and boulders and a trim trail for fitness the area will become activated and safe.

Scale 1:500 @ A3



Natural Incidental Play



Natural Play



Picnic and Play



# Silk Stream and Montrose Park Redevelopment Update Sept 2016



**Silk Stream and Montrose Park**  
 Redevelopment Update Sept 2016

# 3

## CONSULTATION

### Consultation Project Outline

The purpose of the Silkstream Valley Parks project is to upgrade and restore the features and functioning of Silkstream Park and Montrose Playing Field as part of the Colindale regeneration programme.

In the latter context, the project is informed by the delivery of the key positive outcomes identified in the Parks and Open Spaces Strategy, principally through expressing:

- Ways in which the design for Silkstream Valley parks can reinforce local distinctiveness through high quality design
- Ways in which the design for Silkstream Valley parks can provide economic opportunities in the Colindale/Burnt Oak area (through creating employment, learning and skills and entrepreneurial opportunities and by supporting property values)
- Ways in which the design for Silkstream Valley parks can encourage residents to embrace active lifestyles through the provision of opportunities for physical activity, volunteering and food foraging
- Ways in which the design for Silkstream Valley parks can reinforce local heritage
- Ways in which the design for Silkstream Valley parks can deliver educational outcomes
- Ways in which the design for Silkstream Valley parks can address issues of environmental quality, biodiversity and climate change
- Ways in which the design for Silkstream Valley Parks can assist in local flood mitigation

### Consultation Strategy Overview

In order for the restoration scheme to succeed, it is vital that local residents and stakeholders both understand the design approach and have the opportunity to influence specific aspects of scheme development. To this end, an engagement process has been developed to gather views on local priorities and areas of significance and to provide residents with an opportunity to participate in the design process.

The principal elements of the engagement process will be as follows:

- An all-day event in one or both parks where residents and stakeholders can comment on the design at Stage C
- An evening public event where residents and stakeholders can participate in the design process in a workshop format
- An on-line questionnaire that will gather contextual information on the current use of the park, issues surrounding these uses and responses to the masterplan and other drawings and documents
- A Facebook page to capture views on the project as it evolves
- School workshops where local schoolchildren can participate in a design workshop on play elements
- Face to face meetings and interviews with key stakeholders
- A river enhancement day for volunteers to allow residents the opportunity to participate in work to improve the river corridor through litter removal, planting and habitat creation

### Consultation Events & Methodology Summary

‘Tea in the Park’ 25th June 2016

The first of the two face to face events was held on the 25th of June 2016 at the sports pavilion building in Montrose Playing Field as a ‘Tea in the Park’ consultation day. The location of the event was arranged to include an area for consultation boards, games area, tea/coffee and cakes table, and a seating area. This part of the site, which includes the sports pavilion, will function as an activity hub in the proposed scheme. By siting the event in this location participants were able to see the proposed plans for the park. Members of the consultation team were available to assist people in completing the on-line survey with tablets. Those who preferred to take part in the survey in their own time were provided with a link to the website and survey for further information. Participants were engaged in an open dialogue about the design proposals as well as any existing issues or aspirations for the project. With the use of a comment board the team were able to collect a number of responses and analyse any reoccurring comments that could be further examined and expressed in the following design stages. Children were also specifically engaged with the use of colouring sheets with an outline of the park so they could easily communicate their thoughts.

The second event was a drop in session on the 28th June 2016 held at the Burnt Oak Resource Centre. This was an opportunity for residents and stakeholders to voice their opinions and raise any queries and for the background to the project to be clearly explained to them.

Approximately 10 people from various different local community segments attended this meeting.

## Summary of Responses

### 'Tea in the Park' 25th June 2016

Overall the responses were positive and residents were excited about the proposals. The key themes of their aspirations for the site were:

- Better provision of toilets
- Park wardens/Safety on site
- Cafe facility
- Better play facilities
- Practical parking strategy
- Active involvement of the local community in the running of the park.  
Some suggestions included horticultural therapy and community spaces for different minorities such as those suffering with mental health issues to come together and interact with other.

Some of the concerns that were raised were:

- Replacing the nature and the biodiversity with concrete, (i.e. the floodable skate park)
- Sustainability of the projects running in the park (i.e. the Youth Zone and cafe)
- Tackling homeless people living in the park
- Rearrangement of certain activities such as tennis courts that are considered to deter burglaries. Other properties that back onto the park away from the tennis courts have had many reported burglaries according to feedback.

Participants were also asked if they would want to take part in an on-line survey and many expressed an interest in taking up this opportunity. The survey ran in July 2016 for those wishing to complete in their own time.

The event was successful in terms of community capacity building, as the open dialogue that had been created amongst participants allowed them to engage with each other for the first time, and provided a positive view into what the potential of the park to deliver positive outcomes if a focal activity hub could be provided through the scheme. The consultation also uncovered the severity of the issue of flooding, with residents recalling many flood incidents in previous years that had heavily impacted on the local area.



