

<u>MEETING</u> ENVIRONMENT COMMITTEE
<u>DATE AND TIME</u> THURSDAY 11TH JANUARY, 2018 AT 6.30 PM
<u>VENUE</u> HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF ENVIRONMENT COMMITTEE (Quorum 3)

Chairman: Dean Cohen
Vice Chairman: Peter Zinkin

Councillors

John Hart	Gabriel Rozenberg	Alison Cornelius
Graham Old	Alan Schneiderman	Phil Cohen
Alon Or-bach	Devra Kay	Agnes Slocombe

Substitute Members

Lisa Rutter	Stephen Sowerby	Sury Khatri
Claire Farrier	Tim Roberts	Nagus Narenthira

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

Andrew Charlwood – Head of Governance

Governance Services contact: Paul Frost 020 8359 2205 paul.frost@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

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ASSURANCE GROUP

ORDER OF BUSINESS

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

7 November 2017

Members Present:-

AGENDA ITEM 1

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

Councillor Gabriel Rozenberg
Councillor Alison Cornelius
Councillor Dr Devra Kay
Councillor Graham Old
Councillor Sury Khatri in attendance as a substitute Member

Councillor Alan Schneiderman
Councillor Philip Cohen
Councillor Agnes Slocombe
Councillor Alon Or-Bach

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the Environment Committee held on 11 September 2017 be approved.

2. ABSENCE OF MEMBERS

An apology of absence was received from Councillor John Hart. Councillor Sury Khatri was in attendance as a substitute Member. An apology of absence was received from Councillor Dr Kay. Councillor Farrier was in attendance as a substitute Member.

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

Member	Item	Declaration
Councillor Peter Zinkin	13	Councillor Peter Zinkin declared a Disclosable Pecuniary interest. He stated that Rimon Jewish Primary School was a tenant of the synagogue of which he is the Chairman. Councillor Zinkin withdrew himself from the meeting and did not take part in the consideration of the item.
Councillor Dean Cohen	13	Councillor Dean Cohen declared a non-pecuniary interest. He stated that 2 of his Children attended Menorah Primary School. Councillor Cohen took part in the consideration of the item.

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 Mrs Anne Clark. Mrs Clark was given the opportunity to ask supplementary questions which were noted.

The Committee heard public comments in relation to item from Mrs Maureen Byrne on agenda item 7, (PB Donoghue waste management site) and Mr Ron Rosenhead who also spoke in relation to item 7 (Consultations on crossover applications). Members of the Committee had the opportunity to ask questions of both speakers.

6. PETITION – DISRUPTIONS CAUSED BY THE NEW RELIGIOUS CENTRE AT THE HIPPODROME GOLDERS GREEN

The petition was introduced by Mr Craig Cowan which the Committee noted. The Chairman allowed Mrs Lisa Lyons the opportunity to be asked questions by the Committee along with Mr Cowan.

The Strategic Director for Environment noted that Officers were able to consider:

- Conducting parking surveys
- Provision of yellow lines to enable good traffic flow
- Be aware of any temporary events and consider parking enforcement actions and operational hours
- Review CPZ and include enforcement with the CPZ areas
- Consider enforcement action to discourage
- parking over cross overs That suitable and relevant public consultation be carried out

The Committee noted that when considering the impact of parking within the locality, Officers should be aware that any changes to the current parking restrictions could have a knock on effect on other surrounding areas.

Having considered the report the Environment Committee unanimously:

Resolved:

- That the petition be noted
- The Environment Committee requested that the Strategic Director for Environment be instructed to carry out the actions under delegated powers as listed above.
- That the Environment Committee requested that a report be submitted in relation to these matters at the earliest possible meeting. The Environment Committee noted that that the determination of all matters of such a report may be impacted upon by a future Planning Committee meeting.
- That the Environment Committee requested that the Strategic Director for Environment write to the lead petitioner to outline the next steps

7. MEMBERS' ITEMS

Councillor Alan Schneiderman introduced the item and requested that the Committee supported his Member's Item.

Cllr Peter Zinkin moved that the Committee rejected that a report be submitted to the Environment Committee. He stated that this issues be resolved by the cross member steering group. This was seconded by the Chairman, Councillor Dean Cohen.

The Chairman requested that this be voted on and this was unanimously agreed by the Committee

Councillor Alan Schneiderman requested a vote on this Members Item

For – 5

Against – 6

Resolved;

The Members Item was noted

Bowling Clubs

Councillor Phil Cohen

Councillor Phil Cohen introduced the item and requested that the Committee supported his Member's Item.

Having considered the report the committee:

Resolved:

- That the Committee noted the Members Items

Consultations on crossover applications

Councillor Alon Or-Bach

Councillor Alon Or-Bach introduced the item and requested that the Committee supported his Member's Item. Councillor Cohen requested an update and requested that a report be submitted to the Committee.

Having considered the report the committee:

Resolved:

- That the Committee noted the Members Item
- That the Committee agreed that a report be submitted to a future meeting

Waste – Bin Capacity Policy

Councillor Dean Cohen

Councillor Dean Cohen introduced the item and requested that the Committee supported his Member's Item. Councillor Cohen requested an update and requested that a report be submitted.

Having considered the report the committee:

Resolved:

- That the Committee noted the Members Item
- That the Committee agreed that a report be submitted to a future meeting

8. BUSINESS PLANNING 201819 – 201920

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

Having considered the report the committee:

Resolved:

- that a revised document should be circulated to Members of the Committee which explained the financial changes were clearly
- That Environment Committee approved referral to Policy and Resources Committee of the refreshed revenue savings programme in Appendix A.

The vote recorded was:

For – 6

Against – 4

Abstained – 1

9. FEES AND CHARGES – 201819

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

Having considered the report the Committee:

Resolved:

- That the Environment Committee considered and approved the proposed fees and charges for 2018/19 as set out in Appendix A.
- That the Environment Committee agreed the Electric Vehicle Charging Point Pilot Scheme and delegate power to the Strategic Director – Environment to set the fees and charges for it.
- That any car parking increase from £5 to £6 be considered on a car park by car park basis and that delegated authority be granted to the Strategic Director for Environment to implement additional charges/changes where applicable
- The Committee noted in respect to the above resolution that subject to confirmation from the Monitoring Officer that approval of the charges are within the Committee's remit otherwise they will be referred to Full Council for decision

10. DRAFT LONDON ENVIRONMENT STRATEGY

The Strategic Director for Environment introduced the item and the intentions of the report. He outlined that the draft LES sets out the Mayor's environmental vision for London and the proposed strategic approach to addressing key issues such as; air quality, green infrastructure, waste and recycling, ambient noise, carbon economy and climate change.

Councillor Peter Zinkin moved that the first bullet point be amended on page 72 as follows:

The current recycling target of 50% by 2025 is challenging and the increase to 65% by 2030 will be even more so. The Mayor does not refer to any available funding to help achieve these targets, nor does the paper explain how Boroughs should calculate the new target in relation to commercial waste

Councillor Phil Cohen moved that the second bullet point on page 10 of Appendix as follows be deleted:

~~*Borough-specific household waste targets are not appropriate. They would require additional resources to carry out monitoring, and what would be the penalty for non-achievement of a target or the incentive to achieve a target?*~~

The Committee unanimously agreed this.

Having considered the report the committee with the above amendment to appendix A as illustrated above:

Resolved:

- That the recommended response to the draft London Environment Strategy as outlined in Appendix A be approved.

The vote recorded was

For – 6
Against – 5

11. LONDON COUNCILS AGREEMENT

Having considered the report the committee unanimously:

Resolved:

- That the contents of the report to enable the future delegation of strategic and operational management of Electric Vehicle Charging Points within the Borough, as set out in the recommendations below be agreed.
- To recommend that Full Council give authority for:
2.1 the amendments to the London Council's Technical and Environment Committee Governing Agreement dated 13th December 2001 (as amended) and to delegate the Council's functions to the London Council's Transport and Environment Committee, all as set out in Appendix A; and
- That Strategic Director for Environment should sign and send an engrossed copy of the amendment to the London Council Technology and Environment Committee Agreement (Appendix A).

12. COMMITTEE FORWARD WORK PROGRAMME

The Chairman noted that the Full Council considered a Motion on 31 October 2017 titled 'Keep our dog walkers under control'. He stated that Full Council had referred this matter to the Environment Committee. The Committee therefore agreed to add this item to the work programme

The Committee noted that the meeting taking place on 11 January is to start at 18:30.

13. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

Prior to the consideration of the item Councillor Peter Zinkin left the room.

The Chairman introduced the item and summarised the report. He provided an updated for the Committee following the pilot as documented in the report.

Having considered the report the Committee unanimously:

Resolved:

School Permit Scheme – Menorah Primary School

- That the Environment Committee noted that a survey has been commissioned to assess the demand on parking bays in Zone BX.
- That the subject to the condition set below, the Committee approved the issue of school permits to staff at Menorah Primary School, for use in Zone BX permit bays while the holder is carrying out school duties or travelling for the purpose of carrying out school duties, subject to the conditions agreed at the Environment Committee of 11 May 2017.
- That the Committee agreed that the condition referred to above should be:
 - o That the survey of parking demand establish that at the busiest surveyed time the total number of resident permit bays occupied in the surveyed area not exceed 85% of the total such bays present in the area if one or more additional vehicle were to be added.

School Permit Scheme – Rimon Jewish Primary School

- That the Environment Committee noted the outcome of the survey of parking demand undertaken on 26th and 28th September 2017.
- That the Committee approved the issue of school permits to staff at Rimon Jewish Primary School, for use in Zone H permit bays while the holder is carrying out school duties or travelling for the purpose of carrying out school duties, subject to the conditions agreed at the Environment Committee of 11 May 2017.
- That the Committee agreed that the area of adjacent streets should be excluded:
 - o That part of Dunstan Road between its junction with The Vale and its junction with Hodford Road.

- That part of Hodford Road between its junction with Dunstan Road and its junction with Wycombe Gardens.
- That the Committee agreed that the number of concurrent permits to be issued to staff at Rimon Jewish Primary School be limited to 25.
- The Committee noted that the above exclusion zone and cap on permits may be reviewed and varied by future committee resolution in response to changes in circumstances.

The meeting finished at 21:37

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	<h2>Environment Committee</h2> <h3>11 January 2018</h3>
<p>Title</p>	<p>Member's Item</p> <p>Cllr Dean Cohen – Thanks to Council's Gritting Staff</p> <p>Cllr Peter Zinkin – Include Barnet Hospital in the Teachers permit scheme</p>
<p>Report of</p>	<p>Head of Governance</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>None</p>
<p>Officer Contact Details</p>	<p>Paul Frost, Governance Service Team Leader Email: Paul.Frost@Barnet.gov.uk Tel: 020 8359 2205</p>

<h3>Summary</h3>
<p>The report informs the Environment Committee of Member's Item and requests instructions from the Committee.</p>
<h3>Recommendations</h3>
<p>1. That the Environment Committee's instructions in relation to this Member's item are requested.</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 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.

Name of Councillor	Member's Item
Dean Cohen	Thanks to Council's Gritting Staff I request the Environment Committee thank gritting staff for their tireless work on Sunday 11 th December 2017 in the face of severe weather conditions. They were out from the early hours until late at night and, as well as severe snowfall, had to contend with a brief thaw washing away their initial efforts with rain. After a request by the police they even gritted the A1, which had come to a standstill, despite this being outside the Council's responsibility. They deserve our gratitude and respect.
Peter Zinkin	Include Barnet Hospital in the Teachers permit scheme Following the introduction of the CPZ around Barnet Hospital considerable concern has been expressed by staff governors on the impact on NHS staff and on parking generally at the hospital. The Committee is requested to include Barnet Hospital in the Teachers permit scheme as if it were a school and on the same basis of evaluation if the hospital requests permits for key NHS staff.

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.

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	<h2>Environment Committee</h2> <h3>11th January 2018</h3>
<p style="text-align: center;">Title</p>	<p style="text-align: center;">Parking Enforcement Contract Re-commissioning – In-house service provision as a comparison</p>
<p style="text-align: center;">Report of</p>	<p>Councillor Dean Cohen, Chairman Environment Committee</p>
<p style="text-align: center;">Wards</p>	<p>ALL</p>
<p style="text-align: center;">Status</p>	<p>Public. Enclosures partially exempt under paragraphs 2 and 3 of Schedule 12A to the Local Government Act 1972 Act as the report contains information which is likely to reveal the identity of individuals and information relating to the financial or business affairs of the Council and NSL.</p>
<p style="text-align: center;">Urgent</p>	<p>No</p>
<p style="text-align: center;">Key</p>	<p>No</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix A - Report by independent expert K Hagan - (Public) Appendix B - Report by independent expert K Hagan - (Exempt)</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Jamie Cooke, Assistant Director, Transportation and Highways Commissioning jamie.cooke@barnet.gov.uk 020 8359 2275</p>

Summary

The parking enforcement and associated services contract, presently with NSL Limited, is due to expire on 31 October 2018 and officers are currently part way through procuring a new contract. At the Environment Committee of 12th May 2016 a request was made to investigate delivery of the service in-house. An independent expert was subsequently commissioned to conduct a review of this option.

The findings of this work indicate that there would be significant negative financial impacts of bringing the service in-house, both from the cost of providing the service along with the potential reduced effectiveness of the operation. In recent years the Parking Service has

benefited greatly from our contractor's expertise and technical depth of knowledge. This has allowed several large service initiatives to be delivered which have generated significant benefits for the quality of Barnet's parking enforcement activities. It is felt that future service initiatives and operational scenarios will continue to benefit from the level of expertise and specialist resource that a contractor can leverage. Therefore it is not recommended to return the borough's parking enforcement service to an in house model.

Officer Recommendations

- 1. That the Committee note the content of this report, based on the findings of the independent expert's work on an in-house model, including the cost and income implications were the service to be brought in house.**
- 2. That the Committee note the content of the independent expert's report, including the exempt information at Appendix B.**
- 3. That the Committee agree to the continuation of the present procurement based on retaining the use of the private sector as a delivery vehicle for the Parking enforcement service.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council's existing contract with NSL Limited for the provision of Parking Enforcement and Associated Services began in May 2012 and was for duration of five years, with an option to extend for up to two years.
- 1.2 In May 2016 the Council agreed an extension for 18 months to the existing contract. This extension was agreed to enable the Council to explore options for delivery of the service.
- 1.3 The Council's existing contract with NSL Limited will therefore end on 31 October 2018 and to ensure continuity of service will need replacing with either a new contract or another form of service delivery. As part of the process for extension the Committee "requested if it was viable to bring the service in house." This report presents the findings of that investigation and gives more details on the reason why the existing outsourcing model should be retained.

2. REASONS FOR RECOMMENDATIONS

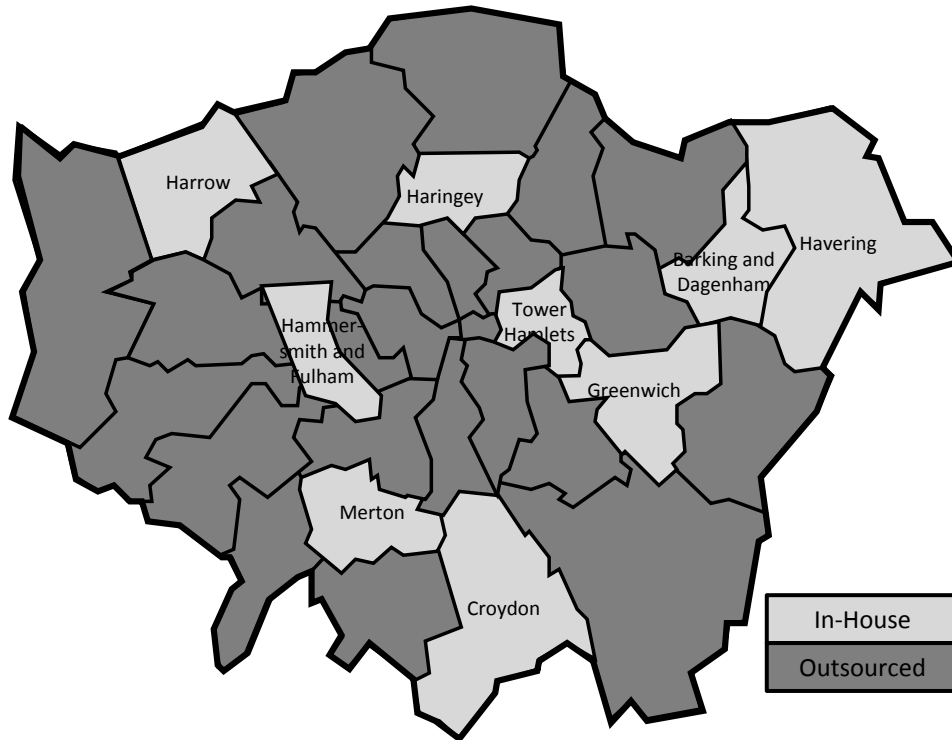
- 2.1 The findings of the independent expert's investigation do not indicate a strong case to make a recommendation to proceed with an in-house delivery model. The independent expert investigated this option and its likely implications and found them to be negative in nature.

Background and existing service

- 2.2 The Parking Service operates to provide the Council's car park and on street parking control service, including decriminalised enforcement services,

- parking permits, cashless and pay and display parking, parking suspensions and associated supporting services. Since the start of decriminalised parking enforcement in 1994 the Council has also taken on bus lane enforcement in 1997 and moving traffic contravention (MTC) enforcement in 2016.
- 2.3 The Parking Service also has oversight of the Council's service issuing blue badges for people with mobility constraints and the issuing of Transport for London Freedom Passes for qualifying individuals in the Borough. The Parking Service also provides an abandoned vehicle removal service, although not a wider vehicle removal service for parking contraventions.
- 2.4 The Parking Service provides over 2million pay by phone transactions along with 25,000 parking permits and around 65 annual vehicle removals. Taking into consideration all the other parking events such as vehicles loading, disabled badge use and school runs, the Parking Service has many millions of interactions with Barnet's residents, businesses and their visitors every year.
- 2.5 The Parking Service is presently commissioned with a large use of the private sector but key areas are retained in house. The outsourced provider, NSL Limited, supply on street parking enforcement and CCTV clip review, back office services supporting the PCN (penalty charge notice) review process, payment processing, printing and scanning of correspondence, debt recovery (bailiff) services, computer systems for permits, enforcement and cashless parking and associated services for these.
- 2.6 The provider supplies the on street enforcement patrol service from a base within the Borough, employing a large proportion of their staff locally. The back office function generating PCNs from CCTV clips, along with the replies to PCN correspondence, (for the element not retained by the Council), are primarily delivered at NSLs offices in Dingwall, Scotland, with some cross-working with another office of theirs in Oldham. Scanning of letters is provided by a sub-contractor of NSLs in Sheffield whilst printing is provided by another in Croydon. Other services that are provided centrally, such as support for the software they supply are provided through a range of offices across the UK.
- 2.7 It is unlikely, were any of the non-London based staff in scope of TUPE regulations from a move in-house, that they would be likely to take up a role at the Council's offices and would therefore be subject to redundancy with the associated costs that entails.
- 2.8 The current retained in house team provide client side contract monitoring, PCN representation reviews and appeals functions as well as supporting the Capita and Re contracts with regards to their parking elements. Other functions, including blue badge and freedom pass fulfilment and permit applications are provided by the Customer Support Group. It should be noted that any services presently provided by Capita and Re are outside of the scope of this review and the consultant's report as well as the procurement presently being undertaken.
- 2.9 The contract with NSL Limited is valued at circa £4.3million annually and uses the BPA (British Parking Association) Standard contract, which is recognised as providing standard contract terms for the parking industry. The contract contains no incentive, payment or bonus linked to PCN issuance level for either the provider or its staff.

2.10 The majority of London local authorities deliver their parking services through an outsourced provider, with only 9 of the 33 Boroughs operating their service in house. The below map shows the breakdown across London.



Requirement for increased parking enforcement in Barnet

2.11 Driving and parking in Barnet are prominent issues. On a condensed outer London network the needs of the motorist to park easily have to be balanced with an urgent requirement for improved air quality, pedestrian safety, traffic control, congestion and a finite supply of parking spaces.

2.12 Consequently parking services are of great interest and concern to Barnet residents and businesses and have featured strongly on the Council’s Resident’s Perception’s survey. Parking services are demand led and the frequent requests for parking enforcement that the Council receives as well as the high number of requests for controlled parking zones and changes to existing controlled parking zones, further demonstrate a strong desire from residents for the Council to enforce parking within the borough.

2.13 Barnet’s road space asset is set to become even more complex in the near future as Electric Vehicle Charging points and car clubs become more prominent and more Controlled Parking Zones are delivered to support major new developments such as Colindale and Brent Cross. All of these development will need to be carefully balanced with Barnet’s Parking Policy aims of:

- Keeping traffic moving
- Making roads safer
- Reducing air pollution
- Ensuring as much as possible that there are adequate parking places on the High Street

- That residents can park as near as possible to their homes

To support these aims in the future, the authority will continue to need effective parking enforcement which is flexible enough to meet the requirements of a rapidly evolving roads pace asset for London's fastest growing borough.

Benefits of existing commissioned model

- 2.14 So as to inform this report, the Parking Service has also detailed below the benefits of the commissioned model as presently used, which is also the basis of the existing procurement.
- 2.15 To date the Council's commissioned model working with an outsourced provider has allowed effective deliver of the expectations of the service as articulated in sections 2.5 to 2.7 of this report. During the lifespan of the contract service levels have been generally met and the service scope and size has grown to meet the Council and resident's expectations. On Street enforcement PCNs have risen from 120,000 a year to circa 150,000 a year since the enforcement service was outsourced. In 2015/16 Moving Traffic Contravention (MTC) enforcement was adopted seeing a growth of PCN levels of 56,000. (Source: London Borough of Barnet Parking Services Annual Report 2016/2017). The size of the NSL operation has meant that this growth could be accommodated in a way that would be difficult to have achieved in house, as they had the staff and operational facilities to rapidly grow that did not exist in house.
- 2.16 The success rate at the independent adjudication service has improved by 10% from the final year of the in-house service (2011/12) to the most recent year (2016/17) of the outsourced service.
- 2.17 Any occurrence of performance issues with the contract have seen the swift adoption of an improvement plan, backed up by strong financial penalties and contractual measures to achieve improvement.
- 2.18 The experience of NSL supporting the Barnet operation's growth detailed previously shows the benefits of working with an outsourced provider. This comes from the scale of their operations, which allow access to a range and depth of resources. This includes specialist training, recruitment, performance management and technology experts who know the parking and traffic industry well. Many resources are shared with other contracts where a full time person employed by the Council would not be viable. In many cases similar focused parking technical expertise would be difficult to fully recreate within the Council at an acceptable cost.
- 2.19 As the providers' core business, the focus of a private operator is on all things related to the parking industry. In general this would be expected to see the newest technologies, most advanced software and most specialised training and resourcing brought to the Borough.
- 2.20 Operating multiple contracts nation-wide allows for a sharing of staff and resources. The Council has benefitted in recent months from a boost to resourcing brought from a regional enforcement team shared around London by NSL giving a boost to trained staff far faster than any individual operation or Council could achieve. The growth of Moving Traffic enforcement and the associated CCTV clip processing would not have been achieved without

- NSL's large shared service function that could scale up rapidly to meet the borough's requirements.
- 2.21 Certain functions that a private operator is able to share amongst clients that must be provided would have to be recreated by the Council. This includes the costs of specialist training staff and system (ICT) support.
 - 2.22 The Council presently has access to teams of high quality pooled shared resources that include business analysis for enforcement, technology specialists, customer service improvement and quality assurance staff. It is unlikely that the Council would be able to economically recreate all these functions.
 - 2.23 The private sector provides more flexibility and lower risk around reliance on technology. Most private sector organisations run multiple differing software platforms and technology solutions, which they can switch clients between as their needs change. This provides for innovation at lower cost and risk to the Council and resilience in the situation where a system unexpectedly fails.
 - 2.24 The Council will need to be ambitious in its approach to adopting new technology to the benefit of the residents and visitors of the Borough. Contracts with the private sector can place an obligation to adopt, update and refresh technology at a rate the Council could not achieve as a smaller entity. Risk, cost and learning from trials is pooled with other authorities through private sector partnering without the difficulty of setting up partnerships with other Councils.
 - 2.25 The process of procuring a Contract is a great opportunity to have external parties take an external view of the Council and make suggestions to change to deliver the needs of the Borough. Recent procurements in London have seen new solutions proposed that are industry leading. The value of this work can be significant, whilst the costs are spread over the life of the contract. A similar review of the service could be achieved with expenditure with a consultant but the cost would need to be paid up-front and without the consultant being there for the life of the contract to back up their proposals.
 - 2.26 The use of an outsourcing arrangement in a well written contract allows the private sector to hold the risk of change in the future. Parking is a volatile service area in terms of technical advancement. Given the growth of automation, in car technology, vehicle use and ownership and wider changes to the highway, we are expecting a great deal of change over the period of the next contract.
 - 2.27 The private sector has access to a range of providers and as a bulk purchaser is able to achieve cost savings unavailable to the Council. In areas such as technology where there are large overheads there is considerable strength from partnering with organisations which can reduce costs.
 - 2.28 As a commissioning authority, the Council has spent time in recent years building its capability and competence in contract letting and management. Most teams, including the Parking Service, are broadly focused around delivering service with partners. The skills that exist for this are not necessarily the same as those needed for operating an in-house service.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

Return the service to in house enforcement

- 3.1 To fully consider the option to bring the services presently provided by NSL back in house the services of an independent expert with industry relevant knowledge and experience were obtained. The choice of an independent, external expert was to provide an un-biased view from a neutral position. The Council provided relevant data to allow a review to be undertaken and the results of this review were presented in a report to the Council.
- 3.2 As some of the information in the report is highly detailed and sourced from the existing operational costs of the present outsourced provider, NSL, it has been redacted from the publically available documents. This is to protect the commercial interests of both the Council and NSL, especially in the context of the ongoing procurement by the Council. In all cases the higher level financial information has been retained and it is not expected that the redactions would materially impact the understanding of the report and contents.
- 3.3 The independent expert investigated the impact of bringing the current service mix provided by NSL In-House at the end on the current contract period (2018). The report produced used the current NSL cost matrix as the basis for comparison, identifying additional costs or savings on a line by line basis. Cost variances are considered against three areas; Mobilisation, Annual Running Costs, At Risk Costs.
- 3.4 The independent expert considered that cost variances in the mobilisation category would be driven mainly by the requirement to source new premises and set up IT systems. The one off year one cost of mobilisation was projected to cost £305k by the independent expert. It should be noted that there would be set up costs for an outsourced operator too which are likely to be capitalised over the lifetime of the contract. The Council would have the option to capitalise costs too. They would also be highly likely to be lower than the Council's costs, as some functions would likely already exist within their organisation, such as ICT services and likely premises for back office staff. The existing operator would be unlikely to see many of these costs were they to be successful in the ongoing procurement.
- 3.5 The independent expert considered that variances in the Annual Running Cost section are driven by the additional cost of employing staff in a Local Government setting. These include the higher pay grades for Local Government staff, pension costs and experienced higher levels of absenteeism than the private sector. The additional ongoing costs were calculated by the independent expert to be £1,061k each year.
- 3.6 The independent expert detailed how At Risk Costs are driven by both certain risks relating to the unknowns of contractual negotiation on staff terms and conditions as well as redundancy cost along with the risk of lower PCN productivity of an In-House workforce based on experiences between the two operating models. The at risk costs have been profiled at both a low and high end estimate, with the independent expert's report (enclosed) providing more details on the reasoning behind this.
- 3.7 The experience, especially in the context of other local authority parking operations, led the independent expert to conclude that productivity differences in staff between the private and public sector likely come down to a range of reasons however the performance management tools are typically stronger in the private sector. The setup of the organisations, from a business entirely focussed on parking compared with a large multi-service public sector organisation, see differences in the nature of performance management, training, and HR/recruitment approaches. The defined nature of contracts

makes the potential for non-productive (non-enforcement) time less likely in private sector organisations (especially where that would impact key performance indicators). The Parking Service acknowledges that the financial imperative of key performance indicators and the need to control costs are slightly less acute on public sector organisations and individual employees.

- 3.8 The independent expert's report recommended that the Council should expect additional Year one cost of £1.4m, which should the At Risk cost materialise, would rise to £2.4m as a low end estimate or £3.1m as a high end estimate. In future years the £304k one off mobilisation cost would drop away. The report cautioned that while the *At Risk Costs* are not guaranteed to materialise, the council should consider the At Risks Cost (Low) as highly likely to materialise and the at risk cost (High) as more likely than not to materialise.
- 3.9 The at risk costs are detailed in the independent experts report. At a high level they derive from three areas. The first of these comprises of the cost to harmonise staff terms and conditions when staff are transferred to the Council. The second of these comprises of the redundancy costs of staff where their distance from Barnet is such that a transfer to the Council is improbable. The third area is from the loss of PCN income that the independent consultant believes would arise with an in-house operation. The report goes into more detail on the reasons behind this.
- 3.10 The table below sets out the summary of the at risk costs arising from these three sources as a low and high risk scenario.

At Risk Costs - Low	
Street Services Staff T&Cs	£300,000
Back Office Redundancy	£100,000
PCN (Low)	£654,326
	£1,054,326

At Risk Costs - High	
Street Services Staff T&Cs	£300,000
Back Office Redundancy	£100,000
PCN (High)	£1,308,652
	£1,708,652

- 3.11 Combing the mobilisation costs and annual running costs with the low and high at risk costs provides the following range of potential cost of the in house option. This would be in addition to the existing £4.3million expenditure with NSL.

		Year 1
1	Mobilisation	£304,783
2	Annual Running Costs	£1,060,930
3	Total (1+2)	£1,365,713
4	At Risk Costs (Low)	£1,054,326
5	Total Low (3+4)	£2,420,039
6	At Risk Costs (High)	£1,708,652
7	Total High (3+6)	£3,074,365

Benefits of an in-house service

- 3.12 The Parking Service's view is that there are some benefits to running an in-

house operation that should be considered in conjunction with the financial implications detailed in the report. The Council would hold complete flexibility in how it uses the operation and a greater degree of control with no need to use change control processes and incur their associated costs. These were on balance, however, not sufficient to offset the dis-benefits and to recommend a further investigation into an in-house option.

- 3.13 Other potential benefits from an in-house model would arise from lower contract management costs to the Council and no provider overheads. However, the overall cost increase arising from both in house labour costs and operational costs would significantly outweigh this. These are already factored into the report by the independent expert.
- 3.14 The operational benefits may be increased levels of control for the Council over staff and the ability to return some jobs to the Borough. However existing recruitment and retention to Council employed roles in the representations and appeals team has been difficult and London-wide there are recruitment difficulties to the all parts of the parking industry.
- 3.15 An in house service may provide some additional flexibility to the Council if there was a desire to reshape roles for staff in the future to cope with changing expectations, subject to appropriate consultation with staff and costings. However, an in-house option would mean that the Council holds all the risk for operating the service and any liabilities for service failure, redundancy and other costs that the private sector has taken from the Council.

Other Options Considered

- 3.16 The option to deliver the service through multiple smaller contractual lots was also considered. However, the additional procurement and contract management costs, along with a reduction in the potential for joined up solutions and loss of price competition from reducing the size of individual lots means this option is not recommended.
- 3.17 The Parking Service also considered bringing only some elements of the service back in house, however, it was perceived that the same concerns raised regarding bringing the whole of the service in house would still exist without the benefits of reducing contract management costs, making this is less appealing option. Therefore this option is not recommended.
- 3.18 A further option is to commission more of the service outside of the Council, such as the representation and appeals service by transferring these functions to the private sector, leaving just a very thin client side. This option is not considered an appropriate balance given the desire to maintain a closely managed parking service which is highly adaptive to the Borough's developing needs and with a strong quality focus. Instead it is preferable to maintain a sufficiently large team in the representations and appeals area to assure appropriate decisions of representations are taken by the Council.
- 3.19 The Council investigated with other North London authorities the potential for a shared service or a shared procurement. This work was discontinued when it became apparent that other local authorities plans did not align with Barnet's and some went out directly for procurements on their own which effectively precluded this option. Any future opportunities will be investigated at the appropriate stage.

4. POST DECISION IMPLEMENTATION

- 4.1 The Council will continue with the procurement of the new parking contract based on the intention to maximise

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The continued provision of a parking service through the new procurement will allow the continuation of delivery of corporate priorities of the service. This includes the budgetary contribution of the parking surplus accounts as well as fulfilling the statutory needs for a managed Highway.

- 5.1.2 The procurement documents have been drafted to include Key Performance Indicators that will allow close alignment with expected performance measures for the service now and in the future.