Park wardens  
would make  
us feel  
safer

Clean up the  
stream

People experiencing  
mental health  
difficulties  
should have a  
space-valued  
input

### Drop in session 28th June 2016

Generally participants were in agreement with most of the proposals, and were keen to participate in the process further.

The key themes of their aspirations for the site were:

- Improve security provision, (e.g more CCTV, lighting)
- No dog areas, (e.g. fenced playgrounds)
- Connecting park with the new development to the Fairview Homes development (new bridge)
- Provision of cafe/outdoor eating facilities
- Stream maintenance Clean the stream to avoid further flooding
- Fruit orchard with community involvement

Some of the concerns that were raised were:

- Boundary security may be compromised with relocation of activities (e.g. Tennis Courts)
- New location of tennis/ basketball court is too close to railway line (balls can get lost)



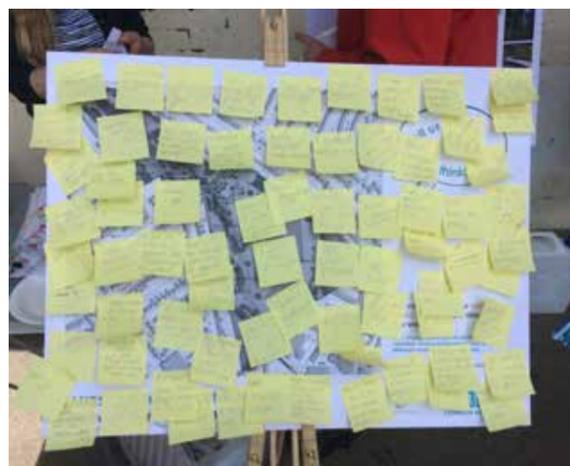
## CONCLUSION

Overall the feedback from both events was positive, participants were generally happy and excited about the proposals. There were some concerns surrounding the practicality of parking, the capability of the park to withstand flooding, and significantly, the security of both park users and residents whose properties adjoin the park. The aspirations of the local community seemed to connect well with the Stage C proposals. There were also some complaints about the lack of publicity for the events, which have been noted for successive consultation and engagement strategies.

The face to face contact helped to engage and build better trust with the community. It has also been an interesting process to connect with people that are interested in playing a part in running the park such as horticultural therapists. This feedback and knowledge of the new potential use for the park will be combined into the next stage.

Moving forward, the project will involve completing a full design review and issue of new proposals as well as concluding flood attenuation and ground investigation studies to understand the capabilities of the flood attenuation and an efficient playing pitch strategy.

## Tea in the Park' photographs







**Drop-in session minutes**

A1749 – Colindale

**Silkstream Park and Montrose Playing Field**

Consultation Event

28th June 2016 @ 7 PM

Burnt Oak Community Resource Centre, 102 Watling Avenue

Present:

(Event open for the public)  
Ruth Miller  
Jon Sheaff  
Julia Halasz

**Notes**

Item No.	Issues / questions raised	Action
0.0	<b>General comment: The event was very poorly advertised.</b>	
1.0	<b>Paths</b> Leave paths as they are in Montrose PF around pitches.	
2.0	<b>The pavilion as a new cafe</b> Question: Will it be privately run or by the community? Ruth: It is up to you. "In Northampton they have done something similar in the park."	
3.0	<b>Community orchard with fruit trees</b> Some really liked the idea. Others wanted the old tennis court left in place and the orchard to be at the area along the edge of the park in front of the floodable skate park. It's an area not used and muddy. They were open to the idea of fruit trees to be planted by the community. Would be good to educate people about when/which fruit to pick.	
4.0	<b>Cutting down trees in both open spaces</b> "In Silkstream Park they have already started and it's much better."	
5.0	<b>Montrose is better used than Silkstream. Why?</b> Why don't people cross over to Silkstream Park from Montrose? "Montrose is bigger anyway" "The two tube stations (Colindale and Burnt Oak) are on the opposite sides of the parks and this divide people's routes."	
6.0	<b>Fence around playground?</b> "Would be nice, so dogs can't get in." What about a 'No Dogs' area?	

A1749 – Colindale

7.0	<b>Parking</b> Locals complained about bad parking conditions. Ruth advised them on the council's new parking strategy (new restrictions, CPZ areas etc.).	
8.0	<b>New entrance onto Booth Road</b> 'There needs to be more CCTV, lighting to avoid people dumping rubbish there on the railway lines.'  Youngsters gather at night around old tram shed.	
9.0	<b>Basketball and tennis courts</b> They didn't like new location of basketball court (balls can get lost on railway tracks or land). Leave old tennis court in place! It's not in bad condition and people playing there provide security for neighbouring houses (there had been people breaking into gardens from the park).	
10.0	<b>Connection to the new development (new bridge)</b> People living in the flats of the new development can't access the park, they have to walk all around. Ruth said the new bridge was in Planning.	
11.0	<b>Fly tipping, rubbish and motors entering</b> Fly-tipping is a big problem. Stolen motors found dumped in stream.  <u>We should find a way to 'design out' motors entering.</u>  Please provide picnic benches around tram shed. Please provide big bins when fair is on.	
12.0	<b>Flooding</b> Jon advised on flood attenuation and the timing of the project. "Greenway floods." "Silkstream also floods (because of rubbish in it?) Maybe it would be enough just to clean the stream as a first step to avoid flooding."  In general the locals were happy with the project and were backing it.	
Contacts	<a href="mailto:louise.rendall@yahoo.co.uk">louise.rendall@yahoo.co.uk</a> <a href="mailto:vivburgess@yahoo.co.uk">vivburgess@yahoo.co.uk</a> <a href="mailto:Margaret.Stanhope@outlook.com">Margaret.Stanhope@outlook.com</a> <a href="mailto:Nicknowledge@yahoo.co.uk">Nicknowledge@yahoo.co.uk</a> <a href="mailto:sue.hannington@madison.co.uk">sue.hannington@madison.co.uk</a>	

	<p><b>Environment Committee</b></p> <p><b>29 September 2016</b></p>
<p style="text-align: center;"><b>Title</b></p>	<p><b>London Borough of Barnet Response to Transport for London’s (TfL) consultation on Bus Service Proposals; Routes 13, 82, 113, 139 and 189</b></p>
<p style="text-align: center;"><b>Report of</b></p>	<p>Environment Commissioning Director</p>
<p style="text-align: center;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: center;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: center;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: center;"><b>Key</b></p>	<p>No</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p>Appendix 1: Transport for London’s Bus Service Proposal overview document Appendix 2: Draft LB Barnet response to Transport for London’s Bus Service Proposals</p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p>Jamie Cooke, Strategic Lead Effective Borough Travel <a href="mailto:Jamie.Cooke@Barnet.gov.uk">Jamie.Cooke@Barnet.gov.uk</a> 0208 359 2275</p> <p>Jane Shipman, Senior Engineer <a href="mailto:Jane.Shipman@barnet.gov.uk">Jane.Shipman@barnet.gov.uk</a> 0208 359 7226</p>

### Summary

This report sets out the background and proposed Council response to Transport for London’s (TfL) consultation on Bus Service Proposals; Routes 13, 82, 113, 139 and 189. TfL are currently consulting on the Bus Service proposals and are seeking comments from stakeholders and the public on the proposals by 30 September 2016. Note, TfL have granted us an extension of a few days to allow enough time for this report to be discussed at Environment Committee.

The Environment Committee is asked to approve the draft response to the consultation set out in appendix 2, which highlights LB Barnet’s support of the principle of matching bus

provision to demand, subject to delivering a minimum level of service; however overall the proposal does give some cause for concern. The proposal suggests a number of negative impacts and potential challenges to Barnet residents which should be taken into consideration by TfL. Notably, the proposals highlight the loss of a direct link currently provided to the West End. The extension of the 139 to Golders Green provides an alternative that would be both less frequent and involve significantly increased journey times. In addition, there are some concerns regarding the frequency and journey times on other routes within the proposal.

## **Recommendations**

- 1. That the Environment Committee approves the proposed response to Transport for London's consultation on the Bus Service Proposals; Routes 13, 82, 113, 139 and 189, to allow for the response to be submitted before the consultation closes on 30th September**
- 2. That the Environment Committee note that Transport for London have granted the London Borough of Barnet with an extension to allow the Environment Committee to consider the report and the details outlined in appendices in order to resolve recommendation 1 above.**

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

- 1.1 The London bus network is kept under regular review and as part of this, TfL develop proposals for changes to services. TfL have recently carried out a review of routes to and from Abbey Road and Finchley Road serving the Baker Street corridor (routes 13, 82, 113, 139, 189, N13, and N113). In turn, TfL have produced a proposal for routes 13, 82, 113, 139, 189, N13, and N113 which includes changes to both day and night bus services.
- 1.2 TfL are proposing that some bus routes would change their frequencies, and that others be re-routed, extended or withdrawn to better match current demand for bus services and to improve reliability.
- 1.3 The current proposal re-routes the number 13 bus to serve the line of the current route 82 from Finchley to Victoria. Passengers from Golders Green wishing to travel to Aldwych (the current route 13 destination) might do so direct via an extended 139 route (which would be a slower journey) or by changing. The new hopper fare may make this more attractive to passengers who might otherwise have had to pay a second fare.
- 1.4 Route 113 from Edgware would be extended to Oxford Circus with increased frequency and might also be convenient from passengers wishing to change from the new route 13 to travel to Oxford Circus. Route 189 from Brent Cross would terminate at Marble Arch rather than continuing to Oxford Circus.
- 1.5 These and other changes are more fully described in the consultation information on the TfL website (a link can be found in section 6 below) and a copy of which can be found in Appendix 1.