- 5.1.3 The procurement documents have received contributions from colleagues widely within the Council to ensure close alignment with customer service standards, MyAccount, data protection and complaints processes and other similar common standards.

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

- 5.2.1 The proposal recommends the continuation of the present service structure and therefore no financial or resource implications arise directly from this decision. The cost of the new procurement is contained within the current service budgets and the cost of the new contract is expected to be broadly in line with the existing contract.

5.3 Social Value

There is no anticipated negative social value element to this decision as it is a continuation of the existing service structure. The procurement of the new contract will include a requirement to demonstrate social value in line with the Council's expectations and obligations and will be tested through that process.

5.4 Legal and Constitutional References

- 5.4.1 The Council has a duty to manage the highway under the Road Traffic Act 1991 and Traffic Management Act 2004. The powers for parking controls and enforcement are provided under various legislation, the main elements of which are the Greater London (Powers) Act 1974, Road Traffic Regulation Act 1984, Traffic Management Act 2004, London Local Authorities Acts 1996 and 2003.

5.5 Risk Management

- 5.5.1 The risk of managing the procurement and the service and dealt with separately within the service.

5.6 Equalities and Diversity

- 5.6.1 The procurement of the new contract will require the provider to evidence their

processes to comply with equalities and diversity requirements and best practice. The Council owns the policies and processes used by outsourced providers and equalities and diversity are considered and handled through these. These processes are not being altered as a result of this decision.

5.7 Consultation and Engagement

5.7.1 No consultation or engagement was necessary or appropriate for this decision.

5.8 Insight

5.8.1 Insight data is used within the Parking Service to drive performance and customer service improvements. This decision does not impact the existing activity linked to insight information.

6. BACKGROUND PAPERS

6.1 London Borough of Barnet Parking Services Annual Report 2016/2017:

<://barnet.moderngov.co.uk/documents/s40933/Appendix%20A%20-%20Annual%20Parking%20Report%202016%2017.pdf>

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London Borough of Barnet

Study on the Financial Impact of bringing the existing CEO Service (and related activities) In-House

December 2017

**NOTE – This report contains
redactions in Green where
Commercially Sensitive Information
has been removed**

Executive Summary

This report considers the financial impact of bringing the current service mix provided by NSL, In-House at the end on the current contract period (2018). The report used the current NSL cost matrix as the basis for comparison, identifying additional costs or savings on a line by line basis. The context of all cost variations and assumptions made are detailed within the report. Cost variances are considered against three broad buckets:

- Mobilisation
- Annual Running Costs
- At Risk Costs

Cost variances in the Mobilisation category are driven mainly by the requirement to source a new premise and set up IT systems. Variances in the Annual Running Cost section are driven by the additional cost of employing staff in a Local Government setting, while the At Risk Costs are largely driven by the risk of lower productivity of an In-House workforce and the impact that may have on PCN revenue. The At Risk Costs have been profiled at both a Low and High end estimate.

If Barnet is to consider moving its service back In-House, it need to consider its appetite for incurring the following costs:

		Year 1
1	Mobilisation	£304,783
2	Annual Running Costs	£1,060,930
3	Total (1+2)	<u>£1,365,713</u>
4	At Risk Costs (Low)	£1,054,326
5	Total Low (3+4)	<u>£2,420,039</u>
6	At Risk Costs (High)	£1,708,652
7	Total High (3+6)	<u>£3,074,365</u>

As a minimum, the council should expect additional Year 1 cost of £1.4m, which, should the At Risk cost materialise, would rise to £2.4m as a low end estimate or £3m as a high end estimate. Obviously in future years the £304k mobilisation cost would drop away.

While the **At Risk Cost** are not guaranteed to materialise, the council should consider the At Risks Cost (Low) as Highly Likely to materialise and the At Risk Cost (High) as More Likely Than Not to materialise.

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Terms of Reference

This report considers the merits of moving the current Civil Enforcement operation and its associated services, provided by NSL under contract until 2018, in-house at the end of the current contract period.

The report focuses on the key financial impacts of such a move and makes the following assumptions:

1. There is nothing fundamentally wrong with the current service i.e. there is no need to undertake a major business transformation or reengineering activity as part of the migration
2. An In-House service is likely to be of similar size and scope to the existing service
3. Staff with the current contractor will exercise their right of TUPE

Methodology

The report considers three key cost areas related to the return of the current Civil Enforcement Operation (and its associated services), provided by NSL, back into the direct control of the council, namely:

- One Off / Mobilisation Costs
- Annual Running Costs
- At Risk Costs

The report uses the current schedule of costs, from the council's contract with NSL, as the costing comparison template for Annual Running Costs. This allows easy and direct comparison from one service to the other of the direct costs of service provision, allowing the reader to easily understand where savings may be realised or additional costs may be incurred. Both the NSL & In-House costs are in effect 2017 / 18 business costs.

The report also considers **At Risk Cost**. Costs in this category may or may not materialise either in part or full, however it is prudent for the council to be aware of their existence and consider their impact should they materialise.

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One Off / Mobilisation Costs

This section addresses the likely costs that will be incurred as part of the mobilisation of an In-House service by the London Borough of Barnet. The costs are broken into three key areas:

- Premises
- IT
- Project Management

It is likely that there will be other costs, however, the exact detail of those will not become apparent without carrying out a substantial pre-project planning exercise which was out scope of this exercise.

The costs are budgetary only, and the final rates (and schedule) would be dependent on the exact specification that the council set out. They are, however, consistent with a number of Civil Enforcement mobilisations that have been recently been carried out and to that extent the **£305k cost of mobilisation** identified below, can be considered realistic and accurate.

Category	Description	Quantity	Unit £	Cost £
Premises	IT Infrastructure (Inc. CAT5E cabling & ports for 25 workstations)			
Premises	Workstations (Inc. PC, desk, chair, divider / partition)			
Premises	Meeting Room (2 wall glass with single door with conference table & chairs)			
Premises	Kitchen / Rest area (office) Inc. white goods			
Premises	CEO Locker room (construction)			
Premises	CEO Locker Room (Inc. lockers, tables & chairs, white goods)			
Premises	HHC Racking (Inc. 50 x double sockets in 5 rows & surge protection x 5)			
Premises	UPS Solution (controlled shutdown only)			
Premises	General Decoration			
Premises	Toilets / Showers - renovations			
Premises	Fire & Security Systems			
Premises	Legal & Technical Fees			
	Total			113,225
IT	Server Room (Inc. server, air con & cabinet)			
IT	Data Migration (Inc. extraction, cleansing & migration)			
IT	System Configuration (10 days @ £750)			
IT	End User Training (9 Days & £650)			
IT	IVR System (with contact centre hunt group & 27 IP phones)			
IT	Miscellaneous (Inc. phones, projector, screen)			
	Total			78,850
Project Management	PM for 100 days (APM or similar)	100	850	85,000
	Sub Total			277,075
	10% Contingency			27,708
	Total			304,783

Premises – General

Enquiries were made with the agents of the current contractor's landlord, in respect to, the ability of the council to take on the existing site should NSL vacate. The landlord's agents were reluctant to give any type of positive indication in this respect. This may well be simply good business confidentiality or that they would rather test the open market, to obtain the maximum possible return for their client or they may have alternative plans for the site.

In any event the suitability of the current premises is questionable. The current service mix held by NSL includes a back-office function provided via their processing centre in Scotland. As part of the service return, these staff (or their replacements) would need accommodation, which most likely, could not happen at the current NSL site. This in-itself would prompt the council to enter the local property market.

Accepting that the council would have to enter the local property market for at least part of the operation, it would be more practical to secure a single site that could accommodate the entire operation, as this would prompt operational efficiencies and synergies. To this extent, a five FTE headcount reduction has been built into the ongoing back office costs in the following report section.

There is a good availability of sites of both office and warehouse / office within the borough that could accommodate the operation and securing a suitable site would not be a barrier to the project. The final costs would depend on sites available at the exact point in time the council approached the market, however, the budget of £165k included in the revenue section should be adequate for rent / lease costs and NNDR of a suitable site.

The One Off / Mobilisation Costs for premises of £113k, assumes that the unit obtained by the council would be in good material and decorative order. Provision has been made for some minor renovation and subsequent decorative work which may be required following works carried out by the council.

Premises - Back Office

It is assumed that the general office space will be open plan and the existing flooring, ceiling and lighting will be serviceable. Provision has been made for CAT 5 E cabling sufficient for a 25 workstations in an open plan configuration.

Workstation budget is for a standard size, medium specification work desk, with office chair and provision for a desktop PC (it is assumed this facility will work from its own self-contained network). Each desk would have a IP phone that links to a IVR enabled contact centre system that includes Hunt Group technology.

Budget has also been included for the basic fit out of a kitchen / rest area that would contain Kitchen cabinets, boiler, microwave, fridge freezer, dishwasher, in addition to basic tables / chairs.

Budget has also been included for a battery UPS system to allow controlled shut down of systems in the event of power failure at the building. Please note this is a **battery back-up only** and is not capable of facilitating medium or long term operations in the event of power failure. To achieve this a separate diesel generator would need to be installed and linked to the UPS system.

Premises - CEO

A budgetary provision (£6,450) has been made minor construction works for a CEO Office & Rest area. It has been assumed that a suitable space in good order will exist in the new building that will need only minor works (such as partition walls) as this will be a factor in the council selection of site.

Provision has been made for the construction and electrical works for the CEO equipment in the form of a five-layer custom build shelving unit that contains 50 double sockets configured in five gangs of 10, with each gang protected by a dedicated surge protection device.

Annual Running Costs

This section addresses the ongoing costs of service provision and assumes that all services taken In-House by the council will continued to operate on a similar scale and scope as is currently provided by NSL.

The cost are broken into four key areas that broadly reflect the service provision and follow the current NSL pricing regime to allow for easy comparison of areas where savings can be achieved or additional expenditure is incurred:

- Street Services – Staff
- Street Services – Support Costs
- Back Office Services – Staff
- Back Office Services Support Costs

There are areas of overlap or conflict, however, as stated above, for ease of comparison the original formatting has been retained.

The net additional annual cost of £1,039k is driven for the most part by staff costs in the street based services. Many of the existing staff (on private sector contracts) are paid substantially less than their public sector equivalents, including a number of colleagues they currently work with that are on historic council T&C's. It is highly unlikely that the council could resist calls for harmonisation (upwards) by these staff members, not least because there has been several similar harmonisation exercises across the council in recent years.

This assumption was tested with the Council's HR team who agreed. The additional cost of the LGPS adds to this adverse tangent.

No additional cost has been included for a reduction of hours, increase in annual leave or sickness benefit as it was felt that these may be matters of negotiation between the council and its workforce as part of the harmonisation process and as such to fully load those costs at this stage could be premature. If, however, they were fully realised, they would add at least another £300k to the annual street services costs and a similar amount has been included in the **At Risk Cost** table.

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Ref	Description	NSL	Unit Cost	Target Cost	LBB	Unit Cost	Target Cost	Comments
1	Contract Manager							Assumes like for like salary but enrolment in pension scheme
2	Assistant Contract Manager							Assumes like for like salary but enrolment in pension scheme
3	Supervisor							Assumes like for like salary but enrolment in pension scheme
4	CEOs - Senior							Assumes staff will revert to historic CEO In-House rates & enrolment in pension scheme with £1k uplift for Senior CEO duties
5	CEOs - Basic							Assumes staff will revert to historic CEO In-House rates & enrolment in pension scheme
6	CEOs - Mobile							Assumes staff will revert to historic CEO In-House rates & enrolment in pension scheme
7	Suspensions / maintenance operative							Assumes like for like salary but enrolment in pension scheme
8	TOTAL	77.79		2,428,824.83	77.79		3,264,558.74	
9	Premises/Bases - ops base							Site in borough large enough to accommodate CEOs & back office (6,000sq ft)
10	Telecommunications - ops base							Assumes that LBB can secure similar rates from market as NSL
11	Data Communication - ops base							Assumes that LBB can secure similar rates from market as NSL
12	IT - Hand Held Equipment							LBB is unlikely to secure the volume discounts that NSL or other large contractors do
13	Radios/Telecoms, cameras							LBB is unlikely to secure the volume discounts that NSL or other large contractors do
14	General office equipment - Ops base							Assumes that LBB can secure similar rates from market as NSL
15	Uniforms and associated equipment							LBB is unlikely to secure the volume discounts that NSL or other large contractors do
16	Vehicles - Vans							Assumes that LBB can secure similar rates from market as NSL
17	Vehicles - Cars							Assumes that LBB can secure similar rates from market as NSL
18	Vehicles - Mopeds							Assumes that LBB can secure similar rates from market as NSL
19	IT system							Assumes that NSL currently pass full licence fee through and LBB can secure similar rate
20	IT system - Costs for full provision from April 2016							Assumes that LBB will not be able to secure the volume discounts that NSL or other large contractors do
21	TOTAL			£401,400.49			£487,239.27	
22	Notice Processing Manager							Grade K post and enrolment in pension scheme
23	Team Leader							Grade I post and enrolment in pension scheme
24	Quality Control							Grade G post and enrolment in pension scheme
25	Customer Service Reps							Grade F post and enrolment in pension scheme
26	MTC/BL Review							Grade E post and enrolment in pension scheme
27	TOTAL	24.03		£495,295.43	19.00		£644,317.17	Assumption that LBB controlled operation will produce a 5.3 headcount efficiency
28	Management and Employee related support costs							Shared Service Centre / Corporate Resources recharge
29	Property Related Charges (Rent, rates, service charge, utilities, insurance)							Placeholder for all costs of combined operations site @ £3 per sq ft p.a. (excludes rent&rates which is captured above)
30	Disaster Recovery Site Costs (3rd party DR site)							One off placeholder for any IT related DR / BC charges
31	Infrastructure for site (IT network, equipment etc.)							Place holder for high capacity private fibre line rental, maintenance and licences to allow BLE & MTC review at new site
32	Site service costs (consumables, waste etc.)							Placeholder for all site related costs
33	Telephony infrastructure and charges							Assumes that LBB can secure similar rates from market / internal suppliers as NSL
34	Correspondence, document printing, scanning & payment processing							Assumes that LBB can secure similar rates from market as NSL
35	Stationery, Postage and fulfilment, all items							Assumes that LBB can secure similar rates from market as NSL
36	TOTAL			£464,309.57			£454,644.92	
	Annual Target Cost			£3,789,830.32	Annual Target Cost		£4,850,760.10	

Street Services - Staff

It has been assumed that the existing management structure for street based services will be retained and that it will report up into the existing In-House Management team in much the same way as an DSO type arrangement.

Generic roles (Contract Manager, Assistant Contract Manager, Supervisor & Maintenance Operative) have been assumed into the model at current rates as it is assumed that they are charged to the council “fully loaded”, however, the assumption has been made that these post holders would join the LGPS and pension costs loaded appropriately. There is an additional risk that these post holders may ask for their roles to be revaluated against the council’s job evaluation criteria, and the outcome could produce an uplift for some or all. This risk, however, is too speculative for inclusion at this stage, and is therefore not included in the At Risk Cost table.

All CEO roles have had salaries adjusted to parity with the existing CEO staff that are currently on councils T&Cs as per the table below. No additional loadings had been included, other than for Senior CEOs who could realistically expect to receive an additional £1k uplift for their supervisory duties.

	QTY	HOUR P/W	ENHANCEMENTS & O/T	TOTAL PAY	NI @ 13.8%	PENSION (1%/14.4%)	UNIT TOTAL	TOTAL
NSL CEO	21	42.5						
TUPE CEO	12	36						

The above adjustments produce an annual £836k adverse variance for staff costs.

As previously stated, no additional loading has been included for the reduction in working week for the majority of staff, from 42.5 hrs to 36, increase in annual leave or more favourable sickness absence terms and other leave policies, as it was felt that some of these matters may be the subject of negotiations part of the harmonisation process.

If these costs were realised it is likely that they would most likely be in excess of £300k, moving the adverse variance in this section to £1,136k.

Street Services – Equipment, Services & Premises

For the most part, it has been assumed that the council can achieve rates for services in this section, that are as good as the private sector. This is due to the nature of the services involved, however, two particular areas of variance exist; Premises & IT

Premises

As discussed earlier the current premises used by NSL only houses their street services, whereas a premise secured by the council would have to house both the street & back office services. This drives an adverse variance of £63k to row 9. There is a partial offset at row 29 of £14.6k, however the higher property costs in London combined with the economies of scale NSL achieve in their bulk processing centre do not allow for parity.

IT

NSL has bulk supply arrangement with two of the three leading system suppliers in the marketplace, using one of them (Imperial Civil Enforcement Solutions Limited (ICES)) in Barnet. It is highly unlikely that the council could achieve similar rates from the market and the (percentage increase detailed here has been removed so as not to reveal the initial cost to NSL) additional cost (rising to £77.5k) is at best optimistic. While the final cost would depend on a detailed specification from the council, it would not be surprising if this cost broke the £100k barrier.

Back Office Services - Staff

It has been assumed that none of the existing staff (24 FTE's) based in Scotland would exercise their TUPE employment rights upon service transfer and take up a post with Barnet. This leaves two possibilities for those staff members namely; Redundancy or Redeployment.

No provision has been included for the first scenario in the Mobilisation costs for two reasons

- It is understood that several members are relatively new which would result in minimal redundancy payments

- NSL are unlikely to let experienced staff go from the bulk processing centre in Scotland and would most likely absorb them into the operation recharging them to other clients

An allowance of £100k has been made in the **At Risk** table in the event redundancy payments did materialise.

The replacement Back Office staff, that would be employed locally (and work from the new premises), have been graded against similar roles across several London Local authorities and cross referenced with Barnet's pay scales. Roles have been allocated to the bottom of the relevant scale and loaded by 30% to account for add-on cost such as NI, Pension etc.

Consideration has also been given to efficiencies that could be driven into the back-office service. In the first instance, given the volumes that Barnet produce, the current NSL headcount for back office service appears heavy. Consideration should also be given to the benefits on having the back-office function in close proximity to the enforcement operation (complaints more easily resolved, bad practice eliminated faster etc.). With these points in mind, a reduction in headcount by 5 FTE's has been made to the back-office service.

These changes combine to produce a £149k adverse variance

Back Office Services – Systems, Equipment & Premises

For the most part it has been assumed that the council can achieve rates for services in this section that are as good as the private sector. This is due to the nature of the services, with items such as telephone charges print & post being relatively generic, with similar rates being available to all organisations.

As previously indicated a reduction has been made at row 29, as the rental element of this cost is now captured in row 9.

The adverse variance at row 31 is driven by the need to install dedicated private fibre links in the Councils' new premises to allow the review of Bus Lane and Moving Traffic Contraventions (video clips) and the associated up/download activity connected to that task. It would be possible to carry out this activity over standard broadband connections, however, industry experience suggests that the cost of dedicated fibre links is far outweighed by the waste time experienced as staff wait for clips to load over standard internet connections.

These changes combine to produce a £10k saving in this section

Additional At Risk Costs

Two **At Risk** costs have been identified earlier in the report namely:

- Street Services Staff T&Cs £300k
- Back Office Scottish Staff Redundancy £100k

This section considers a third risk – Impact on PCN revenue.

While the objective of any enforcement operation is to obtain compliance, a by-product of that activity is the issuing of Penalty Charge Notices which have a financial value. The value of that activity to the council over the past three financial years is detailed in the table below.

Financial Year	2014-15	2015-16	2016-17	Average
Reg 9 PCN (£)	£6,194,061	£6,557,391	£6,878,324	£6,543,259
Reg 10 PCN (£)	£149,038	£125,426	£200,379	£158,281
Total (£)	£6,343,099	£6,682,817	£7,078,703	£6,701,540

It is a well-accepted industry fact that without careful management, the CEO workforce in any Borough, whether in-house or outsourced, will not always be as productive as desired with a corresponding impact on the issuing of Penalty Charge Notices (PCNs). The issuing of PCNs is often a difficult task, and while a small number of staff relish it, most do not. Officers regularly receive verbal abuse, have to work in inclement weather and occasionally face physical threats or assault. Nonetheless, these obstacles need to be overcome to effectively and fairly enforce restrictions.

Without tight and robust management, CEO's will sometimes not identify contraventions or find a reason to do something else.. These issues, albeit individually small, have a cumulative effect across the days and weeks, resulting in events of non-compliance going undetected and / or unenforced.

A consistent experience of the industry is that the private sector have developed more fully the ability to deal with this when compared to a local authority. The reasons for this are likely to be multiple, however, the focus of a private operator is very much on parking and as their core business all recruitment, HR, training and performance management structures are set

up to focus on parking and related performance. Local authority set ups are by their nature far less centred on specific tasks and relationships between employer and employee in the public sector tend to be different to those in the private sector. This has been seen to lead to a productivity gap with some directly employed workforces. While each case is different, it is generally accepted that a directly employed workforce is less productive than a private sector one, and that the issues underpinning those performance differences are typically more difficult to address in a Local Authority setting.

In one of the more recent outsourcing exercises of an In-House workforce (London Borough of Hounslow), productivity increased under the private sector contractor by over 30% per deployed hour. This was with the same workforce and supervisory team and without any meaningful change in the enforcement environment. It was simply a case of better management primarily through the ability to address non-performance issues in a more robust way.

In transferring this scenario to the London Borough of Barnet, it would be highly likely that over the medium to long term, the council would see a drop in officer performance with an In-House workforce. This would represent a reversal of the gain experienced when the service was outsourced. How large that drop and when it would occur are to a degree a matter of speculation. It could be the case that for the first few months performance increases as engagement is high, with the staff being happy with the transfer and the likely increase in salary as harmonisation takes place.

However, as time passed and the impact of the specialised tools and techniques at the disposal of the private sector reduces, it is considered very probable that performance would drop off.

For the purposes of this exercise a low and high model has been developed based on a drop of 10% and 20% respectively. It is worth noting that both these figures are well below the performance difference seen in Hounslow.

Oaklawn Consulting Limited

Financial Year	Average	10%	20%
Reg 9 PCN (£)	£6,543,259	£5,888,933	£5,234,607
Reg 10 PCN (£)	£158,281	£158,281	£158,281
Total (£)	£6,701,540	£6,047,214	£5,392,888
Variance		-£654,326	-£1,308,652

It should also be noted that the performance issue only typically effects Regulation 9 PCNs i.e. those PCNs issued by CEO rather than CCTV PCNs i.e. Regulation 10.

This cost risk combines with the other previously identified to give the overall At Risk Cost table below.

:

At Risk Costs - Low	
Street Services Staff T&Cs	£300,000
Back Office Redundancy	£100,000
PCN (Low)	£654,326
	£1,054,326

At Risk Costs - High	
Street Services Staff T&Cs	£300,000
Back Office Redundancy	£100,000
PCN (High)	£1,308,652
	£1,708,652

Conclusion

Although this report has not gone into the operational elements of service transfer in detail, there is in effect no operational barriers to bringing the service In-House. In general terms, anything the private sector can do – the council can do for itself. There would be a substantial amount of work required to affect this transition, however it could be achieved

That ability to self-deliver does come at a cost however. At its most basic level the Council's cost of employing people is greater, its ability to leverage existing operations or secure bulk discounts from the market place smaller and its ability to maintain operational performance and consequently PCN revenue lower. The level of all these factors can be debated to an extent, however, their existence cannot. This has been borne out over many years and over many contracts.

If Barnet is to consider moving its service back In-House, it needs to consider its appetite for incurring the following costs:

	Year 1
1 Mobilisation	£304,783
2 Annual Running Costs	£1,060,930
3 Total (1+2)	<u>£1,365,713</u>
4 At Risk Costs (Low)	£1,054,326
5 Total Low (3+4)	<u>£2,420,039</u>
6 At Risk Costs (High)	£1,708,652
7 Total High (3+6)	<u>£3,074,365</u>

As a minimum the council should expect additional Year 1 cost of £1.366m which should the At Risk cost materialise would rise to £2.420m as a low end estimate or £3.074m as a high end estimate. Obviously in future years the £304k mobilisation cost would drop away.

While the **At Risk Cost** are not guaranteed to materialise, the likelihood of materialisation was a subject of much debate by the team that pulled this report together. The conclusion of that discussion was that the council should consider the At Risk Cost (Low) estimate as Highly Likely to materialise and the At Risk Cost (High) estimate as More Likely Than Not to materialise.

Appendix 1 – About the Author

Kevin Hagan

Kevin is the managing director and principal consultant for Oaklawn Consulting.

Kevin has been involved in the parking sector since 1995, holding a number of notable roles including Head of Parking – London Borough of Hounslow, Director for Parking Services – London Borough of Ealing, International Director of Parking & Transport – ACS / Xerox and Director of Civil Enforcement – Serco.



Kevin has managed both In-House and externally contracted CEO workforces including overseeing the outsourcing on an In-House service.

Kevin holds a MBA from Kingston University and a keen Crossfitter.

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of the Local Government Act 1972.

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	<h2>Environment Committee</h2> <h3>11 January 2018</h3>
<p style="text-align: right;">Title</p>	<p>Highways Planned Maintenance Programme 2018/19</p>
<p style="text-align: right;">Report of</p>	<p>Chairman of the Environment Committee</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A: Proposed Carriageway and Footway Works by Wards for Year 4 of the Network Recovery Programme during 2018/19</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Jamie Blake, Jamie.Blake@barnet.gov.uk</p>

<h2>Summary</h2>
<p>This report seeks the Committee’s approval for the delivery of the 2018/19 Highway Planned Maintenance and Network Recovery Plan (NRP) Work Programme listed in Appendix A, totalling £8 million to be funded from the agreed NRP Capital allocation of £50.365 million over 5 years.</p>
<p>The work programme has been primarily developed based on condition assessment survey data and deterioration modelling. The proposed schemes have been identified and prioritised to give a spread of schemes across the borough, using whole life costing and good asset management principles to ensure that investment is targeted where it is most needed.</p>
<p>The investment split for 2018/19 will be as follows: 55% footway, 35% carriageway and 10% structures, drainage, road markings and other highway assets.</p>

Officer's Recommendations

- 1. That the Committee approves the capital expenditure of £8 million for the delivery of the 2018/19 Planned Maintenance and Network Recovery Plan work programme consisting of carriageway and footway renewal works as listed in Appendix A of this report.**
- 2. That the Committee agrees the proposed investment proportions detailed in paragraph 5.2.3 of this report.**
- 3. That the Strategic Director for Environment is authorised to alter the programme of carriageway and footway renewal works, should the community object to a scheme being implemented.**
- 4. That subject to the overall costs being contained within agreed budgets, the Strategic Director for Environment is authorised to instruct Re to implement the schemes proposed in Appendix A by placing orders with the Council's term maintenance contractors or specialist contractors appointed in accordance with the public procurement rules and or the Council's Contract Procedure Rules as appropriate.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is needed to provide the appropriate Council authority to instruct Re, approve the planned maintenance programme for 2018/19 and agree the proposed investment proportions for the planned maintenance programme for 2018/19.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This report is needed to provide the appropriate Council authority to instruct Re, approve the planned maintenance programme for 2018/19 and agree the proposed investment proportions for the planned maintenance programme for 2018/19.
- 2.2 The Highways Act 1980 (HA 1980) sets out the main duties of highway authorities in England and Wales. Highway maintenance policy is set within a legal framework. Section 41 of the HA 1980 imposes a duty to maintain highways which are maintainable at public expense and almost all claims against authorities relating to highway functions arise from an alleged breach of this section. The HA 1980 sits within a much broader legislative framework specifying powers, duties and standards for highway maintenance.
- 2.3 The Council has a duty to ensure that the statutory functions and responsibilities in relation to those highways for which the local authority is responsible are discharged. The Authority also has a duty to ensure a safe passage for the highway user through the effective implementation of the

legislation available to it, principally the HA 1980, and in particular Section 41, of the Act.

- 2.4 Planned highway maintenance is generally funded by Capital Funding. Capital allocations are also made by Central Government through the Local Implementation Plan (“LIP”) process taking into account factors such as road lengths, classification, traffic figures and road condition data derived from the condition indicators, UK Pavement Management System (UKPMS), National Road Maintenance Condition Survey (NRMCS) and condition surveys. Revenue allocations funding, which covers mostly reactive maintenance, is generally provided from a combination of local council tax and other Government Revenue Support Grants. Funding is further sought from Private Developers, secured as planning obligations under S106 of the Town and Country Planning Act 1990. It is important to ensure that realistic benefit is obtained for highway maintenance from contributions in respect of new developments.
- 2.5 The programme proposed in this report was developed using an independent condition assessment survey company, Highway Surveyors, who undertook a survey of every footway and carriageway in the borough and recorded the data to a defined national standard of all footways and carriageways within the borough. This data was added to that of the defects scores, scores from the highway safety inspectors with the local knowledge they have from walking the streets regularly as part of their routine inspection, and by applying guidance on Network Recovery Plan whole life cost principles resulted in the list of those footways and carriageways to be in the worst condition, as set out in Appendix A.
- 2.6 Schemes have been prioritised based on their known condition. In order to achieve best value for the investment, the proposed carriageway treatments include micro asphalt with patching as required, as well as a resurfacing programme. All ward councillors will be consulted over the proposed schemes and as such the proposed year 4 schemes lists may be subject to review and possible change, to incorporate their comments where appropriate. The final programme will also be subject to review and possible change to ensure that future developments and statutory undertaker works within the borough do not conflict with that proposed and result in abortive works. Any schemes which are unable to be progressed or delayed due to the above will be replaced in the programme with those next on the priority list.
- 2.7 Under Section 58 of the New Roads and Street Works Act 1991, the Highway Authority is required to issue a statutory three-month Notice to Utility companies of its intention to carry out substantial road works on the public highway. This requirement is aimed at preventing or restricting streets being dug up soon after they have been resurfaced for major works. This is a legal notice which is served on all the statutory undertakers who carry out work in the Borough. The Highways Authority is required to commence the works within one month of the date specified in the notice. The restriction on statutory undertakers carrying out street work applies for a period of 36

months after the works have been implemented. However, Utility companies can still carry out emergency and service connection works by just notifying the Highway Authority. The Notice will be published in the London Gazette and sent to all the utility companies for co-ordination.

- 2.8 The Traffic Management Act 2004 introduced a new hierarchy of Strategic Roads for London where the London Boroughs retain highway and traffic authority responsibilities, but for which Transport for London (TfL) has oversight. This requires the Council to notify TfL, or both TfL and neighbouring boroughs, if the proposed maintenance works are likely to affect traffic operations on a strategic road in its own area. The Council aims to implement all the schemes safely, with minimum traffic congestion and TfL will be provided with the necessary information within the stipulated timescales. The contractor will have in place a Health and Safety Plan for implementing these schemes safely.
- 2.9 Appendix A lists all the proposed carriageway treatments and footway relay schemes in each ward to be undertaken in 2018/19. Where appropriate, the table shows the section of the street that will be treated. Relevant information about the work in each location will be provided in advance to residents by letter along with advanced signing. In order to maximise improvement to the street scene, action will be taken to tidy up associated infrastructure and generally reduce street clutter. Local ward councillors will be given ward packs of the proposed schemes showing treatment types for both footways and carriageways in their ward. Post ward Member consultation local ward councillors will be provided with a finalised ward pack setting out the carriageway treatments and footway relay schemes in each ward. Local ward councillors will be notified in advance of residents of the proposed extent of works for each scheme.

2.10 Network Recovery Programme progress to date

2.10.1 A total of 504 schemes have been completed to date across the three years of the Network Recovery Programme, as set out in the table below. For the Year 3 programme to date we have completed all of the carriageway resurfacing and carriageway micro asphalt schemes and we are due to complete another 27 footway schemes by the end of the financial year.

Programme	Year 1	Year 2	Year 3
Carriageway resurfacing	51	42	12
Carriageway micro asphalt	43	23	44
Carriageway surface dressing	125	-	-
Footway (completed)	83	64	17
Footway (to be completed)	-	-	27

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The alternative option of undertaking planned maintenance based on the previous approach of “worst first” has been considered and rejected because this is an unsustainable approach associated with expensive short term reactive repairs.

4. POST DECISION IMPLEMENTATION

4.1 Once the Committee approves the recommendations, officers will consult with local ward councillors to finalise the proposed carriageway treatments and footway relay schemes in each ward, and then plan and implement the approved planned maintenance schemes by raising relevant orders with the Council’s term contractor or specialist contractors if there are financial benefits in doing so. As part of year 4 of the Network Recovery Programme a further independent condition assessment will be commissioned towards the latter part of the year to assist in preparation of the year 5 programme.