- 1.6 The consultation follows a similar consultation undertaken in Spring 2015 (a link to the consultation can be found in section 6 below). Owing to concerns expressed regarding that consultation being partially undertaken during the pre-election period TfL decided not to progress the proposal but use the responses to inform future planning. The current proposal is similar to the previous one, although some adjustments have been made.
- 1.7 The previous consultation similarly replaced routes 13 and 82 with a single route from North Finchley to Victoria, but retaining the route number 82 for the proposal. It also extended the 139 to Golders Green. The previous consultation did not propose increased day-time frequencies for the 82 whereas the current proposal does increase the frequency of the 13. (Current frequencies for the two routes are similar to each other).
- 1.8 Cllr Dean Cohen responded to the previous consultation in his capacity as ward councillor and as Chair of the Environment Committee opposing the withdrawal of route 13 and noting that the extension of the 139 route did not sufficiently compensate for or mitigate the challenges.
- 1.9 On 29 July, TfL launched a consultation on the Bus service proposals: Routes 13, 82, 113, 139 and 189 and is seeking comments from stakeholders and the public on the proposals by 30 September 2016. TfL have granted us an extension of a few days to allow for this report to be discussed at Environment Committee and the response amended if required.
- 1.10 All Ward Members were asked for their views on the proposal to help inform a borough response to the consultation. Two ward members provided comments and this information has been used to inform the proposed response. A proposed response to the consultation is included at Appendix 2.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 It is proposed that LB Barnet provides a response to the consultation, to help ensure that any changes to the bus routes addresses the needs of passengers in London generally and in Barnet in particular taking into account issues identified from the proposal.

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

- 3.1 The Committee could choose to not respond to the consultation, however we do not recommend this action as it is important that the opportunity is taken to put forward the councils views.

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

- 4.1 If approved the consultation response in Appendix 2 will be formally submitted to TfL and will help to inform their final decision.

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

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

- 5.1.1 The Council's Corporate Plan 2015 – 2020 states in its strategic objectives that it will work with partners to create the right environment to promote responsible growth, development and success across the borough. In particular Barnet's roads will be managed to reduce congestion, with regeneration areas designed effectively to keep traffic moving. Additionally, we want to ensure that the borough continues to be a place where people aspire to live.

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

- 5.2.1 There are no direct resource implications arising from this report.

##### **5.3 Social Value**

- 5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. This report does not relate to the procurement of services contracts.

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

- 5.4.1 No specific legal issues have been identified.
- 5.4.2 The Council's Constitution (Responsibility for Functions, Annex A) gives the Environment Committee certain responsibilities related to the street scene including pavements and all classes of roads, parking provision, and enforcement and transport and traffic management.

##### **5.5 Risk Management**

- 5.5.1 There would be a reputational risk if LB Barnet does not respond to the consultation. This can be fully addressed through this report.

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

- 5.6.1 The Public Sector Equalities Duty under section 149(1) of the Equalities

Act 2010, requires the Authority, in the exercise of its functions to, have regard to the need to advance equality of opportunity between persons, who share relevant protected characteristics and persons who do not share them.

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

5.6.3 The relevant protected characteristics area age, disability, gender reassignment, pregnancy and maternity, race, religion or beliefs, sex and sexual orientation.

5.6.4 Bus users are disproportionately on lower incomes, elderly and those with freedom passes and consequently these groups are more likely to be affected by TfL's proposals.

5.6.5 Responding to the consultation does not compromise the Council in its compliance with its statutory equality duty. As the final decision maker, TfL will also need to have due regard to the Public Sector Equalities Duty.

## **5.7 Consultation and Engagement**

5.7.1 This is a response to a consultation being undertaken and led by Transport for London (TfL).

5.7.2 All Ward Members were asked for their views on the proposal to help inform a borough response to the consultation. Two ward members provided comments and this information has been used to inform the proposed response.

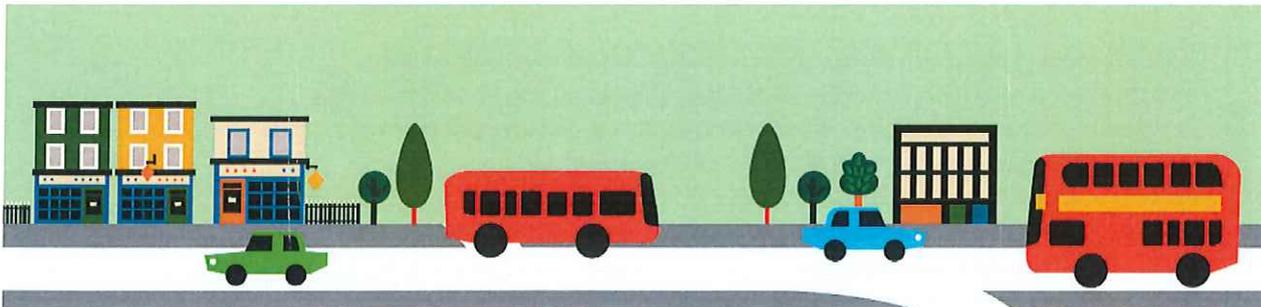
5.7.3 There is no intention to undertake any further consultation at this time.