4.2 Following the completion of local ward councillor consultation, the Environment Committee will approve the finalised Year 4 programme at the March 2018 Committee meeting. This finalised programme will be taken forward to implementation, and if an instance arises where the community objects to a scheme being implemented, the Strategic Director for Environment can take a decision to alter the programme under delegated powers.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The proposed planned maintenance programme will contribute directly to two of the three Corporate Objectives of the Council's 2013 - 16 Corporate Plan by:
- Promoting responsible growth, development and success across the borough; and
 - Improving the satisfaction of residents and businesses within the London Borough of Barnet as a place to live, work and study.
- 5.1.2 The proposed planned maintenance programme will also contribute to the Council's Health and Wellbeing Strategy by making Barnet a great place to live and enable the residents to keep well and independent.
- 5.1.3 The Highway network is the Council's most valuable asset and is vital to the economic, social and environmental wellbeing of the Borough as well as the general image perception. The Highways provide access for business and communities, as well as contribute to the area's local character and the resident's quality of life. Highways really do matter to people and often public opinion surveys continually highlight dissatisfaction with the condition of local roads and the way they are managed. Public pressure can often result in short term fixes such as potholes for example, rather than properly planned and implemented longer term solutions. The proposed 2018/19 programme aims to stop short term repairs that provide poor value for money and often undermine the structural integrity of the asset.

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

- 5.2.1 Funding is being sought from all possible sources to address the on-going deterioration of non-principal local roads, to improve the condition of footway and eliminate the backlog of repairs. An examination of the Planned Maintenance Budgets over the last 10 years shows a gradual reduction of the level of investment over recent years. This reduction of planned maintenance, the result of the tough economic climate, has contributed to the planned maintenance backlog. In addition, as funding reduces, the ability to provide a satisfactory level of investment in the road network decreases and this in turn generates increasing levels of reactive cost and works.
- 5.2.2 A £1.883 million bid for carriageway resurfacing works on the Borough's principal roads was included in the Local Implementation Plan (LIP) 2018/19 bid submitted to Transport for London (TfL). The Council has been advised that carriageway principal road resurfacing funding will not be granted in the 2018/19 year, and this could have a consequential impact on the reactive maintenance spend on the principal road network.
- 5.2.3 The total Council budget allocation for the Network Recovery Programme works in 2018/19 is £6.034 million from borrowing, from a total allocation of £8 million, with the breakdown shown in the table below:

5.2.4

Programme	Allocation
Total works budget	£6.034 million,
Carriageway resurfacing	£2.112 million
Footway schemes Year 3	£1.395 million
Footway schemes Year 4	£1.923 million

5.2.5 Due to budgetary constraints in Year 3 it has been necessary complete the Year 3 (2017/18) footway programme to the value of £1.395 million from the Year 4 Investment in Roads and Pavements NRP, leaving a remaining budget of £1.923 million for Year 4 footway schemes.

5.2.6

The amount of available funding will determine the number of schemes that can be delivered in the year. Where the number of schemes exceed this, they will be prioritised, if any of programmed schemes are not delivered. The proposed percentage split of the budget between footways, carriageways and others (structures, drainage, signs, road markings) is 35%, 55% and 10% respectively.

5.2.7 The following two main treatment types are included in the Appendix A:

Micro Asphalt: Involves overlaying a thin surface layer of 15-30 mm and may involve removing or planing some of the old surface, particularly at the channels. Some carriageway patching may be required before this treatment is applied, but essentially this treatment is applicable where the road surface is still sound. In addition to sealing the carriageway and providing a new running surface this treatment can also restore some of the shape of the road. This treatment is not really applicable to heavily trafficked roads. A typical life expectancy is 10 years plus.

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

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

5.2.8 The carriageway and footway estimates given in Appendix A are provisional and may be subject to change following local ward councillor consultation and completion of the individual scheme designs. The estimates are based on the contract rates of the London Highways Alliance Contract (LoHAC), which the Council adopted to use as a means to deliver all the highway maintenance works. A cost comparison exercise has confirmed that the LoHAC rates offer a saving of some 15% compared

to the previous highways term contracts.

5.2.9 Some of the proposed schemes may not be delivered due to future utility or development works as previously stated. Updates of any changes or variations to the highway schemes scheduled in Appendix A will be reported back to this Committee, as and when required.

5.2.10 There are no staffing ICT or property implications.

Social Value

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

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution Article 7 – Committees, Forums, Working Groups and Partnerships (Responsibility for Functions, 7.5) 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 including agreement of the London Transport Strategy Local Implementation Plan. These are contained in the main body of the report.

5.3.2 Highway Maintenance is a statutory duty under the Highways and Traffic Management Acts.

5.3.3 The Traffic Management Act 2004 places obligations on authorities to ensure the expeditious movement of traffic on their road network. Authorities are required to make arrangements as they consider appropriate for planning and carrying out the action to be taken in performing the duty.

5.4 Risk Management

5.4.1 The extreme weather encountered over previous winters has resulted in a rapid deterioration of the core fabric of many patched and heavily deteriorated carriageways. The whole life condition of these carriageways is susceptible to further reduction by increased frequency of future extremes of weather unless timely intervention is carried out by a planned programme of appropriate highway maintenance treatments. The reactive attention to defects or filling of pot-holes has been technically proven to be only a short-term and a superficial remedy to highway damage.

5.4.2 Based on the 2011 condition surveys, the current highway maintenance

backlog has been estimated to be £97.3 million. The funding required to address this backlog, based on traditional maintenance treatments, has been assessed to be £20 million per year over a 5 year period. Given the current economic climate this is clearly unsustainable and there is therefore the risk that continuing deterioration of the highway will substantially increase the backlog and/or result in closure of roads. In order to reduce this risk Re officers are proposing the use of preventative type treatments which cost considerably less than the traditional maintenance treatments and are cost effective in extending the life of the highway.

5.5 Equalities and Diversity

- 5.5.1 Good roads and pavements have benefits to all sectors of the community in removing barriers and assisting quick, efficient and safe movement to schools, work and leisure. This is particularly important for older people, people caring for children and pushing buggies, those with mobility difficulties and sight impairments. The state of roads and pavements are amongst the top resident concerns and the Council is listening and responding to those concerns by the proposed planned highways maintenance programme.
- 5.5.2 The physical appearance and the condition of the roads and pavements have a significant impact on people's quality of life. A poor quality street environment will give a negative impression of an area, impact on people's perceptions and attitudes as well as increasing feelings of insecurity. The Council's policy is focused on improving the overall street scene across the borough to a higher level and is consistent with creating an outcome where all communities are thriving and harmonious places where people are happy to live.
- 5.5.3 There are on-going assessments carried out on the conditions of the roads and pavements in the borough, which incorporates roads on which there were requests by letter, email, and phone-calls from users, Members and issues raised at meetings such as Forums, Leader listens and Chief Executive Walkabouts, etc. The improvements and repairs aim to ensure that all users have equal and safe access across the borough regardless of the method of travel. Surface defects considered dangerous are remedied to benefit general health and safety issues for all.
- 5.5.4 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:
- a) Eliminate unlawful discrimination, harassment and victimisation and other contact prohibited by the Equality Act 2010.
 - b) Advance equality of opportunity between people from different groups.
 - c) Foster good relations between people from different groups.

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

process of regularisation and de-clutter of street furniture and an updating of highway features to meet the latest statutory or technical expectations.

5.5.5 Corporate Parenting

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

5.6 Consultation and Engagement

5.6.1 Consultation with local ward councillors will be undertaken in January and February 2018 to finalise the proposed carriageway treatments and footway relay schemes in each ward. All requests for highways maintenance received in the last year are logged and have been considered in preparing the lists of Appendix A. Residents will receive notification in advance informing them of any forthcoming maintenance works.

5.6.2 The Council's Communications Team will be engaged to communicate with the residents via the press, the Council's Barnet First magazine and other media and highlight the Council's investment in highway maintenance as a "good news story". Customer satisfaction surveys have also taken place during year 4 of the Network Recovery Programme and the results circulated in the media coverage listed above.

5.8 Insight

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

6. BACKGROUND PAPERS

6.1 Environment Committee approval 24th of July 2014 of Draft Network Recovery Plan
<https://barnet.moderngov.co.uk/documents/g7879/Public%20reports%20pack%2024th-Jul-2014%2019.00%20Environment%20Committee.pdf?T=10>

6.2 Environment Committee approval 18th of November 2014 of five year Commissioning Plan
<https://barnet.moderngov.co.uk/documents/g7880/Public%20reports%20pack%2018th-Nov-2014%2019.00%20Environment%20Committee.pdf?T=10>

6.3 Council approval 16th December 2014 of five year capital allocation of £50.365m
<https://barnet.moderngov.co.uk/documents/g7816/Public%20reports%20pack%2016th-Dec-2014%2019.00%20Council.pdf?T=10>

Appendix A: Proposed Carriageway and Footway Works by Wards for Year 4 of the Network Recovery Programme - 2018/2019

Carriageway Micro Asphalt – Year 4

Roadname	Postcode	Ward	Estimated cost
Brookside South	EN4	Brunswick Park	£46,140
The Woodlands	N14	Brunswick Park	£44,869
Market Lane	HA8	Burnt Oak	£8,759
Greenway Gardens	HA8	Burnt Oak	£19,386
Rockhall Way	NW2	Childs Hill	£6,924
Crewys Road	NW2	Childs Hill	£33,387.46
Aerodrome Road	NW9	Colindale	£63,099
Grahame Park Way	NW9	Colindale	£59,163
Parkhurst Road	N11	Coppetts	£23,733
Torrington Park	N12	Coppetts	£31,344
Lawton Road	EN4	East Barnet	£22,927
Victoria Road	EN4	East Barnet	£25,697
Church Lane	N2	East Finchley	£51,355
Summerlee Avenue	N2	East Finchley	£30,464
Green Lane	HA8	Edgware	£46,684
Fernhurst Gardens	HA8	Edgware	£14,839
Manor View	N3	Finchley Church End	£25,135
Lyndhurst Gardens	N3	Finchley Church End	£45,662
Kingsley Way	N2	Garden Suburb	£29,268
Wildwood Road	NW11	Garden Suburb	£17,120
Claremont Road	NW2	Golders Green	£37,141
Tilling Road	NW2	Golders Green	£17,600
Bedford Road	N2	Hale	£11,635
The Meads	HA8	Hale	£35,641
Victoria Road	NW4	Hendon	£6,274
Lodge Road	NW4	Hendon	£8,568
The Crescent	EN5	High Barnet	£15,862
Thornton Road	EN5	High Barnet	£13,711
Wise Lane	NW7	Mill Hill	£49,410
Lawrence Street	NW7	Mill Hill	£47,094
Netherlands Road	EN5	Oakleigh	£33,720
Gloucester Road	EN5	Oakleigh	£33,153
Mickleham Down	N12	Totteridge	£45,689
Woodside Park Road	N12	Totteridge	£22,601
Leeside	EN5	Underhill	£34,031
Grasvenor Avenue	EN5	Underhill	£47,307
Eversleigh Road	N3	West Finchley	£25,767
Long Lane	EN5	West Finchley	£54,160
Shirehall Park	NW4	West Hendon	£4,200
Borthwick Road	NW9	West Hendon	£3,591
Mayfield Avenue	N12	Woodhouse	£51,080
Montrose Crescent	N12	Woodhouse	£15,625

Carriageway Micro Asphalt – Year 4 Reserve List

Roadname	Postcode	Ward	Estimated cost
Carlisle Place	N11	Brunswick Park	£7,871.98
Monkfrith Way	N14	Brunswick Park	£7,256.34
Park Croft	HA8	Burnt Oak	£4,590.22
Edwin Road	HA8	Burnt Oak	£12,313.81
Lyndale	NW2	Childs Hill	£14,792.51
Crewys Road	NW2	Childs Hill	£33,387.46
Nant Road	NW2	Childs Hill	£19,737.20
Manor Way	NW9	Colindale	£17,392.48
Annesley Avenue	NW9	Colindale	£15,846.58
Hampden Road	N10	Coppetts	£33,161.89
Poplar Grove	N11	Coppetts	£47,755.12
Somaford Grove	EN4	East Barnet	£3,784.62
Mount Road	EN4	East Barnet	£14,650.90
King Street	N2	East Finchley	£13,512.03
New Trinity Road	N2	East Finchley	£9,159.25
Lynford Gardens	HA8	Edgware	£14,056.45
Old Rectory Gardens	HA8	Edgware	£12,397.76
Church Crescent	N3	Finchley Church End	£38,549.23
Holders Hill Crescent	NW4	Finchley Church End	£23,956.85
Creswick Walk	NW11	Garden Suburb	£9,848.67
Church Mount	N2	Garden Suburb	£31,997.58
Clitterhouse Road	NW2	Golders Green	£46,290.62
Eastside Road	NW11	Golders Green	£21,971.68
West Way	HA8	Hale	£28,559.79
Gold Hill	HA8	Hale	£3,911.82
Albert Road	NW4	Hendon	£20,858.26
Sunny Hill	NW4	Hendon	£15,717.68
Hadley Green Road	EN5	High Barnet	£20,119.65
Leicester Road	EN5	High Barnet	£58,938.54
Abercorn Road	NW7	Mill Hill	£33,014.34
Ashley Walk	NW7	Mill Hill	£28,425.81
Station Approach	EN5	Oakleigh	£16,023.81
Lyonsdown Road	EN5	Oakleigh	£13,918.22
Walmington Fold	N12	Totteridge	£32,720.93
Northiam	N12	Totteridge	£27,013.04
Willow Drive	EN5	Underhill	£7,986.46
Brett Road	EN5	Underhill	£15,150.37
Birkbeck Road	N12	West Finchley	£13,055.81
Oakdene Park	N3	West Finchley	£18,189.60
Colindeep Gardens	NW4	West Hendon	£6,387.98
Stanley Road	NW9	West Hendon	£3,760.88
Woodside Grove	N12	Woodhouse	£13,065.98
Bramber Road	N12	Woodhouse	£27,636.32

Carriageway Resurfacing – Year 3 (still to be completed)

Roadname	Postcode	Ward	Estimated cost
Greenfield Gardens	NW11	Childs Hill	£152,807.25

Carriageway Resurfacing – Year 4

Roadname	Postcode	Ward	Estimated cost
Holden Road		Totteridge	£174,014
Potters Road	EN5	High Barnet	£63,644
Woodfall Avenue	EN5	Underhill	£95,912
Lichfield Road	NW2	Childs Hill	£18,645
Squires Lane	N3	West Finchley	£101,962
Gloucester Road	EN5	Oakleigh	£130,292
Green Lane	HA8	Edgware	£138,000
Granville Road	N12	Woodhouse	£152,771
Briarfield Avenue	N3	Finchley Church End	£81,397
First Avenue	NW4	Hendon	£38,177
Erskine Hill	NW11	Garden Suburb	£140,705
Pembroke Road	N10	Coppetts	£105,461

Footways – Year 3 (still to be completed)

Roadname	Postcode	Ward	Estimated cost
Alexandra Road	N10	Coppetts	£95,296
Barnfield Road	HA8	Burnt Oak	£24,888
Burnt Oak Broadway	HA8	Burnt Oak	£80,000
Chandos Avenue	N20	Oakleigh	£16,253
Cherry Tree Road	N2	East Finchley	£47,680
Church End	NW4	Hendon	£66,844
East Barnet Road	EN4	East Barnet	£30,913
Finchley Road	NW11	Garden Suburb	£97,728
Green Road	N20	Totteridge	£41,777
Hermitage Lane	NW2	Childs Hill	£131,584
Highfield Avenue	NW11	Golders Green	£209,792
Holden Road	N12	Totteridge	£265,920
Hutton Grove	N12	West Finchley	£129,792
Lyndale Avenue	NW2	Childs Hill	£52,000
Second Avenue	NW4	Hendon	£35,584
Union Street	EN5	High Barnet	£69,568

Footways – Year 4 Priority List (in priority order)

Roadname	Postcode	Ward	Estimated cost
Dunstan Road	NW11	Childs Hill	£275,595
Hampstead Heights	N2	East Finchley	£126,245
Cheyne Walk	NW4	West Hendon	£178,847
Trinity Avenue	N2	East Finchley	£37,426
Dorchester Gardens	NW11	Garden Suburb	£32,293
Friern Barnet Lane	N20	Coppetts	£43,379
Linthorpe Road	EN4	East Barnet	£168,624
Longland Drive	N20	Totteridge	£334,812
Sydney Road	N10	Coppetts	£168,423
Holmwood Grove	NW7	Hale	£60,185
Highcroft Gardens	NW11	Golders Green	£113,883
Sherrards Way	EN5	Underhill	£207,085
Beaufort Drive	NW11	Garden Suburb	£84,400
Langham Road	HA8	Burnt Oak	£44,799
Clitterhouse Road	NW2	Golders Green	£242,697

Footways – Year 4 Reserve List

Roadname	Postcode	Ward	Estimated cost
Hampden Way	N14	Brunswick Park	£331,542
Southbourne Avenue	NW9	Burnt Oak	£122,037
Llanvanor Road	NW2	Childs Hill	£93,623
Silkfield Road	NW9	Colindale	£87,587
Woodfield Avenue	NW9	Colindale	£87,460
Friern Barnet Lane	N11	Coppetts	£50,945
Lawton Road	EN4	East Barnet	£68,703
Talbot Avenue	N2	East Finchley	£34,950
Church Lane	N2	East Finchley	£214,454
Park Grove	HA8	Edgware	£105,730
Gravel Hill	N3	Finchley Church End	£74,305
Haslemere Gardens	N3	Finchley Church End	£125,254
Blandford Close	N2	Garden Suburb	£35,857
Clitterhouse Crescent	NW2	Golders Green	£168,129
Grange Hill	HA8	Hale	£75,067
Hall Lane	NW4	Hendon	£183,607
Highlands Road	EN5	High Barnet	£92,886
Warwick Road	EN5	High Barnet	£39,096
Glenmere Avenue	NW7	Mill Hill	£116,597
Simmons Way	N20	Oakleigh	£121,204
Northumberland Road	EN5	Oakleigh	£98,778
Northiam	N12	Totteridge	£140,338
West Hill Way	N20	Totteridge	£125,635
Hillside Gardens	EN5	Underhill	£290,696
Westbury Road	N12	West Finchley	£101,522
Graham Road	NW4	West Hendon	£46,895
Shirehall Lane	NW4	West Hendon	£299,669
Fallow Court Avenue	N12	Woodhouse	£149,052
Addington Drive	N12	Woodhouse	£91,045



Environment Committee

11th January 2018

Title	Draft Corporate Plan 2018/19 addendum
Report of	Chairman of the Environment Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Draft Corporate Plan 2018/19 addendum
Officer Contact Details	Jamie Blake, Strategic Director Environment Jamie.Blake@barnet.gov.uk Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk

Summary

In March 2015, a five year Commissioning Plan was approved up to 2020, which set out the *key activities* and *targets* for the Environment Committee across its core areas of responsibility. All Theme Committees agreed a Commissioning Plan. Each year the Commissioning Plans are refreshed and an addendum published. This year the Commissioning Plans have been incorporated as part of the Corporate Plan 2018/19 addendum, as appendices.

This report sets out the draft Corporate Plan 2018/19 addendum, with the appendix for Environment Committee. The Corporate Plan 2018/19 addendum, with all Theme Committee appendices, will be considered by Policy and Resources Committee on 13 February 2018 before being ratified by Council on 6 March 2018

Officers Recommendations

That the Committee review the draft Corporate Plan 2018/19 addendum, including the *key activities* and *targets* for the Environment Committee, and recommend any changes prior to consideration of the Corporate Plan 2018/19 addendum by Policy and Resources Committee on 13 February 2017.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Corporate Plan was agreed by Council on 14 April 2015. It set the direction for the council up to 2020, including the *corporate priorities* and *targets* against which progress is measured. Each year the *corporate priorities* and *targets* are reviewed to ensure they remain focused on the things that matter most to the council; and these are published in an addendum to the Corporate Plan. Alongside this, each Theme Committee agreed a five year Commissioning Plan up to 2020, which set out the *key activities* and *targets* for its core areas of responsibility. These are also refreshed annually.
- 1.2 This year the Corporate Plan and Commissioning Plans have been streamlined into one document – the **Corporate Plan 2018/19 addendum (see Appendix A)**. The main body of the document has been slimmed down to focus on the council's *purpose, corporate priorities, staff values* and *financial position*. The *key activities* and *targets* for each Theme Committee (replacing the Commissioning Plans) have been set out in separate appendices (see Appendix E for the Environment Committee).

Corporate priorities

- 1.3 The *corporate priorities* for 2018/19 have been set out by Theme Committee, and include two *corporate priorities* that fall under the remit of the Environment Committee. These are:
- **Modernising environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
 - **Delivering highways improvements:** we will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years), and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. We are also shaping

our enforcement approach on 'polluters pay' principle and clamping down on fly tipping and littering.

Key activities

1.4 In addition to the two *corporate priorities* above, the *key activities* have been reviewed, with the proposal that the Environment Committee focus on the following three *key activities* in 2018/19:

- **Delivering transport improvements:** over the coming year we plan to deliver £400k of electric vehicle charging infrastructure and introduce a 'floating model' car club to try to reduce car usage and transition to cleaner models of transport. We will also be further developing the Long Term Transport Strategy for the borough, which aims to move people towards greener modes of travel, such as public transport or electric vehicles.
- **Investing in parks and open spaces for a greener borough:** we will be constructing new facilities at Montrose Recreation Ground/Silkstream Park which will provide a new cafeteria and pavilion building, children's play facilities, junior football pitches and a community garden. We will also be completing masterplans for Copthall, West Hendon, Barnet Playing Fields, and North West Green Belt sites to define improvements to those areas, commencing the improvement works to Victoria Park and the Colindale and Rushgrove sites as part of the wider Colindale regeneration area. Finally, we will commence the planning of parks and open spaces provision in the Brent Cross regeneration area.
- **Delivering efficient regulatory services:** the Trading Standards service will continue to investigate serious complaints of unfair trading, fraud, and consumer safety, and we will work to ensure that licensed premises meet the licensing objectives. We will continue to work with neighbouring boroughs to implement project plans under the Mayors Air Quality Fund. We will also investigate public health, noise, nuisance and anti-social behaviour service requests and work with interested parties to resolve problems, and will implement the latest technology to enhance the funeral service, investing in modernisation of cemetery buildings and investigating means to prolong the life of Hendon Cemetery and provide additional burial space locally.

Targets

1.5 The suite of indicators for the Environment Committee has been reviewed in line with the *corporate priorities* and *key activities* for 2018/19 and condensed to ensure they remain focused on these. The proposed targets for 2018/19 (and any revisions to targets for 2019/20) have been presented in 'red' text (in Appendix E).

Next steps

1.6 Members are invited to review the *key activities* and *targets* in Appendix E and make any recommendations for changes prior to the **Corporate Plan 2018/19**

addendum being considered by the Policy and Resources Committee on 13 February 2018.

- 1.7 The Corporate Plan will continue to be monitored by Performance and Contract Management Committee on a quarterly basis and the Environment Committee will receive a progress report at least annually on the *key activities* and *targets*.

2 REASONS FOR RECOMMENDATIONS

- 2.1 A key element of effective strategic and financial management is for the council to have comprehensive business plans in place that ensure there is a clear strategy for addressing future challenges, particularly in the context of continuing budget and demand pressures (resulting from demographic and legislative changes), delivering local priorities and allocating resources effectively.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There is no statutory duty to have a Corporate Plan but it is considered to be good practice to have a comprehensive business plan in place that ensures the council's vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

- 4.1 The refreshed Corporate Plan 2018/19 addendum will be presented to the Policy and Resources Committee on 13 February 2018. Revisions to this will be communicated internally and with key stakeholders.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report invites Members to review the Corporate Plan 2018/19 addendum, including the relevant appendix setting out the *key activities* and *targets* for the Committee.

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

- 5.2.1 In addition to continuing budget reductions, demographic change and the resulting pressure on services pose a significant challenge to the council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups.
- 5.2.2 The Corporate Plan 2018/19 addendum has been informed by the Medium Term Financial Strategy, which sets out the need to make savings of £40.795million. £17.695million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate

£28.556million, of which the Environment Committee is expected to save £4.695m across its portfolio. After contributing approximately £12.133million to infrastructure works, there is a remaining gap of £6.677million. The savings proposals for the two years are:

2018/19	2019/20	Total
£11.287m	£17.269m	£28.556m

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. 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.

5.4 Legal and Constitutional References

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

5.4.2 This is in line with the Council's Constitution (Article 7) which sets out the terms of reference of the Environment Committee.

5.5 Risk Management

5.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. All risks are reviewed on a quarterly basis (as a minimum) and the corporate risk register (comprising strategic and high level service/joint risks) is reported to Performance and Contract Management Committee as part of the Performance Monitoring Report.

5.6 Equalities and Diversity

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

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

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

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

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

This is also what we expect of our partners.

5.6.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.7 Corporate Parenting

Not applicable.

5.8 Consultation and Engagement

5.8.1 The Corporate Plan 2015-2020 and subsequent addendums have been informed by extensive consultation through the budget and business planning process, including reports to Council in March each year.

5.8.2 The consultation, which has been undertaken in the autumn of each year, has consulted on a combined package of the budget and Corporate Plan. In particular it has aimed to:

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process
- Focus on how the council will use its resources to achieve its Corporate Plan.

5.9 Insight

Not applicable.

6 BACKGROUND PAPERS

6.1 The Corporate Plan 2015-2020, along with the addendums for 2016/17 and 2017/18 are available at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

Corporate Plan - 2018/19 Addendum

Introduction from the Leader of the Council

Barnet is an ambitious council that aspires to deliver excellent modern services to residents at the best possible value to the tax payer. The borough has some of the best schools in the country, over 200 parks and open spaces, and a comprehensive regeneration programme. The council operates on a sound financial footing, despite continued reductions to our budget and an ever-increasing demand for services – particularly care for the elderly. With the highest population of any London borough, this is a great achievement.

Our focus is on reaching the best outcomes for our residents and working with a range of public, private, and voluntary sector organisations to achieve this. We will always support our vulnerable residents and will target our resources at those most in need, whilst ensuring that everyone can benefit from the opportunities that growth and investment will bring to the borough.

As the Leader of the Council, I am optimistic about the future. The council will continue to face up to its responsibilities and support residents to stay independent of statutory services for as long as possible, but we can't do it on our own. The borough's residents and businesses will need to do their bit – helping to keep our streets and parks tidy, recycling more, and looking out for our neighbours – to ensure we are equipped to rise to the challenges of the next few years. We will increase our support for those residents and groups who want to take on a more active role in their community.

I hope this Corporate Plan helps you understand more about how Barnet is approaching the challenges and opportunities of the next year, and how we will measure our success.

Our Purpose

Being a commissioning council means focusing on the best possible outcomes for Barnet, using a combination of internal, external, and shared service delivery models to achieve this. Barnet is at the forefront of rethinking the way public services are delivered in the future.

This innovative approach to tackling the challenges local government faces means being open to new ways of doing things and working closely with partners across the public, private, and voluntary sector. This will ensure Barnet is well placed to meet future challenges and opportunities and continue to be a successful borough. The council will ensure that all citizens are treated equally, with understanding and respect, and have equal access to quality services which provide value for money to the taxpayer. Our job is to work together for residents and businesses to ensure: successful places; great outcomes; quality services; and resilient communities.

Our Corporate Priorities

Each of our corporate priorities is owned by one of our theme committees to ensure accountability – more information on what we have been doing to meet these priorities and planned work for the coming year is included in the relevant appendix.

Our top priority is the Children's Services Improvement Plan, following our inadequate Ofsted inspection (see Appendix C).

- **Children's Services Improvement Plan:** we have worked with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, not just within Family Services, and we will be working collectively to drive the improvements that we want. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

Adults and Safeguarding Committee (Appendix A)

- **Implementing strength-based best practice:** we are focussing on quality and safety in social care, and driving improvements in social care providers. Our strength-based approach to social care encompasses social work and occupational staff carrying out comprehensive holistic assessments, with service users and carers, focussing on the adult's life as a whole and including social factors such as friends, family, employment, interests and hobbies. Taking this strength-based approach leads to meaningful intervention that, if required, enables people to put together their own bespoke care and support plans, alongside opening up community opportunities to many who had not considered it before. This offers our residents more control over the way they live their lives, with increased resilience and independence, while building upon their connections with the local community.
- **Integrating local health and social care:** this priority is about close multi-disciplinary working with key partners such as the Clinical Commissioning Group (CCG) and NHS to join up health and social care to enable people to stay in their own homes where possible. This includes working to provide rapid response homecare to support timely hospital discharge and enhancing healthcare support to care homes to avoid unnecessary hospital admissions. We will also be focussing on identifying unknown carers, especially young carers, and work to improve the health of carers.

Assets, Regeneration and Growth Committee (Appendix B)

- **Regenerating Brent Cross Cricklewood:** this is the council's most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:
 - Brent Cross London – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406, which is being led by Hammerson and Standard Life Investments

- Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of the new town centre
 - Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.
- **Increasing the housing supply, including Colindale:** increasing the supply of housing in the borough is a key priority of the council. As part of the Colindale regeneration over 10,000 new homes will be delivered and the council is also building new homes on its own surplus sites in partnership with the Barnet Group.
 - **Helping people into work:** the Barnet approach sees joint working across Barnet Homes, JobCentre Plus, Cambridge Education young people’s support, and the local providers. Alongside this, we will develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities to achieve the best outcomes and prevent drift and delay. We have active employment schemes available on our regenerations sites to help priority cohorts such as care leavers and those claiming Universal Credit find work.

Children, Education, Libraries and Safeguarding Committee (Appendix C)

- **Delivering the family-friendly Barnet vision:** in Family Services, our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the ‘resilient families: resilient children’ vision, we have strengthened our approach to children with special education needs and disability and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

Community Leadership Committee (Appendix D)

- **Safer communities:** through the Barnet Safer Communities Partnership (BSCP), Barnet Council works together with the police, probation services, fire service, public health and other partner agencies to address crime and anti-social behaviour (ASB) issues in Barnet. The aim of the BSCP is that everyone who lives, works, studies in, or visits Barnet will feel safe and be safe. Barnet is one of London’s safest boroughs with a low crime rate. In order to ensure that we continue to address crime and ASB that affects people in Barnet, we are focused on working with residents and businesses to tackle ASB which affects their area (including littering, fly-tipping and illegal encampments); supporting victims of Domestic Violence and Hate Crime so people are confident in reporting incidents and the BSCP intervenes to prevent repeat victimisation; reducing Serious Youth Violence including violence linked to gang activity; and reducing the re-offending and the crime rate in Barnet (and in particular to reduce residential burglary).

- **Tackling issues with domestic violence, mental health, and substance misuse:** the Safer Communities Partnership Board has signed off a new Barnet Violence against Women and Girls (VAWG) Strategy. This emphasises the importance of work to engage with those victims of domestic abuse facing additional barriers that might prevent them from seeking help, including those with complex multiple needs such as mental health and substance misuse. The Community Safety Hub, a co-located space with officers from Community Safety, police, as well as a range of other teams and partnership agencies, has been being implemented to meet the council and partnership demand to manage complex ASB and problem solving cases.

Environment Committee (Appendix E)

- **Modernising environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
- **Delivering highways improvements:** we will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years), and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. We are also shaping our enforcement approach on 'polluters pay' principle and clamping down on fly tipping and littering.

Housing Committee (Appendix F)

- **Building compliance and fire safety:** keeping residents safe is a top priority for the council. This means ensuring that our buildings always comply with safety standards, and meet best practice where reasonable. The tragic fire at Grenfell Tower in June 2017 focused attention on fire safety in particular, but we must also pay attention to electrical and gas safety, water, asbestos and other potential hazards.

Policy and Resources Committee (Appendix G)

- **Implementing The Way We Work programme** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in NLBP and Barnet House to a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.

- **Continuing to improve Customer Services** by developing a customer-focussed culture, where customers get a consistently high quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and services joined-up across the council, partner agencies and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility, that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy runs to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology etc. It is important to reset our thinking through to 2025 and beyond.

Our Staff Values

Barnet Council has a set of values that guide the way we work with partners and customers and whether we are commissioning services or delivering them on the front line, our values are at the heart of what we do:

1. **We care** – about Barnet, its people and businesses, and those we work with
2. **We can be trusted** – we are open, honest, act with integrity, and are dependable
3. **We work together** – we actively listen, respond, collaborate and share ideas to achieve the best outcomes with residents, businesses and colleagues
4. **We embrace change and innovation** – we continually ask what we can do better, or differently. We encourage creativity and value ideas. We will celebrate our success and learn from mistakes.
5. **We value diversity** – we value different perspectives, individuality and treat everyone with respect. We will always strive to ensure the organisation embraces the richness of our community.