## **5.8 Insight**

5.8.1 No specific insight has been undertaken in order to inform the consultation response.

## 6. BACKGROUND PAPERS

- 6.1 Summer 2016 consultation - Bus service proposals: Routes 13, 82, 113, 139 and 189. Full details regarding the consultation can be found on the TfL consultation website at <https://consultations.tfl.gov.uk/buses/routes-13-82-113-139-189>
- 6.2 Spring 2016 consultation - Proposed changes to bus routes serving Abbey Road and Finchley Road <https://consultations.tfl.gov.uk/buses/finchleyroad>



## Bus service proposals: Routes 13, 82, 113, 139 and 189

### Overview

The London bus network is kept under regular review. As part of this, we develop proposals for changes to services.

London is growing. By 2021 London's population is predicted to be over 9 million, with forecasts that there will be around 170,000 new jobs created. Our role is to keep London working and growing and help make life better, so that as our city grows, everyone who lives, works and visits London has the transport they need.

Travel habits are changing though, and we want to make sure that our bus services can match future demand in the best way possible. We've carried out a review of routes to and from Abbey Road and Finchley Road serving the Baker Street corridor (routes 13, 82, 113, 139, 189, N13, and N113) and would like to hear your views on our proposals.

From September 2016 we will also welcome the introduction of a one-hour 'Hopper' fare. The 'Hopper' fare will automatically be given to anyone who uses pay as you go with Oyster cards or contactless payments, and will allow passengers to make an additional bus journey for free within one hour of touching in on the first bus.

### Looking ahead

Our review takes into account the number of passengers using each bus route, journey times, and where people are traveling to and from. It considers how improved services on the Tube and Overground, including the introduction of the Elizabeth Line (Crossrail), and the new one-hour 'Hopper' bus fares, will change the way our customers travel.

We have also considered the potential impact of new developments in the area and the aspirations of our stakeholders, for example the impact of bus traffic in the West End.

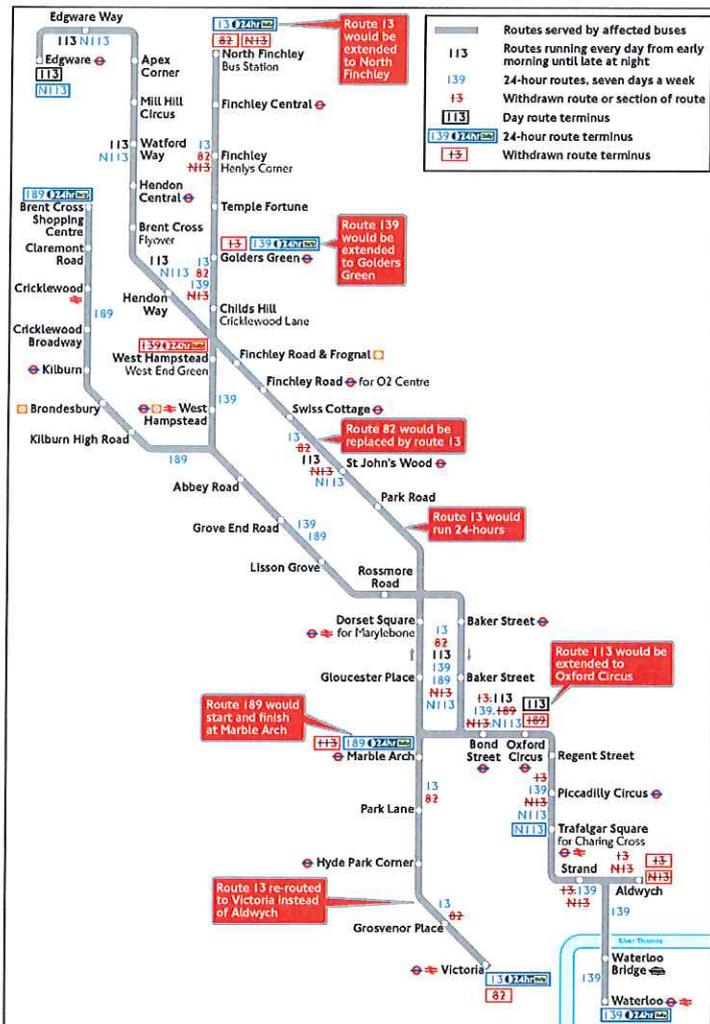
Reflecting this, we have reviewed bus services along Abbey Road and Finchley Road, including their links to Oxford Street and the wider West End area.

### What we are proposing

The full details of our proposals for routes 13, 82, 113, 139, 189, N13, and N113 are set out below and include changes to both day and night bus services

- Route 13 would continue to run between Golders Green and Oxford Street serving Finchley Road. It would be extended to North Finchley and re-routed to Victoria. We propose a more frequent service with buses running, every six minutes during the day Monday to Saturdays, with additional journeys at peak times, and every 10 minutes Sundays and each evening. There would be a 24-hour service on this route, with buses running every 30 minutes on all nights. Route N13 would no longer run
- Route 82 would no longer run, being replaced by route 13 between North Finchley and Victoria

- Route 113 would be extended to Oxford Circus and offer a more frequent service with buses every seven to eight minutes during the day Monday to Saturdays and every 12 minutes on Sundays and each evening. This would give direct links between Finchley Road and Oxford Street
- Night route N113 would continue to run every 30 minutes every night between Edgware and Trafalgar Square
- Route 139 would be extended from West Hampstead to Golders Green and would continue to serve Abbey Road. Buses would continue to run every eight minutes during the day Monday to Saturdays, every 12 minutes on Sundays and each evening and every 30 minutes at night. This would give direct links between Golders Green and stops between Oxford Circus and Waterloo via Strand
- Route 189 would be re-routed to start and finish at Marble Arch instead of Oxford Circus. Buses would continue to run every eight minutes during the day Monday to Saturdays, every 12 minutes on Sundays and each evening and every 30 minutes at night
- Routes 13, 139 and 189 would run 24 hours a day



Please click here for a larger version of the above map (PDF) <[https://consultations.tfl.gov.uk/buses/routes-13-82-113-139-189/user\\_uploads/finchley-road-scheme-route-map.pdf](https://consultations.tfl.gov.uk/buses/routes-13-82-113-139-189/user_uploads/finchley-road-scheme-route-map.pdf)>

### Proposed bus frequencies

The map below sets out the current and proposed combined weekday daytime frequencies for particular sections of roads. It includes buses on route 328 between Golders Green and West Hampstead, Quex Road.

#### Golders Green – Childs Hill - Finchley Road (Fortune Green)

Bus frequencies during the day would increase from 23 to 25 buses per hour – a bus every two to three minutes

#### Finchley Road (Fortune Green) – Swiss Cottage – St John’s Wood – Park Road

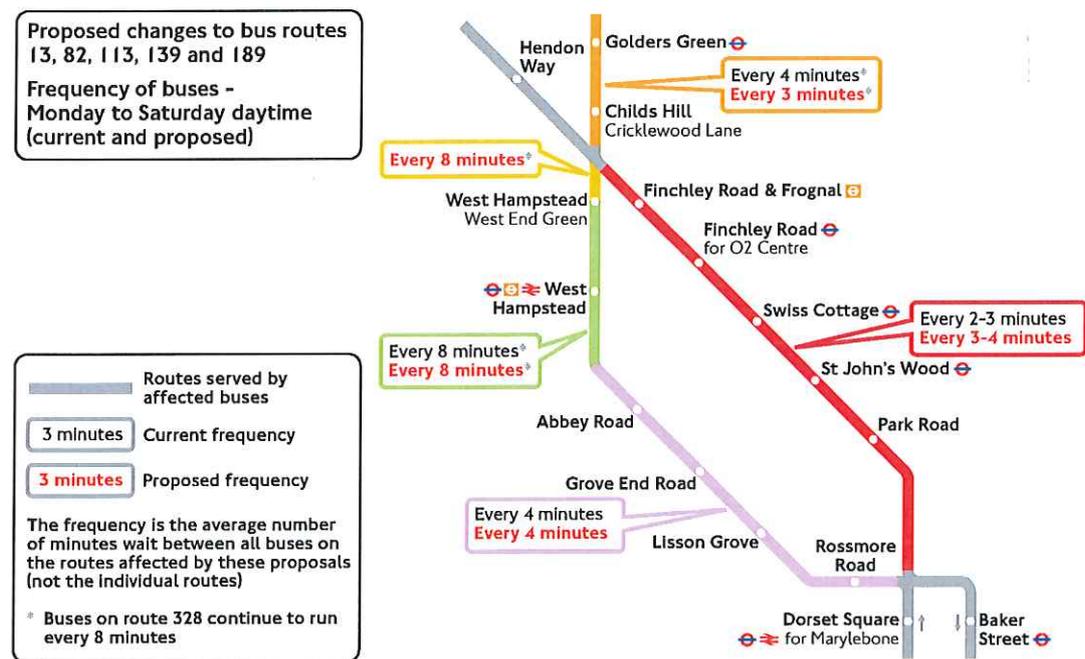
To match current demand, peak hour frequencies on the Finchley Road would be reduced from 27 buses per hour to 22 buses per hour, which equates to a bus every two to three minutes, instead of just over every two minutes. This would reduce the number of buses in the Oxford Street and Baker Street areas and would enable us to reallocate resources to enhance bus services in other areas of London. During the day Monday to Saturdays buses would be reduced from every two to three minutes to every three to four minutes.