Barnet Council's financial position 2018-2020

In Barnet, the impact of falling public spending and increasing demand for services has meant the council has needed to save £144million between 2010 and 2017 – 59 per cent of its budget. The savings gap which was identified for 2018 to 2020 was £40.795million. £17.7695million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate £28.556million. After contributing approximately £12.133million to infrastructure works, there is a remaining gap of £6.677million. The savings proposals for the two years are:

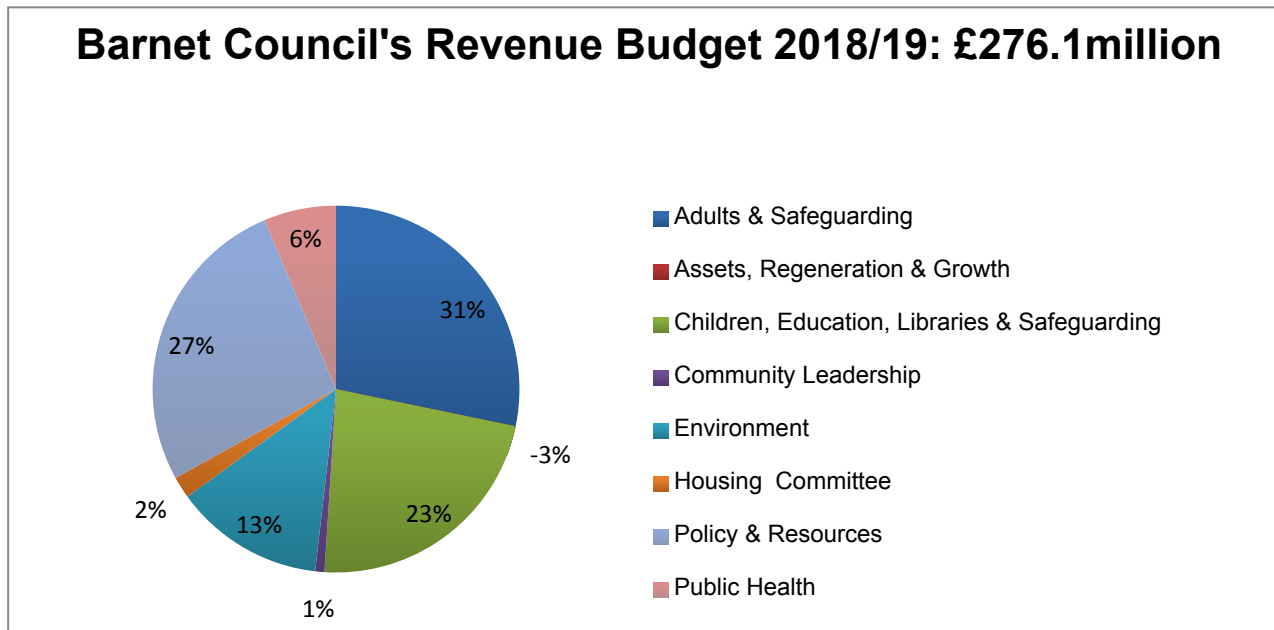
2018/19	2019/20	Total
£11.287m	£17.269m	£28.556m

The impact of a decade of constraint on the public finances and increasing demand on services means that, in real terms, by the end of the decade, the council's total spending power will be nearly half what it was at the start.

Due to the increasing demand for our services there will continue to be pressure on the council's budget beyond 2020 and well into the next decade. This means that even without further cuts to government funding, we will need to continue to adapt our approach and deliver differently to make savings and generate income to ensure we are able to provide for the changing needs of our residents.

Medium Term Financial Strategy to 2020

The council has published a Medium Term Financial Strategy (MTFS) to 2020, which sets out how it will meet the financial challenge to the end of the decade. The council's revenue budget at the start of 2018/19 is £276.1million, which is split by the main council Theme Committees as follows:



The table below outlines the savings which have been allocated to each of the council's Committees over the next two years.

Theme Committee	2018-19 £000	2019-20 £000	Total £000
Adults & Safeguarding	(2,980)	(4,917)	(7,897)
Assets, Regeneration & Growth	(2,355)	(2,308)	(4,663)
Children, Education, Libraries & Safeguarding	(2,692)	(2,898)	(5,590)
Community Leadership	0	(243)	(243)
Environment	(1,915)	(2,780)	(4,695)
Policy & Resources	(1,345)	(4,123)	(5,468)
Total	(11,287)	(17,269)	(28,556)

Appendix E: Environment Committee

Introduction

Barnet is a green and leafy borough with parks and open spaces that are amongst the best in London; this is one of the reasons that people want to live here. In order to meet the needs of our growing population we are minimising waste for disposal and ensuring sustainable collections. Our streets will be safe and clean, day and night to support the prosperity of the borough. We will also ensure that our highways are maintained to a high standard and that our areas of high growth and strategic importance are being progressively upgraded and improved. However, we are also developing a Transport Strategy to support moving people away from car usage to other means of transport which will help us meet the highest standards of air quality.

Key successes from 2017/18

Corporate priorities

- **Modernising environmental services**

Street Scene completed its move to the new purpose-built Oakleigh Depot with no impact on frontline services. We have improved the quality of our service whilst reducing demand on the operation, ensuring that every bin that is put out correctly is collected, reducing complaints and the need to go back out to collect missed bins. We have also improved the customer experience through designing dynamic web forms for the Customer Transformation Programme Phase 1 (missed bins, bulky waste, report a problem, assisted collections and new/replacement bins). The service also carried out extensive business process mapping to identify areas for more efficient service delivery through technology. Barnet Waste Regulations went to go to Full Council on 31 October 2017 for adoption, following which a phased roll out of time banded collections will take place. New recycling collections for commercial waste are being offered to customers.

- **Developing highways improvements**

We are now in the third year of the Network Recovery Plan (NRP); similarly the patching programme. A new dedicated footway service has been launched using the Highways Direct Labour Organisation (DLO) and delivery of the full 2016/17 Local Implementation Planning spend profile has been completed.

Additional priorities for this committee

- **Delivering transport improvements**

We have been working with Transport for London (TfL) on an options report to improve bus travel and bus movements, as well as

providing cycle training free of charge to children, adults and families; in 2016/17 2,999 pupils received Bikeability training in 71 Barnet schools, and 657 adults and 29 families received cycle training. 29 schools were also involved in Bike it Plus to increase the numbers of children cycling to school and Middlesex University delivered a pilot programme to increase levels of cycling to and from campus. In addition, 301 public realm cycle parking stands have been installed at 79 locations.

- **Investing in parks and open spaces for a greener borough**

The Playing Pitch Strategy for Barnet has been agreed and adopted by Sport England, England and Wales Cricket Board, England Hockey, Football Association, Rugby Football Union and the council, and a steering group has been established to oversee and monitor delivery of the strategy. We have also obtained planning consent for the £5million redevelopment of Montrose Recreation Ground/Silkstream Park due to be completed in 2019. Approvals have been obtained for the development of masterplans for Sports Hubs at West Hendon and Barnet Playing Fields, Victoria Park Finchley and the northwest Green Belt sites at Scratchwood, Moat Mount and Barnet Woods. Finally, the council's Tree Strategy has been completed which includes the replacement of street trees, planting additional trees in parks and open spaces in response to the Parks and Open Spaces Strategy and planting trees at key sites to alleviate the effects of atmospheric pollution.

- **Delivering efficient regulatory services**

Trading Standards has achieved three successful prosecutions in relation to street trading/boards, resulting in £1,586 and £600 being awarded to the council from two of the cases. Two joint operations were undertaken with the Licensing team and the police. As part of London Trading Standards week staff carried out visits to retailers selling electrical products to check that items on sale were safe and had adequate safe usage instructions. Safety concerns were raised at eight premises and unsafe items destroyed.

Key activities for 2018/19

Corporate priorities

- **Modernising environmental services**

Over the next year, the changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services resulting in greater synergies across the service. We are also reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible. We are procuring a Data and Works Management System which will enable the service to modernise service delivery and improve customer experience through automation and mobile technology, to be implemented next year.

- **Delivering highways improvements**

We will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over 5 years), and additional capital investment in road patching and potholes, as well as investing in TfL Local Implementation Plan projects to improve safety, parking and local transport.

Additional priorities for this committee

- **Delivering transport improvements**

Over the coming year we plan to deliver £400k of electric vehicle charging infrastructure and introduce a 'floating model' car club to try to reduce car usage and transition to cleaner models of transport. We will also be further developing the Long Term Transport Strategy for the borough, which aims to move people towards greener modes of travel, such as public transport or electric vehicles.

- **Investing in parks and open spaces for a greener borough**

We will be constructing new facilities at Montrose Recreation Ground/Silkstream Park which will provide a new cafeteria and pavilion building, children's play facilities, junior football pitches and a community garden. We will also be completing masterplans for Copthall, West Hendon, Barnet Playing Fields, and North West Green Belt sites to define improvements to those areas, commencing the improvement works to Victoria Park and the Colindale and Rushgrove sites as part of the wider Colindale regeneration area. Finally, we will commence the planning of parks and open spaces provision in the Brent Cross regeneration area.

- **Delivering efficient regulatory services**

The Trading Standards service will continue to investigate serious complaints of unfair trading, fraud, and consumer safety, and we will work to ensure that licensed premises meet the licensing objectives. We will continue to work with neighbouring boroughs to implement project plans under the Mayors Air Quality Fund. We will also investigate public health, noise, nuisance and anti-social behaviour service requests and work with interested parties to resolve problems, and will implement the latest technology to enhance the funeral service, investing in modernisation of cemetery buildings and investigating means to prolong the life of Hendon Cemetery and provide additional burial space locally.

Indicators for 2018/19

Corporate priorities

• Modernising environmental services

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	SS/S6 (RPS - Biannual)	Percentage of residents who are satisfied with street cleaning	58%	51% (Autumn 2016) (RA)	60% (Autumn and Spring)	65% (Spring 2017) (G)	Autumn survey – not reported	61%	62%
CPI	SS/S3 (LAPS D27)	Percentage of household waste sent for reuse, recycling and composting	42%	36.73% (Q3 16/17) (R)	42%	32.70% (Q4 2016/17) (R)	39.30% (Q1 2017/18) (R)	42%	50%
CPI	SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services	80%	75% (Autumn 2016) (GA)	82% (Autumn and Spring)	83% (Spring 2017) (G)	Autumn survey – not reported	84%	85%

• Delivering highways improvements

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
KPI	KPI 2.2 NM	Highways Category 1 Defects Rectification Timescales completed on time (48 hours)	100%	TBC	100%	99.2% (RA)	98.2% (R)	100%	100%
KPI	KPI 2.3 NM	Highways Category 2 Defects Rectification completed on time	100%	TBC	100%	95.6% (April 2017) (R)	Fail ¹ (R)	100%	100%
CPI	CG/S11	Percentage of residents who are satisfied with repair of roads	35%	33% (Autumn 2016) (G)	35% (Autumn and Spring)	38% (Spring 2017) (G)	Autumn survey – not reported	39%	London average (41% 14/15)

¹ Re still finalising September 2017 data.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	Re/S19	Satisfaction with NRP repairs (from door knocking surveys)	New for 2017/18	New for 2017/18	TBC	Annual – not reported	Annual – not reported	TBC	TBC
CPI	CG/S12 (RPS - Biannual)	Percentage of residents who are satisfied with quality of pavements	35%	34% (Autumn 2016) (G)	35% (Autumn and Spring)	36% (Spring 2017) (G)	Autumn survey – not reported	37%	London average (41% 14/15)
SPI	PI/C6 (RPS - Biannual)	Percentage of residents who are satisfied with street lighting	72%	69% (Autumn 2016) (G)	73% (Autumn and Spring)	80% (Spring 2017) (G)	Autumn survey – not reported	74%	76%

Additional priorities for this committee

• **Delivering transport improvements**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	PI/S3 (RPS - Biannual)	Percentage of residents who are satisfied with parking services	30%	24% (Autumn 2016) (R)	30% Autumn and Spring	31% (Spring 2017) (G)	Autumn survey – not reported	32%	London average – 33% in 15/15
New	New	Success of independent adjudicator appeals on PCNs	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	TBC

• **Investing in parks and open spaces for a greener borough**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	SS/S1 (RPS - Biannual)	Percentage of residents who are satisfied with parks and open spaces	72%	72% (Autumn 2016) (G)	73% (Autumn and Spring)	74% (Spring 2017) (G)	Autumn survey – not reported	74%	75%

- Delivering efficient regulatory services

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	EH01A	Compliance with Environmental Health Service Standards (Priority 2)	95%	97.0% (G)	95%	96.7% (G)	97.1% (G)	95%	95%
SPI	EH01B	Compliance with Environmental Health Service Standards (Priority 1)	100%	96.0% (R)	100%	100% (G)	100% (G)	100%	100%
SPI	EH02D	Food sampling inspections	100%	143% (G)	100%	130.4% (G)	100% (G)	100%	100%
SPI	CG/C30 (Annual)	Air quality	New for 2017/18	New for 2017/18	TBC	Annual – not reported	Annual – not reported	TBC	TBC

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Environment Committee

11 January 2018

Title	School Permit Scheme
Report of	Chairman of the Environment Committee
Wards	Childs Hill, Underhill, West Hendon, Finchley Church End
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Survey Results, Zone BX Appendix B: Survey Results, Zone C Appendix C: Survey parameters, Zone WH1 Appendix D: Survey parameters, Zone C1 Appendix E: Survey parameters, Zone CE
Officer Contact Details	Jamie Cooke, Assistant Director Transportation and Highways Commissioning 020 8359 2275 Jamie.cooke@barnet.gov.uk Phineas Skipper, Contract Performance Officer, Parking Client Team. 020 8359 4071. schools.permits@barnet.gov.uk

Summary

This report sets out the details of the application by the following schools to join the School Permit scheme for staff in reference to the conditions agreed by the May 2017 Environment Committee.

School	Ward	Zone	Survey Status
Wessex Gardens Primary School	Childs Hill	BX	Complete
St Catherine's RC Primary School	Underhill	C	Complete
Beis Soroh Schneirer	West Hendon	WH1	Outstanding
All Saints CoE Primary School	Childs Hill	C1	Outstanding

Pardes House Primary School	Finchley Church End	CE	Outstanding
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It provides recommendations for the acceptance of the application subject to certain conditions regarding the maximum number of permits and areas in which the permit holders may not park, and the results of parking demand surveys where outstanding.

Recommendations
1. That the Environment Committee note the outcome of the surveys conducted in zones C and BX and the details of planned surveys in Zones CE, WH1 and C1.
2. That subject to the condition set out below, the committee approve the issue of school permits to allow staff at the listed school to park in permit bays for the applicable zone while the holder is carrying out school duties or travelling for the purpose of carrying out school duties, subject to the conditions agreed at the Environment Committee of 11 May 2017.
3. That the Committee agree that the condition referred to above should be: That the parking survey should show that demand at the busiest surveyed time should not exceed 85% of the total number of resident permit bays occupied in the surveyed area if one or more additional vehicle were to be added.
4. That the committee agree that an area of adjacent streets should be excluded (exclusion zone) in each case and that where more than one school falls within a zone, these areas should apply to permit holders from all schools in the zone. This exclusion zone will be set by the Strategic Director for Environment following consultation with ward members.
5. That the committee agree that the maximum number of concurrent permits to be issued to staff at each School be limited to 25.
6. The committee note the above exclusion zone and cap on permits and delegate authority to the Strategic Director for Environment plus Ward Members to review and vary them in response to changes in circumstances.

1 WHY THIS REPORT IS NEEDED

- 1.1 In May 2017, following a pilot scheme and impact study, Environment Committee resolved to make the School Permit scheme permanent and allow applications to join the scheme from all schools meeting the criteria agreed.
- 1.2 The Committee agreed to the following criteria
 - Ofsted registered schools located within the CPZ be eligible to apply for a school permit
 - Schools must have an up-to-date school travel plan in place to be eligible.
 - The permit will be only be valid within the schools catchment area

- It will be the responsibility of the schools to manage the distribution of permits to their staff
- That permits would not be issued in a CPZ where demand for parking places exceeds 85% of capacity.
- That school would need an existing school travel plan.
- The cost of the annual permit is set at £190 per annum.
- The school decide on which staff are eligible for the limited number of permits
- That the school cannot park on the adjacent streets to the school
- That before school permits be issued the Strategic Director for Environment consult with relevant Ward Members, the School and report the findings back to the Committee in order for approval to be granted to award school permits.

1.3 Since the pilot at Childs Hill was made permanent applications from two further schools to join the scheme have been agreed by the Environment Committee. These are Rimon Jewish Primary School and Menorah Primary School.

1.4 Applications have now been received from the following schools to join the scheme

- Wessex Gardens Primary School
- St Catherine’s RC Primary School
- Beis Soroh Schneirer
- All Saints CoE Primary School
- Pardes House Primary School

2 REASONS FOR RECOMMENDATION

2.1 The applicant schools are located at the following addresses, fall within the following controlled parking and permit zones and have current School Travel Plans at the following statuses.

School	Zone	School Travel Plan
Wessex Gardens Primary School <i>Wessex Gardens, London NW11 9RR</i>	BX	Silver
St Catherine’s RC Primary School <i>38 Vale Drive, Barnet EN5 2ED</i>	C	Gold
Beis Soroh Schneirer <i>Arbiter House, Wilberforce Rd, London NW9 6AX</i>	WH1	Bronze
All Saints CoE Primary School <i>Cricklewood Lane, London NW2 2TH</i>	C1	Silver
Pardes House Primary School <i>28 Hendon Ln, London N3 1TR</i>	CE	Gold

- 2.2 Demand was surveyed on 7th and 9th November 2017 Zone BX as part of the assessment of Menorah Primary School's application, already approved, and as such we already hold parking demand information for this zone applicable to the Wessex Gardens Primary School application. Results of this survey are included in appendix A
- 2.3 Demand was surveyed on 14th and 16th November 2017 in Zone C in support of St Catherine's RC Primary School's application. Results of this survey are included in appendix B.
- 2.4 Demand will be surveyed within the other applicable zones.
- 2.5 Details of these surveys are included in Appendices C to E.
- 2.6 The highest overall demand will be established from these surveys.
- 2.7 The number of spaces available to permit holders will be established
- 2.8 The peak demand will be measured against the 85% criteria set by the 11 May committee. This will establish whether there is sufficient capacity to issues permits to each of the schools in question without exceeding that threshold.
- 2.9 Responsibility for the allocation of these permits will rest with each school, with evidence of permission from the school being required at the point of application.
- 2.10 The Strategic Director for Environment will propose an exclusion area within which the permits would not be valid for use. The purpose of this area is two-fold and was considered on this basis 1) to avoid adding undue pressure on the school's immediate neighbours and 2) to avoid affecting the drop-off and collection of those pupils who travel to schools by car. Permits would not be valid for use in permit bays falling within these areas.
- 2.11 The members for the wards in which the schools fall are as follows.

School	Ward	Members
Wessex Gardens Primary School	Childs Hill	Cllr Jack Cohen Cllr Shimon Ryde Cllr Peter Zinkin
St Catherines RC Primary School	Underhill	Cllr Jess Brayne Cllr Paul Edwards Cllr Tim Roberts
Beis Soroh Schneirer	West Hendon	Cllr Devra Kay Cllr Adam Langleben Cllr Agnes Slocombe
All Saints CoE Primary School	Childs Hill	Cllr Jack Cohen Cllr Shimon Ryde Cllr Peter Zinkin
Pardes House Primary School	Finchley Church End	Cllr Eva Greenspan Cllr Graham Old Cllr Daniel Thomas

- 2.12 While Wessex Gardens Primary School falls within the Childs Hill Ward, the zone in which permits would be valid falls almost entirely within the Golders Green Ward.

Wessex Gardens Primary	Golders Green	Cllr Dean Cohen
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School		Cllr Melvin Cohen Cllr Reuben Thompstone
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- 2.13 In line with the resolution of the May 2017 committee, on 21 December 2017 the Strategic Director for Environment, wrote to those members for the appropriate wards providing details of the applications from the schools in their wards and inviting submissions to this Committee.
- 2.14 The ward members have therefore been consulted in line with the requirements of the May 2017 resolution and committee approval is now required to the issue of permits
- 2.15 The results from the schools engagement with the pilot show strong support for the scheme and they state it has only had a positive impact on the school day and their ability to provide improved teaching environment for the children.
- 2.16 This will further support Barnet schools with their recruitment and retention of teachers and will help to recruit teaching staff.
- 2.17 The pilot showed there has been no adverse impact to residents' being able to park as near to their homes as possible.
- 2.18 Surveys of the local area in Zone BX and Zone C indicates that capacity exists to allow the issue of school permits without significant risk to the amenities of existing users. Scheduled surveys will be required to show the same for the schemes to proceed in zones WH1, C1 and CE.
- 2.19 It is therefore recommended that the environment committee agree that, subject to the capacity criteria set out, up to 25 permits be issued to staff at each of the specified schools for use in residents' bays in the appropriate zones with the exceptions of the areas described above or specified by the Strategic Director for Environment.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Refusal of extension of scheme to some or all of the schools. This option is not recommended as the school's application is in accordance with the parameters of the scheme.

4 POST DECISION IMPLEMENTATION

- 4.1 The commissioned demand survey will need to be conducted and analysed
- 4.2 The results will need to be communicated to stakeholders
- 4.3 If and where capacity is identified, minor variations will be required to the parking website and related systems will need to be updated to allow school staff to apply. Customer Service Group parking staff will be advised of the extension of the scheme and the necessary actions will be taken.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Council will work with local, regional and national partners, will strive to ensure that Barnet is the place:

- Of opportunity, where people can further their quality of life
- Where people are helped to help themselves
- Where responsibility is shared, fairly
- Where services are delivered efficiently to get value for money for the taxpayer

The introduction of this scheme will greatly benefit school workers and those who study in Barnet whilst ensuring that resident parking is not unduly affected. The scheme will help to ensure that school staff can focus on delivering high quality education by removing the distractions that parking arrangements currently add to the working day. This will enhance their quality of life and allow them to dedicate their attention to helping their students to receive a high quality education and so widen their opportunities. The scheme will also feature strongly in the recruitment and retention strategy for schools to ensure that the best teachers are attracted to work in the Borough ultimately providing a better education and quality of life for pupils.

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

5.2.1 The costs of enforcing the scheme will be charged to the council's Special Parking Account (SPA). Any income generated through permits and Penalty charge notices (PCNs) issued during enforcement, will also be allocated to the SPA. The scheme is not expected to require additional funding.

5.2.2 There are no procurement implications as a result of this report.

5.3 Social Value

5.3.1 The impact that the scheme will have on teaching and providing better education to children can only be positive.

5.4 Legal and Constitutional References

5.4.1 The Council as the Highway and Traffic Authority has the necessary legal powers to introduce or amend Traffic Management Orders through the Road Traffic Regulation Act 1984. The Strategic Director for Environment has the authority to pursue any necessary adjustments to the Traffic Management Order to enable the implementation of the decision of the committee.

5.4.2 The Traffic Management Act 2004 places obligation on authorities to ensure the expeditious movement of traffic on their road network. Authorities are required to make arrangements as they consider appropriate for planning and carrying out the action to be taken in performing the duty.

5.4.3 The Council's constitution gives responsibility for parking provision and enforcement to the Environment Committee.

5.5 Risk Management

5.5.1 The council has considered the potential impact to residents who currently park within the zone and the potential effect on road safety and the free flow of traffic of the potential on as well as any potential negative satisfaction or customer experience.

5.5.2 In particular the council has considered the need to manage the risk associated with conflicting priorities carefully. Our policy states that residents should be able to park as close to their homes as possible, this risk is mitigated by the use of an exclusion zone in the immediate vicinity of the school.

5.6 Equalities and Diversity

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

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

5.6.2 The relevant protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

5.6.3 A full Equalities Impact Assessment will be carried out if the scheme is successful in proceeding.

5.6.4 The school will be reminded that they are expected to observe the Public Sector Equality Duty in deciding to whom permits should be given.

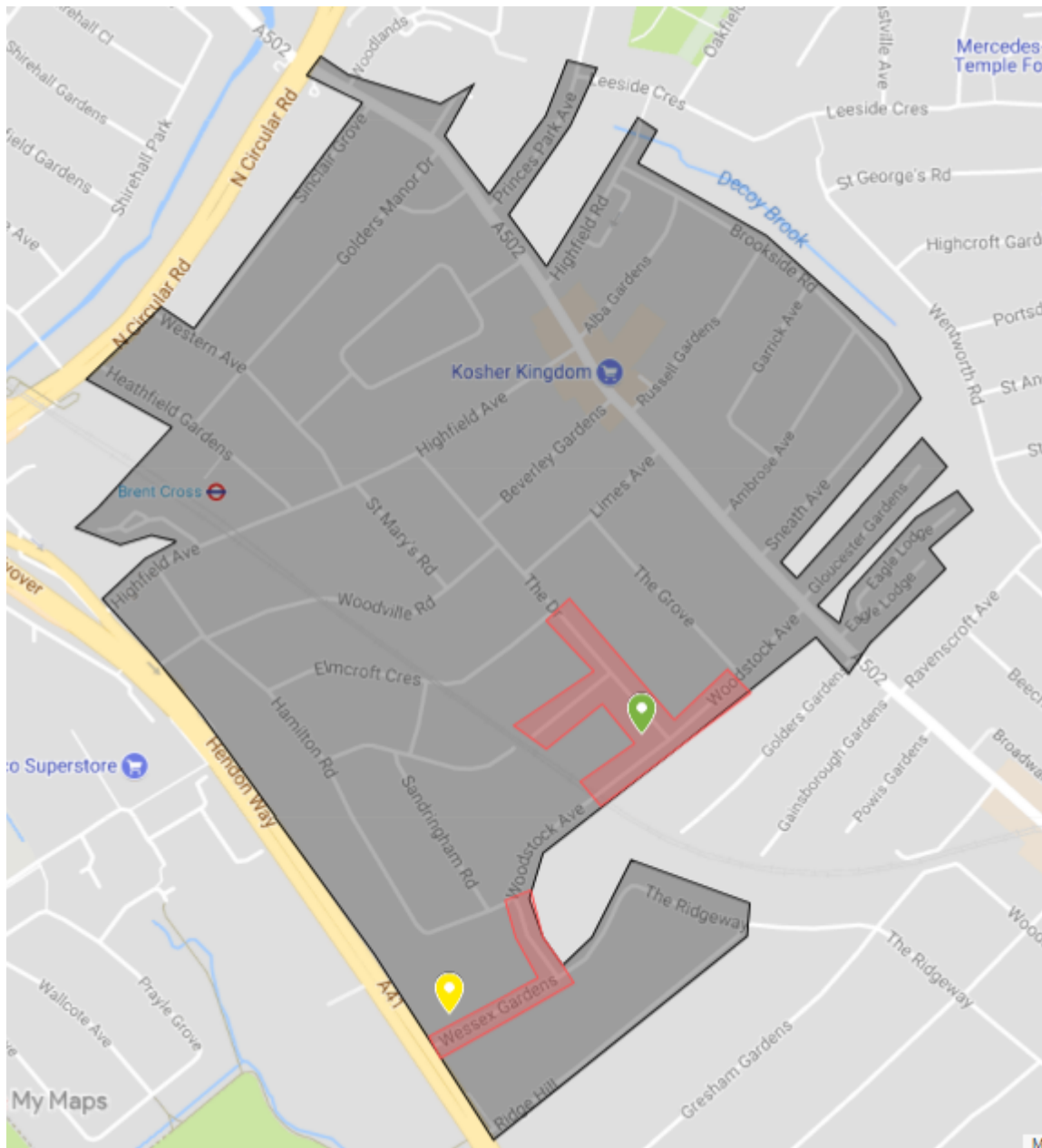
5.7 Consultation and Engagement






5.7.1 Statutory consultation has been carried through the experimental traffic management order and there has been no negative feedback received.

5.7.2 This recommendation has been referred to the ward councillors for the affected area in advance of this committee

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Appendix A: Survey Results, Zone BX



-  Wessex Gardens Primary School, Wessex Gardens
-  Menorah Primary School, 41a Dunstan Road
-  Approximate area within which Zone BX permits are valid in designated bays
-  Surveyed Area
-  Exclusion Zone (School Permits will not be valid):
 - That part of Wessex Gardens between its junction with Hendon Way and its junction with Wessex Way
 - Wessex Way
 - That part of Woodstock Avenue between the railway bridge and the junction with The Grove
 - That part of The Drive between the junction Woodstock Avenue and the junction with Elmcroft Crescent
 - That part of Montpelier Rise between the railway bridge and the junction with The Drive

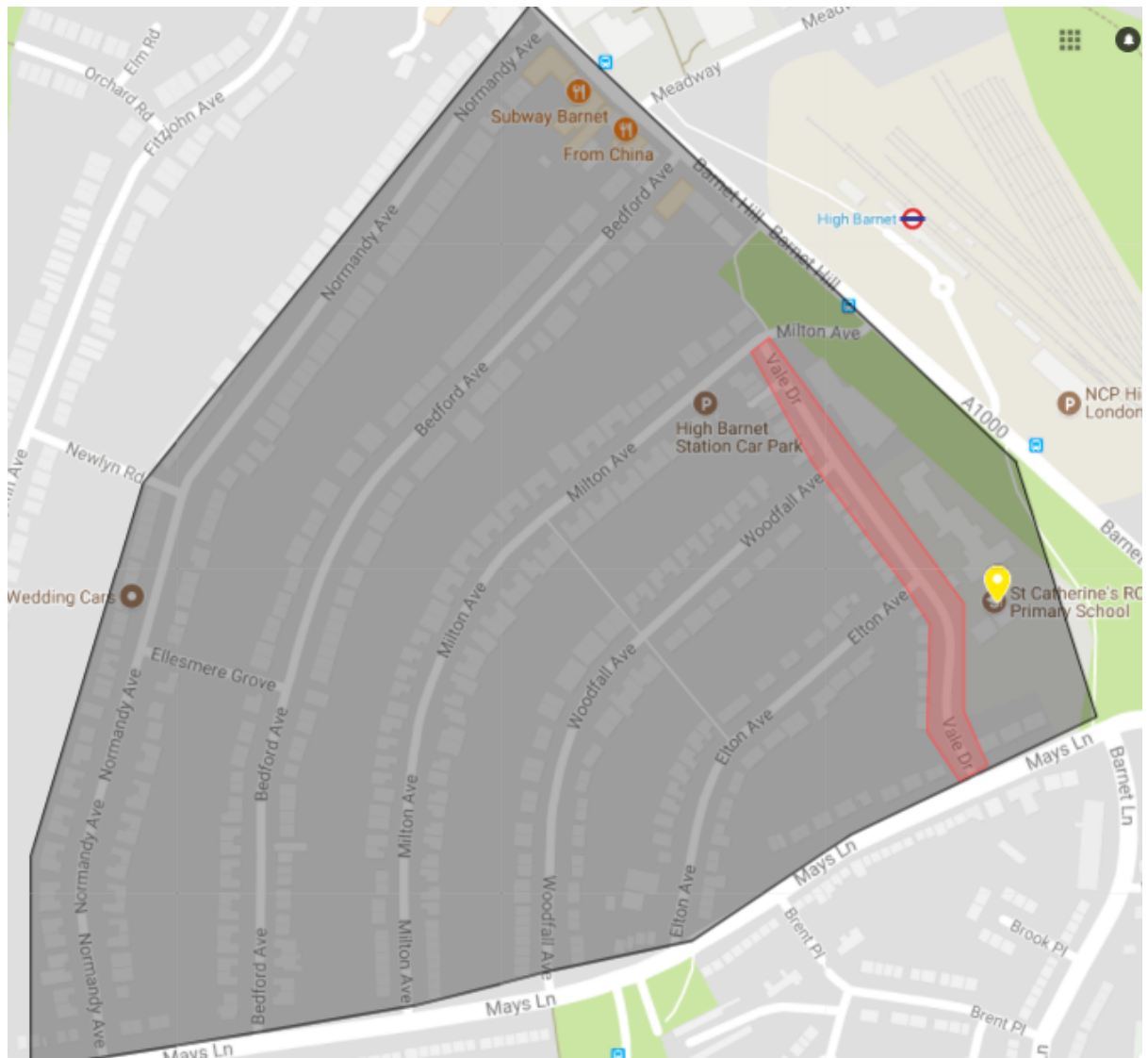
Demand Survey results


Free Spaces											
	Tuesday 7th November					Thursday 9th November					No. Parking spaces in road
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	
Princes Park Ave	15	13	16	12	16	11	10	10	13	13	20
Highfield Road	8	7	12	12	11	9	14	20	17	12	29
Brookside Road	47	54	53	56	54	45	56	49	54	29	105
Alba Gardens	13	6	5	8	7	8	5	3	1	8	52
Russell Gardens	17	11	10	12	13	10	9	14	5	14	58
Garrick Avenue	19	32	24	32	25	24	23	25	37	20	57
Ambrose Avenue	20	31	30	39	43	20	28	33	37	28	67
Sneath Avenue	12	17	31	31	27	16	16	26	30	40	70
Gloucester Gardens	1	4	15	12	6	1	2	8	13	28	28
Beverley Gardens	11	8	9	9	18	13	4	5	1	6	28
Limes Avenue	25	6	10	5	2	7	7	5	2	6	37
The Grove	12	9	23	8	12	18	10	23	11	13	34
Golders Green Road	30	51	41	36	54	42	36	33	30	17	105
Sinclair Grove	20	24	27	32	25	24	21	36	23	24	50
Golders Manor Drive	13	37	38	19	33	31	25	30	18	21	80
Heather Gardens	6	2	9	6	2	5	4	3	3	1	10
Highfield Gardens	21	30	23	11	20	32	24	19	16	10	55
Highfield Avenue	17	6	7	4	6	10	6	3	5	0	54
Western Avenue	12	8	8	2	10	18	4	5	2	5	32
Heathfield Gardens	2	3	2	2	4	11	9	2	0	6	26
Woodville Road	13	22	30	14	15	15	18	18	22	21	52
Hamilton Road	27	40	43	40	41	33	37	39	34	37	108
Elmcroft Crescent	27	30	51	58	36	39	43	49	31	36	93
The Drive	9	10	14	7	11	15	15	11	10	11	35
Montpelier Rise	25	31	48	36	39	45	44	40	40	42	81
Sandringham Road	24	27	27	34	30	18	30	39	44	32	65
Woodstock Avenue	35	16	42	35	47	30	29	36	46	43	117
Wessex Gardens	22	10	22	18	27	27	23	26	22	24	30
The Ridgeway	13	13	17	15	13	13	14	17	13	19	19
Ridge Hill	30	35	42	31	24	29	35	35	37	35	56
Montpelier Way	12	1	1	5	13	13	0	0	4	9	15
St Mary's Road	8	9	10	9	5	4	6	10	17	6	32
Woodville Gardens	4	3	5	2	2	7	6	4	1	1	9
Wessex Way	9	1	3	4	10	8	8	8	8	10	10
Overall	579	607	748	656	701	651	621	684	647	627	1719