**West Hampstead (West End Green) – West Hampstead, Quex Road**

Bus frequencies would remain unchanged at 15 buses every hour

**Abbey Road – Grove End Road – Lisson Grove – Rossmore Road**

Bus frequencies would remain unchanged at 15 buses every hour.



Please click here for a larger version of the above map (PDF) <[https://consultations.tfl.gov.uk/buses/routes-13-82-113-139-189/user\\_uploads/finchley-road-frequencies-map.pdf](https://consultations.tfl.gov.uk/buses/routes-13-82-113-139-189/user_uploads/finchley-road-frequencies-map.pdf)>

**Background**

During spring 2015 we held a public consultation on proposed changes to bus routes 13, 82, 113, 139, 189, N13, and N113 in the Abbey Road, Finchley Road, South and West Hampstead areas. This proposal included changes to bus frequencies and the withdrawal of route 13. Please visit

<https://consultations.tfl.gov.uk/buses/finchleyroad> <<https://consultations.tfl.gov.uk/buses/finchleyroad>> to see these proposals

Following a review of comments from the consultation, we have developed revised proposal that retains route 13 along Finchley Road and improves reliability for other routes in the area, as set out above.

**Have your say**

We would like to know what you think about our proposals. Your comments and suggestions will help inform our final decision. If we do proceed with the changes, we would review their impact, reliability and demand about 6 months after implementation to ensure the changes match our predictions and actual demand.

Please give us your views by completing the online consultation form by Friday 30 September 2016.

Alternatively, you can:

- Email us at [consultations@tfl.gov.uk](mailto:consultations@tfl.gov.uk),

- or write to us at FREEPOST TFL CONSULTATIONS

This consultation is part of the process which fulfils the requirement for TfL to consult under Section 183 of the Greater London Authority Act 1999.

#### Have your say

Online Survey <<https://consultations.tfl.gov.uk/buses/routes-13-82-113-139-189/consultation>>

#### Contact

consultations@tfl.gov.uk

#### Key Dates

Status: Open

Runs from 29 Jul 2016 to 30 Sep 2016

#### Other Information

##### Areas:

- Barnet,
- Brent,
- Camden,
- Lambeth,
- Southwark,
- Westminster

##### Audience:

Anyone from any background

##### Interests:

- Bus route 113,
- Bus route 13,
- Bus route 139,
- Bus route 189,
- Bus route 82,
- Bus route N13,
- Bus route N113

## **Proposed Consultation Response - Transport for London's (TfL) consultation on Bus Service Proposals; Routes 13, 82,113, 139 and 189**

**September 2016**

Thank you for the opportunity to comment on your proposals for changes to bus routes 13, 82, 113, 139, 189 and N189.

In general terms Barnet supports the principle of matching bus provision to demand, subject to delivering a minimum level of service; however your proposal gives us cause for concern. The proposal suggests a number of negative impacts and potential challenges to Barnet residents which should be taken into consideration.

You consulted on a similar proposal previously. Both that and the current consultation involve replacing the current route 13 with a route following that of the current route 82 from North Finchley to Victoria. Your previous consultation retained the designation of this new route '82'. The current consultation designates it '13'.

You received significant opposition to removal of bus route 13 in your previous consultation. While we understand that some of this may have related to an attachment to a longstanding route rather than the level of service, other concerns expressed remain.

Notably the loss of the frequent direct link currently provided to the West End is a concern for many. The extension of the 139 to Golders Green provides an alternative that would be both less frequent and involve significantly increased journey times.

The introduction of a one-hour 'hopper fare' may reduce the financial burden of changing for some travellers but the inconvenience remains. If this proposal were to proceed we would want to see provision of clear publicity provided about alternative routes to the West End and locations of safe and convenient interchange points.

We hope that the increased frequency of the proposed route 13 would mitigate issues currently experienced of overcrowding on route 82 into Central London by the time it reaches Golders Green.

We are concerned that the frequency should be sufficient to cater for the passengers that would previously have been shared between routes 13 and 82. This is a particular concern between Golders Green and Hendon Way as the increased capacity of the 113 would not be available on that stretch and the 139 is unlikely to serve the same passenger demand.

Recent performance on the current route 82 has been less good than on route 13. The potential for the new route to be less reliable overall is a concern and in particular we are concerned that the proposals should not lead to increased curtailment of services short of the end of the route. Replacement of two routes (the 82 and 13) with a single route over much of its length could also increase the impact on passengers in the event of any incidents in Central London that affect the single route (since all buses on the combined route would be affected).