Occupancy											
	Tuesday 7th November					Thursday 9th November					
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	No. Parking spaces in road
Princes Park Ave	5	7	4	8	4	9	10	10	7	7	20
Highfield Road	21	22	17	17	18	20	15	9	12	17	29
Brookside Road	58	51	52	49	51	60	49	56	51	76	105
Alba Gardens	39	46	47	44	45	44	47	49	51	44	52
Russell Gardens	41	47	48	46	45	48	49	44	53	44	58
Garrick Avenue	38	25	33	25	32	33	34	32	20	37	57
Ambrose Avenue	47	36	37	28	24	47	39	34	30	39	67
Sneath Avenue	58	53	39	39	43	54	54	44	40	30	70
Gloucester Gardens	27	24	13	16	22	27	26	20	15	0	28
Beverley Gardens	17	20	19	19	10	15	24	23	27	22	28
Limes Avenue	12	31	27	32	35	30	30	32	35	31	37
The Grove	22	25	11	26	22	16	24	11	23	21	34
Golders Green Road	75	54	64	69	51	63	69	72	75	88	105
Sinclair Grove	30	26	23	18	25	26	29	14	27	26	50
Golders Manor Drive	67	43	42	61	47	49	55	50	62	59	80
Heather Gardens	4	8	1	4	8	5	6	7	7	9	10
Highfield Gardens	34	25	32	44	35	23	31	36	39	45	55
Highfield Avenue	37	48	47	50	48	44	48	51	49	54	54
Western Avenue	20	24	24	30	22	14	28	27	30	27	32
Heathfield Gardens	24	23	24	24	22	15	17	24	26	20	26
Woodville Road	39	30	22	38	37	37	34	34	30	31	52
Hamilton Road	81	68	65	68	67	75	71	69	74	71	108
Elmcroft Crescent	66	63	42	35	57	54	50	44	62	57	93
The Drive	26	25	21	28	24	20	20	24	25	24	35
Montpelier Rise	56	50	33	45	42	36	37	41	41	39	81
Sandringham Road	41	38	38	31	35	47	35	26	21	33	65
Woodstock Avenue	82	101	75	82	70	87	88	81	71	74	117
Wessex Gardens	8	20	8	12	3	3	7	4	8	6	30
The Ridgeway	6	6	2	4	6	6	5	2	6	0	19
Ridge Hill	26	21	14	25	32	27	21	21	19	21	56
Montpelier Way	3	14	14	10	2	2	15	15	11	6	15
St Mary's Road	24	23	22	23	27	28	26	22	15	26	32
Woodville Gardens	5	6	4	7	7	2	3	5	8	8	9
Wessex Way	1	9	7	6	0	2	2	2	2	0	10
Overall	1140	1112	971	1063	1018	1068	1098	1035	1072	1092	1719


Occupancy (%)											
	Tuesday 7th November					Thursday 9th November					No. Parking spaces in road
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	
Princes Park Ave	25%	35%	20%	40%	20%	45%	50%	50%	35%	35%	20
Highfield Road	72%	76%	59%	59%	62%	69%	52%	31%	41%	59%	29
Brookside Road	55%	49%	50%	47%	49%	57%	47%	53%	49%	72%	105
Alba Gardens	75%	88%	90%	85%	87%	85%	90%	94%	98%	85%	52
Russell Gardens	71%	81%	83%	79%	78%	83%	84%	76%	91%	76%	58
Garrick Avenue	67%	44%	58%	44%	56%	58%	60%	56%	35%	65%	57
Ambrose Avenue	70%	54%	55%	42%	36%	70%	58%	51%	45%	58%	67
Sneath Avenue	83%	76%	56%	56%	61%	77%	77%	63%	57%	43%	70
Gloucester Gardens	96%	86%	46%	57%	79%	96%	93%	71%	54%	0%	28
Beverley Gardens	61%	71%	68%	68%	36%	54%	86%	82%	96%	79%	28
Limes Avenue	32%	84%	73%	86%	95%	81%	81%	86%	95%	84%	37
The Grove	65%	74%	32%	76%	65%	47%	71%	32%	68%	62%	34
Golders Green Road	71%	51%	61%	66%	49%	60%	66%	69%	71%	84%	105
Sinclair Grove	60%	52%	46%	36%	50%	52%	58%	28%	54%	52%	50
Golders Manor Drive	84%	54%	53%	76%	59%	61%	69%	63%	78%	74%	80
Heather Gardens	40%	80%	10%	40%	80%	50%	60%	70%	70%	90%	10
Highfield Gardens	62%	45%	58%	80%	64%	42%	56%	65%	71%	82%	55
Highfield Avenue	69%	89%	87%	93%	89%	81%	89%	94%	91%	100%	54
Western Avenue	63%	75%	75%	94%	69%	44%	88%	84%	94%	84%	32
Heathfield Gardens	92%	88%	92%	92%	85%	58%	65%	92%	100%	77%	26
Woodville Road	75%	58%	42%	73%	71%	71%	65%	65%	58%	60%	52
Hamilton Road	75%	63%	60%	63%	62%	69%	66%	64%	69%	66%	108
Elmcroft Crescent	71%	68%	45%	38%	61%	58%	54%	47%	67%	61%	93
The Drive	74%	71%	60%	80%	69%	57%	57%	69%	71%	69%	35
Montpelier Rise	69%	62%	41%	56%	52%	44%	46%	51%	51%	48%	81
Sandringham Road	63%	58%	58%	48%	54%	72%	54%	40%	32%	51%	65
Woodstock Avenue	70%	86%	64%	70%	60%	74%	75%	69%	61%	63%	117
Wessex Gardens	27%	67%	27%	40%	10%	10%	23%	13%	27%	20%	30
The Ridgeway	32%	32%	11%	21%	32%	32%	26%	11%	32%	0%	19
Ridge Hill	46%	38%	25%	45%	57%	48%	38%	38%	34%	38%	56
Montpelier Way	20%	93%	93%	67%	13%	13%	100%	100%	73%	40%	15
St Mary's Road	75%	72%	69%	72%	84%	88%	81%	69%	47%	81%	32
Woodville Gardens	56%	67%	44%	78%	78%	22%	33%	56%	89%	89%	9
Wessex Way	10%	90%	70%	60%	0%	20%	20%	20%	20%	0%	10
Overall	66%	65%	56%	62%	59%	62%	64%	60%	62%	64%	1719
Threshold (%)	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	
Threshold	1461	1461	1461	1461	1461	1461	1461	1461	1461	1461	
Occupancy	1140	1112	971	1063	1018	1068	1098	1035	1072	1092	
Available Capacity	321	349	490	398	443	393	363	426	389	369	

Appendix B: Survey Results, Zone C



 St Catherines RC Primary School, 38 Vale Drive, Barnet EN5 2ED

 Approximate area within which Zone C permits are valid in designated bays and surveyed Area

 Proposed Initial Exclusion Zone (School Permits will not be valid)

- Vale Drive

Free Spaces											
	Tuesday 14th November					Thursday 16th November					No. Parking spaces in road
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	
Normandy Avenue	28	35	23	41	37	30	40	37	45	38	99
Bedford Avenue	14	24	20	34	22	16	29	26	27	22	95
Milton Avenue	37	29	34	52	26	37	33	41	44	38	94
Woodfall Avenue	30	29	37	48	30	39	37	40	42	40	60
Elton Avenue	25	9	13	31	25	25	24	19	25	24	47
Vale Drive	23	9	16	35	15	27	5	19	22	31	38
Ellesmere Grove	0	4	3	6	6	4	5	5	5	4	6
Overall	157	139	146	247	161	178	173	187	210	197	439
Occupancy											
	Tuesday 14th November					Thursday 16th November					No. Parking spaces in road
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	
Normandy Avenue	71	64	76	58	62	69	59	62	54	61	99
Bedford Avenue	81	71	75	61	73	79	66	69	68	73	95
Milton Avenue	57	65	60	42	68	57	61	53	50	56	94
Woodfall Avenue	30	31	23	12	30	21	23	20	18	20	60
Elton Avenue	22	38	34	16	22	22	23	28	22	23	47
Vale Drive	15	29	22	3	23	11	33	19	16	7	38
Ellesmere Grove	6	2	3	0	0	2	1	1	1	2	6
Overall	282	300	293	192	278	261	266	252	229	242	439
Occupancy (%)											
	Tuesday 14th November					Thursday 16th November					No. Parking spaces in road
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	
Normandy Avenue	72%	65%	77%	59%	63%	70%	60%	63%	55%	62%	99
Bedford Avenue	85%	75%	79%	64%	77%	83%	69%	73%	72%	77%	95
Milton Avenue	61%	69%	64%	45%	72%	61%	65%	56%	53%	60%	94
Woodfall Avenue	50%	52%	38%	20%	50%	35%	38%	33%	30%	33%	60
Elton Avenue	47%	81%	72%	34%	47%	47%	49%	60%	47%	49%	47
Vale Drive	39%	76%	58%	8%	61%	29%	87%	50%	42%	18%	38
Ellesmere Grove	100%	33%	50%	0%	0%	33%	17%	17%	17%	33%	6
Overall	64%	68%	67%	44%	63%	59%	61%	57%	52%	55%	439
Threshold (%)	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	
Threshold	373	373	373	373	373	373	373	373	373	373	
Occupancy	282	300	293	192	278	261	266	252	229	242	
Available Capacity	91	73	80	181	95	112	107	121	144	131	

Appendix C: Survey parameters, Zone WH1



Beis Soroh Schneirer, Arbiter House, Wilberforce Rd, London NW9 6AX



Approximate area within which Zone WH1 permits are valid in designated bays and area for survey



Propose Initial Exclusion Zone (School Permits would not be valid)

- Wilberforce Road

Survey Method

The survey will take place over five time slots and two days. The surveyor will count available spaces in permit bays within the survey area. This will be compared with the total number of spaces to assess whether further vehicles could be added without exceeding 85% occupancy.

Zone WH1 is a small dense zone in which all streets will be surveyed.

Worked example of a survey response

Below is a fictional example of a possible survey response showing how it would contribute to the decision whether to allow school permits.

In this example the highest overall occupancy observed was on Thursday 28th October between 9am and 10am. 83 bays out of 100 were occupied.

This result would mean that two additional vehicles could be added without exceeding the 85% occupancy threshold. Therefore permits could be allowed for the school and a cap of up to two permits could be set for the applicant school.

Free Spaces											
	Tuesday 26th September					Thursday 28th September					
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	No. Parking spaces in road
Street A	8	2	5	6	4	9	3	8	5	6	25
Street B	5	6	7	4	4	10	5	4	5	6	35
Street C	6	10	15	12	18	7	9	15	20	13	40
Overall	19	18	27	22	26	26	17	27	30	25	100
Occupancy											
	Tuesday 26th September					Thursday 28th September					
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	No. Parking spaces in road
Street A	17	23	20	19	21	16	22	17	20	19	25
Street B	30	29	28	31	31	25	30	31	30	29	35
Street C	34	30	25	28	22	33	31	25	20	27	40
Overall	81	82	73	78	74	74	83	73	70	75	100
Occupancy (%)											
	Tuesday 26th September					Thursday 28th September					
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	No. Parking spaces in road
Street A	68%	92%	80%	76%	84%	64%	88%	68%	80%	76%	25
Street B	86%	83%	80%	89%	89%	71%	86%	89%	86%	83%	35
Street C	85%	75%	63%	70%	55%	83%	78%	63%	50%	68%	40
Overall	81%	82%	73%	78%	74%	74%	83%	73%	70%	75%	100
Threshold (%)	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	
Threshold	85	85	85	85	85	85	85	85	85	85	
Occupancy	81	82	73	78	74	74	83	73	70	75	
Available Capacity	4	3	12	7	11	11	2	12	15	10	

Appendix D: Survey parameters, Zone C1



All Saints CoE Primary School, Cricklewood Lane, London NW2 2TH



Approximate area within which Zone C1 permits are valid in designated bays



Survey area



Exclusion Zone (School Permits would not be valid)

- That part of Cricklewood Lane east of Hendon Way including Longberrys

Survey Method

The survey will take place over five time slots and two days. The surveyor will count available spaces in permit bays within the survey area. This will be compared with the total number of spaces to assess whether further vehicles could be added without exceeding 85% occupancy.

Zone C1 is a large zone. The survey will be conducted in the area bounded by Hendon Way and Finchley Road.

Worked example of a survey response

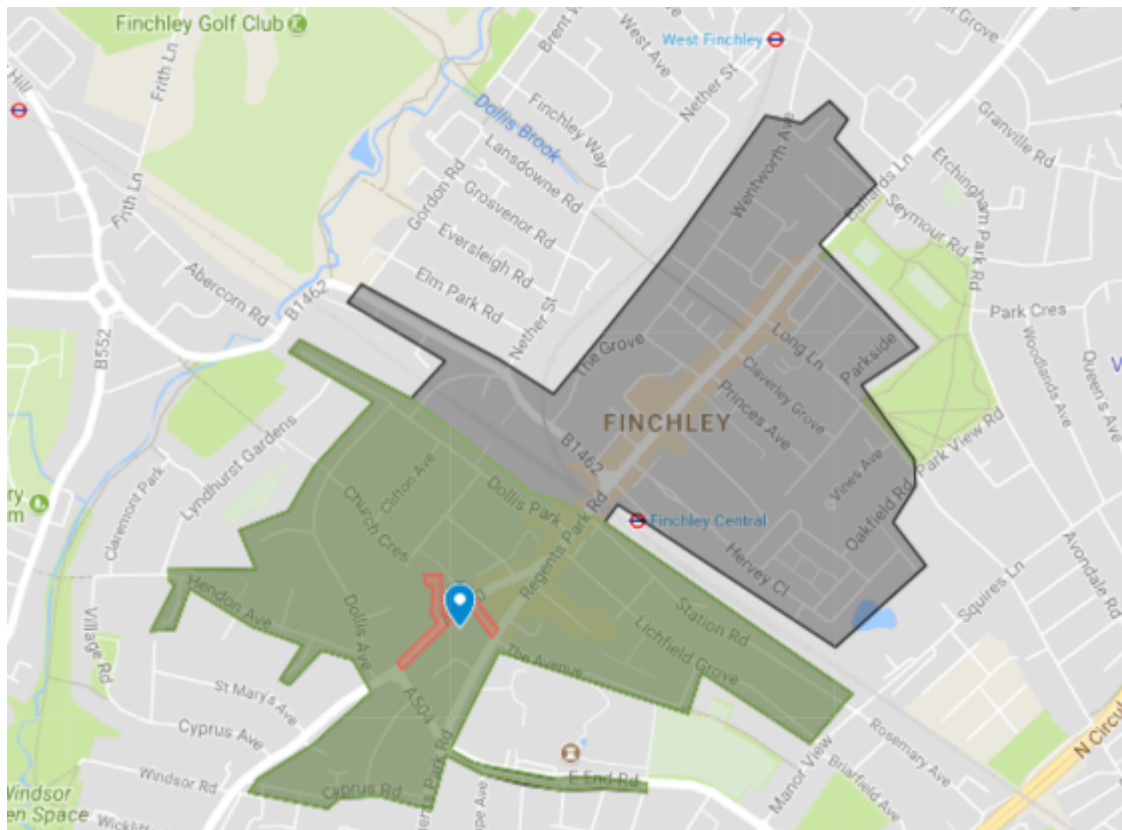
Below is a fictional example of a possible survey response showing how it would contribute to the decision whether to allow school permits.

In this example the highest overall occupancy observed was on Thursday 28th October between 9am and 10am. 83 bays out of 100 were occupied.

This result would mean that two additional vehicles could be added without exceeding the 85% occupancy threshold. Therefore permits could be allowed for the school and a cap of up to two permits could be set for the applicant school.

Free Spaces											
	Tuesday 26th September					Thursday 28th September					
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	No. Parking spaces in road
Street A	8	2	5	6	4	9	3	8	5	6	25
Street B	5	6	7	4	4	10	5	4	5	6	35
Street C	6	10	15	12	18	7	9	15	20	13	40
Overall	19	18	27	22	26	26	17	27	30	25	100
Occupancy											
	Tuesday 26th September					Thursday 28th September					
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	No. Parking spaces in road
Street A	17	23	20	19	21	16	22	17	20	19	25
Street B	30	29	28	31	31	25	30	31	30	29	35
Street C	34	30	25	28	22	33	31	25	20	27	40
Overall	81	82	73	78	74	74	83	73	70	75	100
Occupancy (%)											
	Tuesday 26th September					Thursday 28th September					
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	No. Parking spaces in road
Street A	68%	92%	80%	76%	84%	64%	88%	68%	80%	76%	25
Street B	86%	83%	80%	89%	89%	71%	86%	89%	86%	83%	35
Street C	85%	75%	63%	70%	55%	83%	78%	63%	50%	68%	40
Overall	81%	82%	73%	78%	74%	74%	83%	73%	70%	75%	100
Threshold (%)	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	
Threshold	85	85	85	85	85	85	85	85	85	85	
Occupancy	81	82	73	78	74	74	83	73	70	75	
Available Capacity	4	3	12	7	11	11	2	12	15	10	

Appendix E: Survey parameters, Zone CE



Pardes House Primary School, 28 Hendon Ln, London N3 1TR,



Approximate area within which Zone CE permits are valid in designated bays



Survey Area



Exclusion Zone (School Permits would not be valid)

- Rectory Close
- College Terrace
- That part of Hendon Lane Between Gravel Hill and College Terrace

Survey Method

The survey will take place over five time slots and two days. The surveyor will count available spaces in permit bays within the survey area. This will be compared with the total number of spaces to assess whether further vehicles could be added without exceeding 85% occupancy.

Zone CE is a very large zone. The survey will be conducted in the southern area, below the northern line railway tracks.

Worked example of a survey response

Below is a fictional example of a possible survey response showing how it would contribute to the decision whether to allow school permits.

In this example the highest overall occupancy observed was on Thursday 28th October between 9am and 10am. 83 bays out of 100 were occupied.

This result would mean that two additional vehicles could be added without exceeding the 85% occupancy threshold. Therefore permits could be allowed for the school and a cap of up to two permits could be set for the applicant school.

Free Spaces											
	Tuesday 26th September					Thursday 28th September					
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	No. Parking spaces in road
Street A	8	2	5	6	4	9	3	8	5	6	25
Street B	5	6	7	4	4	10	5	4	5	6	35
Street C	6	10	15	12	18	7	9	15	20	13	40
Overall	19	18	27	22	26	26	17	27	30	25	100
Occupancy											
	Tuesday 26th September					Thursday 28th September					
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	No. Parking spaces in road
Street A	17	23	20	19	21	16	22	17	20	19	25
Street B	30	29	28	31	31	25	30	31	30	29	35
Street C	34	30	25	28	22	33	31	25	20	27	40
Overall	81	82	73	78	74	74	83	73	70	75	100
Occupancy (%)											
	Tuesday 26th September					Thursday 28th September					
	7am	9am	11am	2pm	6pm	7am	9am	11am	2pm	6pm	No. Parking spaces in road
Street A	68%	92%	80%	76%	84%	64%	88%	68%	80%	76%	25
Street B	86%	83%	80%	89%	89%	71%	86%	89%	86%	83%	35
Street C	85%	75%	63%	70%	55%	83%	78%	63%	50%	68%	40
Overall	81%	82%	73%	78%	74%	74%	83%	73%	70%	75%	100
Threshold (%)	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	
Threshold	85	85	85	85	85	85	85	85	85	85	
Occupancy	81	82	73	78	74	74	83	73	70	75	
Available Capacity	4	3	12	7	11	11	2	12	15	10	

	<h2>Environment Committee</h2> <h3>11th January 2018</h3>
<p>Title</p>	<p>Consideration of a Public Spaces Protection Order (PSPO) for Brook Farm Open Space and Barnet Playing Fields.</p>
<p>Report of</p>	<p>Chairman of the Environment Committee</p>
<p>Wards</p>	<p>Totteridge and Underhill</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>Non key</p>
<p>Enclosures</p>	<p>Appendix 1: Motion of Councillor Alison Cornelius Appendix 2: Barnet Council Byelaws – Regulation of Dogs 1992 Appendix 3: Barnet Council Byelaws – Dogs on leads and exercise areas in parks and open spaces 1993</p>
<p>Officer Contact Details</p>	<p>Matt Leng, Community Safety Manager, 0208 359 2995 Matt.Leng@barnet.gov.uk</p>

Summary

Following the full Council Meeting on 31st October 2017 Councillor Alison Cornelius proposed a motion, which was subsequently carried, asking the Environment Committee to investigate introducing a Public Spaces Protection Order (PSPO) limiting the number of dogs an individual can walk at once, as well as issuing licences for professional dog walkers and asking for early contact with interest groups before a statutory consultation is undertaken. The motion is attached as Appendix 1 to this report.

This report therefore asks the Environment Committee to consider, whilst supporting the current approach to managing an emerging problem using the Community Protection Notice (CPN) power, to consider a PSPO for two particularly affected areas (Brook Farm Open Space and Barnet Playing Fields).

Officers Recommendations

- 1. That the Environment Committee note the current approach being implemented using the Community Protection Notice process to deal with dog nuisance and dog fouling issues highlighted in this report.**
- 2. That the Environment Committee agree to delegate to the Strategic Director for Environment, authority to instigate a consultation, consider the responses to it and decide whether to introduce a PSPO for Brook Farm Open Space and Barnet Playing Fields.**

1. WHY THIS REPORT IS NEEDED

1.1 On the 31st October 2017 at the full Council meeting Councillor Alison Cornelius proposed a motion asking the Environment Committee to investigate introducing a Public Spaces Protection Order (PSPO) limiting the number of dogs an individual can walk at once, as well as issuing licences for professional dog walkers and asking for early contact with interest groups before a statutory consultation is undertaken.

1.2 This motion was carried therefore this report asks the Environment Committee to consider the possibility of a PSPO for two particularly affected areas, Brook Farm Open Space and Barnet Playing Fields, whilst noting the current approach to managing the emerging problems detailed in this report, using the Community Protection Notice (CPN) process.

1.3 OPTIONS TO TACKLE DOG NUISANCE ISSUES

1.3.1 Dog Control Orders

The Clean Neighbourhoods and Environment Act 2005 gave Councils the power to make orders regarding control of dogs in their borough. These orders were known as Dog Control Orders (DCO). Such orders could cover issues such as failure to clean up dog fouling, not keeping dogs on a lead when required to, prohibiting dogs from certain areas and controlling numbers of dogs permitted on to land.

1.3.2 Breach of DCOs was an offence for which a fixed penalty notice could be issued or a court fine. The penalty for an offence of breach of a DCO was a court imposed fine (with a maximum level of £1000) or a fixed penalty notice for the sum of £80.

1.3.3 However, Barnet did not introduce any DCOs and as a result of the Anti-Social Behaviour Crime and Policing Act 2014, they are now no longer available as a tool. The Anti-Social Behaviour, Crime and Policing Act 2014 introduced PSPOs as a new tool to deal with nuisance issues, including those that a DCO would have dealt with.

1.4 Consideration of a Professional Dog Walkers Licensing scheme

1.4.1 Councillor Alison Cornelius highlighted that some other local authorities have a licensing scheme for professional dog walkers.

1.4.2 For example since 2 April 2013, professional dog walkers who operate their business in a Royal Park must hold a Royal Parks Professional Dog Walking Licence. This licence enables professional dog walkers to operate in any of the eight Royal Parks.

1.4.3 Under those Park Regulations, it is an offence to operate a commercial enterprise in the Royal Parks without permission through a licence or contract.

1.4.4 The Royal Parks describe the Professional Dog Walking Licence:

- Helps maintain the environment and support the upkeep of the parks and people's enjoyment of them, through the effective management of commercial dog walking.

- Brings professional dog walking in line with Park Regulations and with other businesses - such as cafes, cycle hire and personal fitness trainers - that are licensed under the regulations. Businesses who use the parks to make money should contribute financially to the upkeep of the parks.

- Ensures that professional dog walkers have the appropriate insurance required to operate within the park. This will protect dog owners, other park users and the dog walkers themselves in the unlikely event of a negative incident.

1.4.5 This licensing scheme claims to enable The Royal Parks to regulate the numbers of professional dog walkers who operate in the parks to ensure appropriate levels of use. The fees collected will be used to maintain and preserve the parks.

1.4.6 The terms and conditions and the code of conduct outline the requirements professional dog walkers must abide by when operating in the Royal Parks. Their online documents outline:

- Where dog walkers can walk dogs in the parks - some areas of the parks prohibit dogs, e.g. children's play areas, gardens, wildlife protection areas.

- How many dogs they can walk - our existing Dogs in the Royal Parks policy states that no more than four dogs should be walked at one time – the Royal Parks state that they consider this is a safe number and minimises impact on the park and other park users.

- The level of insurance cover the Royal Parks assess as needed.

1.4.7 The Royal Parks licence fees and charges are applicable for a year, starting on 1 January and expiring on 31 December. Licences granted after the beginning of the year will be charged on a monthly proportional basis. The current fee charged by the Royal Parks is £300 plus VAT per year per Professional Dog Walker.

1.4.8 Barnet does not have a large volume of Professional Dog Walkers and those Professional Dog Walkers who are considered not to be practising safe dog handling.

1.5 Barnet Dog Control byelaws

1.5.1 The London Borough of Barnet, like other councils, has wide powers to make by-laws in relation to a range of areas under its control.

1.5.2 Byelaws proposed or those proposed for variation by the council must be approved by the Secretary of State as part of the process for implementation before they are enforceable.

1.5.3 Thereafter, byelaws are given the weight of law and generally enforceable by the council. Persons who contravene an enforceable by-law may be subject to a penalty or a fine.

1.5.4 There are two byelaws in place relevant to this report, albeit the latter amends the former. Full copies of these byelaws are at Appendix 2 and Appendix 3 of this report.

1.5.5 Appendix 2: Barnet Council Byelaws – Regulation of Dogs 1992

1.5.6 This byelaw, made effective in summer 1993, applies to various parks and open spaces in Barnet and covers the following:

- Dogs prohibited areas
- Dogs on leads areas
- Removal of canine faeces
- Removal of offenders
- Penalty upon breach

1.5.7 Appendix 3: Barnet Council Byelaw – Dogs on leads and exercise areas in parks and open spaces 1993

1.5.8 This byelaw amended the 1992 byelaw by replacing schedule 3 of that byelaw and by amending requirement 6 to read: 'No person in charge of a dog (other than a registered blind person) shall, without reasonable excuse, permit a dog to enter or remain in the dogs on leads area unless the dog is held on a lead and is restrained from behaviour giving reasonable grounds for annoyance.'

- 1.5.9 These byelaws are area specific and person who commits an offence under them is liable on summary conviction to a fine not exceeding level 2 on the standard scale.
- 1.5.10 The particularly affected areas discussed in this report that are seeing the increase in dog nuisance issues are not currently covered by these byelaws.
- 1.5.11 Whilst amending the existing byelaw is an option, it would be a lengthy process and require Secretary of State approval.

1.6 The Community Protection Notice – an early intervention power

- 1.6.1 The Anti-Social Behaviour, Crime and Policing Act 2014 also introduced the Community Protection Notice (CPN). The Community Protection Notice is intended to deal with particular on-going problems or nuisances which negatively affect the community's quality of life targeting those responsible and can be issued by Council Officers with the delegated authority, police officers and Police Community Support officers and Social landlords if designated by the council.
- 1.6.2 The Community Protection Notice must be preceded by a written warning referred to as the Community Protection Notice Written Warning.
- 1.6.3 If the written warning is breached then the Community Protection Notice can be issued and this notice can have a requirement to stop doing specified things and/or a requirement to do specified things and/or a requirement to take reasonable steps to achieve specified result.
- 1.6.4 Breach of a Community Protection Notice is a criminal offence and the penalty for breach of the Community Protection Notice can be a fixed penalty notice of £100 if appropriate; a court can impose a fine of up to level 4 £2500 for individuals, or £20,000 for businesses; or an application for a Criminal Behaviour Order can be made as a result of the breach.

1.7 Public Spaces Protection Orders

The Anti-Social Behaviour, Crime and Policing Act 2014 introduced a new tool to deal with nuisance issues, including those that a DCO would have dealt with, by enabling councils to introduce Public Spaces Protection Orders (PSPOs).

The Home Office guidance for controlling the presence of dogs under the PSPO legislation advises:

When deciding whether to make requirements or restrictions on dogs and their owners, local councils will need to consider whether there are suitable alternatives for dogs to be exercised without restrictions.

Under the Animal Welfare Act 2006, owners of dogs are required to provide for the welfare needs of their animals and this includes providing the necessary amount of exercise each day. Councils should be aware of the publicly accessible parks and other public places in their area which dog walkers can use to exercise their dogs without restrictions. Consideration should also be made on how any restrictions affect those who rely on assistance dogs.

In relation to dogs and their owners, a PSPO could, for example:

- exclude dogs from designated areas (e.g. a children's play area in a park);*
- require dog faeces to be picked up by owners;*
- require dogs to be kept on leads;*
- restrict the number of dogs that can be walked by one person at any one time; and put in place other restrictions or requirements to tackle or prevent any other activity that is considered to have a detrimental effect on the quality of life of those in the locality, or is likely to have such an effect.*

It is considered that a PSPO could cover (by way of requirements and prohibitions) issues including:

- i. Clearing up of dog fouling.
- ii. The maximum number of dogs to be walked at any one time.
- iii. Requirements as to when dogs have to be on a lead

1.7 The Barnet problem profile - Complaints to the Council regarding unsafe dog control and/or people not clearing up after their dogs

1.7.1 Members Enquiries (complaints to elected Members) with regard to dog walker's unsafe dog handling and a failure to clean up the dog fouling examples include:

In March 2017 Councillor Alison Cornelius referred the following complaint from a resident to the Council's Green Spaces Services and the Community Safety Team:

I am writing about the increasingly dangerous behaviour of dog walkers and their out-of-control charges on the Brook Farm Open Space.

Because there is a car park on site this is an increasingly popular spot for commercial dog walkers.

Yesterday I encountered one young woman who had thirteen - yes, thirteen, dogs with her. Some were very large and only one was on a lead. They were milling around, jumping up at passers-by and

defacating everywhere. When I remarked to her that they were not exactly under control she was decidedly lippy.

This situation is very unpleasant and is clearly a nuisance to the public. With that number of excitable dogs on the loose they can easily become seriously out of control and a dangerous incident could easily happen. I have toddler grandchildren and I cannot possibly bring them on to the Open Space with things as they are, it is far too dangerous.

In August 2017 Cllr Jess Brayne referred the following complaint from a resident to the Council's Green Spaces Services and the Community Safety Team:

'I have received Complaints about professional dog walkers with large groups of dogs walking on the Dollis Valley Green walk in the stretch between the estate and Totteridge. What are the rules about this and what is done to enforce collecting their waste?'

- 1.7.2 Throughout 2017 Ward Councillors, Council Services (Community Safety, Green Spaces and Street Scene Teams) and Neighbourhood Police Teams have been receiving a steadily increasing number of complaints of poor/inconsiderate or unsafe dog handling in the Borough's green and open spaces particularly against those thought to be Professional Dog Walkers. The locations mainly affected are Woodfield, Barnet and Copthall Playing Fields and Brook Farm Open Space.
- 1.7.3 The Barnet byelaw(s) state Barnet Playing Fields and King George V Playing Fields (Childrens playground) are within Schedule 1 – dogs prohibited (ie no dogs in the playgrounds at both areas) but do not include Brook Farm Open Space.
- 1.7.4 The Barnet byelaw(s) Schedule 2 – pick up the dog fouling covers all the open spaces detailed in Schedule 2 and includes Barnet Playing Fields but does not include Brook Farm Open Space.
- 1.7.5 The Barnet byelaw(s) Schedule 3 – does not apply to the Barnet Playing Fields area or Brook Farm Open Space.
- 1.7.6 Rather than seeking to amend the existing byelaws to cover the other locations affected, it is considered that a PSPO is the most appropriate and effective way to address the nuisance issues for the particularly affected areas of Brook Farm Open Space and Barnet Paying Fields.

1.8 Excerpt from complaints to the council which express the concern and detrimental impact upon the community affected.

I would like to comment on the dog excrement left by dog walkers - with so many dogs - they don't bother to pick - up! They walk the dogs in the woods so they don't have to!

I would like to request that perhaps a restriction of 6 dogs per person be applied in parks in Barnet

I am a participant at Nordic Walking Classes at Copthall playing fields and the adjoining woodland walks and open spaces. The classes run between 9:30-11:30am on Wednesdays and 11am-noon on Thursdays as part of Saracens Sport Foundation's Love2Move programme, encouraging social inclusion and healthy exercise for people over the age of 50 years. I am aged 61 years and some of our participants are considerably older.

On our walks - particularly the Thursday session - we often encounter one of two different women who walk with a pack of the same dogs along the paths immediately behind Copthall Leisure Centre and the boundary of the Metro Golf course. This pack can consist of 10 or more dogs, 2 only, perhaps, might be on a leash. They include both a very distinctive placid, pale coloured, Malamute type and an aggressive French Bulldog type, larger than breed standard.

I believe this to be a nuisance as they are not kept under proper control with the walker allowing them to go where ever they please. There is no way the walker is aware of what they are all doing. They often bark aggressively when approached which many in our groups find unpleasant, aggressive and intimidating. Both walkers continually yell at the dogs and the racket may be heard from a considerable distance away.

On a number of occasions individual dogs in this pack have been seen to defecate with the apparent indifference of the walker who has reacted very aggressively when pointed out. On one occasion, by the fencing in the woods immediately adjacent to the path leading from Leisure Centre, we were forced to walk among the dogs where the stench was quite nauseating, likely to have been caused by several defecating simultaneously.

I believe the peaceful enjoyment of these open spaces is being affected by unchecked, anti-social behaviour. Additionally, there are serious health implications from dog excrement left on playing fields. There are many responsible dog walkers using the area without affecting the enjoyment of others.

1.8.1 Excerpts from the Re Priority Intervention Officer's notes highlight the problem, challenges and the impact of poor or unsafe dog control and/or people not clearing up after their dogs.

I (Re Priority Intervention Officer) spoke with park users walking from Barnet Playing fields to Brook Farm Open Space and onto Totteridge Lane. All those spoken to expressed their fear of having to walk past a lot of dogs off their leads and under no control.

I witnessed a cyclist using the cycle path at Brook Farm, being chased by 2 Beagle type dogs whilst the owner was standing close by. The owner made no attempt to keep the dogs under control and the cyclist was visibly shaken even though the dogs did not actually attack her.

At various locations along the route dog walkers with dogs of the lead were taking up large sections of the footpath and cycle path. Dogs were not under control and fouling without being seen by the owners or professional dog walkers.

Whilst I patrolled I saw a lady with 15 dogs most off the lead, she spent almost all of her walk on her phone not paying attention whilst the dogs fouled in various locations which she did not pick up, the dogs obstructed the cycle path forcing cyclists onto grass and also obstructed pedestrian footway. The lady did not notice one of her dogs follow another park user back to the car park, this park user was trying to 'shoo' the dog away however as the dog walker was too busy on her phone she could not see this, the park user drove away and the dog was then alone in the car park for 25 minutes until she returned and only then did she realise it (the dog) had been missing.

I patrolled the area (Brook Farm) and spoke to a lady who had 6 dogs all on leads, she expressed concern about dog walkers who have excessive amount of dogs and do not have control of them. She stated her dogs are often surrounded and even though she asks the walkers to keep their dogs away she is ignored and is forced to leave the area, as she was speaking to me one of the dogs walkers arrived in a car with up to 15 dogs all loose in the vehicle, she pointed this person out to me and then walked in the opposite direction as she stated she already felt intimidated. The dog walker with 15 dogs paid no attention to her animals who were chasing other dogs and fouling all over the open space; this fouling was not picked up.

Another lady then arrived with 10 dogs, again was paying no attention, not picking up (dog fouling) after her dogs and allowing them to chase cyclists and other dogs. Two elderly park users commented to me that I should do something about this and I advised I was gathering evidence but because I did not know the temperament of the dogs I would not be approaching her.

I observed a man walking 8 dogs off the lead, his vehicle was obviously set out for a dog walking business, he was not paying any attention to the dogs who were gathering around park users and other people walking their dogs who appeared unhappy with this and at least one person shouted to him, he heard them but ignored them and just carried on walking. He did not pick up (dog fouling) after any of his dogs.

1.9 The Council and Partnership response to the problems being reported.

1.9.1 An Operational Officer's Task and Finish group was formed on 20th November 2017 and agreed a local action plan to respond to the issues and problem areas identified.

1.9.2 Officers agreed to continue joint Re Community Protection, Neighbourhood Policing Team and NSL Waste Enforcement (littering) Officer deployments into the specific areas of Brook Farm and Barnet Playing Fields where the majority of the complaints are originating from.

1.9.3 Officers agreed to utilise the Community Protection Notice power as the most suitable intervention tool whilst a more comprehensive assessment of the wider issues for the Borough's open spaces could be undertaken.

1.9.4 Officers agreed that any animal welfare legal powers and referrals would be made should they have any such concerns confirmed as a result of their joint deployments.

1.9.5 Officers agreed that there were currently three main perpetrators that could be immediately identified as not managing the dogs safely or picking up dog fouling in the area thus having a persistent and ongoing detrimental impact upon other park users, the environment and spoiling its peaceful enjoyment for family and recreational use by others.

1.9.6 The key perpetrators of this behaviour being complained about have now been identified and the use of Community Protection Notices to regulate their behaviour has been agreed by the Task and Finish Group as the immediate response whilst a PSPO is considered.

2. REASONS FOR RECOMMENDATIONS

2.1 For reasons stated earlier in this report, the Environment Committee is asked to approve the recommendations to address the issues being experienced by the complainants in our parks and open spaces relating to poor or unsafe dog handling and dog fouling. It is considered that the proposed option of using a PSPO is the most appropriate tool to address the issues being experienced.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 **Amending the existing or new byelaws** – As noted earlier, the existing byelaws in place under 'Regulation of Dogs 1992' and the 'Dogs on leads and exercise areas in parks and open spaces' 1993 do not adequately cover the

particularly areas proposed for the PSPO and amending them would take time and need Secretary of State approval. A PSPO for these areas would also enable us to use fixed penalty notices and take court action where appropriate. It is considered that a PSPO is the most appropriate power to use to deal with the issues being experienced, and Guidance also supports this. Amending the byelaw is **therefore not recommended**.

- 3.2 **The introduction of a Professional Dog Walkers Licensing Scheme in Barnet.** At present additional time is needed to research and understand the cost implications to the council of introducing such a scheme. A cost benefit assessment would be required to be undertaken as well as a consultation and report to members for consideration of implementation such a scheme. **This option is not recommended at this time.**

4. POST DECISION IMPLEMENTATION

- 4.1 The Operational Officer's Task and Finish Group shall continue with their current planned use of the CPN process to regulate the safe handling of dogs in the areas identified within this report and will report back to the Environment Committee of progress using the CPN process by way of a supplemental report to the Committee on progress to manage the issues identified on 14th March 2018.
- 4.2 If the Committee endorses a PSPO to be progressed as well as the use of the CPN process in the interim, then officers from the Community Safety Team and Re Community Protection Team shall undertake the required statutory consultation and seek to introduce the PSPO in the two areas proposed in this report.
- 4.3 Should a PSPO be implemented, in addition to the statutory publicity requirements, it will be advertised on the Council website as to when it comes into force. The area affected will also require a suitable amount of signage to be erected to inform the public that a PSPO is in force. The volume of signage is dictated by the area and natural entry exit points to the area.
- 4.4 The officers of the Council's Community Safety Team and Re Community Protection Team, Neighbourhood Policing Team and NSL waste enforcement Team will agree the programme of operational deployment of Partnership officers to effect a consistent and sustained enforcement of the PSPO.
- 4.5 The effectiveness of the PSPO will be reviewed every six weeks at the Community Safety MARAC meeting chaired by the Community Safety Team Manager and Area Police Inspector.

- 4.6 It is also proposed that the PSPO will be subject to a 6 month analytical review by officers and partners and a report shall be made available to the Environment Committee at a future meeting as to its impact and effectiveness.

5 IMPLICATIONS OF DECISION

5.3 Corporate Priorities and Performance

- 5.3.1 The Council's Corporate Plan 2015-20 sets out the following strategic objectives:

That Barnet Council, working with local, regional and national partners, will strive to make sure that Barnet is the place:

- Of opportunity, where people can further their quality of life.
- Where responsibility is shared, fairly.
- Where people are helped to help themselves, recognising that prevention is better than cure.
- Where services are delivered efficiently to get value for money for the taxpayer.

5.3.2 Agreement to the possibility of introducing a PSPO will ensure the Council's approach to regulating compliance and applying any enforcement action for the safe handling of dogs and dog fouling in the areas of Brook Farm and Barnet Paying Fields is fair, consistent and transparent and that the responsibility of being compliant is equally shared across the council, residents and professionals/businesses engage dog walking in Barnet's open spaces.

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

- 5.4.1 If introduced, the PSPO enforcement arrangements will be provided within the existing service staff resources and Neighbourhood Policing Team officers and should therefore be self-sufficient.

5.4.2 There are no property implications.

5.4.3 As noted above, if implemented, there is a plan to review the effectiveness of the PSPO and report back to the Environment Committee.

5.4.4 There are no staffing implications at this stage.

5.5 Social Value

5.5.1 Not relevant for this report

5.6 Legal and Constitutional References

5.6.1 Chapter 2 of Part 4 of the Anti-Social Behaviour, Crime and Policing Act 2014

deals with Public Spaces Protection Orders (PSPO).

5.6.2 Sections 59 – 61 inclusive deal with the power to make such orders, their duration, and their variation and discharge.

5.6.3 Under Section 59, the Council has the power to make a public spaces protection order if satisfied on reasonable grounds that two conditions are met:

1. That

- a) activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality, or
- b) it is likely that activities will be carried on in a public place within that area and that they will have such an effect.

AND

2. That the effect, or likely effect, of the activities —

- a) is, or is likely to be, of a persistent or continuing nature,
- b) is, or is likely to be, such as to make the activities unreasonable, and
- c) justifies the restrictions imposed by the notice.

5.6.4 A PSPO identifies the public place referred to (“the restricted area”) and —

- a) prohibits specified things being done in the restricted area,
- b) requires specified things to be done by persons carrying on specified activities in that area, or
- c) does both of those things.

5.6.5 The only prohibitions or requirements that may be imposed are ones that are reasonable to impose in order —

- a) to prevent the detrimental effect referred to in section 59(2) of the Act from continuing, occurring or recurring, or
- b) to reduce that detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.

- 5.6.6 Before making an Order, the Council must consult with the chief officer of police, the Police and Crime Commissioner and any representatives of the local community it considers appropriate. Orders may last for a maximum of three years, after which they may be reconsidered for renewal or discontinued. There are also requirements to publicise, and notification requirements in relation to a proposed PSPO.
- 5.6.7 Under the Act an interested party (i.e. a person who lives, works or regularly visits the restricted area) can challenge the making of a PSPO, or its variation, by application to the High Court. The grounds for such a challenge are that the local authority did not have the power to make (or vary the order) or to include certain prohibitions/requirements; or that a requirement under the Act was not complied with. There is a 6-week time limit to make such an appeal from the date of the order or variation.
- 5.6.8 Where an Order has been made and has come into effect, it is an offence to fail to comply with its provisions and this can result in an offender being issued with a Fixed Penalty Notice, and ultimately being prosecuted if s/he fails to pay.
- 5.6.9 Under Article 7 of the Council's Constitution, the Environment Committee has, amongst other things;
- (1) Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning, transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health.

5.7 Risk Management

- 5.7.1 If a PSPO is ultimately implemented, there will be risk of challenge to it by an interested party as noted above. By consulting on the proposed PSPO and considering any responses, as well as conducting an Equality Impact Assessment, it is hoped that this will minimise any risk of challenge.
- 5.7.2 As noted earlier in this report, there will be ongoing review of the PSPO if introduced.

5.8 Equalities and Diversity

- 5.8.1 If the recommendations in this report are agreed, pursuant to the Public Sector Equality Duty under section 149 of the Equality Act 2010, the proposed PSPO will be subjected to a specific equalities impact assessment (EIA) to ensure the approach does not have a disproportionate adverse impact on persons, particularly those with protected characteristics under the Equality Act 2010.
- 5.8.2 Being fair and giving equal chances to all our residents is central to Barnet's Corporate Plan 2016 -2020 and the council's strategic equalities objective,

(SEO), that “Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer”. Barnet and organisations acting on its behalf are committed to fair treatment for all our citizens balancing their different needs and rights as we support our more vulnerable residents and incorporate the principles of equality into everything we do as a Council.

5.8.3 The public sector equality duty is set out in Section 149 of the Equality Act 2010. A public authority must, in the exercise of its functions, have *due regard* to the need to:

- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.8.4 The protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race / ethnicity
- religion or belief
- gender / sex
- sexual orientation
- marital status (including civil partnership) to a limited extent

5.8.5 As noted above, in order to mitigate/eliminate the potential impact upon the groups identified once the consultation has concluded an Equalities Impact Assessment will be undertaken. Any enforcement action will be assessed by the relevant officer on a case by case basis.

5.9 Corporate Parenting

5.9.1 The decision to proceed with a pilot PSPO for safe and environmentally clean dog handling is not considered to have a direct or indirect impact on children in care.

5.10 Consultation and Engagement

5.10.1 Consultation will be undertaken in accordance with the statutory requirements of the legislation and will include ward councillors from the affected wards.

5.10.2 Consultation will also be undertaken with any local community group that may be affected by the proposed PSPO; this includes local friends of green spaces and residents forum groups.

5.10.3 Consultation will also be undertaken with recognised animal/dog welfare agencies.

5.8 Insight data

5.8.1 Not relevant for this report

6 BACKGROUND PAPERS

Recent papers to various committees on enforcement and some examples of web links to the council's service specific enforcement actions are listed below.

Regulation of Dogs Law 1992/Dogs on leads; exercise areas, opens spaces byelaw 1993:
<https://www.barnet.gov.uk/citizen-home/council-and-democracy/democracy-and-elections/council-by-laws-pdfs.html>

Anti-Social Behaviour, Crime and Policing Act 2014 – Home Office Statutory Guidance for frontline professionals.
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/352562/ASB_Guidance_v8_July2014_final_2_.pdf

Dangerous Dogs Act 1991 (as amended 2014/2017).
<https://www.legislation.gov.uk/ukpga/1991/65/section/4B>

Environmental Protection Act 1990 (and amendments).
<http://www.legislation.gov.uk/ukpga/1990/43/contents>

CLC DPPO/PSPO paper dated 16th March 2016.
<https://barnet.moderngov.co.uk/documents/s30238/DPPO%20Committee%20Report.pdf>

ASB, Crime and Policing Act 2014 CLC paper dated 25th November 2015.
<https://barnet.moderngov.co.uk/documents/s27557/ASB%20Update%20CLC%2025NOV2015%20KV%20Final.pdf>

Barnet Council Corporate Enforcement and Prosecution Policy approved at the Policy and Resources Committee on 21st March 2017.
<https://barnet.moderngov.co.uk/documents/s38749/Appendix%203%20-%20Barnet%20Enforcement%20and%20Prosecution%20Policy.pdf>

Environmental Crime – Fixed Penalty Notices.
<https://www.barnet.gov.uk/citizen-home/parking-roads-and-pavements/Street-cleaning/litter-enforcement/fixed-penalty-notice.html>

Street Scene Enforcement Policy and Procedure.
<https://barnet.moderngov.co.uk/documents/s30193/Streetscene%20Enforcement.pdf>

Full Council: 31st October 2017

Administration Motion: Councillor Alison Cornelius

Keep our dog walkers under control

Council notes a marked increase in the number of complaints from residents regarding large groups of up to 20 dogs being walked in public spaces by individual professional dog walkers. Residents have complained of personal distress when confronted with seemingly out of control dogs and of dog excrement which is not picked up.

Council recognises professional dog walkers provide a welcome service to those in the borough without the time or ability to walk their own dogs, but that this needs to be balanced with the safety of other residents and the cleanliness of our parks and open spaces.

Council further notes that, while it is an offence punishable by imprisonment under Section 3 of the Dangerous Dogs Act 1991 for an individual in charge of a dog to allow it to be so out of control that it causes reasonable apprehension to a person that they will be injured, enforcement and prosecution of offences can be difficult. However the Council has powers under the Antisocial Behaviour, Crime and Policing Act 2014 to introduce Public Spaces Protection Orders (PSPOs) to prevent their happening in the first place.

Guidelines by the Department for Environment, Food & Rural Affairs (Defra) quote expert advice suggesting the maximum number of dogs which a person can control is six. Many authorities have responded by introducing PSPOs limiting the number of dogs which can be walked by a person at once. Haringey and Waltham Forest have set this at six; Brent, the City of London, Greenwich, Royal Parks, and Wandsworth have set the limit at four. It is a criminal offence to breach a PSPO, though the Council can offer a £100 Fixed Penalty Notice as an alternative to conviction. Wandsworth also issues up to 50 licences to walk a maximum of eight dogs under a bye-law applicable to certain parks and open spaces.

Council therefore requests the Environment Committee investigate introducing of a PSPO limiting the number of dogs an individual can walk at once, as well as issuing licences, and makes early contact with interest groups prior to a statutory consultation.

Under Full Council Procedure Rule 23.5: if my item is not dealt with by the end of the meeting I ask that it be voted upon at the Council meeting.

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LONDON BOROUGH OF BARNET

BYE-LAWS

relating to

REGULATION OF DOGS

1992

Byelaws made by the Mayor and Burgesses of the London Borough of Barnet acting by the Council under Section 164 of the Public Health Act 1875, Sections 12 and 15 of the Open Spaces Act 1906, and Section 15 of the Open Spaces Act 1906 with regard to public walks, pleasure grounds and open spaces.

Extent

1. (1) Byelaw 3 applies to the public walks and pleasure grounds and open spaces or parts thereof described in Schedule 1, hereafter referred to as the “dog prohibited areas”.
- (2) Byelaws 4 and 5 apply to the public walks, pleasure grounds, and open spaces or parts thereof described in Schedule 2, hereafter referred to as the “canine faeces removal areas”.
- (3) Byelaws 6 and 7 applies to the public walks, pleasure grounds and open spaces or parts thereof described in Schedule 3, hereafter referred to as the “dogs on leads areas”.
- (4) Notice of the effect of these byelaws shall be given by signs placed in conspicuous positions at the entrances to each of the dog prohibited areas, and at the entrances or on the approaches to the canine faeces removal areas and the dogs on leads areas.

Interpretation

2. (1) In these byelaws:-

“the Council” means the Council of the London Borough of Barnet.

“the pleasure ground” means those grounds, or parts thereof, described in Schedules 1, 2 and 3 of these byelaws.

- (2) For the purpose of these byelaws the keeper of the dog shall be deemed in charge thereof, unless the court is satisfied that the dog had been placed in or taken into the charge of some other person at the time when an offence under these byelaws had been committed.
- (3) In paragraph (2) above “the keeper” shall include the owner of the dog or any person who habitually has it in his possession.

Dogs Prohibited from the Grounds

3. (1) No person (other than a registered blind person) in charge of a dog shall, without reasonable excuse, permit the dog to enter or remain in any of the dog prohibited areas.
- (2) An officer of the Council, or any constable, may require a person in charge of a dog which has entered any of the dog prohibited areas to remove the dog therefrom.

Removal of Canine Faeces

4. Every person (other than a registered blind person) in charge of a dog which is in any of the canine faeces removal areas who, without reasonable excuse, fails to remove forthwith from any such area any faeces deposited by the dog shall be guilty of an offence.
5. For the purposes of compliance with Byelaw 4 the following provisions shall apply:

- (a) it shall be a sufficient removal from the canine faeces removal areas if the faeces are deposited in a receptacle in any such area which has been provided for that purpose by the Council;
- (b) without prejudice to the generality of the foregoing it shall not be a reasonable excuse that a person in charge of a dog did not have with him any means of removal of the faeces.

Dogs on Leads

- 6. No person in charge of a dog shall, without reasonable excuse, permit a dog to enter or remain in the dogs on leads areas unless the dog is held on a lead and is restrained from behaviour giving reasonable grounds for annoyance.
- 7. Without prejudice to the generality of the foregoing and for the purposes of compliance with Byelaw 6 it shall not be a reasonable excuse that a person in charge of a dog did not have with him a lead or any means of restraining the dog.

Removal of Offenders

- 8. Any person offending against Byelaw 3(1), 4 or 6 in a pleasure ground may be removed from the pleasure ground in which the offence is being committed by a constable or by an officer of the Council.

Penalty

- 9. Any person offending against Byelaws 3(1), 4 or 6 shall be liable on summary conviction to a fine not exceeding level 2 on the standard scale.

10. Byelaws Nos. 13 and 14 of the byelaws made by the London Borough of Barnet on 10th November 1978, and confirmed by the Secretary of State on 14th February 1979 insofar as they apply to the grounds listed in the schedules, are revoked with effect from the date on which these byelaws shall come into operation.

Schedule

The grounds referred to in the above byelaws are as follows:

Schedule 1

Dog Prohibited Areas

UNDER SECTION 164 OF PUBLIC HEALTH ACT 1875

	Name of Ground	Position
1.	Arrandene Open Space (Bridleway and Riding Track)	Mill Hill
4.	Barnet Playing Fields and King George V Playing Fields (Children's Playground)	Barnet
5.	Basing Hill Park (Playground and Tennis Courts)	Cricklewood
7.	Bethune Recreation Ground (Golf Course, Running Track, Athletic Area and Tennis Courts)	Friern Barnet
9.	Bittacy Hill Park (Playground and Tennis Courts)	Mill Hill
10.	Brent Park (Playground)	Hendon
14.	Brunswick Crescent (Playground)	New Southgate
16.	Cherry Tree Wood (Playground and Tennis Courts)	East Finchley
17.	Childs Hill Park (Bowling Green, Playground and Tennis Courts)	Cricklewood
19.	Clitterhouse Playing Fields (Tennis Courts, Playground and All Weather Pitch)	Cricklewood
21.	Colindale Park (Playground)	Colindale
22.	Copthall Stadium and Playing Fields (Stadium and Swimming Pool Complex)	Hendon
24.	Cricklewood Playground	Cricklewood

Dog Prohibited Areas (Continued)

	Name of Ground	Position
26.	Deansbrook Recreation Ground (All Weather Pitch)	Burnt Oak
27.	Deansbrook Playground	Burnt Oak
31.	Friary Park (Bowling Green, Tennis Courts, Playground)	Friern Barnet
32.	Glebeland Open Space (Swimming Pool Area, Tennis Courts, Bowling Green)	Finchley
33.	Gloucester Road Tennis Courts	Barnet
37.	Halliwick Recreation Ground (Tennis Courts and Playground)	Muswell Hill
39.	Hendon Park (Playground, Tennis Courts and enclosed garden area)	Hendon
40.	Highlands Gardens (Pets Corner and Aviaries)	Barnet
41.	Kays Playground	Finchley
48.	Lyttelton Playing Fields (Playground, Tennis Courts, Bowling Green)	Hampstead Garden Suburb
52.	Market Place Playground	East Finchley
54.	Mill Hill Park (Tennis Courts, Playground, Putting Green and Bowling Green)	Mill Hill
55.	Mission Hall Open Space (Playground)	Barnet
56.	Moat Mount Open Space (Camp Site)	Edgware
57.	Montrose Playing Fields (Tennis Courts, Playground)	Burnt Oak
58.	New Southgate Recreation Ground (Playground)	New Southgate

Dog Prohibited Areas (Continued)

	Name of Ground	Position
59.	Northway Gardens (Tennis Courts and Playground)	Hampstead Garden Suburb
60.	Oakhill Park and Church Farm Field (Golf Course, Bowling Green, Playground, Tennis Courts)	East Barnet
61.	Old Court House Recreation Ground (Playground, Aviaries, Bowling Greens, Tennis Courts, Lawn adjacent to Museums)	Barnet
62.	Percy Road Playground	North Finchley
63.	Princes Park (Playground and Tennis Courts)	Hendon
65.	Riverside Walk, North and South (Tennis Courts)	Woodside Park
66.	Rushgrove Park (Tennis Courts and Playground)	Colindale
68.	Scratchwood Open Space (Model Aeroplane Field)	Edgware
71.	Stonegrove Park (Playground and Tennis Courts)	Edgware
72.	Stoneyfields Park (Playground)	Edgware
73.	Sturgess Park (Playground)	Hendon
74.	Sunnyhill Park (Playground, Tennis Courts, Putting Green)	Hendon
75.	Swan Lane Open Space (Playgrounds)	North Finchley
77.	Tudor Sports Ground (Golf Course)	New Barnet
78.	Victoria Recreation Ground (Playground, Tennis Courts and Bowling Green)	New Barnet
79.	Victoria Park (Tennis Courts, Bowling Green and Playground)	Finchley

Dog Prohibited Areas (Continued)

	Name of Ground	Position
82.	Watling Park (Tennis Courts and Playground)	Burnt Oak
83.	West Hendon Playing Fields (Playground, Tennis Courts and Bowling Green)	West Hendon
86.	Windsor Open Space and Dollis Brook (Playground)	Finchley
87.	Woodcroft Park (Playground, Children's Play Area Athletics)	Edgware
88.	Woodfield Park (Bowling Green, Pavilion, Tennis Courts and Nursery Area)	West Hendon
90.	York Park (Playground)	West Hendon
95.	Grahame Park Open Space (Log Cabin Area and Adventure Play Area)	Colindale

Dog Prohibited Areas (Continued)
UNDER SECTIONS 12 AND 15 OF THE OPEN SPACES ACT 1906

	Name of Ground	Position
2.	Avenue House Grounds (Children's Playground)	Finchley
15.	Central Square	Hampstead Garden Suburb
28.	Edwarebury Park (Playground and Tennis Courts)	Edware
30.	Fairway Playground	Edware
69.	Silkstream Park (Playground)	Edware

Dog Prohibited Areas (Continued)
UNDER SECTION 15 OF THE OPEN SPACES ACT 1906

	Name of Ground	Position
50.	Malcolm Park (Playground)	Hendon

Schedule 2

Canine Faeces Removal Areas UNDER SECTION 164 OF PUBLIC HEALTH ACT 1875

	Name of Ground	Position
1.	Arrandene Open Space (entrance)	Mill Hill
3.	Barnet Hill Open Space	High Barnet
4.	Barnet Playing Fields and King George V Playing Fields (Excluding Dog Prohibited Area)	Barnet
5.	Basing Hill Park (Excluding Dog Prohibited Areas)	Cricklewood
7.	Bethune Recreation Ground (Excluding Dog Prohibited Areas)	Friern Barnet
9.	Bittacy Hill Park (Excluding Dog Prohibited Areas)	Mill Hill
10.	Brent Park (part)	Hendon
11.	Brook Farm Open Space/Wyatts Farm	Whetstone
13.	Brookside Walk, Mutton Brook (part)	Finchley
16.	Cherry Tree Wood (Excluding Dog Prohibited Areas)	East Finchley
17.	Childs Hill Park (Excluding Dog Prohibited Areas)	Cricklewood
18.	Claremont Open Space	Cricklewood
19.	Clitterhouse Playing Fields (Excluding Dog Prohibited Areas)	Cricklewood
21.	Colindale Park (Excluding Dog Prohibited Area)	Colindale
22.	Copthall Stadium and Playing Fields (Excluding Dog Prohibited Area)	Hendon
25.	Cromer Road Gardens	Barnet

Canine Faeces Removal Areas (Continued)

	Name of Ground	Position
26.	Deansbrook Recreation Ground (Excluding Dog Prohibited Area)	Burnt Oak
29.	Elm Park	Cricklewood
31.	Friary Park (Excluding Dog Prohibited Areas)	Friern Barnet
32.	Glebeland Open Space (Excluding Dog Prohibited Areas)	Finchley
34.	Grange Playing Fields	Barnet
35.	Greenhill Gardens	Barnet
37.	Halliwick Recreation Ground (Excluding Dog Prohibited Areas)	Muswell Hill
38.	Hendon Grove	Hendon
39.	Hendon Park (Excluding Dog Prohibited Areas)	Hendon
40.	Highlands Gardens (Excluding Dog Prohibited Areas)	Barnet
41.	Holland Close Open Space (Netherland Road Open Space)	Whetstone
43.	King George's Field	Hadley
45.	Lyndford Garden Open Space	Edgware
46.	Lyndhurst Park	Burnt Oak
47.	Lyonsdown Road	Barnet
48.	Lyttelton Playing Fields (Excluding Dog Prohibited Areas)	Hampstead Garden Suburb
49.	Lawrence Green	Mill Hill
51.	Mallard Close Open Space	East Barnet
53.	Meadway Open Space	Barnet

Canine Faeces Removal Areas (Continued)

	Name of Ground	Position
54.	Mill Hill Park (Excluding Dog Prohibited Areas)	Mill Hill
55.	Mission Hall Open Space (Excluding Dog Prohibited Area)	Barnet
56.	Moat Mount Open Space (part)	Edgware
57.	Montrose Playing Fields (Excluding Dog Prohibited Areas)	Burnt Oak
58.	New Southgate Recreation Ground (Excluding Dog Prohibited Area)	New Southgate
59.	Northway Gardens (Excluding Dog Prohibited Area)	Hampstead Garden Suburb
60.	Oakhill Park and Church Farm Fields (Excluding Dog Prohibited Areas)	East Barnet
61.	Old Court House Recreation Ground (Excluding Dog Prohibited Areas)	Barnet
63.	Princes Park (Excluding Dog Prohibited Areas)	Hendon
64.	Ravenscroft Gardens	High Barnet
65.	Riverside Walk, North and South (parts)	Woodside Park
66.	Rushgrove Park (Excluding Dog Prohibited Area)	Colindale
68.	Scratchwood Open Space (part)	Edgware
70.	Simmonds Mead	Mill Hill
71.	Stonegrove Park (Excluding Dog Prohibited Areas)	Edgware
72.	Stoneyfields Park (Excluding Dog Prohibited Areas)	Edgware
73.	Sturgess Park (Excluding Dog Prohibited Areas)	Hendon

Canine Faeces Removal Areas (Continued)

	Name of Ground	Position
74.	Sunnyhill Park (Excluding Dog Prohibited Areas)	Hendon
75.	Swan Lane Open Space (Excluding Dog Prohibited Areas)	North Finchley
76.	The Mill Field (part)	Mill Hill
77.	Tudor Sports Ground (Excluding Dog Prohibited Area)	New Barnet
78.	Victoria Recreation Ground (Excluding Dog Prohibited Areas)	New Barnet
79.	Victoria Park (Excluding Dog Prohibited Areas)	Finchley
80.	Village Road Open Space	Finchley
81.	Warnham Road Open Space	Friern Barnet
82.	Watling Park (Excluding Dog Prohibited Areas)	Burnt Oak
83.	West Hendon Playing Fields (Excluding Dog Prohibited Areas)	West Hendon
84.	West Way Open Space	Edgware
87.	Woodcroft Park (Excluding Dog Prohibited Areas)	Edgware
88.	Woodfield Park (Excluding Dog Prohibited Areas)	West Hendon
89.	Woodhouse Open Space	North Finchley
90.	York Park (Excluding Dog Prohibited Area)	West Hendon
91.	Badger Croft Open Space	Totteridge
92.	Baring Road Open Space	New Barnet
93.	Bing Road Open Space	High Barnet
	Name of Ground	Position

Canine Faeces Removal Areas (Continued)

94.	Friern South Playing Fields	Muswell Hill
95.	Grahame Park Open Space (Excluding Dog Prohibited Areas)	Colindale
97.	Holcombe Hill	Mill Hill
98.	Kennard Road Open Space	Friern Barnet
99.	Quinta Drive Open Space	Barnet
100.	The Mead Open Space	Burnt Oak
101.	Thornfield Avenue Open Space	Mill Hill
102.	Dame Alice Owen's Ground	Whetstone

Canine Faeces Removal Areas (Continued)
UNDER SECTIONS 12 AND 15 OF THE OPEN SPACES ACT 1906

	Name of Ground	Position
2.	Avenue House Grounds (Excluding Dog Prohibited Areas)	Finchley
6.	Belmont Avenue Pleasure Ground	Barnet
15.	Central Square	Hampstead Garden Suburb
23.	Court Way Open Space	Edgware
28.	Edgwarebury Park (part)	Edgware
36.	Hale Lane, Ashbourne Grove	Edgware
67.	Raleigh Drive Open Space	Friern Barnet
69.	Silkstream Park (Excluding Dog Prohibited Area)	Edgware
85.	Willifield Green	Hampstead Gardens Suburb

Canine Faeces Removal Areas (Continued)
UNDER SECTION 15 OF THE OPEN SPACES ACT 1906

	Name of Ground	Position
50.	Malcolm Park (Excluding Dog Prohibited Areas)	Hendon

Schedule 3

Dogs on Leads Areas UNDER SECTION 164 OF PUBLIC HEALTH ACT 1875

	Name of Ground	Position
5.	Basing Hill Park	Cricklewood
10.	Brent Park	Hendon
17.	Childs Hill Park	Childs Hill
29.	Elm Park	Cricklewood
31.	Friary Park	Friern Barnet
35.	Greenhill Gardens	Barnet
40.	Highlands Gardens	Barnet
59.	Northway Gardens	Hampstead Garden Suburb
61.	Old Court House Recreation Ground	Barnet
63.	Princes Park	Hendon
64.	Ravenscroft Gardens	High Barnet
65.	Riverside Walk, North and South (parts)	Woodside Park
66.	Rushgrove Park	Colindale
70.	Simmonds Mead	Mill Hill
71.	Stonegrove Park	Edgware
75.	Swan Lane Open Space	North Finchley
79.	Victoria Park	Finchley
88.	Woodfield Park	West Hendon
102.	Dame Alice Owen's Ground	Whetstone

Dogs on Leads Areas (Continued)
UNDER SECTIONS 12 AND 15 OF THE OPEN SPACES ACT 1906

	Name of Ground	Position
2.	Avenue House Grounds	Finchley
28.	Edgwarebury Park (Ornamental Gardens)	Edgware

The Common Seal of the Mayor and)
Burgesses of the London Borough of)
Barnet was hereunto affixed this)
14th day of April, 1992 in the presence)
of: -)

L. J. PYM
Mayor

Controller of Legal Services

DET 5540

The foregoing byelaws are hereby confirmed by the Secretary of State for the Environment and shall come into force on 1 August 1993

**Signed by authority of
the Secretary of State
25 June 1993**

**J H Cleary
An Assistant Secretary in the
Department of the Environment**

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LONDON BOROUGH OF BARNET

BYE-LAWS

**DOGS ON LEADS AND EXERCISE AREAS
IN PARKS AND OPEN SPACES**

1993

Byelaws made by the Mayor and Burgesses of the London Borough of Barnet acting by the Council under Section 164 of the Public Health Act 1875, Sections 12 and 15 of the Open Spaces Act 1906 and Section 15 of the Open Spaces Act 1906 with regard to public walks, pleasure grounds and open spaces.