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	<p><b>Environment Committee</b></p> <p><b>29 September 2016</b></p>
<p><b>Title</b></p>	<p><b>Environment Committee Work Programme</b></p>
<p><b>Report of</b></p>	<p><b>Commissioning Director for Environment</b></p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Key</b></p>	<p>No</p>
<p><b>Enclosures</b></p>	<p>Appendix A - Committee Work Programme November 2016 - May 2017</p>
<p><b>Officer Contact Details</b></p>	<p>Paul Frost                  Governance Service Team Leader  <a href="mailto:Paul.frost@barnet.gov.uk">Paul.frost@barnet.gov.uk</a></p>

### Summary

The Committee is requested to consider and comment on the items included in the draft 2016/17 work programme highlighted in appendix A.

### Recommendations

1. That the Committee consider and comment on the items included in the 2016/17 work programme.

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

- 1.1 The Environment Committee Work Programme 2016/17 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 All Themed Committee work programmes are being reviewed for 2016/17. Following the Annual Council meeting on 24 May 2016 all work programmes will be published on the Council's website. Therefore the Committee are requested to note the draft work programme as appended.
- 1.4 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

## **2. REASONS FOR RECOMMENDATIONS**

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

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

- 3.1 N/A

## **4. POST DECISION IMPLEMENTATION**

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

## **5. IMPLICATIONS OF DECISION**

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

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

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

- 5.2.1 None in the context of this report.

### **5.3 Legal and Constitutional References**

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

**5.4 Risk Management**

5.4.1 None in the context of this report.

**5.5 Equalities and Diversity**

5.5.1 None in the context of this report.

**5.6 Consultation and Engagement**

5.6.1 None in the context of this report.

**6. BACKGROUND PAPERS**

6.1 None.

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**London Borough of Barnet**  
**Environment Committee Work Programme**  
**September 2016 - May 2017**

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
29 September (TBC)			
Cycling in Barnet	To discuss capital cycling projects and support for cyclists across the Borough	Commissioning Director Environment	Non-key
Street Scene Alternative Business Model (ADM)	To consider a report on the Outline Business Case I for the Street Scene ADM	Commissioning Director Environment	Non-key
Silkstream and Montrose Park	To be note the results from the engagement and consultation and the timescales of delivery	Commissioning Director Environment	Non-key
Proposed Parking Review of the North Finchley Controlled Parking Zone - Cost Estimate	To outline a review of parking in North Finchley Controlled Parking Zone (CPZ) and the cost estimates for carrying out the review including an informal consultation.	Commissioning Director Environment	Non-key
Highways Work Quarter 1 Update	- For the Committee to approve the Highway Work Quarter 1 update.	Commissioning Director Environment	Non-key
8 November			
Fees and Charges	To be confirmed	Commissioning Director Environment	Non-key

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
Draft Playing Pitch Strategy	Draft Street Cleansing Framework 2016 to 2025 Playing Pitch Strategy	Commissioning Director Environment	Non-key
Green Spaces – Capital Bid Update	To be confirmed	Commissioning Director Environment	Non-key
Footway Parking Review Update	That the Committee consider and provide approval of the Footway Parking Review	Commissioning Director Environment	Non-key
Regulatory Service – Service Update	Update of work programme for Regulatory services	Commissioning Director Environment	Non-key
Parking Services - Annual Report	Statutory Annual Report for Parking Service 2015/16	Commissioning Director Environment	Non-key
Streetscene Enforcement	To be confirmed	Commissioning Director Environment	Non-key
Q2 2016/17 Performance Report	To be confirmed	Commissioning Director Environment	Non-key
Moving Traffic Contraventions – Update Report	Update of MTC project and potential new sites	Commissioning Director Environment	Non-key
Barnet Group – Street Scene – Verbal Update	That the Committee receive a verbal update.	N/A	Non-key

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
Highways Work - Quarter 2 Update	For the Committee to approve the Highway Work Quarter 1 update.	Commissioning Director Environment	Non-key
<b>11 January 2017</b>			
Playing Pitch Strategy – Final Approval	To be confirmed	Commissioning Director Environment	Non-key
LiP – 2016/17	To agree LiP priorities for 2016/17	Commissioning Director Environment	Non-key
The Vale’ was referred to the Environment Committee form the Finchley and Golders Green Area Committee.	That the Committee consider and determine the referred report from the Finchley and Golders Green Area Committee.	Commissioning Director Environment	Non-key
Network Recovery Plan 2016/17	To agree to NRP for 2016/17	Commissioning Director Environment	Non-key
Cemetaries and Crematoria	Update report on the capital project developments in Hendon Cemetery	Commissioning Director Environment	Non-key
Public Realm arboriculture – future policy implications	To note and comment on the development of an arboriculture policy for new and established trees	Commissioning Director Environment	Non-key
<b>15 March 2017</b>			

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
Street Scene Alternative Business Model (ADM)	To consider a report on the Outline Business Case II for the Street Scene ADM	Commissioning Director Environment	Non-key
Highways Work - Quarter 3 Update	For the Committee to approve the Highway Work Quarter 1 update.	Commissioning Director Environment	Non-key
<b>11 May 2017 – Items to be allocated</b>			

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