1. The Series of Byelaws with respect to pleasure grounds and open spaces made by the Mayor and Burgesses of the London Borough of Barnet acting by the Council on the 14th day of April, 1992, as confirmed by the Secretary of State on the 25th June, 1993 are hereby amended as follows:
2. Schedule 3 which applies to Byelaws 6 and 7 of the aforesaid Byelaws relating to dogs on leads areas shall be replaced by Schedule 1 to these Byelaws.
3. Byelaw 6 shall be amended to read:

No person in charge of a dog (other than a registered blind person) shall, without reasonable excuse, permit a dog to enter or remain in the dogs on leads areas unless the dog is held on a lead and is restrained from behaviour giving reasonable grounds for annoyance.

DOGS ON LEADS AREAS

WHERE DOGS MUST BE KEPT ON LEADS

UNDER SECTION 164 OF THE PUBLIC HEALTH ACT 1875

Exercise areas to be provided in the following areas:-

- | | | |
|-----|--|-----------------------------|
| 5. | Basing Hill Park | (other than exercise areas) |
| 17. | Childs Hill Park | (other than exercise areas) |
| 31. | Friary Park | (other than exercise areas) |
| 35. | Greenhill Gardens | (other than exercise areas) |
| 59. | Nothway Gardens | (other than exercise areas) |
| 63. | Princes Park | (other than exercise areas) |
| 65. | Riverside Walk, North
and South (Parts) | (other than exercise areas) |
| 66. | Rushgrove Park | (other than exercise areas) |
| 71. | Stonegrove Park | (other than exercise areas) |
| 75. | Swan Lane Open Space | (other than exercise areas) |
| 79. | Victoria Park | (other than exercise areas) |

88. Woodfield Park (other than exercise areas)

UNDER SECTIONS 12 AND 15 OF THE OPEN SPACES ACT 1906

2. Avenue House Grounds (other than exercise areas)

28. Edwarebury Park

- Ornamental Gardens (other than exercise areas)

(The attached maps show the location of the exercise areas in each of the above parks).

Exercise areas **will not be provided** in the following areas:-

10. Brent Park

29. Elm Park

40. Highlands Gardens

61. Old Court House Recreation Ground

64. Ravenscroft Gardens

70. Simmonds Mead

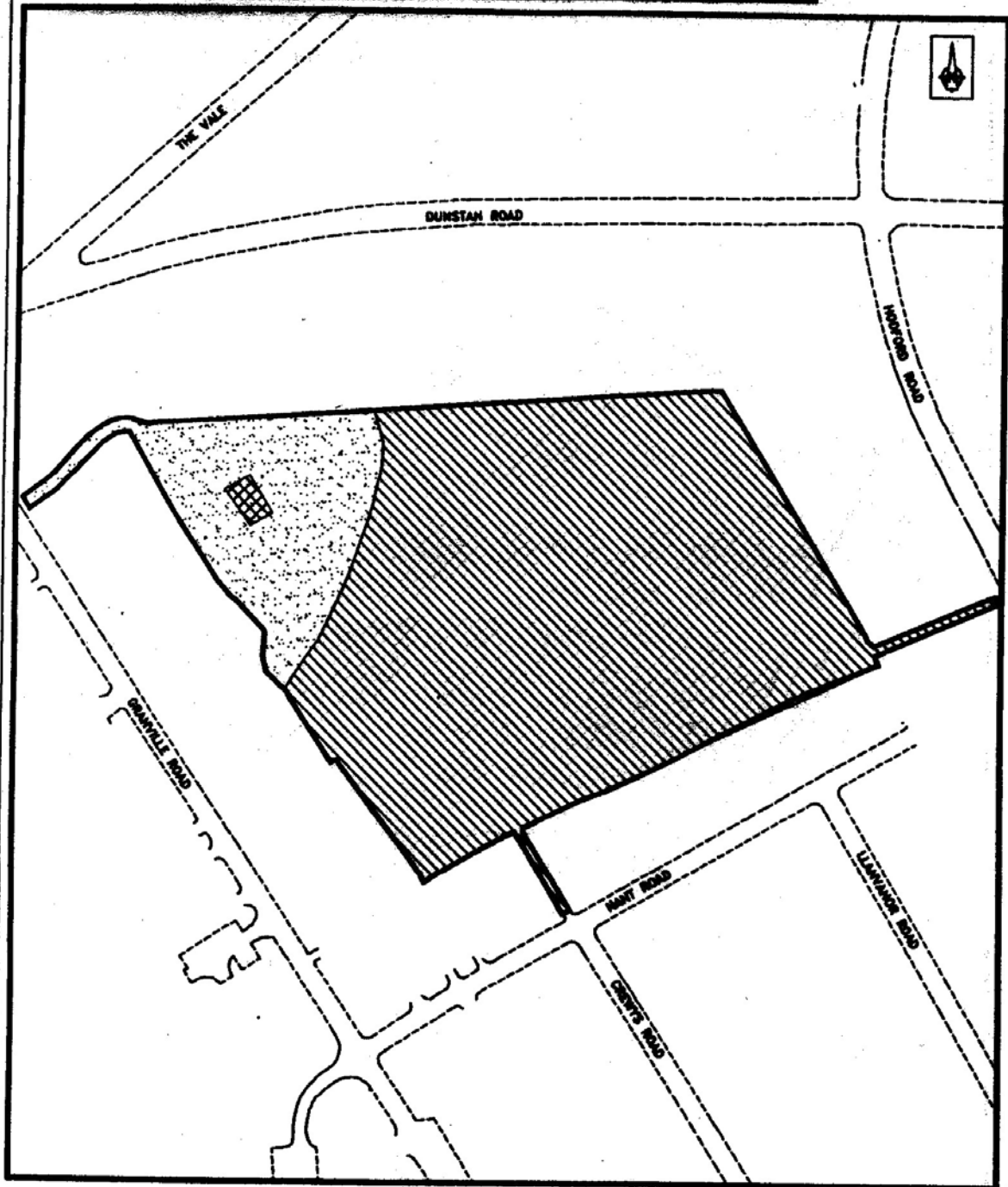
102. Dame Alice Owen's Ground


BASING HILL PARK



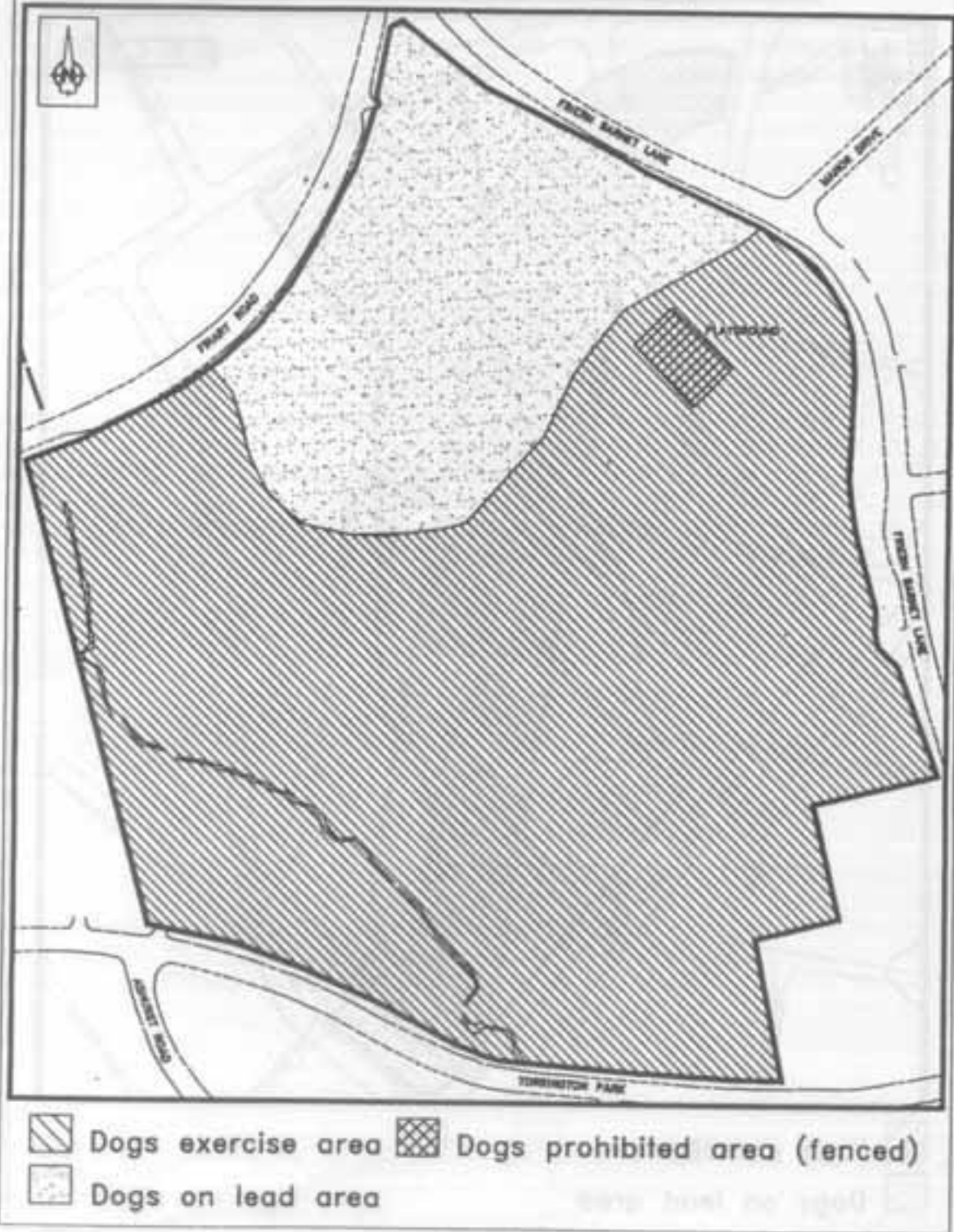
-  Dogs exercise area
-  Dogs prohibited area (fenced)
-  Dogs on lead area

CHILDS HILL PARK

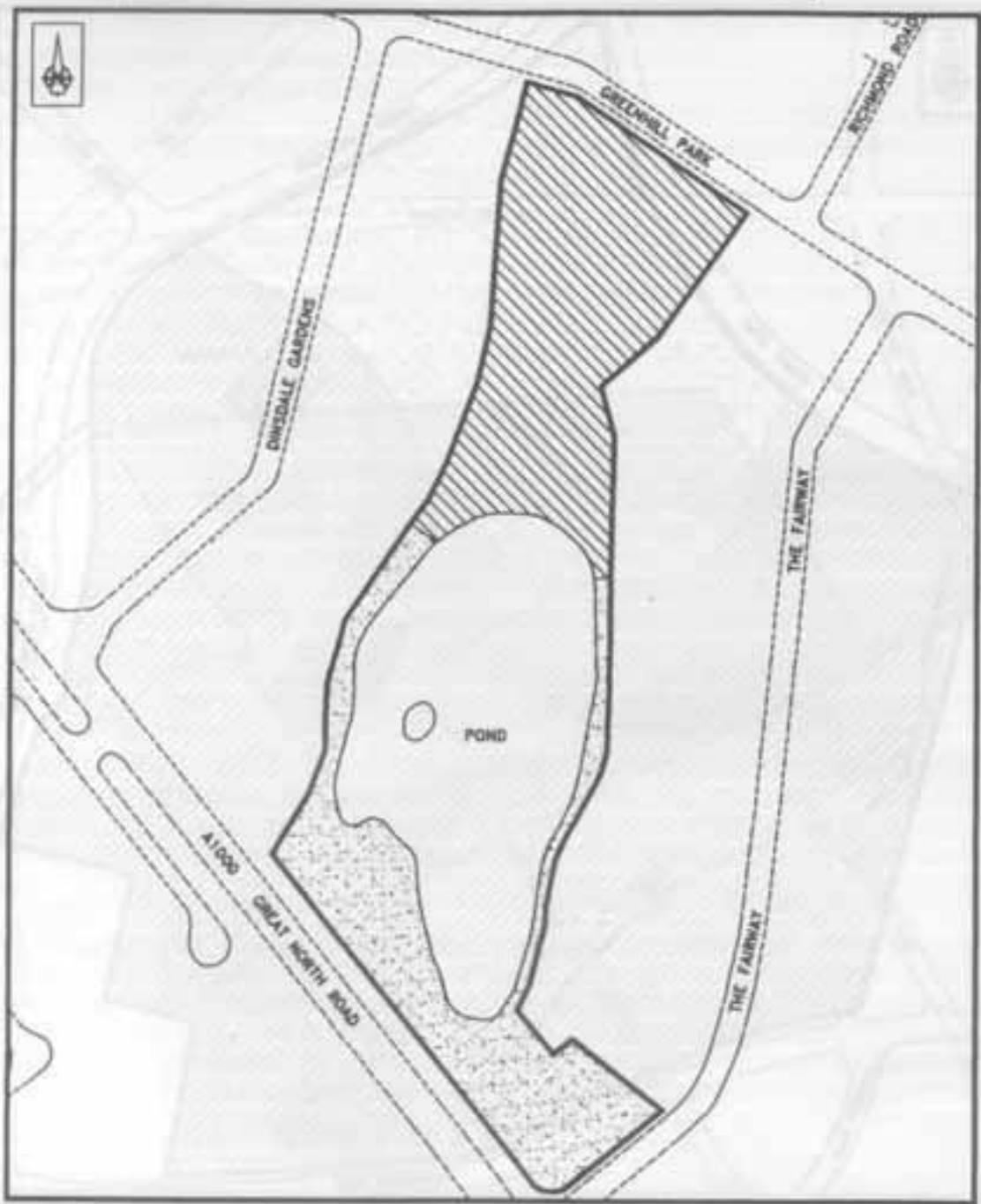




-  Dogs exercise area
-  Dogs prohibited area (fenced)
-  Dogs on lead area

FRIARY PARK



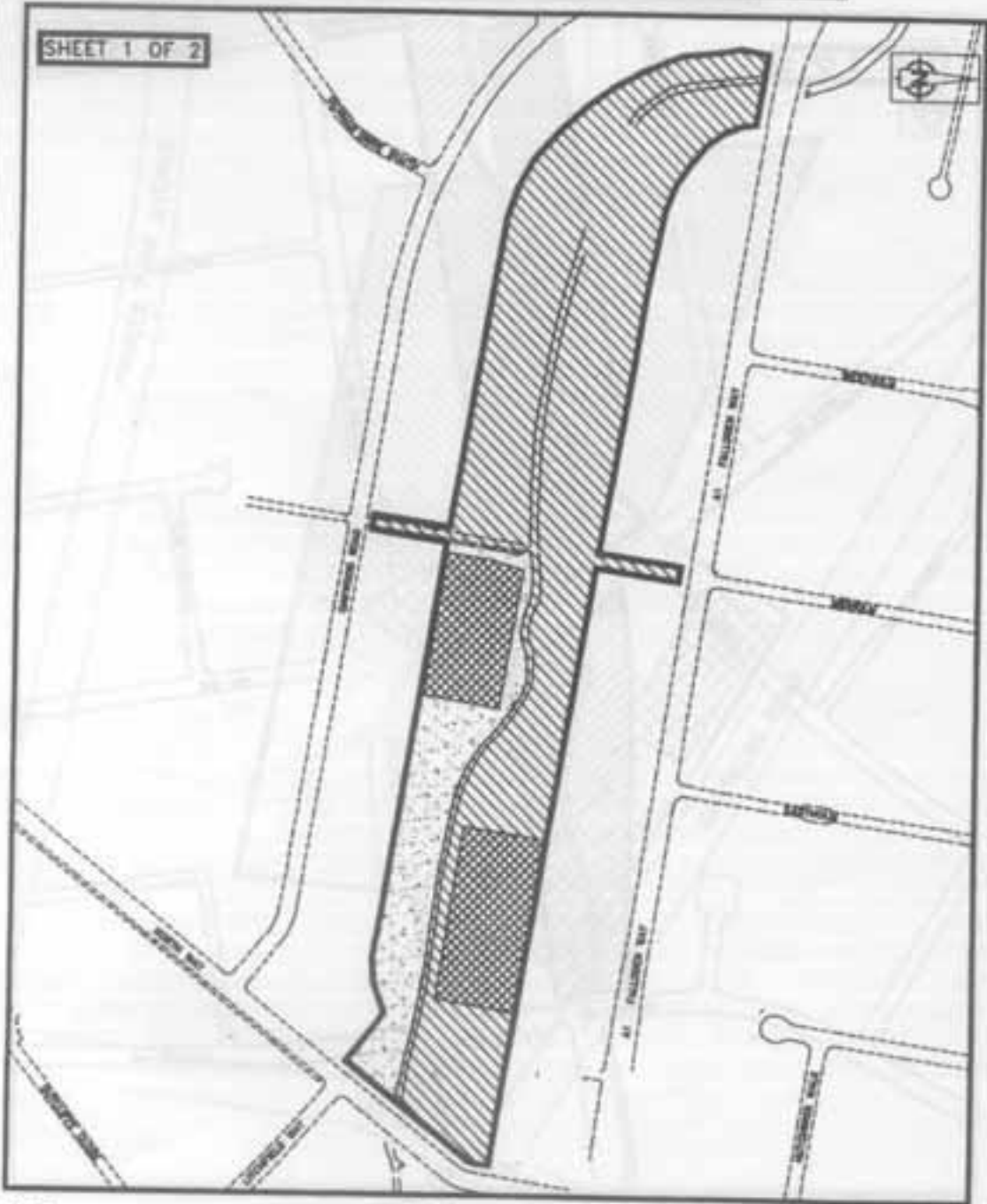
GREENHILL GARDENS



-  Dogs exercise area
-  Dogs on lead area

NORTHWAY GARDENS

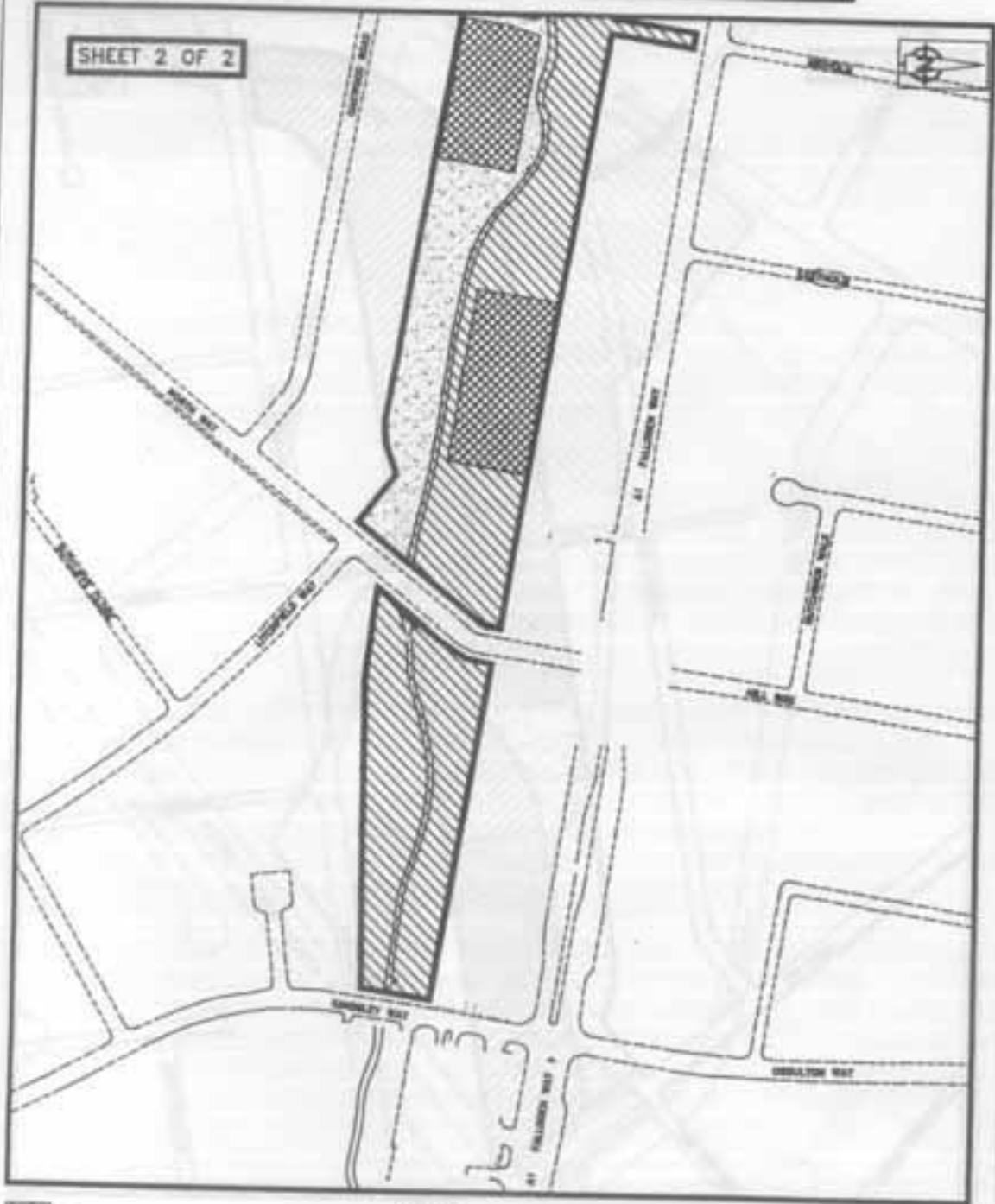
SHEET 1 OF 2






-  Dogs exercise area
-  Dogs prohibited area (fenced)
-  Dogs on lead area

NORTHWAY GARDENS

SHEET 2 OF 2



-  Dogs exercise area
-  Dogs prohibited area (fenced)
-  Dogs on lead area



PRINCES PARK



-  Dogs exercise area
-  Dogs prohibited area (fenced)
-  Dogs on lead area

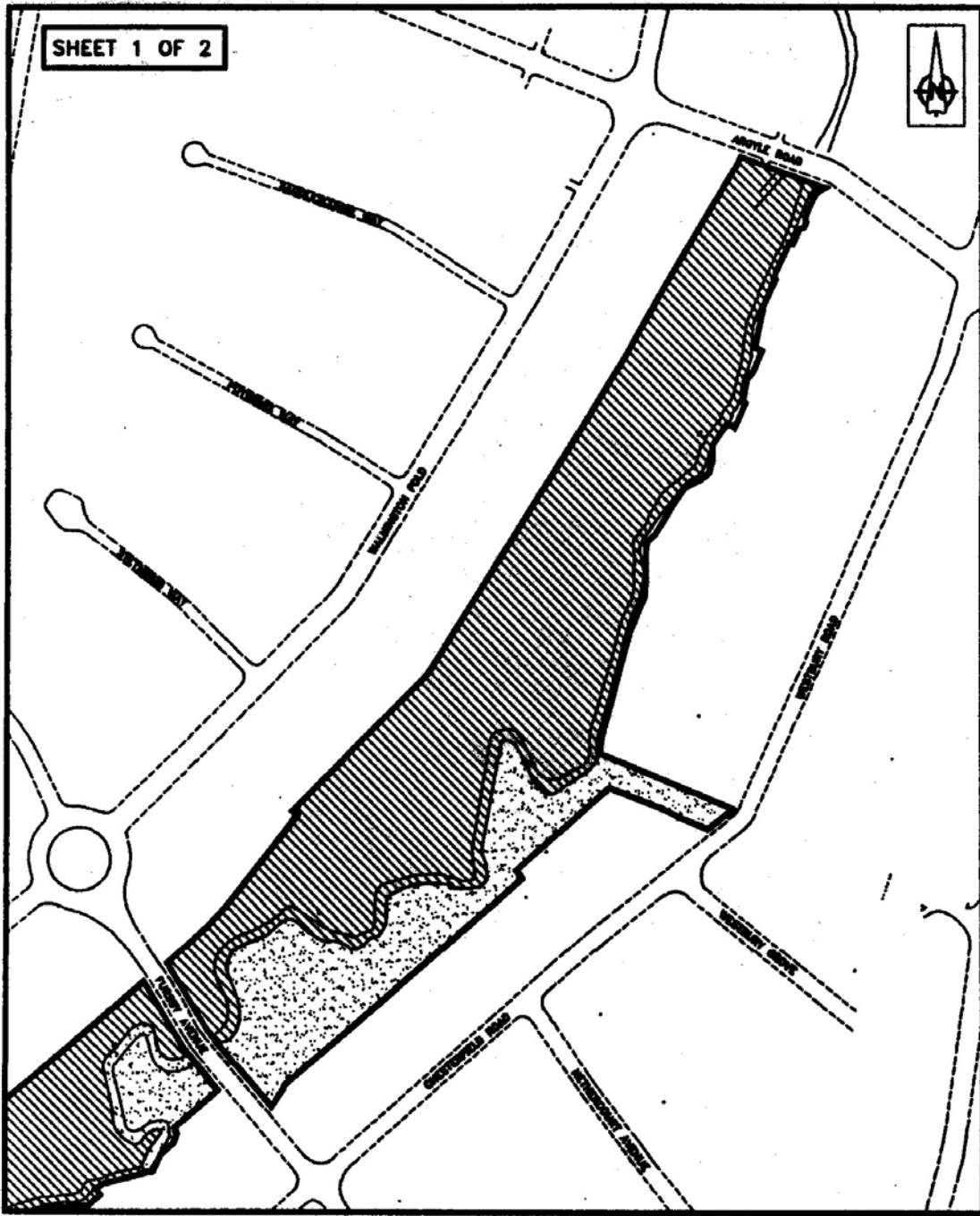
RIVERSIDE WALK NORTH





-  Dogs exercise area
-  Dogs on lead area

RIVERSIDE WALK SOUTH

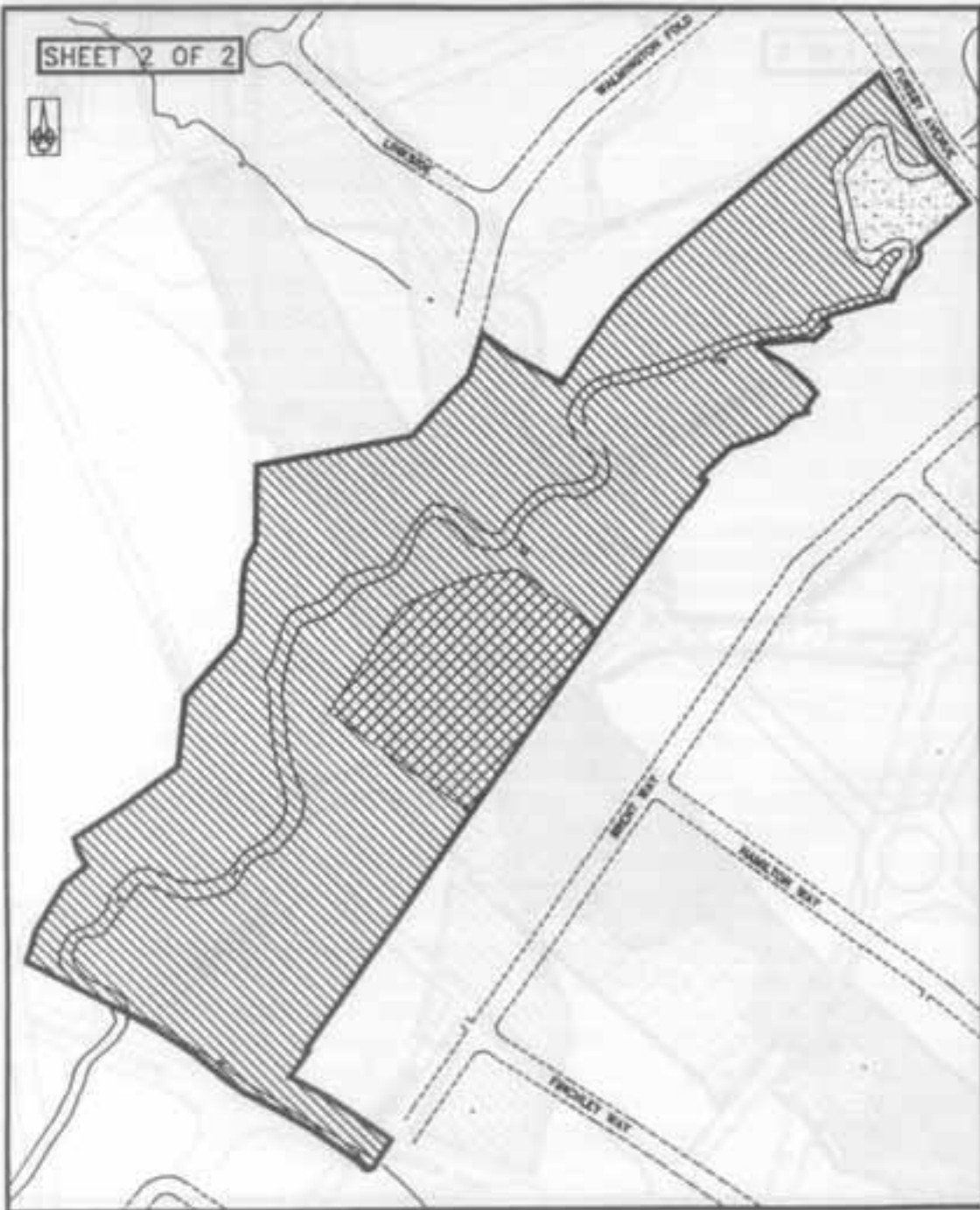
SHEET 1 OF 2





-  Dogs exercise area
-  Dogs on lead area

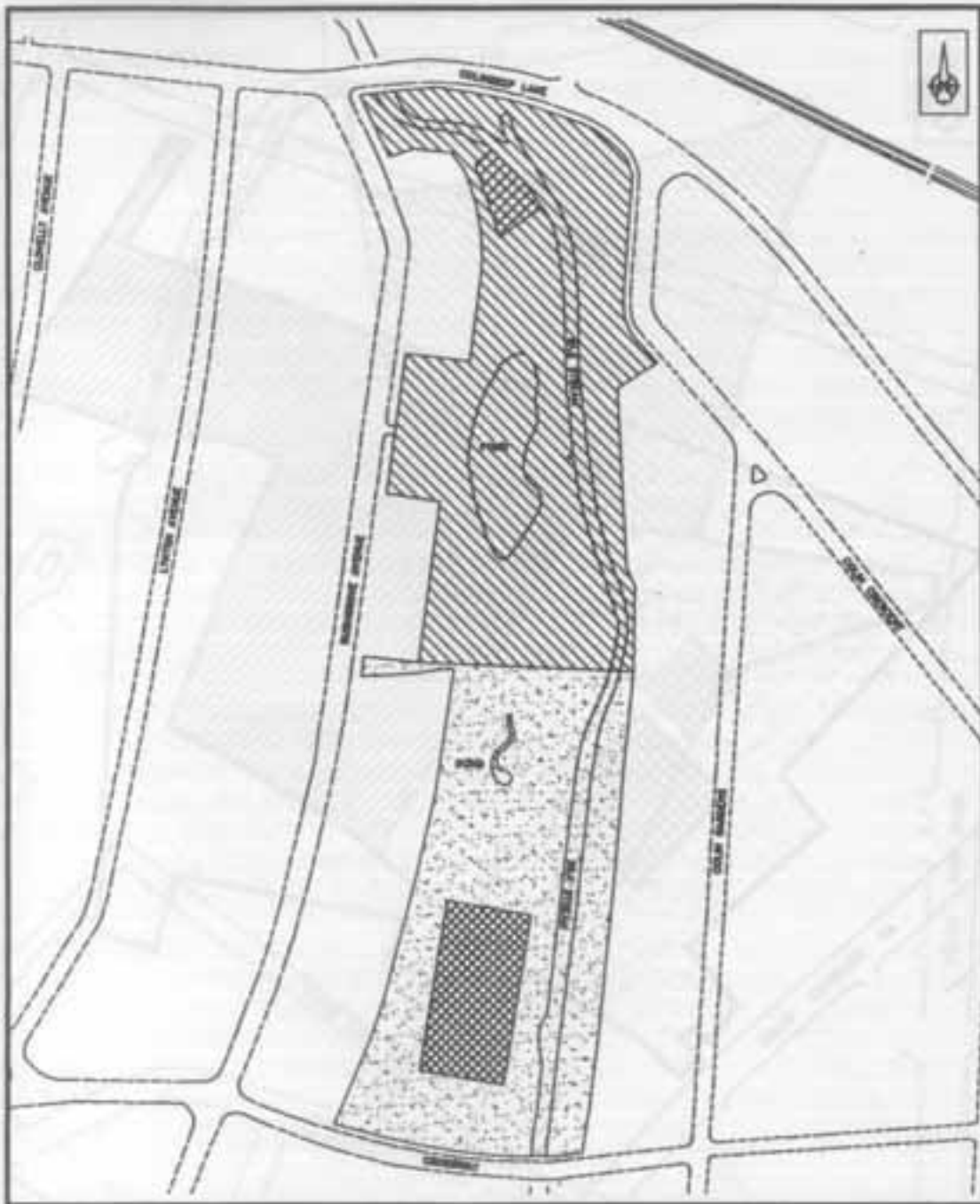
RIVERSIDE WALK SOUTH




SHEET 2 OF 2



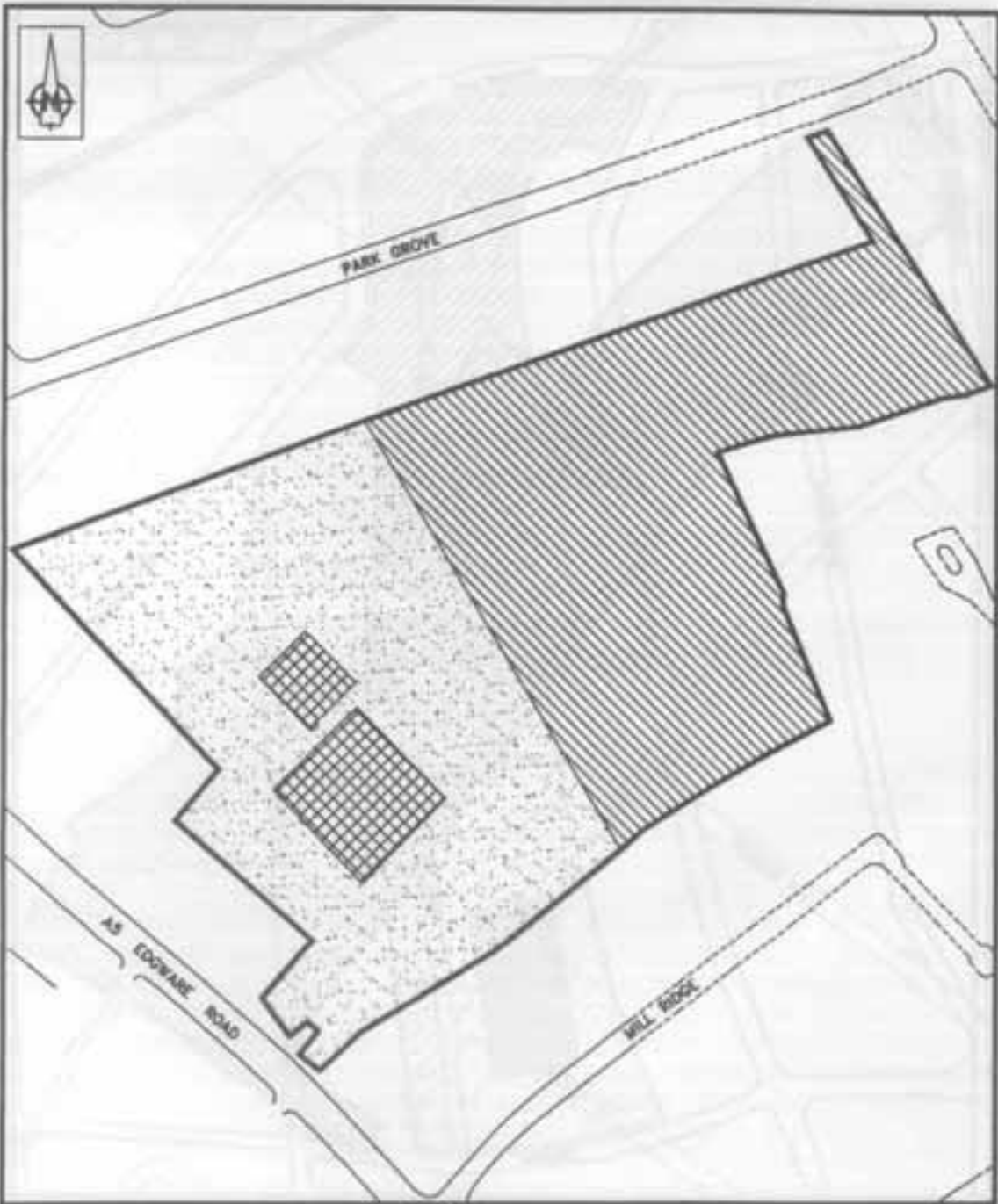
-  Dogs exercise area
-  Dogs prohibited area (fenced)
-  Dogs on lead area

RUSHGROVE PARK



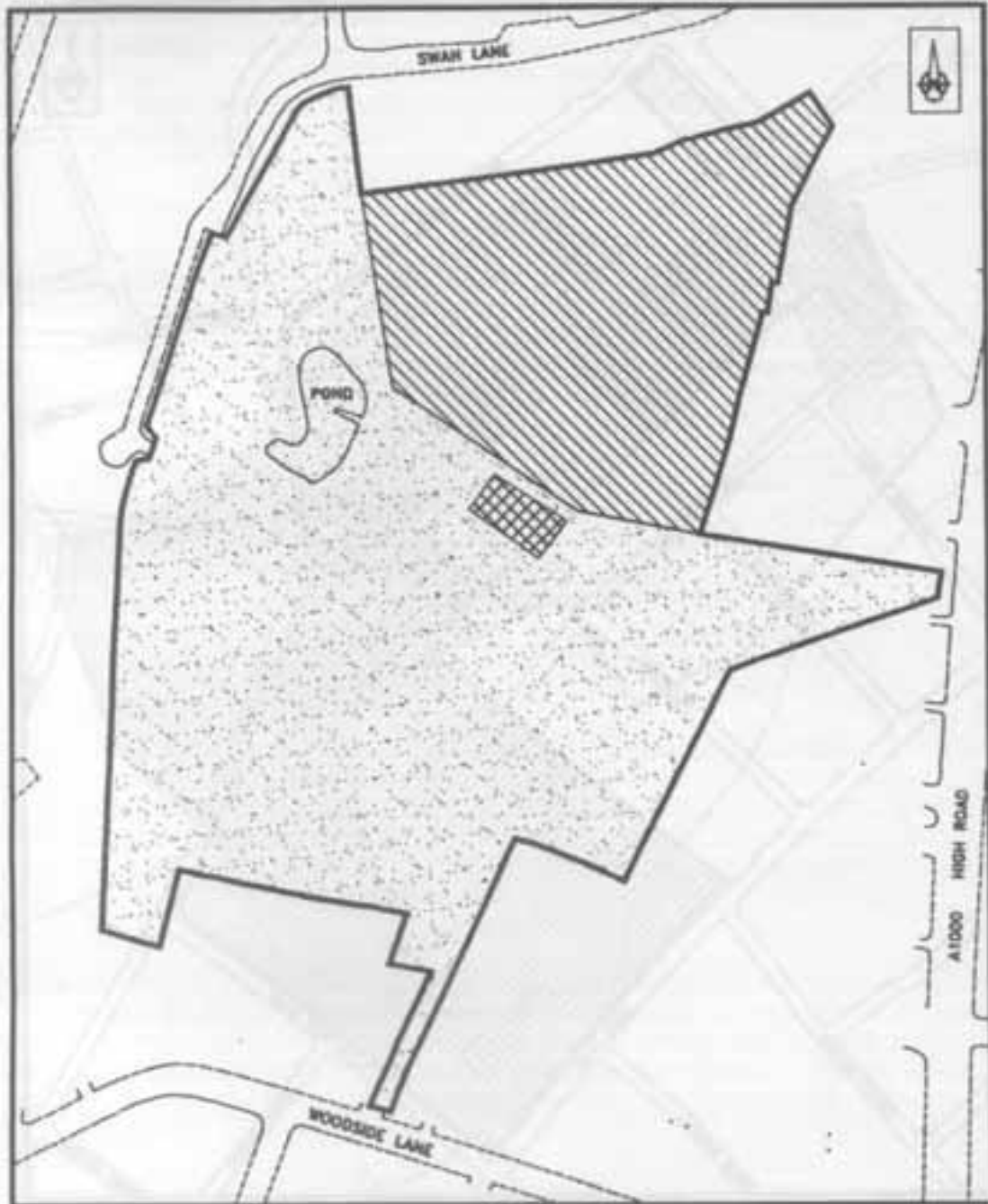
-  Dogs exercise area
-  Dogs prohibited area
-  Dogs on lead area




STONEGROVE PARK

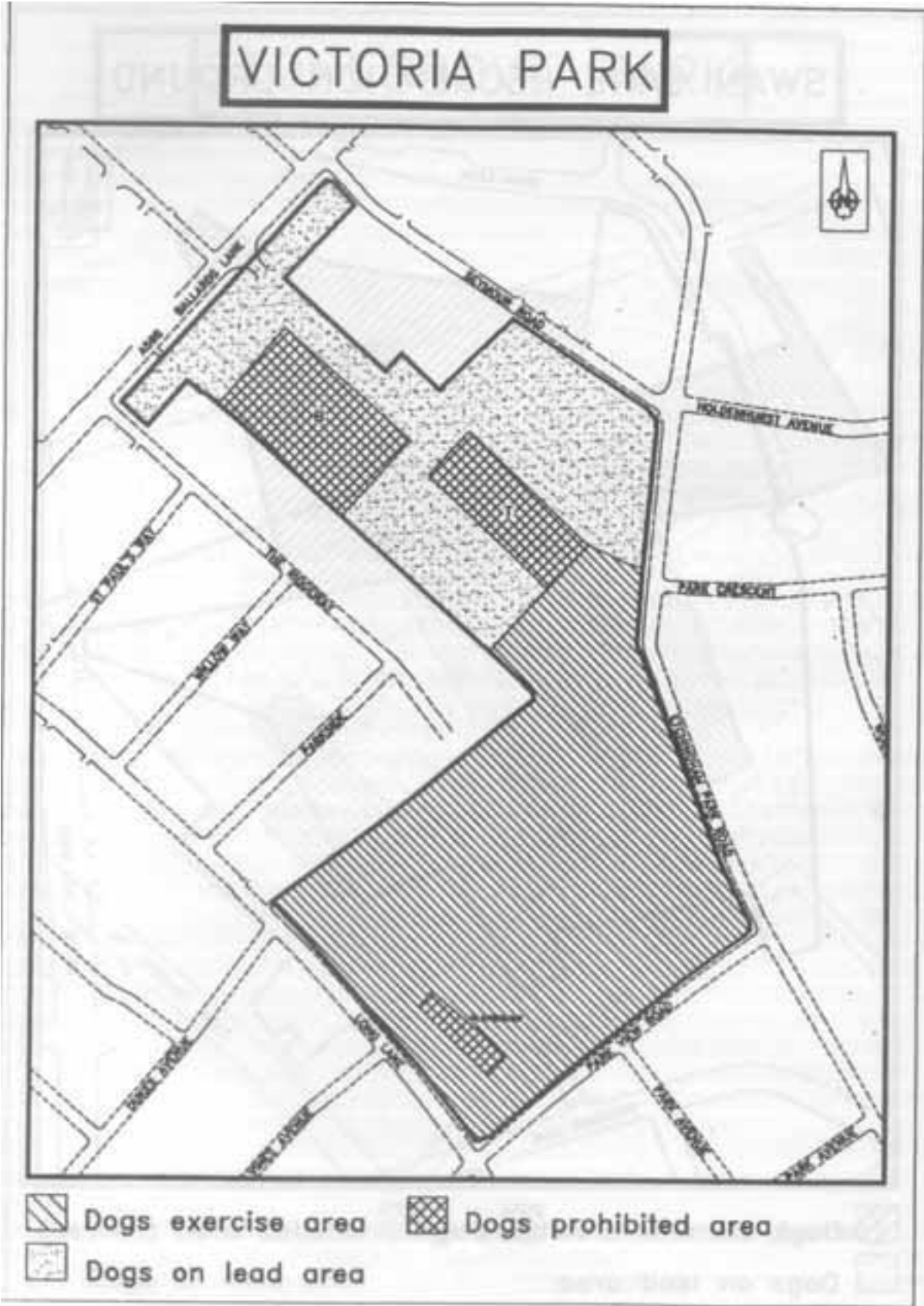


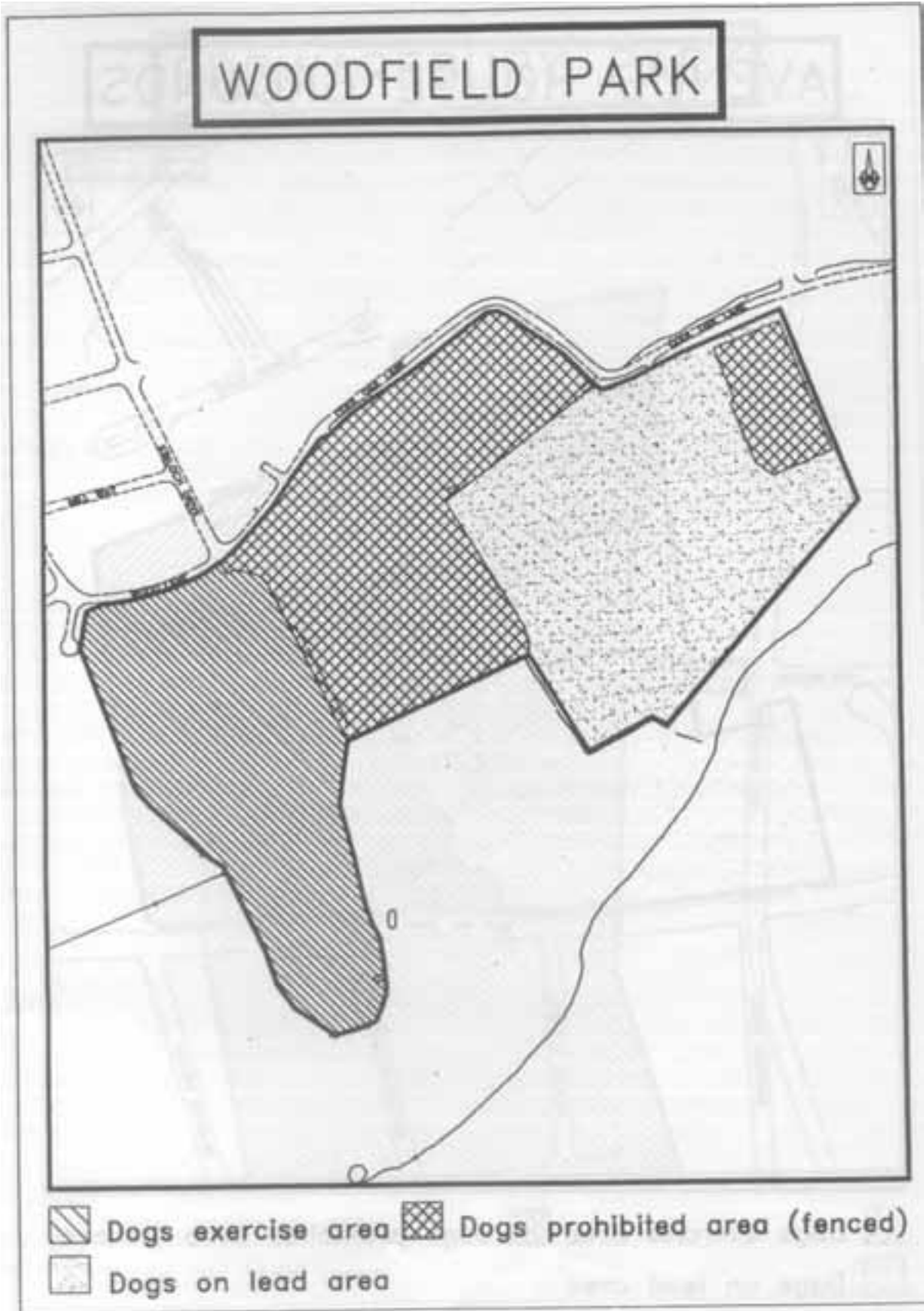
-  Dogs exercise area
-  Dogs prohibited area (fenced)
-  Dogs on lead area

SWAN LANE RECREATION GROUND

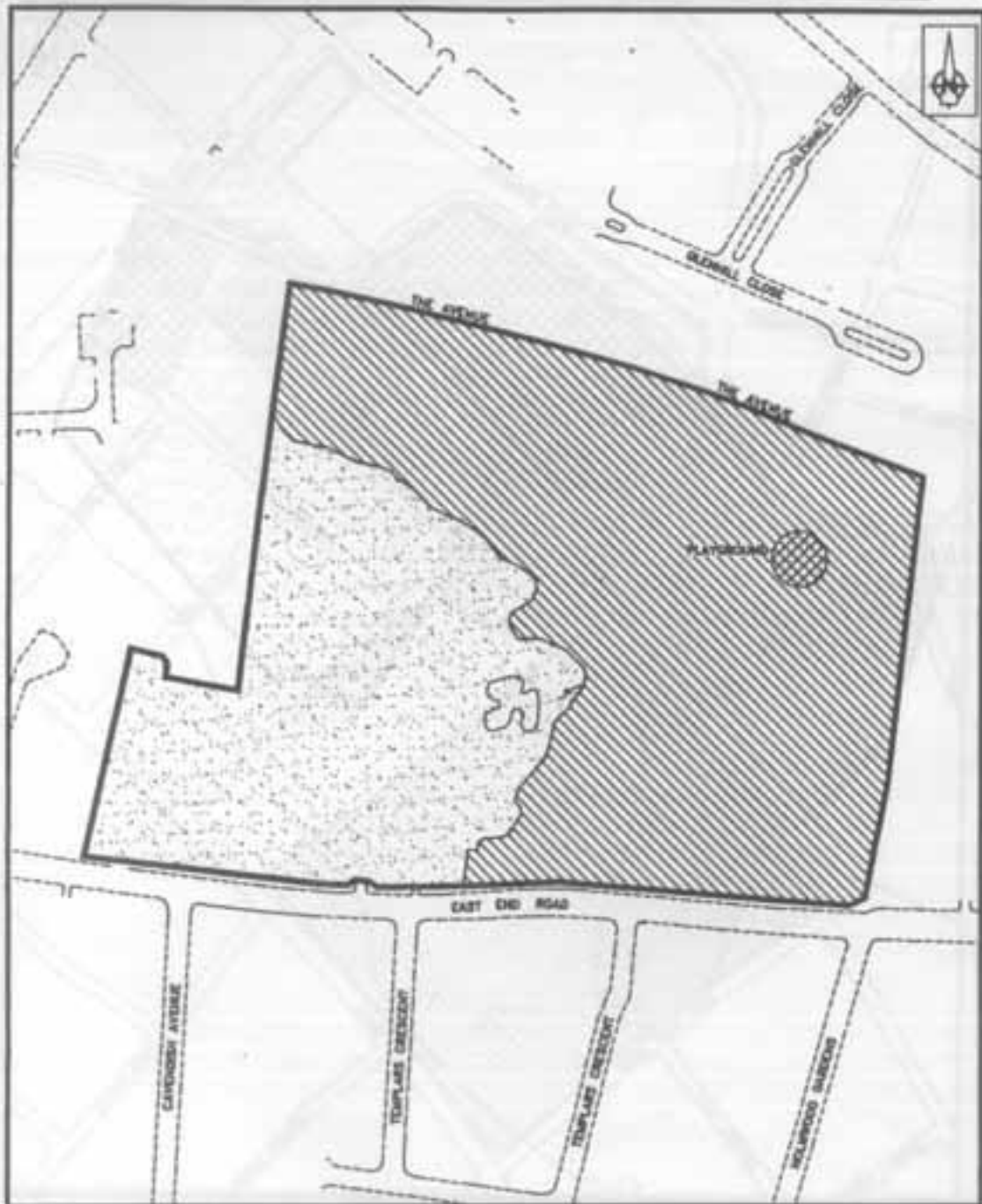


-  Dogs exercise area
-  Dogs prohibited area (fenced)
-  Dogs on lead area





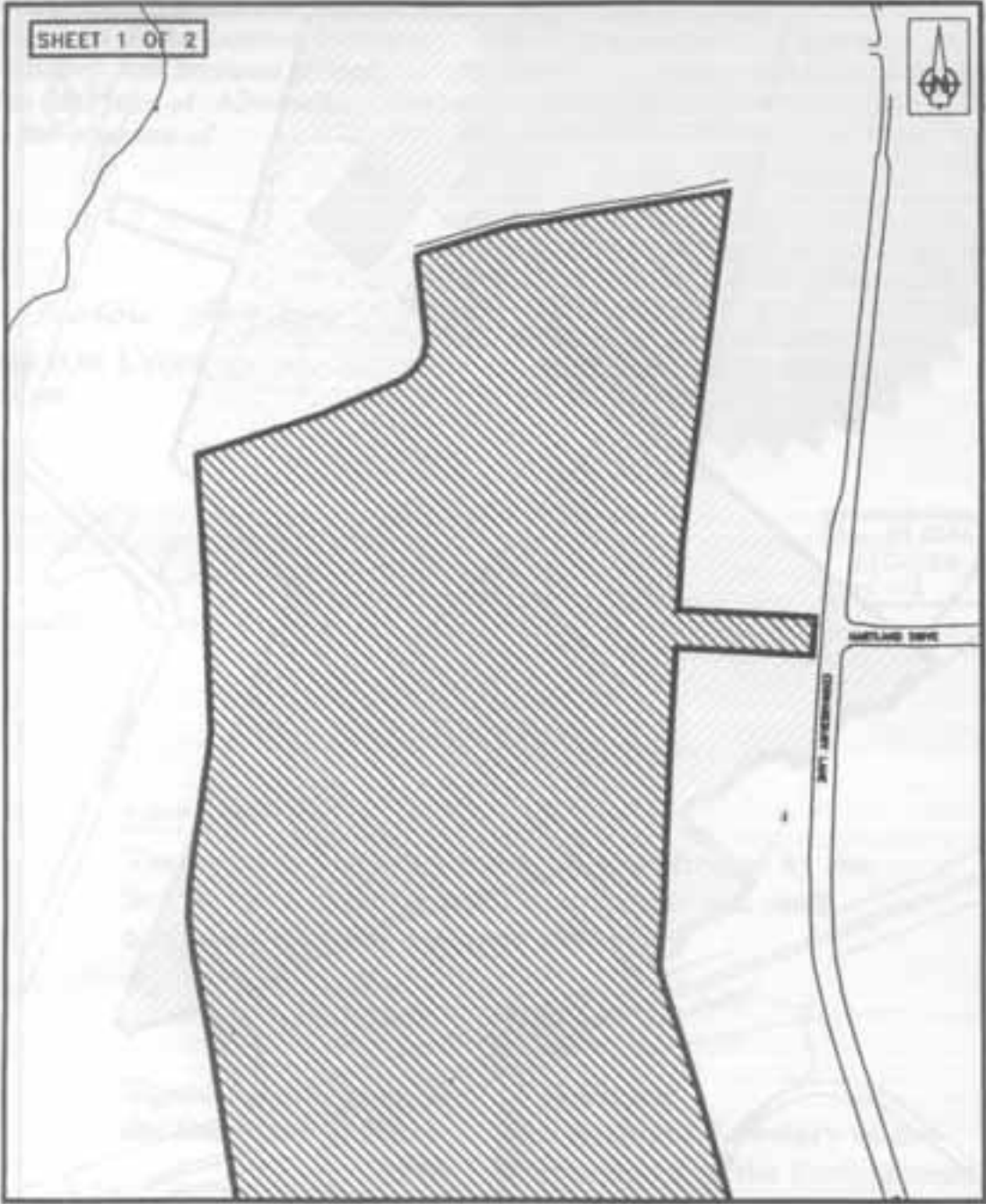
AVENUE HOUSE GROUNDS





-  Dogs exercise area
-  Dogs prohibited area (fenced)
-  Dogs on lead area

EDGWAREBURY PARK

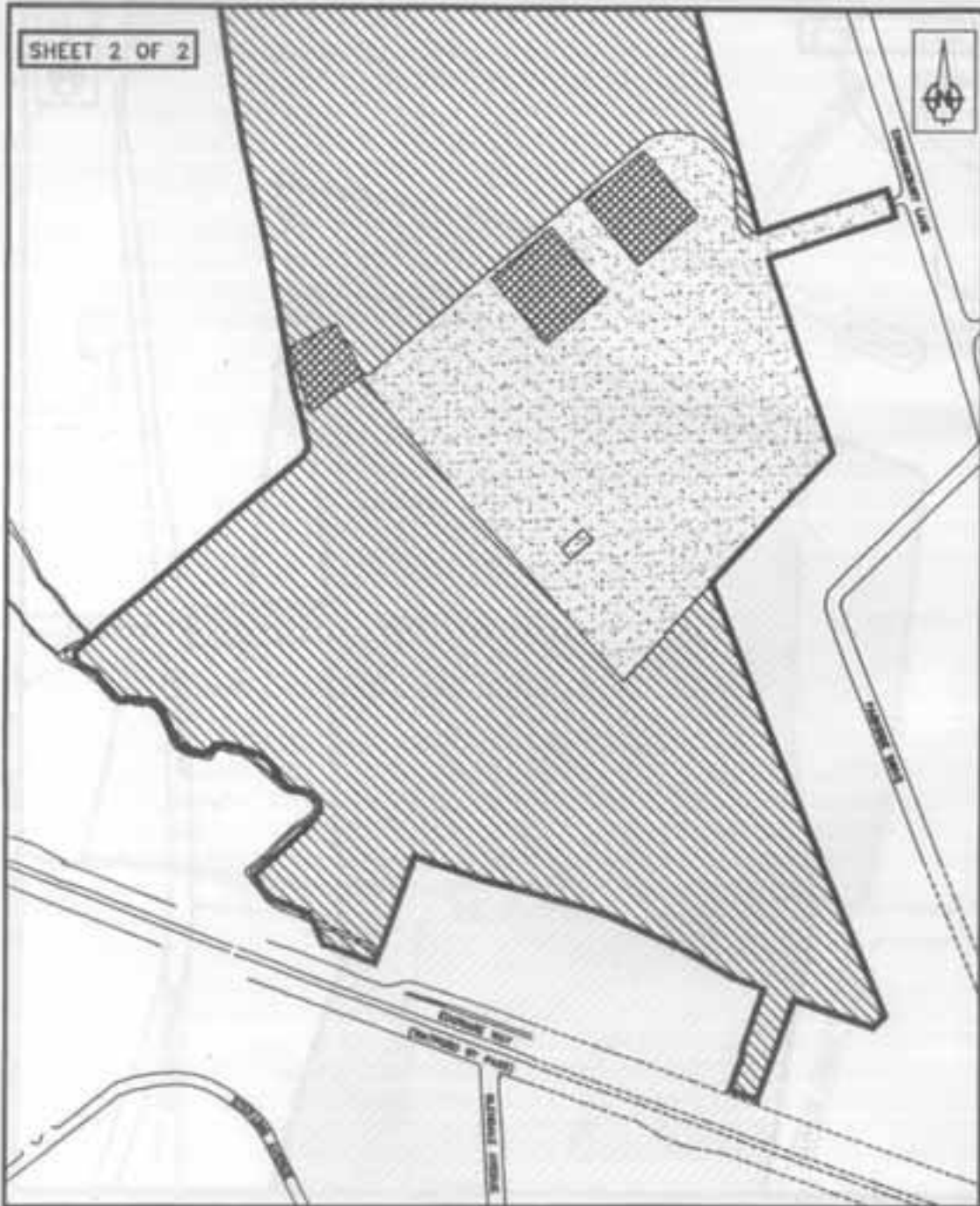
SHEET 1 OF 2



-  Dogs exercise area
-  Dogs on lead area

EDGWAREBURY PARK

SHEET 2 OF 2



-  Dogs exercise area
-  Dogs prohibited area (fenced)
-  Dogs on lead area

The Common Seal of the Mayor and)
Burgesses of the London Borough)
of Barnet was hereunto affixed)
this 22nd day of November, 1993)
in the presence of)

VICTOR LYON

Mayor

Controller of Legal Services

DET 6597

The foregoing byelaws are hereby confirmed by the Secretary of State for the
Environment and shall come into force on 1 March 1994

Signed by authority of
the Secretary of State
24 January 1994

J H Cleary
An Assistant Secretary in the
Department of the Environment

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London Borough of Barnet
Environment Committee Work Programme
January 2017 – June 2018

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
14 March 2018			
Road Space asset review	Committee to consider a report on Road Space asset review	Strategic Director for Environment	Non-key
LiP programme – 2018/19	Committee to approve the LiP programme for 2018/19	Strategic Director for Environment	Non-key
Copthall Master Plan	Committee to comment and approve the Copthall Master Plan	Strategic Director for Environment	Non-key
Public Highway Crossovers	Committee to comment on policies relating to footway crossings	Strategic Director for Environment	Non-key
KSI Accident report	Committee to consider the KSI accident report	Strategic Director for Environment	Non-key
Bin Capacity Policy	For the committee to consider a report on Bin Capacity Policy following a members items at the 7 November meeting	Strategic Director for Environment	Non-key
June 2018			
Footway Damage – Phase 2 report	Committee to consider and comment on phase 2 of the Footway Damage project	Strategic Director for Environment	Non-key